

**SPECIAL ADVERTISING SECTION
SHOVEL-READY SITES**

From Site Selection magazine, May 2012

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Site Certification: Now More than Ever, A Critical Tool for Successfully Locating Projects



Aerial photo looking north prior to commencement of site preparation activities at Bridgestone site in Aiken County, S.C.

Source: BING maps.

by MARK WILLIAMS
President, Strategic Development Group, Inc.

Site certification works.

This fact is clearer than ever as significant site location evaluations increasingly rely on certified sites as key input for short-listing sites and locating high-impact projects.

Site certification remains one of the most effective site marketing tools for economic development professionals desiring to create a competitive advantage in successfully locating significant manufacturing operations. Certifying sites confirms site readiness to a point that creates a benefit in the site selection process, leverages job creation, and attracts capital investment.

For corporations desiring to locate manufacturing facilities, access to certified sites presents a unique site screening advantage that reduces overall site location risk, saves time, and reduces site development costs.

Site certification creates significant value for all involved. Period.

Significant site locations on certified sites are well documented throughout recent years. Perhaps the most recent case study of a certified site helping win a significant project is Bridgestone's Off-Road Earthmover Tire location project.

During the summer of 2011, Bridgestone Americas retained Strategic Development Group Inc. to conduct an expedited site search for a \$970-million, 550-job greenfield project that would make large earthmover tires for the mining and earthmoving industry.

Bridgestone's project needs included a site that could be developed quickly and that had validated geotechnical, environmental and archeological conditions, as well as confirmation of heavy and redundant utilities. The accelerated timeline to locate a suitable site, complete site due diligence, transfer ownership and begin site preparation was five months. Construction delays or site-related cost overruns were not an option for this project.

In order to meet this timeline, Strategic Development Group formulated a multiple-state site search strategy that focused primarily on certified sites or sites that could readily confirm readiness for development. States and regions within the general search area that did not have certified sites or sites with available documentation of their readiness were quickly eliminated from the search.

One month after the search began, SDG was presented with a site that had been certified by the South Carolina certification program. Through the certification process, this 550-acre greenfield site had completed due diligence, confirming overall site feasibility and reducing site development risk.

By late September 2011, SDG completed state and local negotiations and remaining due diligence; the project was announced on September 21, 2011. From a location consultant's perspective, site certification was the most critical factor in choosing Aiken County, S.C., for Bridgestone's Off-Road Tire facility.

Site Certification Parameters Remain the Same

The practice of certifying sites has expanded significantly in recent years, with certification processes often being directed by professional site consultants.

Additionally, a common practice in some state-run certification processes is to enlist expertise of a committee of allies that may include utility and economic officials. It is critical when certifying sites to confirm the following site parameters:

- 1) A property is controlled through ownership or option and is readily available for ownership transfer to the prospect,

2) Utilities, principally electricity, water, sewer, gas, and telecommunications, are present or can be quickly delivered to the site in suitable quantities for targeted project sizes; larger sites require utilities to have larger capacities and redundancy,

3) Environmental, geotechnical, and archeological studies have identified any areas of risk,

4) The site's shape is conducive to development and expansions, and a developable footprint is confirmed,

5) The site's buffer is adequate for the type of businesses likely to consider the site, and

6) Transportation access exists for employees, raw materials/supplies, and product shipments.

Bridgestone Off Road Site Search Timeline	
Timeframe	Progress/Action
Early June 2011	Initiate Search
June	Solicit sites in multiple southern states
Early July	Begin consideration of Aiken greenfield site
Late July	Primary focus on Aiken greenfield site
Late July	Site due diligence completed
Early August	Property optioned
September 21, 2011	Project announcement
October 31, 2011	Groundbreaking

Source: Strategic Development Group, Inc.

Taking Site Certification to the Next Level:

Other Key Factors That Enhance the Quality of Certified Sites

To elevate the quality of site certifications above technical aspects identified above, there are a number of additional qualitative factors that are critically important in the site certification process. These elements have been overlooked by some certification programs and must be considered:

Common Sense: Consider the Site Consultant's and Prospect's Perspective

Common sense, as simple as it sounds, must be considered when certifying sites. Confirming only the technical aspects of a site is not enough. A site certification that has all technical elements in place, but lacks consideration of other critical site qualities is far less likely to attract projects.

