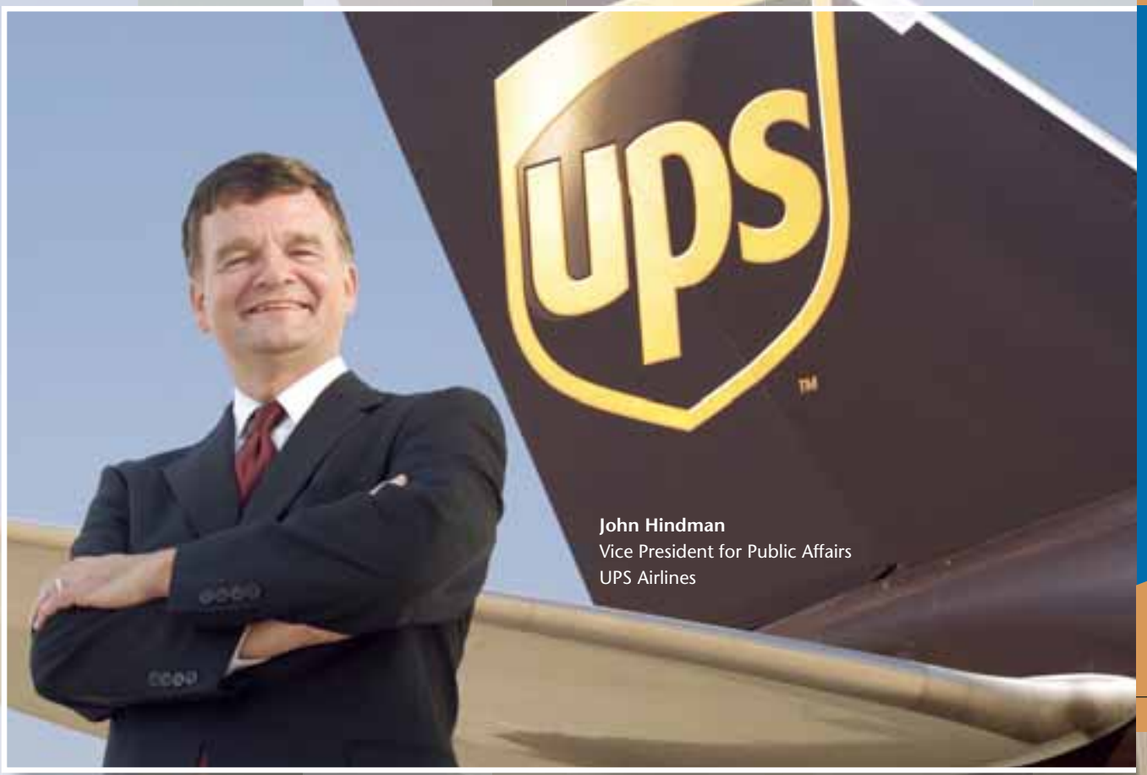

John Hindman
Vice President for Public Affairs
UPS Airlines

"Kentucky's global vision has made it a hub for logistics as well as packages."

Kentucky recognized early on the unlimited potential of worldwide logistics. That's one of the main reasons we built our international air hub in Louisville.

When we began overnight operations here in 1982, Kentucky saw that one day we would do more than sort millions of packages headed around the world. It was right. Now we also serve as a strategic partner for businesses of all sizes – helping boost their margins while managing their supply chains, repairing their products or even answering their phones.

"Kentucky saw that one day we would do more than sort millions of packages that were headed around the world."

Again and again Kentucky has nurtured our global business by providing available land, building new infrastructure, offering tax incentives, and supplying us with a top-notch workforce. With Kentucky's help, growth has been so phenomenal that in May 2006 we announced a $1 billion expansion of our hub – our second billion-dollar investment here in five years. And don't think we're content to stop there.

UPS and the state of Kentucky: What can we do for you?

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Fall 2006
Volume 2 Number 2

the Consultants SITE Guide

THE SITE LOCATION HANDBOOK TO LEADING CORPORATE LOCATIONS

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From the publishers of *Area Development* magazine

Editor's Note

DEAR CONSULTANT:

Welcome to the fall 2007 edition of *The Consultants Site Guide: The Site Location Handbook to Leading Corporate Locations* (the third in our series), produced in conjunction with our Consultants Forum, held this December in San Antonio, Texas.

When preparing this guide, I asked several well-respected consultants to identify what information they would like to see included. Several expressed an interest in learning more about global investment trends and their driving factors, as well as the use of incentives outside of the United States. The features that appear in the front of this magazine address these topics. Gene DePrez and Roel Spee, co-leaders of PLI-Global Location Strategies, IBM Global Business Services, analyze the findings of their firm's most recent study of global investment trends. And, Ulrich Schmidt and Andreas Dressler of KPMG give us a global perspective on incentives.

These two articles are followed by the informative location profiles that recipients of this guide have come to expect. Since consultants cannot be aware of — or visit — every conceivable location, the publishers of *Area Development* magazine have brought the locations to you in this magazine. This site guide can be used as a quick and handy resource when helping company executives make their location decisions.

For your convenience, the e-mail and web addresses of all the locations profiled in this guide appear on page 36. If you would also like to look for available land and/or buildings at these and other locales, visit *Area Development*'s property database: www.fastfacility.com. Also visit Area Development Online at www.areadevelopment.com to view issues and special reports online and to subscribe to our magazine.

The next edition of *The Consultants Site Guide* is due out next spring. In order to reserve your copy, please fill out the request card that appears after page 28. The spring 2007 edition is being produced in conjunction with our third Consultants Forum, which will take place in June 2007 in San Diego, Calif. This event will once again bring you together with the corporate real estate executives making today's location decisions.

We'd like to know what you think of this magazine, as well as your opinion of our Forums if you have attended. Please e-mail me at gerri@areadevelopment.com with your comments, or to let me know what topics you would like to see covered in our next *Consultants Site Guide*. Your advice and comments are always welcome.

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Table of CONTENTS

EDITOR'S NOTE C2

GLOBAL INVESTMENT TRENDS 2

A GLOBAL PERSPECTIVE ON THE INNOVATIVE USE OF INCENTIVES 5

AD INDEX/WEB DIRECTORY 36

LOCATION PROFILES

Connecticut
Connecticut Economic Resource Center (CERC) — One-Stop Site Selection and Business Development in Connecticut 20

Florida
City of Cape Coral — Growth Engine of Southwest Florida™ 22

Georgia
Liberty County — Your Logistics and Labor Solution 24

Kansas
Kansas is Bigger Than You Think for Business 26

Kentucky
Central Location, Cheap Power, Experienced Staff, and More…Sounds Like Kentucky! 8

Michigan
Consumers Energy — Count on Us 12

Missouri
Think Blue Springs First 28
Joplin, Missouri — Business is Great! 30

New York
Broome County/Greater Binghamton — Taking Your Business to the Next Level 32

South Carolina
The South Carolina Power Team — Your Strategic Location Solution 34

Texas
Brazoria County — Houston's Newest Growth Corridor is America's Fastest-Growing County 16

global investment TRENDS

PLI-Global Location Strategies is a service of IBM Global Business Services that helps companies making decisions where to locate their operations around the world. It also uses this expertise for advising economic development organizations (EDOs) on how to improve their business environments and optimize their marketing efforts in order to attract and retain such companies. To keep track of the latest trends in location decision-making, IBM-PLI has developed a database that registers publicly announced investment decisions in which a location decision was likely involved. This database, IBM-PLI's Global Investment Locations Database (GILD), allows very accurate assessments of which companies and industries are investing where in new operations. Moreover, since it concentrates on the real location decisions that corporate executives are making, GILD is the most realistic monitoring system of the attractiveness of locations (countries-regions-cities) for so-called "mobile" or "contestable" investment projects, where company decision-makers are comparing many locations on a variety of factors.

The following analysis of investment trends around the world and in North America, in particular, is based on this GILD database, and therefore believed to be a very realistic representation of the most recent location trends. The analysis is based on a huge number of individual project announcements of new (greenfield) and expansion projects by companies globally. Mergers and acquisitions (M&As) are not included unless they specifically include a new location decision. One should, therefore, not compare the trend analysis that follows with similar annual analyses by the United Nations in which capital investment flows are measured. These data include M&As and other financial investments that are *not* considered as mobile investment projects. For the same reason, our analysis excludes business sectors and activities that are considered less mobile in their location choice, for example projects strongly linked to local resources (mining and others) or fully focused on local consumer markets (retail, sales offices, etc.).

Generally, the data focus on foreign investment projects, but for North America we have also included *state-to-state* investments since in working with clients we find that such cross-border investments also are considered as mobile investment, and it would be unfair to compare the United States or Canada as a whole to smaller countries, such as, for example, Singapore or Switzerland.

GLOBAL TRENDS

In 2005, approximately 8,000 announcements of "mobile" investment projects were registered that meet the above criteria. Some 1.1 million jobs are estimated to be created by these projects. These numbers are fairly stable in comparison with previous years. In 2004, some 8,400 eligible projects were identified and just below one million jobs were registered.

Clear differences exist, however, between various types of operations. In manufacturing, a strong decline is observed — from 4,400 projects in 2004 to 3,350 projects in 2005. R&D remained fairly constant with around 870 projects.

In a global context, it is remarkable that Europe regained from Asia the top position in 2005, attracting 39 percent of all projects. Asia attracted 31 percent of all projects. In 2004, both regions tied at 35 percent. North America attracted 18 percent (1,450) of all projects, up 1 percent from 2004.