For example, if a site has extreme topography, is directly in a runway approach for an airport, has significant rail crossings adjacent to primary ingress and egress for a site, or has housing or commercial development too close, the site may be eliminated early even if technical qualities have been verified.

Certify Based on Your Community's Assets

Why certify a site in your area that is designed to attract companies who value assets that differ from those your community offers? Communities must carefully evaluate their own strengths and weaknesses with respect to labor draw, rail access and utility service capabilities in order to certify sites that will best match and attract corporate locations seeking these assets. Not every location is well suited for promoting a site for large projects, such as automotive assembly.

Promptly Eliminate Sites That Do Not Meet Certification Criteria

Certifying sites can be an expensive process. It is important to structure the certification process for identification and elimination of sites early in the process that are not expected to meet certification criteria. This practice saves both time and money and allows a more intense focus on those sites that will become certified.



Photo courtesy of Bridgestone

New Site Certification Trends

Several new practices in site certification make certified sites even more attractive to location prospects.

These practices include:

- 1)** Retaining site location consultants to review sites certified by economic development organizations; this practice adds a "site consultant's perspective" to many certification programs thereby enhancing their value.
- 2)** Increasing use of "specialty" certifications, including data center and agricultural uses; this practice further differentiates sites, making them more attractive to projects with special infrastructure, rail, communications or other needs.
- 3)** Recertifying sites to confirm that no aspects of site certification that would inhibit site development, such as environmental conditions, have changed.

Summary:

For site consultants and their corporate clients, narrowing sites to a short list of candidates that clearly meet a client's goals with

minimal risk and cost is critical. As site search timelines become more compressed, the availability of site data generated through quality site certification programs will be increasingly attractive to site selectors and their corporate clients.

As the economy continues its recovery, site location projects will likely become more frequent, making site readiness identified by quality site certification programs an important marketing tool for economic developers.

A key message to economic development professionals is that site certification, if carried out with consistent standards and application

of critical qualitative factors, works. For corporations considering site locations, sites certified correctly will significantly reduce development risks and related delays to project timelines while simultaneously generating cost savings.

Mark Williams is president of Strategic Development Group Inc.



Port of Vancouver USA – A New Century of Possibilities for Light Industrial Companies



Rendering of possible development at the 108-acre Centennial Industrial Park at the Port of Vancouver USA. If you're looking for a place to locate your light industrial business, the Port of Vancouver has the perfect location.

The Port of Vancouver USA (www.portvanusa.com), located in Vancouver, Washington, celebrated its 100th anniversary in April 2012 — a century of helping generate living-wage jobs for the area's highly skilled workforce and providing economic vitality for the region.

While many ports are constrained by a lack of available land in highly urbanized areas, the Port of Vancouver has abundant land for development. Its "Centennial Industrial Park" is 108 acres of land zoned as light industrial, which consists of a 58-acre parcel of development-ready land that can be fast-tracked to meet market demands and be operational in less than 18 months. Designated as a parcel of "county wide significance" by the Columbia River Economic Development Council, Centennial Industrial Park is currently available for either short- or long-term leasing (up to 80 years), or sale. In addition, a 50-acre adjacent parcel is available for future expansion.

Just as important, the port works hard to meet the diverse needs of each of its tenants and potential customers.

"We're not your average landlord," said Curtis Shuck, director of economic development and facilities for the Port of Vancouver. "The port's experienced staff leverages relationships and works closely with local governments and agencies to streamline permitting, as well as with brokers and tenants on site selection, facilities improvements, innovative financing options, and access to the highly skilled workforce available in the area."

The Port of Vancouver's industrial tenant list supports several business clusters including steel fabrication/manufacturing, transportation/transload/warehousing/freight-forwarding, recycling and food processing. Among its newest tenants are SAPA Profiles, North America's largest provider of extruded aluminum products, and Puget Sound Pipe & Supply. In addition, Farwest Steel Corporation, one of the leading distributors, processors and fabricators of specialty steel products in the Northwest, recently purchased property from the port for its soon-to-be completed 333,000 square foot distribution, processing and production facility. The Port of Vancouver also has caught the attention of the world's largest mining company, BHP Billiton, which selected the port's Terminal 5 as the preferred site for a new potash export facility.

Globally recognized as the premier Pacific Rim Gateway to the Northwest, Midwest/Western United States and Canada, the Port of Vancouver is located at the crossroads of ocean-bound and river shipping lanes, and provides easy access to the national rail network with dual carrier service provided by BNSF Railway and Union Pacific

Railroad. The port also boasts easy access to major freeways, including Interstates 5 and 84, as well as close proximity to the Portland International Airport (PDX).

Bridging the states of Washington and Oregon, the port is within the Portland-Vancouver metropolitan region and is a vibrant and attractive business location. Clark County is one of seven counties included in the Portland-Vancouver, Metropolitan Statistical Area (PMSA).

Clark County offers a friendly business environment, having quality educational systems, and providing reasonable tax rates and a solid labor force. It offers workers and their families the advantages of a major metropolitan city combined with affordable housing and quality primary and secondary education. According to the ACCRA Cost of Living Index, Vancouver's cost of living (95.6) was below the national average (100) and among the lowest on the West Coast.

Washington State is currently ranked third in the US as one of the best places to do business, and the Port of Vancouver — the third largest public port in the state — has become a magnet for industrial companies needing to reach international and domestic markets quickly. Infrastructure improvements currently underway that will expand the port's internal rail system and reduce congestion on the regional system by 40 percent, combined with the available parcels of shovel-ready land, a highly educated workforce and an excellent quality of life, open up a world of possibilities for companies that consider locating at the Port of Vancouver in Southwest Washington.

GEORGIA GRAD SITES – Accelerating Economic Development

Accelerating the time to market has never been a more critical site selection factor for companies than it is right now. Shovel-ready, certified sites — particularly land tracts that have all of the requisite zoning and permit approvals in place — go right to the top of the short list when corporations are in a hurry to select a plant location.

The economic development leadership in Georgia knows this, and that is why the Georgia GRAD Sites program now offers 21 certified sites around the state for companies that are ready to make a decision.

The Georgia Ready for Accelerated Development (GRAD) Sites initiative is quickly paying off for communities across the Peach State.

"It continues to do well for us," says Randy Cardoza, formerly the Managing Director of economic and community development for AGL Resources in Atlanta. He still serves as a consultant working on the GRAD Sites program. "We have 21 sites now that have been designated as GRAD Sites, and we continue to get interest from communities that would like to participate in the program."

The program employs an independent site selection consultant, Jim Bruce of BFPC LLC in Norcross, Ga., to certify the sites. "Jim has been great with this program," Cardoza says. "We felt like we needed to have a nationally known site selection expert do the designation work to give this initiative the impartiality that it needs."

Among the work conducted on qualifying sites in Georgia are a Phase I environmental study, geotechnical work, plus historical and archeological research. It is a comprehensive process that requires a considerable investment of time, money and other resources on the part of the participating community.

"If you are serious about having a really excellent site, then you have to spend some money," Cardoza notes. "But it is definitely worth the investment."

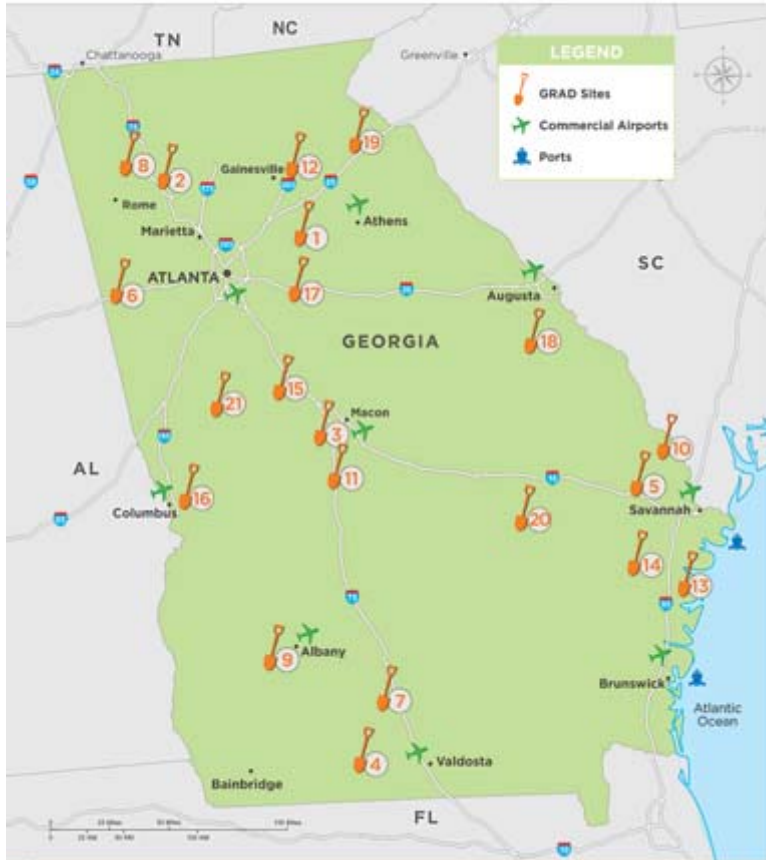
Georgia's 21 certified sites include large land tracts in Barrow, Bartow, Bibb, Brooks, Bryan, Carroll, Cook, Dougherty, Liberty, Monroe, Muscogee, Newton, Richmond, Stephens, Toombs and Upson counties. Parcels can range in size from one to 2,000 acres each.