The position of the United States is interesting. When looking at all recorded investment projects (including the state-to-state projects), the United States emerges as the number-one destination with more than 1,200 projects. If we concentrate on foreign investment projects only, the United States ranks only fifth, with 450 projects coming from outside its national borders. Leaders in foreign investment attraction are China (930 projects), India (700), the United Kingdom (690), and France (660). Canada attracted 180 foreign investment projects and ranks seventh after Poland (200).

In estimated jobs to be created by these projects, India ranks first with 190,000 jobs. Most of these will be created in the services industry (IT, call centers, shared services centers, business process outsourcing, etc.). The United States comes in second with almost 140,000 jobs, and China is third with 120,000. The top 15 ranking is dominated by emerging markets, including various Eastern European and Asian countries. In particular, Vietnam has come up strongly and now ranks fifth with 47,000 jobs. Canada scores well at eleventh, with more than 26,000 jobs

By sector, the strongest growth is noted in business services, which includes a broad range of private-sector services, such as legal, accounting, consultancy, etc. While in 2004 1,300 projects were registered, this number increased in 2005 to 1,700. Most industrial sectors experienced a decrease.

The United States continues to be the dominant economy generating new investment elsewhere. In total, almost 2,800 investment projects in 2005 originated from the United States (35 percent of all recorded investment), which is slightly higher than the 2004 figure. Germany (9 percent) and Japan (8 percent) are the runners-up, but comparatively far behind the United States. Following are the United Kingdom, France, and Canada, which is sixth in the global ranking of outward investing economies with 240 projects. Interestingly, emerging economies are increasingly generating their own international companies that expand into other countries around the world. For instance, India (220 projects, ranked seventh) and China (120 projects, 15th position) have quickly developed as important outward investors.

In terms of jobs, it is estimated that almost 350,000 positions will be created worldwide by the U.S. corporate projects announced in 2005. Around one quarter of these will be created in states other than where the headquarters of the company is located. This means that some 260,000 jobs will be created in other countries around the world, particularly India (90,000). China is the second-largest foreign recipient of U.S. investment in terms of jobs, but is only attracting over 30,000 jobs. Europe attracts more projects and jobs from U.S. companies than China.

Following the United States as an outward investor in terms of jobs is Japan, with 145,000 jobs, and Germany ranks third, creating more than 80,000 jobs.

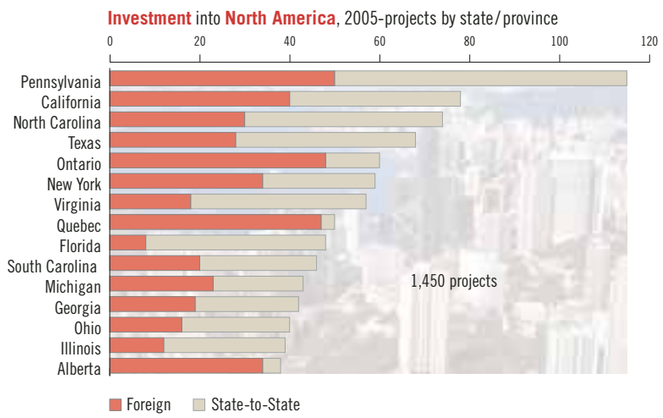
INVESTMENT INTO NORTH AMERICA

As can be seen from the global trends, North America is still attracting a large share of global investment. As the dominant consumer market worldwide, it has a huge attraction for investment that is driven by access to customers. Many companies that expand globally recognize the United States as a prime market for growth and prefer to have a presence in that market to optimally serve their clients.

The recent growth in investment into North America, as well as into Western Europe, can be considered a direct result of the generally healthy economic growth in the most mature economies around the world. Growth in these economies results in growth and expansion plans by their dominant companies. In our daily work for companies, IBM-PLI Global Location Strategies found in the last two or three years that more companies where developing investment plans driven by expansion and revenue growth, rather than by the many cost-cutting or efficiency-driven investments from the decade before (much of it driving the consolidation and offshoring trend). These early signals now seem to be confirmed by the investment results for 2005, where we see expansion strategies resulting in new investment directed at entering or penetrating strong markets.

An additional element that impacts the success of a

By Gene DePrez and Roel Spee, Co-leaders, PLI-Global Location Strategies, IBM Global Business Services



region/country in attracting inward investment is its marketing strength. Regions that are capable of positioning themselves strongly as favorable locations for certain types of investment. and that pro-actively market their strengths among a targeted investor audience, frequently succeed in attracting a higher share of investment than those that are less pro-active and/or have not very well defined their unique location advantages. The recent success of the United Kingdom and France is likely to be related to their clear positioning strategy and marketing strength as well.

Within the United States, there was intense competition among the states in 2005 for inward investment. Pennsylvania jumped into first place as the top destination state in terms of investment projects, with 109 projects. In 2004, it did not make the top 10. For manufacturing projects, it moved from third to first place. California remained in second place, mainly as a result of services and R&D investment. Michigan and California led in R&D projects, with 13 and 11 projects respectively.

Similar to the global picture, most foreign investment projects into North America come from very mature economies such as Japan, Germany, the United Kingdom, and France. India is quickly emerging as an important inward investor into the region with 5 percent of all foreign investment, which is already equal to the Netherlands, which traditionally has been a strong investor into North America.

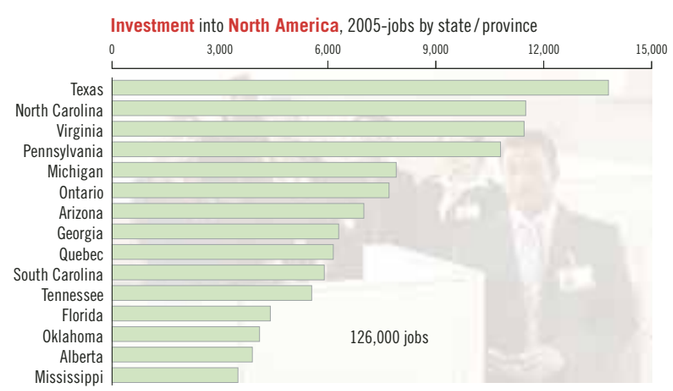
CONCLUSIONS

Even though the United States and other mature economies have caught up slightly, the analysis of global investment trends in 2005 illustrates that multinational companies can increasingly seek talent pools anywhere in the world. Global competition for new jobs and capital investment is increasing continuously. With the ever-changing globally competitive environment, rapidly growing new markets, and continuing cost pressures, developed and developing regions must continually define and implement new strategies to attract investment.

For North American economic development organizations this means that a stronger responsiveness to dynamics in the FDI market is required. Benchmarking and defining a region's competitive position, differentiating its product, and then making changes in marketing and organizational structures aligned with target sectors and markets will be required as the global dynamics change.

Successes from leading inward investment agencies also show that is important to define those location value propositions for which the region is unique, and to more pro-actively market those propositions to prospective companies. Within this context, it will be of growing importance to build linkages between industries, education, and government to pool expertise and jointly develop and promote the location's advantages. A model of collaborative economic development based on innovation is likely to replace traditional economic development practices.

Contact Gene DePrez **(gdeprez@us.ibm.com, 973-726-4621)** *and Roel Spee* **(roel.spee@be.ibm.com, 011-32-475-915-832)**, *co-leaders of IBM PLI-Global Location Strategies, for further information.*



a global perspective on the innovative use of

INCENTIVES

Ask anyone involved in a company's site selection process about the factors that matter most when making a location decision and you'll receive a number of different answers: closeness to markets, customers, and suppliers, and various cost factors, including taxes, labor, utilities, and transportation. Somewhere on that list, incentives will also be mentioned, but — in most cases — it will be in the context of potential offsets to operating costs.

Incentives — as the saying goes — never make a bad site good, but rather make a good site better. Once finalist sites are identified based on a company's business needs, incentives can clearly play an important role in finalizing a site selection decision and improving cost efficiencies.

Incentives — or in broader terms, federal, state, or local business assistance — can be viewed from two different perspectives: From the public side, they are meant to encourage job creation, work force training, and new investment in operations and underdeveloped areas. They can also be used simply as a "deal closing" mechanism that will minimize or erase cost differentials between different site options. From a company's perspective, incentives are typically pursued to offset start-up, medium- and long-term operating costs, and they play a role in the due diligence process for a project.

Indeed, incentives can be provided at every level of government and can typically include, but are not limited to, the following:

- Income/franchise tax credits
- Cash grants
- Property/sales tax exemptions/abatements
- Infrastructure development assistance
- Low-interest loans/bond financing
- Payments/fees in-lieu-of-tax
- Reductions/waivers of permitting fees

Incentives are available either statutorily or provided on a discretionary (i.e., negotiable) basis. How they can be used beneficially in the site selection process differs dramatically by type of project, company, state, and country.

THE GLOBAL SITE SELECTION PROCESS

Depending on the project and company, the site selection process typically has various degrees of complexity. For example, manufacturing companies' plants often compete globally throughout a company's network of plants for new manufacturing mandates. When evaluating expansions or the establishment of new facilities, companies sometimes use an efficiency/cost differential measure to quantify the efficiency of each plant, as well as assess each plant's proposals for additional manufacturing work.

Assuming a business case can be made for a number of finalist locations (existing or new), it is often the imaginative thinking, both from a company's and a community's perspective, that will make a specific deal possible. Assembling the "right" or most effective incentive package is not always easy, though. Companies, states, and communities have to be willing to compromise, think beyond traditional "off-the-shelf" programs, and work toward customized solutions that offer a real impact on the site selection decision. Often, it is a tailored solution that provides a long-term benefit for a company that needs to be successful at a location, as well as the community that needs to benefit from the project.

It is important to understand the different site selection

By Ulrich Schmidt, KPMG LLP, and Andreas Dressler, KPMG Dt. Treuhand-Ges. AG

dynamics in each of the world's regions in order to successfully navigate the process and achieve the desired results. While developed countries, such as the United States and Canada, may have more formalized incentive programs, emerging markets may have more leniency in negotiating an incentive package. This is not to say one is better or worse, but rather being knowledgeable about the site selection process, at the start, can help a company weigh decisions more effectively and efficiently.

CANADA/UNITED STATES

In the United States and Canada, virtually every state and province offers statutory incentive programs with specific statutory requirements. However, there are substantial differences in discretionary programs, as well as in states' flexibility in how to combine and use these programs for specific projects. The following **three recent examples** offer a good picture of how incentives have been used to good effect in Canada and the United States:

1.) In Atlantic Canada, which was among the locations being considered as a potential site for the expansion of a company's manufacturing plant, a certain net-present-value of financial assistance was needed to close the gap between alternative locations in Mexico, the United States, and Asia for a recent project. As a result of a flexible interest-free loan program developed by the Atlantic Canada Opportunities Agency, a federal economic development agency, the company was able to meet its operating cost requirements by extending the term of its loan and stretching repayment to later years. This ensured that the loan's present value was increased significantly, allowing the company to close the gap between other locations, and ultimately securing the expansion project for Canada.

2.) In the United States, incentives played a key role in bringing two recent automotive company expansions to Alabama and Georgia, as the states agreed to establish training centers and customized training programs to ensure a constant flow of qualified workers for the companies involved. Even though the establishment of a training center goes beyond the typical reimbursement of a company's qualified worker training expenses, it offers a "win-win" for both company and community by ensuring availability of labor and providing opportunities for residents.

3.) The state of New York recently made some enhancements to its Enterprise Zones program, illustrating another unique incentives approach. Enterprise Zones typically offer a host of benefits, from property and sales tax abatements/exemptions to investment tax credits or refunds, etc. But what if companies considering certain locations are close to a zone, but not in one?

In some cases, communities have expanded the boundaries of a zone if a company's preferred site was close enough. The state of New York went a step further: It expanded the Empire Zone Program and now allows zones to be designated for "regionally significant" projects anywhere in the state if projects are part of targeted industry sectors and meet certain certification requirements, such as job creation and investment.

EUROPE

In Europe, and other parts of the world, incentives are very specific to a country or region. Understanding the process in each country can provide opportunities for creative incentive solutions for site selection projects.

Within the 25-member countries of the European Union (EU), the use of incentives is governed by the European Commission (EC) in Brussels. The EC sets ceilings for the amount of incentives that can be provided in any location within the EU, based on the location's per capita income relative to the EU average.

This means that the level of incentives allowed is higher in the less affluent regions of the EU, which include the central and eastern European countries that joined in 2004. The ceilings are expressed in percentage terms, and incentives may usually not exceed a certain proportion of a project's capital expenditure or of the payroll for newly created jobs within a certain period.

This system may seem simple, apparently leaving little room for variation or creativity. However, it can also be deceptive. Many companies take regulations at face value, believing that "if we invest in Poland or Hungary, we will get 35 percent or more back in cash grants."

Two important points need to be understood to make sense of incentives in the EU. First, the ceilings are limits intended to level the playing field among regions in the EU. However, no company or investment project is guaranteed any amount of incentives. Even in locations where the incentive ceiling is high, a project may not qualify for incentives or may receive an amount well below the maximum allowed.

Some countries, such as Estonia, hardly provide any incentives at all, even though under EC regulations they are allowed to do so. Additionally, each country has a large variety of incentive programs, both nationally and regionally, which need to be negotiated and applied for separately. In other words, there may be just as much scope for creativity in crafting an incentives package in the EU, provided that the total value of the package does not exceed the ceiling set by the EC.

OTHER PARTS OF THE WORLD

In other parts of the world, the nature of available incentives often depends on a combination of two factors: the political structure of the country and the financial ability of the government to support companies. In India, for example, the individual states have a high degree of political autonomy, and are increasingly competing for foreign direct investment internationally and between one another. While they are free to offer their own incentives packages, few of the states have the budgetary means to provide much in the way of direct support such as grants.

In Russia, which has a similar federal structure, economic policy is highly centralized and even the wealthier regions are prohibited by law from providing anything to potential investors beyond some limited regional tax abatements.

The potential for creativity is greater in smaller, highly centralized and wealthy states such as Singapore, or some of the Gulf States. In these locations, decisions can be made quickly and financial support for the right projects can be significant. Because these countries are keen to diversify their economies, they may even take a direct financial interest in projects that reflect their economic development priorities.

However, many developing countries lack the financial means to provide such support and their incentives programs often center on tax abatements or duty reductions. This does not imply less potential for creativity, and in countries such as Egypt or Malaysia that still regulate industries through import duties or local content requirements, there is potential for crafting incentives arrangements that can reduce the costs of these regulations to an investor.

> "Creativity seeks to combine and adapt existing programs to meet an investor's needs."

CREATIVITY

It is important to keep in mind that, regardless of the location, there are complex procedures involved in applying for and securing incentives. Contrary to popular belief, governments do not simply "give money away," and there are strict rules and regulations that determine how taxpayer money is spent in any part of the world. Within the context of these regulations, creativity does not mean finding loopholes or bending the rules. On the contrary, it seeks to combine and adapt existing programs to meet an investor's needs.

Each investment project is different, and what may be important for one company may not matter to another. For some companies, tax incentives are not a factor in the early stages of a project, whereas customized training assistance to develop necessary skills is critical. For other companies, the timing of incentives — including when the benefits are approved and paid out — and the need for tailored support with complex infrastructure or logistical issues are high priorities. On the other side of the coin, communities need to understand what is driving a company's project and how they can provide support given their particular set of incentives programs and regulations.

Clearly, the incentives programs in many locations can look very much the same on paper. Very often, though, the way they are tailored to the specific needs of a company is what really determines how valuable incentives are and what makes them an important factor in differentiating among locations during the site selection process.

The views and opinions are those of the authors and do not necessarily represent the views and opinions of KPMG LLP and KPMG Dt. Theuhand-Ges AG. Ulrich Schmidt is a senior manager in the Strategic Relocation and Expansion Services practice of KPMG LLP; he is based in Philadelphia and can be reached at ulrichschmidt@kpmg.com. Andreas Dressler is a director in Global Location and Expansion Services of KPMG Dt. Theuhand-Ges. AG. He is based in Frankfurt, Germany, and can be reached at adressler@kpmg.com.

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KENTUCKY CABINET FOR ECONOMIC DEVELOPMENT

Central location, cheap power, experienced staff, and more… Sounds like Kentucky!

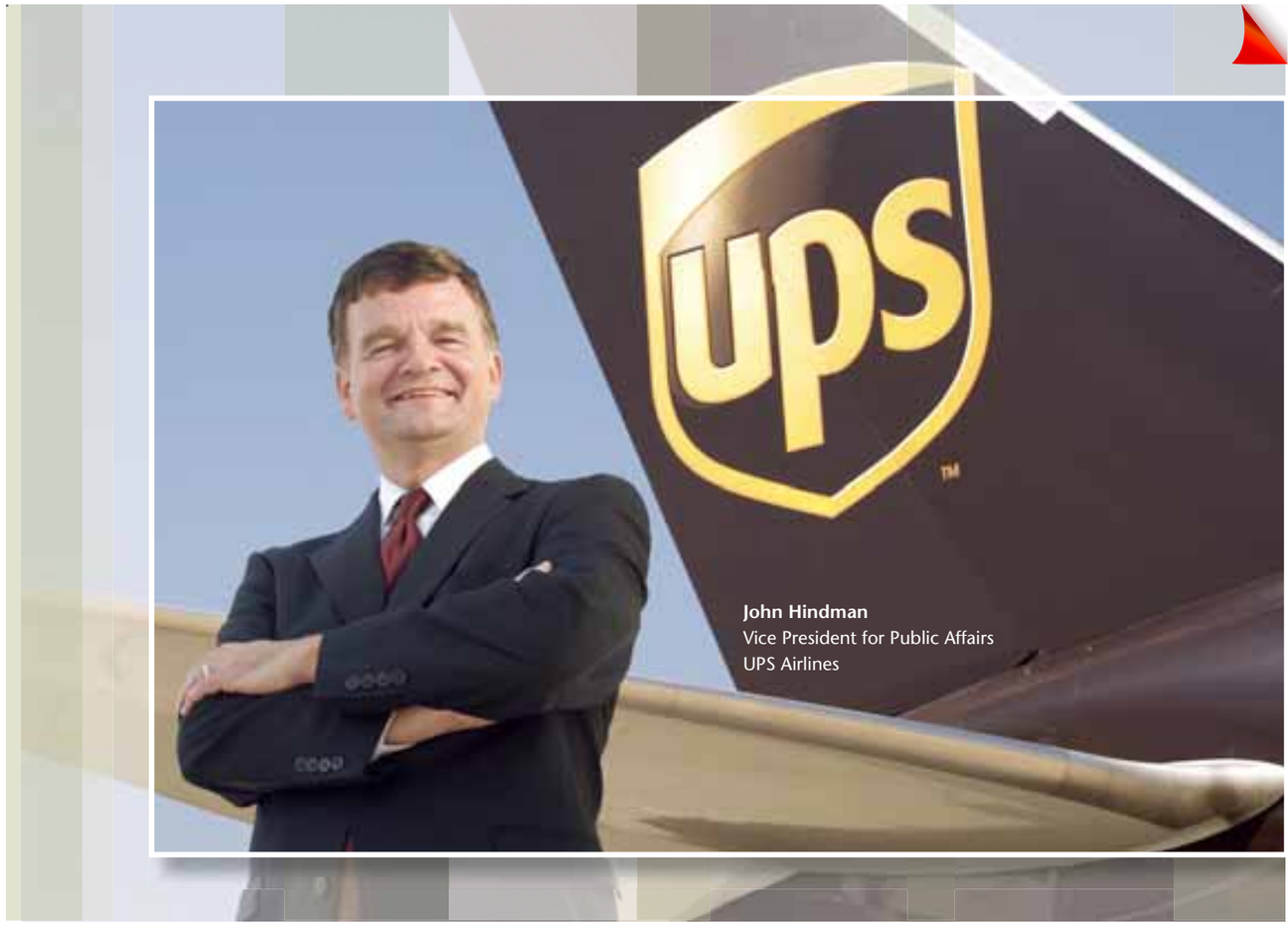
ANYONE WHO HAS EVER MADE A REAL ESTATE TRANSACTION is familiar with the three most important qualities for a piece of property: "Location, location, location."