Bruce notes that it takes about three to six months for a site to go through the entire approval process. Once a site is approved, it receives a certificate of approval that is good for two years. Communities may then re-apply for a certificate if the two-year period lapses and no one builds on the site.

For more information, please contact Pat Wilson, Executive Director of Georgia Allies, at 404-962-4000.



GEORGIA READY FOR ACCELERATED DEVELOPMENT (GRAD) SITES



	Name	County	Total Site Size (Acres)	Interstate	Railroad
1	University Parkway Manufacturing & Research Site	Barrow	86	13 miles	No
2	Highland 75	Bartow	707	1 mile	No
3	Solkee Industrial Park	Bibb	562	3 miles	Yes
4	Brooks County Industrial	Brooks	196	14 miles	Yes
5	Interstate Centre	Bryan	836	At Site	No
6	Temple Industrial Park Phase II	Carroll	35	At Site	No
7	South Cook Industrial District	Cook	236	3 miles	No
8	Carbondale Business Park	Dalton-Whitfield	184	Adjacent	No
9	Pecan Grove Industrial Park	Dougherty	173	44 miles	No
10	The Governor Treutlen Site	Effingham	83	12 miles	Yes
11	Middle Georgia Corporate Center West	Houston	667	1 mile	No
12	Jefferson Business Center	Jackson	225	Adjacent	No
13	Tradeport East Business Center	Liberty	1843	0.6 miles	No
14	Tradeport West Business Center	Liberty	3590	4 miles	Yes
15	Meridian 75 Logistics Center	Monroe	260	Adjacent	No
16	Muscogee Technology Park	Muscogee	378	6 miles	Yes
17	Stanton Springs	Newton	1620	Adjacent	No
18	Augusta Corporate Park	Richmond	1694	9 miles	Yes
19	Haystone Brady Business Park	Stephens	429	7 miles	Yes
20	Toombs Corporate Center at US-1 Lyons, Georgia	Toombs	275	14 miles	No
21	Central Georgia Business & Technology Park	Upson	280	26 miles	Yes

Shovel ready sites are an important part of benefits at MidAmerica.

you never know what an economic development organization needs to do to make the "short list" in a company's site selection process. Sometimes it's logistics. Or utilities or some other major aspect of operating costs. It may be your inventory of available buildings or shovel ready sites.

For companies in a hurry to custom build a facility to their specifications, a shovel ready site can play a leading role in finding a new TN location for a relocation or expansion.



Associated Electric Cooperative Inc. constructed a 540-MW combined-cycle natural gas power plant on a MidAmerica shovel-ready site. The plant serves six regional and 51 local electric cooperatives.

Y"They are vital components to us.

A "must-have" for the kind of companies that we are trying to attract," said Sanders Mitchell, Administrator of the 9,000-acre MidAmerica Industrial Park in Pryor Creek, Oklahoma.

At MidAmerica, these shovel ready parcels are called "BuildNow" sites.

"They are just what the name implies," said Mitchell. "Our BuildNow sites afford the opportunity to start construction immediately without the delays that are so common with building of large industrial manufacturing or distribution facilities."

BuildNow sites do not require building permits. If a site is purchased in the morning, construction can begin in the afternoon. BuildNow sites have all the utilities in place, ready to connect.

According to Mitchell, one company closed on a BuildNow site and began moving dirt on a \$100 million facility just four days later.

The park has instituted a special way of working with projects, doing research, removing barriers, helping to negotiate contracts — all as kind of a 'silent partner' working on behalf of the prospect. In most cases, the approach can yield 20-70% savings in operating costs.