When buying a house, the right location is in a well-maintained neighborhood or a good school district.

In choosing a site for business, on the other hand, new considerations come into play. A desirable business location is a central location — close to suppliers and customers, accessible by a variety of transportation options. It must be within reach of a productive work force. It's in a place where government is eager to serve, where the business climate is friendly, where costs are low.

While other states might also pride themselves on central location, Kentucky takes it up a notch. Here are the details:

- **A short drive from anywhere**. Talk about central. Kentucky's borders are within 600 miles of two-thirds of the nation's population, personal income, and manufacturing business establishments. This reduces both the time and cost involved with overland shipping.
- **Hub of commerce**. Thanks to the United Parcel Service (UPS) global air hub, Kentucky businesses can get products, papers and packages of every size into the global stream of commerce later in the day than those elsewhere. So such things reach their destinations that much faster. Customers like that.
- **Effective networking**. Kentucky is well-served by interstates, state parkways, railroads, barge traffic on the Ohio and Mississippi rivers, and three major airports. Cincinnati/Northern Kentucky International Airport consistently ranks among the nation's top-five airports in independent passenger surveys.
- **Electrifying power rates**. Kentucky industries enjoy the lowest electrical rates in America, according to the U.S. Energy Information Administration.
- **Competitive across the board**. In May 2006, an industrial site magazine listed Kentucky fourth nationally in overall competitiveness. That might explain why 21 of the combined Fortune 25 largest global and U.S. corporations have manufacturing or service facilities in Kentucky — many with multiple plants.
- **Thoroughly modern taxes**. Led by Governor Ernie Fletcher, the Kentucky legislature passed a major tax-modernization initiative in 2005, eliminating some business taxes altogether and lowering others. The new law also provides special incentives to environmentally friendly companies.
- **A work force that's ready for you**. Kentucky's work force continually outperforms the national average for productivity, and one business magazine has ranked our workforce training programs among the top five nationally.
- **A team you can count on**. In 1992 the state created the Kentucky Economic Development Partnership Board. With representatives from both the public and private sectors, the board oversees the Cabinet for Economic Development, independent of the push and pull



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UPS and the state of Kentucky: What can we do for you?

Kentucky UNBRIDLED SPIRIT

Cabinet for Economic Development

For more information about locating or expanding your business in Kentucky, call 1-800-626-2930 or visit ThinkKentucky.com.

of politics. Our new-business project managers have spent an average of 10 years on the job. So rather than wasting time getting to know an all-new staff with every change of the guard, you make one call to a knowledgeable veteran who will get you the information you need.

Atlanta-based Jim Medbery, a senior vice president for the site-consulting firm Binswanger Corporation, says he speaks regularly with fellow consultants around the country, and the consensus is that Kentucky has a lot to offer.

"We all kind of compare notes, and Kentucky always rates as one of the most pro-business states out there," says Medbery, who estimates he has been involved in 40 major plant locations in Kentucky, totaling 15 million square feet. His Kentucky deals have included Cummins Engine, Land O'Frost Foods, American Greetings, and many others.

"We think Kentucky has the best incentive program of any of the Southeastern states," he says. "They are very aggressive with regard to corporate tax abatements and other incentive programs that are designed to offset the cost of opening and occupying a facility."

Land O'Frost, a lunchmeat manufacturer that will hire more than 400 people for a new facility under construction in Madisonville, was already pleased with what it had heard about Kentucky, and the tax incentives the state offered sealed the deal, says Medbery.

Medbery praises what he called the "very good, strong continuity" among staff with the Kentucky Cabinet for Economic Development. "And the quality of service they provide is excellent. We're very happy to get our clients involved with them from day one," he says. "They are really intelligent, bright, pro-business people, and they're just great to work with."

Let's take a closer look at two of the Kentucky advantages outlined above — low electric rates and logistics.

Powering Kentucky Business

Instability in oil-producing nations, hurricanes in the Gulf of Mexico, and other factors have caused great fluctuations in the price and supply of oil and natural gas, along with a significant level of anxiety. No state is immune to these concerns, but Kentucky does offer some advantages. For five consecutive years, the U.S. Energy Information Administration has listed Kentucky as having the lowest price in the nation for industrial electricity — more than 12 percent lower than any other state east of the Mississippi River and more than one-third cheaper than the U.S. average.

Much of Kentucky's power is generated by coal — a resource that is plentiful beneath our beautiful bluegrass.

What does a reliable, low-cost energy supply mean to business? A lot.

At Eastern Alloys' Henderson, Ky., plant, it takes a hefty surge of 1750 kilowatt-hours of electricity each day to stay in production. "Without dependable and affordable electricity, companies can't keep product moving," says Jon Taylor, plant manager.

"My electric cost is significant, about $30,000 or $40,000 monthly," he says. "But at our parent plant in New York, the electric rate is double what I pay in Kentucky. I can run the same product as the New York plant does for a penny a pound less and that gives me a huge advantage. That's why all the big plants like Alcan and Alcoa are sitting right here in Western Kentucky."

Jim Wiseman, vice president of corporate affairs for Toyota Motor Engineering and Manufacturing North America, Inc., says his company's auto-assembly plant in Georgetown spends around $2 million a month for power. He estimates the figure would be twice that in many states. "We save several million dollars a year being in Kentucky," he says.

Toyota is just one of nearly 500 motor vehicle-related facilities in Kentucky, employing close to 90,000 people — both suppliers and assembly plants, including Ford and GM as well. "Kentucky has the perfect location in what we call the automotive corridor, running north to south between I-65 and I-75," says Medbery.

What Can Blue (Grass) Do for You?

When it comes to logistics, Kentucky is more than just centrally located. It also has UPS. At its global air hub in Louisville, more than a million parcels move through each day — bound for destinations all over the world.

The hub does much more than sort packages, though. The real growth, which Kentucky has recognized and helped nurture, is in synchronizing the commerce that all those packages represent.

More and more, UPS is becoming a strategic partner for its corporate customers, boosting companies' margins while managing their supply chains, repairing their products or even answering their phones.

Canadian-based Clearwater Seafood, which ships its live lobster to Louisville for further distribution, is just one example of the type of business that might not have emerged in Kentucky without UPS. Zappos.com, a rapidly growing online retailer, is another. Zappos, which just completed a huge expansion of its distribution center in Shepherdsville, says being close to UPS allows it to get its shoes to customers fast — often less than 24 hours after an order is placed. Geek Squad City is planning to hire 550 for its new computer-repair operation not far from Zappos. And Amazon.com, Guess?, and GSI Commerce also have major distribution operations in the state.

As the Louisville Courier-Journal reported in September 2006, "Distribution jobs are pouring into Bullitt County almost as fast as UPS planes can ship their merchandise out of its Louisville air hub."

All told, UPS has served as a catalyst for approximately 90 companies to either locate in Kentucky or expand their operations here in the past five years, investing more than $1.2 billion and bringing more than 13,800 new jobs.

UPS itself has more than 20,000 employees statewide — with more on the way because of another planned expansion.

"UPS is a huge economic engine for Kentucky," says Gene Strong, secretary of the Kentucky Cabinet for Economic Development. "In its 40-plus years here, UPS has gone through one expansion or upgrade after another, and each time it has had the opportunity to take that business elsewhere, but chose to stay right here in Kentucky."

Working hand-in-hand with local government, Kentucky has provided land, built new infrastructure, offered tax incentives, and provided UPS with a top-notch workforce, all to ensure the growth of UPS and other businesses that rely on it. The most innovative program, Metropolitan College, has recruited thousands of workers for UPS by paying for their education.

UPS says Kentucky has gone out of its way to accommodate its needs. "We've been extremely pleased with the relationship we've had with the state of Kentucky," says John Hindman, vice president of public affairs for UPS Airlines. "We've helped the state and the community grow by attracting new companies to the state, and the state has made it more attractive for us to stay here and grow."

Let us go to work for you, too.

Marvin E. "Gene" Strong Jr., *Secretary*
Kentucky Cabinet for Economic Development
Old Capitol Annex, 300 West Broadway
Frankfort, KY 40601

Phone: (800) 626-2930
Fax: (502) 564-1535
E-mail: econdev@ky.gov
www.thinkkentucky.com

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To find out more about the Morocco Gateway Advantage and how our economic development services team can deliver national and international startup or business expansion opportunities, visit our Web site at www.cmsenergy.com., or contact Dennis Marvin toll free at (800) 331-9366, e-mail address: dhmarvin@cmsenergy.com.

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Morocco Department of Investment

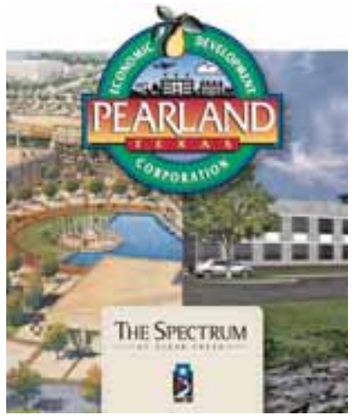
we deliver service to satisfy your appetite for success

Brazoria County, Texas:
Houston's Newest Growth Corridor is America's Fastest-Growing County

HERALDED IN THE HISTORY BOOKS as the place where Texas began, Brazoria County is rich in heritage and destined for even greater frontiers. An estimated 250,000 people call Brazoria County "home," with an increase of nearly 100,000 predicted for the county in the next 10 to 15 years. While the petrochemical industry and downstream companies continue to be a mainstay of Brazoria County's economy, diversification of the economy has become the key word.

Why should you recommend Houston's hottest growth corridor or consider joining America's fastest-growing community? When you see all that is happening in Brazoria County, you'll want to get in on all the action. Beginning in the shadow of the world-renowned Texas Medical Center, Reliant Stadium, and the Houston Astrodome, Brazoria County runs all the way to the pristine beaches of the Gulf of Mexico, and has some of the most beautiful and affordable property in all of Texas. Blessed with great infrastructure, Port Freeport, two regional airports, and some fantastic new commercial development, as well as planned communities and lifestyle amenities, Brazoria County offers something for just about every interest.

There are 23 miles of beaches, bottomland forests, onshore and offshore fishing, hunting, sailing, and birding, as well as an abundance of historical sites, museums, events and festivals, a world-class aquarium — Sea Center Texas — and the county boasts its own professional symphony. The county recently announced two major retail centers in Pearland, as well as a renovation and expansion of Brazos Mall in Lake Jackson. The real strength of Brazoria County, however, is — and always will be — the friendly, accommodating, and dedicated people who live there. Their values and strong work ethic are good reasons why the county was ranked as having the 18th best work force in the country.



Pearland

Pearland, in northern Brazoria County, is the premier location for any business, from retail to industrial to biotech. The Pearland Economic Development Corp. (PEDC) is the catalyst for this thriving, business-friendly community, offering competitive incentives for new business such as a double-freeport tax exemption, business development grants, as well as business retention and expansion programs to address the needs and interests of existing companies.

The PEDC is your business partner and has ALL the resources you need to operate a successful and profitable business, including:

- A growth curve that extends well into the 21st century
- Abundant land and business facilities
- A sound infrastructure
- Three foreign-trade zones
- An ample and diverse work force supported by educational programs

As a result of a Houston biotech industry survey and a 1999 PEDC study that indicated conditions were favorable for the development of a business park in Pearland, the PEDC created the vision for The Spectrum at Clear Creek. The Spectrum is a new, master-planned, mixed-use business and technology park being designed for emerging companies working in advanced sciences. The Spectrum at Clear Creek project, which is being driven by a unique public/private partnership between the PEDC and LNR Property Corp., will be located on a 1,000-acre site at the crossroads of SH 288 and Beltway 8 in Pearland.

In an effort to nurture the rapid growth in Pearland, the PEDC developed Pearland Prospector (www.pearland-prospector.com), an online tool offering brokers the unique opportunity to access 20 layers of information on the map of a particular commercial property site in Pearland, including zoning, retail nodes, park sites, water lines, etc. The nationally recognized regional geographical information system (GIS) website also allows the user to pull detailed reports on demographics and surrounding businesses for a specific property. Realtors, brokers, site selectors, and others are invited to search for available commercial, industrial, or retail properties on the site free-of-charge. The Pearland Prospector, along with the outstanding and rich information offered on the other parts of the main website (www.Pearlandedc.com) is giving site selectors and real estate professionals an invaluable tool in assessing relocation and expansion options.

Port Freeport

Located at the southern end of Brazoria County, Port Freeport is the fastest-growing port on the U.S. Gulf Coast because it not only identifies your needs, it makes them its priority.

The port's three-mile proximity to deepwater, over 7,500 acres of available land, and efficient transportation infrastructure allow it to offer a truly customized package of services. So if your company or client is looking for easy access, plenty of land, and a custom fit, Port Freeport feels there could be no better place to build or lease a facility. Consider the following benefits:

- Seamless rail, highway, vessel, and/or barge transportation
- Direct access to the Gulf Intracoastal Waterway, Brazos River Diversion Channel, State Highway 36, State Highway 288, and Union Pacific Railroad
- Only a few minutes commute from quality schools, housing, and medical care
- Surrounded by a highly qualified technical labor pool
- Available existing water supply, wastewater collection, electrical distribution, gas, and telephone
- Existence of adjacent properties that could support future growth and development
- Air-freight service by all national carriers from multiple surrounding airports within a 60-mile radius
- Availability of local, high-quality trainable work force and close proximity to universities and technical colleges
- Ability to manage inventory and/or manufacture duty-deferred inside the port's foreign-trade zone
- A location in a right-to-work state, Texas, which leaves you the right to choose between union and nonunion labor

All the Right Incentives

Discover why Texas was selected as having the best business climate in the country, with incentives like the $200 million Texas Enterprise Fund, the new Texas Emerging Technologies Fund, Workforce Skills grants, protection from frivolous lawsuits, lower workmen's compensation, and so much more. And, when you look into Brazoria County, you'll find that county and city governments are ready with up to 10-year, 100 percent tax abatement; foreign-trade zone; Texas Enterprise Zone; a Strategic Investment Area; 360 and 380 arrangements; and a host of other incentives. The county even offers abatement programs for job retention and business expansion! The people of Brazoria County don't just want you to locate there, they want your business to thrive and prosper.

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Economic Development Alliance for Brazoria County
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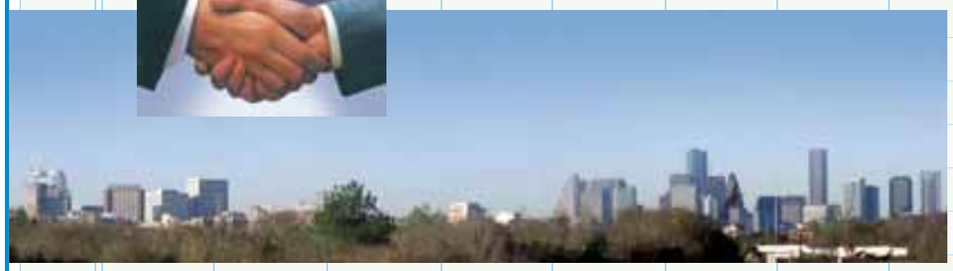
Phone: (800) 240-3684
Fax: (281) 652-1704
E-mail: fwelch@ci.pearland.tx.us
www.pearlandedc.com

Add it all up. Brazoria County is Houston's Best Value Partner!



For anyone seeking a site with fast, convenient access to the nation's 4th largest city, low land and labor costs, proximity to major universities, NASA and the Texas Medical Center, Brazoria County has it all. With air, highway and rail access, plus a deepwater port with 3,000 acres of environmentally mitigated land for commercial development, it's time you discovered Brazoria County, Houston's newest and most financially attractive growth corridor!

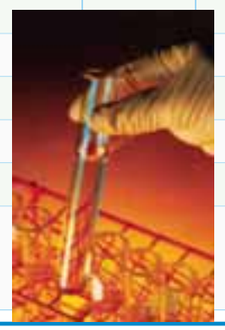
Do the math!

Give us a call or visit us online. Let us deliver an incentives package that will add value to the equation. When you do the math, it all adds up to success!

- Up to 10 years/100% Tax Abatement.
- The nation's 18th ranked manufacturing labor supply.
- Foreign Trade Zone.
- Texas Enterprise Zone.
- Texas Enterprise Fund.
- Strategic Investment Area.
- Low cost of living.
- High quality of life.

Pearland Means Business

In the shadow of Reliant Stadium is dynamic Pearland, a business-friendly community, offering a full compliment of retail, industrial and biotech sites, including "The Spectrum at Clear Creek", the region's premier new biotech business park. Pearland has the fastest commute to the Texas Medical Center and it's proximity to Rice and the University of Houston make it the premier location for nano and biotechnology. And with Shadowcreek Ranch, greater Houston's fastest growing master planned community, combined with a host of family-friendly residential neighborhoods, Pearland has become the preferred suburban location to live and work.



When you add it all up, moving your operations to Brazoria County can make the difference between success and failure...and that's the bottom line!

Value Runs Deep at Port Freeport.