"I don't think anyone in this region can match our 'MidAmerica Way' of doing business. It really is a one-stop approach to economic development. We never lose sight of who we really are working for — the industries that we have now and the prospective industries that come to us for solutions," Mitchell said.

MidAmerica, located near Tulsa and recognized as the largest industrial park in Oklahoma — and the nation's largest rural industrial park, currently has 80 firms operating at the park including over ten divisions of "Fortune / Global 500" companies.

Cedar Hill Business Park

Just 30 minutes south of downtown Dallas, the Cedar Hill Business Park is located at 850 Mt. Lebanon Road in Cedar Hill, Texas. The park is ¼ mile east of Highway 67 and easily accessible to Interstates 20, 35, and 45. The 45+ acres of vacant available property is owned by the Cedar Hill Economic Development Corporation (EDC) and offers competitive and negotiable land prices.

This shovel-ready property includes city sewer and water, technology infrastructure, natural gas, and both rail-served and non-rail served sites. In addition, the Cedar Hill EDC offers development incentives utilizing Type A sales tax funds, Triple Freeport Tax Exemption, job training assistance, corporate relocation assistance, and fast-track permitting. Other state incentives are also available.

The park is contained by an outer brick barrier wall, and has two main entrance streets with an interior cross street, all of which are lighted. Available sites are located on both sides of the park, as well as the middle section of land.

Current property owners include manufacturers such as Dualite, Metals USA, MJB Wood Group, Diamond Manufacturing, and PepWear. The Texas Department of Transportation also owns property for a regional office. Common property in the park is managed by the park's POA. The adjacent industrial park is home to the JCPenney Distribution Center and several smaller manufacturing and trucking companies.

The City of Cedar Hill is located in southwest Dallas County overlooking the beautiful 7,200 acre Joe Pool Lake. In the last 20 years the city has more than doubled in population with the current population at 46,300. Since 1999, there has been over three million square feet of retail development, one million square feet of industrial development, and 150,000 square feet of office development. The upscale shopping, dining, and offices serve the surrounding area's residents and businesses.

For more information on the Cedar Hill Business Park, please contact the Cedar Hill Economic Development Corporation at 972-291-5132, or email Allison J. H. Thompson at allison.thompson@cedarhilltx.com. More information, including a brochure, can also be found online at www.cedarhilledc.com.



Available property at the Cedar Hill Business Park is owned by the Cedar Hill Economic Development Corporation.

Cedar Hill

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- Development incentives available!

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Cedar Hill
ECONOMIC DEVELOPMENT
Texas

The Scoop on Shovel-Ready: You'll Really Dig Minnesota's Certified Sites

Time is money. And Minnesota's Shovel-Ready Certified Sites save both.

Site selectors know not all shovel-ready programs are created equal. Frankly, some states just aren't ready enough. Even with their expedited process, development still takes too long.

But Minnesota's Shovel-Ready program offers a competitive edge for companies that need to move quickly. The program is exceptionally streamlined, making it possible to begin construction in 60 days or less on a certified site.

"Time is of the essence when a business wants to move," says Mike Humpal, a city official in Fairmont, a Minnesota community recognized as one of the nation's top micropolitan areas for expanding companies. "Our program tells people this site is ready to go."

Developed and implemented with the guidance of site location consultants Moran, Stahl & Boyer, Minnesota's Shovel-Ready program has an unusually rigorous certification process.

The state and consultant work closely with communities and property owners to ensure that the most time-consuming legal, technical and regulatory aspects of developing sites are already complete.

Minnesota's certified sites have had all of the planning, zoning, surveys, title work, environmental studies, soils analysis and public infrastructure engineering completed.

"Word is spreading about how well this program works," said Kevin McKinnon, business development director at the Minnesota Department of Employment and Economic Development (DEED), the state's economic development agency. "It's generating a lot of interest and getting a lot of attention from companies that want to move quickly with

their plans to startup, relocate or expand."

Shovel-Ready is just one reason companies should consider Minnesota for their expansion plans.

Minnesota offers an exceptional base of talent and expertise — not to mention a proven track record of success — in several key industries and sectors, including biosciences, clean technology and renewable energy.

Twenty Fortune 500 companies are headquartered in Minnesota — General Mills, Target and 3M, among them. And so are some of the country's largest private companies, including agricultural commodities giant Cargill.