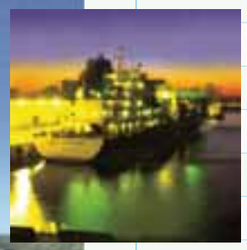
Only 35 miles from Beltway 8 and 59 miles south of downtown Houston, Port Freeport is a 7,500 acre industrial park with the deepest port on the Texas Gulf Coast! The port currently boasts a 45 ft. (with plans to go to 60 ft.) and is located only three miles from deep water. Surrounded by Texas most dynamic concentration of chemical manufacturing plants, refineries and pipelines, the Port enjoys a highly-qualified, technical labor pool. Port Freeport's well connected via Union Pacific Railroad plus vessel and/or barge access to the Gulf Intracoastal Waterway and Brazos River Diversion Channel.

State Highways 36, 288 and 35 connect the Port to Houston, and it's only a few minutes from quality schools, housing and medical care.

Contact The Alliance Today!

From Pearland to Freeport and everywhere in-between, The Alliance will help create a partnership that can only lead to success for your company. Take the first step by calling us today at (800) 759-1822.

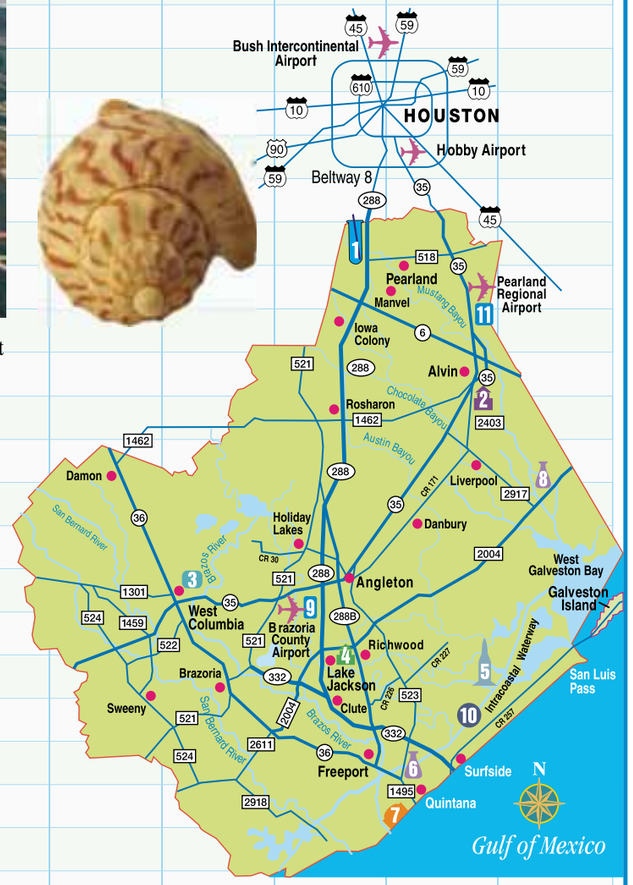
THE ALLIANCE™
The Economic Development Alliance for Brazoria County
(800) 759-1822 · info@eda-bc.com
www.eda-bc.com



PORT FREEPORT
THE COAST IS CLEAR

Business Points of Interest

1. Spectrum Biotech
2. Alvin Community College
3. Columbia Lakes Resort
4. Brazosport College
5. Spaceport
6. Petrochemical complex
7. Port Freeport
8. Petrochemical Complex
9. Brazoria County Airport
10. Intercoastal Waterway
11. Pearland Regional Airport



Brazoria County: The Bottom Line Solution

CONNECTICUT ECONOMIC RESOURCE CENTER (CERC)

One-Stop Site Selection and Business Development in Connecticut

THE FORMATION of the Connecticut Economic Resource Center (CERC) more than a decade ago answered a need that many states face — to create a business location center that helps attract and retain companies and works closely with site selection consultants. The nonprofit corporation, formed in 1993 through public–private partnership and funding by the state's utility companies, cooperates with state and regional efforts to promote Connecticut as a competitive business location.

CERC is also a much-needed resource for site selectors and relocation specialists seeking information for clients in the process of determining where to relocate or expand. CERC supports and manages numerous programs on behalf of utility and state organizations to foster business growth, including the state's customer service center for business called Connecticut's Business Response Center — a one-stop center that provides access to key state, regional, or municipal resources. CERC also maintains the state's most comprehensive, up-to-date online encyclopedia of public and private programs for businesses known as CERC ProgramFinder®. Following are other technology-based tools promoted by CERC and key to the site selection process targeted to Connecticut.

Access to Data and Information

E.D.D.I.® (Economic Development Data and Information) is a first-of-its-kind, searchable database of economic, geographic, and demographic information — compliant with International Economic Development Council guidelines — for all of Connecticut and its metro areas, regions and towns. E.D.D.I. provides users with easy access to a collection of standard statistics for Connecticut and each of its communities and surrounding regions, as well as localized information provided directly by towns and regions.

Access to Real Estate

CERC SiteFinder® is Connecticut's most comprehensive, searchable database of commercial and industrial real estate. Users can search free of charge for available buildings and land through this online resource that currently lists more than 2,000 properties from more than 150 member real estate firms and brokers. Each listing has a detailed property profile containing information on available space, lease rate or sale price, maps, and more.

Access to Easy-to-Develop Sites

QuickTracts is a tool to help decision-makers in Connecticut's towns and cities select and pre-qualify sites for targeted commercial and industrial development, and, ultimately, to attract and retain businesses that often need to move quickly. The program makes the process easier and faster for relocating companies, allowing them to avoid permitting obstacles and expedite construction. QuickTracts sites must be ready to break ground within 90–180 days and have infrastructure within 400 feet of the site. CERC supports the Quicktracts program on behalf of the Connecticut Light & Power Company.

For more about doing business in Connecticut, please visit www.youbelonginct.com; for additional business assistance and information about site selection tools, please contact CERC.

Stephen MacKenzie, *VP, Business and Econ. Dev.*
Connecticut Economic Resource Center
805 Brook Street
Rocky Hill, CT 06067

Phone: (800) 392-2122 or (860) 571-7136
Fax: (860) 571-7150
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Got Space?

List it or find it on Connecticut's most comprehensive source of commercial and industrial real estate properties, CERC SiteFinder®.

- **2,300 active listings**
- **105 million square feet and 10,000 acres available for lease or purchase**
- **11 million square feet of space leased, purchased or constructed since inception**

To learn how to list or find a property on CERC SiteFinder, call 1-800-392-2122 or email realestate@cerc.com

CERC SiteFinder

www.CTSiteFinder.com

Valuable tools for determining the advantages of locating a business in Connecticut.

Need Data?

Search and find it on E.D.D.I., or Economic Development Data & Information, an online database for Connecticut and Western Massachusetts and its metro areas, counties and towns.

- Hundreds of IEDC-compliant data points
- Labor force, wages, leading employers, and more
- Downloadable, locality-specific data
- Maps, links and printable flyers

www.cerc.com/eddi

View a brief introductory video and access the data online today.

EDDI® ECONOMIC DEVELOPMENT DATA & INFORMATION for Connecticut & Western Massachusetts

Do You Have the Need for Speed?

Connecticut knows businesses need to move fast. That's why we've developed QuickTracts.

Do you want: ❍ To break ground within 90-180 days?
❍ Existing infrastructure within 400 feet of your ideal site?

Then you need to review Connecticut's **online inventory of pre-qualified, easy-to-develop sites**. Just visit **www.QuickTracts.com**!

Prefer to work with a person to find that perfect location? **Call 1-800-392-2122 or email realestate@cerc.com**. Our QuickTracts specialist will contact you to get your site requirements, return possible options, and even arrange site tours.

quick tracts

Save Time & Money with QuickTracts

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Waterbury
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Windsor

QuickTracts is sponsored by The Connecticut Light & Power Company and Yankee Gas Services

CITY OF CAPE CORAL

Cape Coral
Growth Engine of Southwest Florida™

CAPE CORAL, FLA., is the largest city in land mass and the most populous city in Southwest Florida. The Cape is the largest city between Tampa and Miami.

The population is more than 160,000, and the Cape is the fifth-fastest growing city in the United States with populations over 100,000 (U.S. Census), adding new residents at the rate of almost 1,200 per month.

The city is 115 square miles in size, including more than 400 miles of canals and waterfront. The canals provide unparalleled waterfront living, including boating access to the Gulf of Mexico.

The Cape's housing stock ranges from single family with a median price of $207,000, to executive mansions priced in the millions. About 40 percent of the city's land is developed. At build-out, the Cape will have a population greater than 400,000.

The Cape Coral work force is 65,000; 85 percent have earned a high school diploma or post-secondary degree. The median age is 44.

The city has about 8,000 businesses. The largest sectors are administrative and support services, construction, professional, scientific, and technical enterprises.

The dominant industrial clusters outside of construction are recreational boatbuilding, environmental technologies, Internet marketing, and list management.

The Cape has a retail density of only 15 square feet per capita. Its vacancy rates in office, retail, and industrial buildings are less than 1 percent.

The city has 4,560 acres of commercially developable land: 539 acres of industrial and 4,021 acres of office, retail, and mixed use. The city is actively creating new commercial land through land use and zoning actions. Plus, a recent annexation adds more than two square miles of privately held developable property.

The Cape Coral–Ft. Myers MSA continues to be ranked as one of the hottest markets in the nation for job creation and business expansion. Bizjournals reports the work force expanded more than 30 percent since 2001. The Milken Institute ranked Cape Coral–Ft. Myers first in 2004 and second in 2005 as "Best Performing Cities: Where America's Jobs Are Created." *Inc.* magazine ranked the area #3 in its list of boomtowns in 2006. And *Forbes* ranked the metro #1 in job growth.

As the largest concentrated market area and largest single source of work force in the region, the city is attracting national retailers and speculative office and industrial development. The dynamics of Cape Coral's residential and commercial development are such that the city has branded itself the "Growth Engine of Southwest Florida."

Mike Jackson, *Economic Development Director*
City of Cape Coral
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Cape Coral, FL 33990

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LIBERTY COUNTY DEVELOPMENT AUTHORITY

Liberty County:
Your Logistics and Labor Solution

LOOKING TO SERVE THE SOUTHEAST? Take a look at Liberty County, Georgia. Liberty County is located on I-95, the main north–south corridor along the Eastern Seaboard, only 30 minutes south of the Port of Savannah and the Savannah–Hilton Head International Airport.

Tradeport Business Center

Among Liberty County's unique business advantages is the Tradeport Business Center in Midway, Georgia, which straddles I-95 and offers more than 3,400 developable acres. Home of a new Target distribution center scheduled for completion early next year, Tradeport is served by a CSX-served shortline railroad, and is only minutes away from I-16, a gateway interstate to Atlanta and other major Southeast cities.

Tradeport Business Center offers large land parcels, including high elevations and sandy soils, allowing for advantageous development costs. Environmental, cultural, and other studies have been completed to allow for immediate development. In Tradeport East, utility infrastructure is complete for water, sewer, roads, electricity, fiber optics, telecommunications, and natural gas. Tradeport West offers 1,920 acres of developable land with shortline rail running through the middle of the park.

"Midway was the ideal location for us to locate a new distribution center," says Mitch Stover, senior vice president of distribution services for Target Corporation. "The partnership we received from the Liberty County Development Authority and the State of Georgia was extraordinary."

Heroes for Hire

Fort Stewart, the largest U.S. Army installation east of the Mississippi River, is located in Liberty County, and offers a constant flow of trained "heroes for hire." Approximately 250–300 personnel exit the military each month from Fort Stewart, providing an enthusiastic and well-trained labor pool — an addition to the already strong local labor pool of more than 187,000.

Most of the 13,000 military spouses residing at or near Fort Stewart have at least a high-school education, and many have post-secondary education and training. With tours of duty lengthening to five years and longer, and families putting down roots as a result, the military presence in Liberty County makes a significant contribution to the available qualified work force.

Other Advantages

- Financial incentives: As a Tier One county, Liberty offers a $4,000-per-job tax credit incentive, plus an additional $1,250 for eligible port activity. Other incentives, including a 100 percent tax exemption on all manufacturing inventory, are available.
- 1,591-acre Foreign-Trade Zone
- Training: Qualified new businesses are eligible for no-cost training from Georgia's QuickStart Training program, facilitated through Savannah State Technical College.
- Growth: Among the many companies that have chosen to locate in Liberty County are Tire Rack, Hugo Boss, BioAgra, Chemtall, Interstate Paper, and Kemira Chemicals.

The Liberty County Development Authority can provide your business with solutions-driven economic development assistance. Please contact us for additional information or to arrange for a visit.

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Liberty County Development Authority
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Hinesville, GA 31313

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www.lcda.com

the Consultants SITE Guide

KANSAS DEPARTMENT OF COMMERCE

Kansas is Bigger Than You Think for Business

The Kansas Department of Commerce's Business Recruitment Team offers consultants and their clients the experience, dedication, and passion for successful facility locations.

THE 2006 KANSAS LEGISLATURE has eliminated the personal property tax on new commercial machinery and equipment purchased or transferred into the state after June 30, 2006.

Kansas' site location successes are built on the strong economic diversity that exists in the state. Companies headquartered in Kansas include Applebee's, Black & Veatch, Koch Industries, Payless ShoeSource, Sprint Nextel (operational headquarters), and Yellow Transportation. Some office/service firms taking advantage of Kansas' skilled work force are AIG Insurance, DaimlerChrysler Finance, Empire Carpet, Farmer's Insurance, Midland Loan Services, Royal Caribbean, and T-Mobile.

Manufacturing comprises a large part of the state's economy. Boeing Integrated Defense Systems-Wichita, Bombardier, Cessna, Frito-Lay, General Motors, Goodyear, Hallmark Cards, Raytheon, Spirit Aerosystems, Tony's Pizza, and Tyson are some of the many companies with large facilities in Kansas.

Kansas' central location makes the state ideal for large-scale movement of goods. Companies with large distribution facilities in Kansas include Amazon.com, American Eagle Outfitters, DHL Express, Federal Express, JC Penney, Kmart, OfficeMax, Target, and Wal-Mart.

Recent successful new locations and expansions include:

- Pacific Sunwear (distribution) locating a $43 million facility in Olathe
- Capital One (loan processing) adding more than 700 new jobs to its Overland Park operation
- InfoNxx (customer service) locating a new 900-employee operation in Wichita
- Quintiles (clinical research services) locating a new 700-employee facility in Overland Park
- Keebler (food manufacturing) investing $35 million in new equipment and adding 170 new jobs in Kansas City, Kan.
- Invista (integrated fibers and polymers) adding legal and accounting support functions to its Wichita headquarters
- RSI Home Products (kitchen cabinet manufacturing) establishing a 400-employee plant in Columbus
- Rubbermaid (plastics manufacturing) expanding its Winfield facility with 375 new jobs
- Farmers Insurance (insurance) expanding its Olathe operation with more than 480 new jobs
- Swift-Cor Aerospace (aviation parts manufacturing) locating a new 200-employee facility in Wichita
- Nation Pizza (food product manufacturing) locating a new $20 million, 100-employee facility in McPherson

What others are saying about Kansas:

- *Forbes* magazine rated Kansas No. 1 for fewest regulatory and fiscal obstacles for new business
- Pollina Corporate Real Estate, one of America's top corporate site location experts, ranked Kansas as one of the top 10 most business-friendly states for 2006

Our Business Recruitment Team is eager to demonstrate how our incentive programs can benefit your clients. Kansas programs include real and personal property tax exemptions, work force training grants, sales tax exemptions, income tax credits, forgivable loans, no inventory taxes, and right-to-work laws. Find out how to position your business in Kansas.

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BLUE SPRINGS ECONOMIC DEVELOPMENT CORPORATION

Think Blue Springs First

BLUE SPRINGS, MISSOURI (pop. 53,099), has enjoyed all the perks of being located just 25 minutes east of downtown Kansas City, with the added convenience of three full interchanges serving Interstate 70. In the past 18 months, our community has witnessed a significant development initiative, reflected by the launch of 1,520 acres of development in the city's southern corridor that will provide for residential, retail, and commercial development.

The development ball began rolling three years ago when Blue Springs annexed 2,000 acres south of the city. However, the real leap in development momentum began with the innovative idea of creating a Neighborhood Improvement District (NID) among the land owners and developers, who agreed to install $23 million in sewer infrastructure. This large capital infusion was further boosted by $12 million in funding from the city, developers, and the Missouri Department of Transportation (MODOT) to widen 7 Highway to four lanes south to the new eight-lane intersection of Colbern Road at 7 Highway.

The combination of these capital investments and others has resulted in more than $50 million in public infrastructure funds now being invested to serve the 1,520 acres of master-planned development. The development planned for this area projects more than $1.5 billion in capital investment; 4,500 new residential units with 10,000–12,000 new residents; and more than 150 new businesses.

Blue Springs is the seventh-largest city in the region, and it has been an attractive location for residents and businesses for more than three decades, largely based upon its convenient location along I-70, proximity to nearby work centers, and having the nationally recognized Blue Springs School District serve as a growth engine for attracting families and students. The community's new growth will build from its current population of 53,099 residents, whose median household income is $63,000, ranking it among the top-eight cities in the region. Blue Springs is in the midst of a development renaissance, driven by the vocal desire of its citizens, businesses, community organizations, developers, and the elected community to support growth and development at the grassroots level.

Blue Springs is actively working to foster quality development and redevelopment throughout the community, including working in initiatives to attract new commercial and light industrial companies to the community that are searching for interstate access, an educated work force, and affordable operating environment. Blue Springs remains a regionally attractive choice for both new residents and businesses seeking an affordable and accessible location on the east side of Greater Kansas City. We invite you to learn more about why Blue Springs should be your first choice for home and work.

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THINK BLUE SPRINGS

THINK DESTINATION.
THINK GROWTH.
THINK OPPORTUNITY.

- Interstate I-70 access
- 20 miles to downtown KC
- 2005 population of 53,099
- Median Household Income of $62,820
- Major investments underway:
  - $1.5 billion of new construction
  - 500 new residential units / year
  - 1,520 acres of development
  - 12,000 new residents
  - 150 new businesses

think blue springs
Blue Springs Economic Development Corporation
816-228-0210 | bluespringsfirst.com

JOPLIN AREA CHAMBER OF COMMERCE

Joplin, Missouri: Business is Great!

EASY ACCESS TO NATIONAL AND NORTH AMERICAN MARKETS, low operating costs, high-speed connectivity, and skilled employees are just a few of the reasons that business is great in Joplin.

Located in the heartland of the United States, Joplin is one of the fastest-growing metropolitan areas in the Midwest and a city with a diversified base of businesses, industry, health care, and transportation services.

Joplin offers efficient highway transportation access to North American markets. Joplin sits astride interstate and federal highway corridors that run from coast to coast and from Canada to Mexico. Nearly 50 trucking firms are based in or have terminals in the area. Rail transportation is also strong. Major Class I rail lines link Joplin to the full North American market. Joplin's regional airport offers commercial flights, as well air freight services.

If moving data is important, Joplin offers among the best telecommunications services in the country. Joplin is served by a half-dozen fiberoptic backbones supplying major voice and data services. Within the community are a number of options for "last-mile" high-speed wired or wireless service.

While Joplin is the hub city for a metropolitan area of 160,000, the three-state market area encompasses more than 470,000. The labor pool of 220,000 people gets high marks for its productivity and quality of work. The excellent highway system makes it easy for businesses to access this talented labor market.

The work force is enhanced by training opportunities at Missouri Southern State University, Crowder College, Pittsburg State University, Franklin Technology Center, and several private technical colleges, all offering a wide variety of standard and customized training. Joplin's public-school system is accredited with distinction, a designation achieved by only 10 percent of the state's public schools. Joplin also has four private schools that provide smaller, more specific educational opportunities for area children.

Along with a skilled work force, companies locating in Joplin find very favorable operating costs. Tax rates, including local property taxes, are low. Wage rates are very favorable, particularly given the strong work ethic of area residents. Utility and transportation costs are modest, and utility services are very reliable. Locally based Empire District Electric Company has four power plants within 20 miles of Joplin, providing reliable electric service in the Joplin metropolitan area. Water and sewer treatment facilities have excess capacity, and numerous interstate gas lines provide reliable service for gas users.

While Joplin has a diversified economic base already, the Joplin Area Chamber of Commerce and the City of Joplin are aggressively pursuing new, technology-oriented opportunities. The new Joseph Newman Business and Technology Innovation Center has the mission of nurturing start-up, higher-tech companies. It also provides space for existing, larger firms to use in developing special projects.

The center is in a historic building and is part of a plan to redevelop and restore the downtown area. In the past two years, more than $20 million has been invested in two key restoration projects, putting to use buildings that would have faced the wrecking ball.

Outside of downtown, retail and commercial projects totaling more than $60 million are underway. Construction projects to support Joplin's growing healthcare sector are over $30 million in the last year.

Overall, Joplin, Mo., offers an ideal location for companies that need access to North American markets, quality labor, low operating costs, and a high quality of living. Business is great in Joplin. More importantly, your business will do great in Joplin!

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www.joplincc.com

Life is Good ...Business is Great! in Joplin, Missouri!

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- 1,500 acres Wildwood Ranch - rail served

Joplin Missouri

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FOR MORE INFORMATION
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Contact Rob O'Brian at 417.624.4150 or at robrian@joplincc.com for details

BROOME COUNTY IDA

Greater Binghamton

Taking Your Business to the Next Level

WE INVITE YOU TO CONSIDER BINGHAMTON. Our location, concentration of high technology, and strong quality of life make us a great fit for growing businesses. Situated conveniently in the southern tier of New York, we are in proximity to major North American markets including Boston, New York City, Philadelphia, Baltimore, and Toronto. Greater Binghamton supports technology companies in avionics, communications, logistics, distribution, manufacturing, and food production. We are ranked in the top 10 for creativity among communities our size in the United States.

Our Lockheed Martin Owego facility is building Marine One, a new helicopter for the President of the United States. Gannett, Inc. just opened a $48 million printing press on a former brownfield site in Johnson City. This state-of-the-art facility is printing daily newspapers for Binghamton, Elmira, and Ithaca.

Technology Concentration

Top U.S. Metros

1. San Jose, CA
2. Boulder, CO
3. Cambridge, MA
4. Durham, NC
5. Huntsville, AL
6. Albuquerque, NM
7. Seattle, WA
8. Wichita, KS
9. Colorado Springs, CO
10. Essex County, MA
11. Binghamton, NY
12. Thousand Oaks, CA
13. Titusville, FL
14. Austin, TX
15. Boise City, ID

Source: *2005 Best Performing Cities, Milken Institute*

In addition to Lockheed and Gannett, Greater Binghamton is proud to be home to internationally known businesses including BAE Systems, IBM, Endicott Interconnect, Maines Paper & Food, Innovation Associates, Johnson Outdoors, McIntosh Laboratory, Rockwell Collins, and Universal Instruments.

We take great pride in Binghamton University — ranked by *U.S. News & World Report* among the nation's top 50 public universities — and Broome Community College, with its reputation worldwide for quality and value. The university is building a $30 million academic center in downtown Binghamton that will enhance the relationship between the university and the community.

Within a two-hour radius of Greater Binghamton is the largest concentration of college students in the United States. Businesses in our region draw talent from Binghamton, Cornell, Syracuse, Colgate, Cortland, Wells, LeMoyne, Hamilton, Hartwick, Oneonta, and many other institutions of higher education.

Greater Binghamton supports a well-known opera, a fine symphony, prominent art and photo galleries, and concerts and productions featuring everything from Kelly Clarkson to "Oklahoma."

Street and Smith's *SportsBusiness Journal* has ranked Binghamton 24th among minor-league sports markets in the United States. We host professional affiliates of the Ottawa hockey Senators and the New York baseball Mets; the Chris Thater Memorial, a world-class cycling and 5K run; and the dBI Tennis Challenger, a USTA Pro Circuit men's event.

Additionally, Greater Binghamton is within an easy drive of the Finger Lakes wine region, the Glimmerglass Opera, the National Baseball Hall of Fame, and the Adirondack and Pocono mountains, enhancing the area's quality of life.

We have a very competitive package available to new and expanding businesses. Contact us to find out how we can help you take your business to the next level.

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GREATER BINGHAMTON

THE SOUTH CAROLINA POWER TEAM

South Carolina: Your Strategic Location Solution

THE SOUTH CAROLINA POWER TEAM is the largest electric power system in the state, providing power to all 46 counties. Palmetto Economic Development Corp. is the marketing arm of the South Carolina Power Team. Other members of the Power Team include Santee Cooper, the state-owned electric and water utility, and 20 electric distribution cooperatives, providing reliable electric power throughout South Carolina.

The Power Team offers special incentive rates to new and expanding industries and provides financial support for site preparation. In addition to affordable, reliable power, the South Carolina Power Team provides professional, personalized, and confidential site location counseling. The organization maintains extensive information on industrial parks, available buildings, and greenfield sites.

South Carolina offers aggressive incentives; hands-on assistance in developing private-sector partnerships; unparalleled custom-designed finance packages; the lowest industrial electric rates in the Southeast; one-stop permitting with certified, shovel-ready sites; and construction costs 8–12 percent below the national average. Furthermore, short permitting times, low construction costs, and flexible financial incentive programs mean companies can go from idea to implementation quickly and efficiently. And the state's Center for Accelerated Technical Training (CATT) was ranked number-one in the United States for providing first-class, tailor-made re-employment training at no cost to qualifying new and expanding industries.

South Carolina is strategically located midway between Miami and New York. Its superior intermodal transportation network, major port, railroads, and aviation facilities provide ready access to the East Coast and the rest of the world. The state has an abundant water supply, since South Carolina is home to two of the largest river basins on the East Coast (with total water flow at about 33 billion gallons per day), and plentiful forestland (more than 12.3 million acres). Add to that more than 300 golf courses offering public play, sunshine nearly 250 days a year, top-flight fishing and hunting, a low cost of living, exceptional educational reform and innovation, and quality medical facilities, and it is easy to see why South Carolina is a state full of advantages waiting to be discovered.

If you are interested in low startup costs and flexible financing options in a state whose schools and colleges offer considerable expertise and whose quality of life is the envy of many, call the SC Power Team today!

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Power Play.

SOUTH CAROLINA is the perfect place to work and play, with a favorable climate and geography–the Blue Ridge Mountains and the Atlantic Ocean are both right here–making the state one of the nation's top leisure capitals. The SC Power Team will connect you with strategically located sites and buildings, state and local incentives, workforce training, and the largest electric power system in the state. Let us drive your next facility location!

SOUTH CAROLINA POWER TEAM

Contact Fred Gassaway at **Fgassaway@SCpowerteam.com**

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FastFacility provides prospects with the single most important item in the site search process—available buildings and sites. FastFacility's **cutting-edge technology** provides listings with full GIS mapping that allows site-seekers to locate solutions to their industrial real estate needs. Hundreds of economic developers are successfully listing their area's available buildings and sites on FastFacility.com and getting fast measurable results that lead to deals that close.

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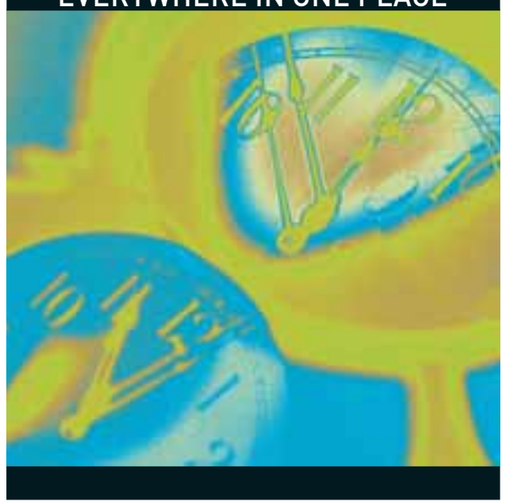

IT'S NOT JUST A DATABASE— IT'S A MARKETPLACE.

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