Make a Ground-Breaking Decision

Our Shovel-Ready Certified Sites make the decision to expand or relocate in Minnesota a no-brainer.

- Begin construction in 60 days or less on a certified site.
- Unusually rigorous certification process developed by nationally respected site location consultants Moran, Stahl & Boyer.
- The most time-consuming legal, technical and regulatory aspects of developing sites are already complete.

**Get it done fast. Get it done right.
Get down to business.**



POSITIVELY
Minnesota

Office of Business Development, Kevin McKinnon
Reach us at 651-259-7432
Economic.Development@state.mn.us
www.PositivelyMinnesota.com/Locating

Business Parks: An Engine of Economic Growth

by John Troughton

Business parks are comprised of improved, ready-to-go lots upon which developers and owner-users can build distribution, manufacturing, research and development, and office facilities. Business parks are often located near major highways and airports to facilitate the value-added processes and movement of people, goods and services.

Most major urban areas are already "built out," making the development of new business parks of relevant size economically impractical because they would have to demolish existing buildings to create ready-to-go land. The development of a business park just outside a city, however, provides added economic stimulus for developers to create retail and housing near the business park for the benefit of current and future workers in the park, adding more value to the enterprise.

Corporations and their site selectors understand that the primary criterion for investing into a community is whether or not there is a business park with ready-to-go land nearby with lot sizes and other attributes that fit their needs. Area amenities, a good work force, and even attractive government incentives are often not enough to bring businesses to an area without shovel-ready land. The time cost and risk of obtaining necessary entitlements will often cause even a "good" un-entitled site to be less preferred than an "average" ready-to-go site in an existing business park. The best way for a community to signal the corporate world that they are ready and willing to participate more in the global marketplace for manufacturing, R&D, and distribution work is to facilitate the construction of a business park.

Redding, California — located in Shasta County mid-way between Seattle and Los Angeles — has worked with local partners since 2000 to create an approximately 700-acre business park called Stillwater Business Park. The first phase of the park has the capacity to provide approximately 100 acres of ready-to-go land for a single user. The City of Redding is the lead developer for the project and plans to benefit over time from the approximately 700-acre business park by attracting businesses and significantly expanding the local employment base with ready-to-go land in one of Northern California's largest cities surrounded by world-class recreational, cultural and sporting opportunities. Redding has made the initial investment to create this business park. By doing so, the community can look forward to enhanced employment opportunities and corporate investment near their homes.

In the current economic slowdown, the temptation for many private developers has been to shelve or postpone business park projects. Stillwater Business Park has continued forward and has recently received funding that will help create the second phase of the park. As the economy turns around and corporations and their site selectors expand their operations and seek more location alternatives, projects such as Stillwater Business Park will benefit from its forward planning and community commitment, which will ensure more economic growth for the area.

John Troughton is a Senior Director operating out of the Oakland, Calif., office of Cushman & Wakefield, Inc., a global real estate services company. His email is john.troughton@cushwake.com.



Ready-to-go sites

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Redding, California

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- All federal and state environmental permits are approved
- Infrastructure, including roads, bridges, and utilities, are complete
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- A Building Permit is all that you need



A business park with large ready-to-go sites and parcel sizes from 5 to 100 acres and larger.

Patrick E. Keener, Economic Development Liaison
Energy Services Manager, City of Redding
530-339-7220 or 530-524-8102 | pkeener@reupower.com

STILLWATER
BUSINESS PARK



Georgia Industrial Site is one of only two Shovel-Ready designated sites along the I-75 corridor between Atlanta and Chattanooga

Carbondale Business Park, located in Dalton (Whitfield County, Georgia), was named a Georgia Ready for Accelerated Development (GRAD) site last month by the Georgia Allies. "The GRAD designation for Carbondale Business Park means that it can truly compete on a global stage for new industry and the accompanying jobs," said Pat Wilson, Executive Director of Georgia Allies. "I fully believe that Whitfield County's efforts to attain the GRAD status for Carbondale will be beneficial."

The site is located in South Whitfield County off the I-75 Exit 326 (Carbondale Road/U.S. Hwy. 41) interchange. The 184-acre site, owned by the Dalton-Whitfield County Joint Development Authority, can accommodate heavy and light industrial manufacturing operations and also offers development sites for commercial and retail establishments. The image to the right shows a conceptual layout of the business park with all sites occupied and buildings completed.



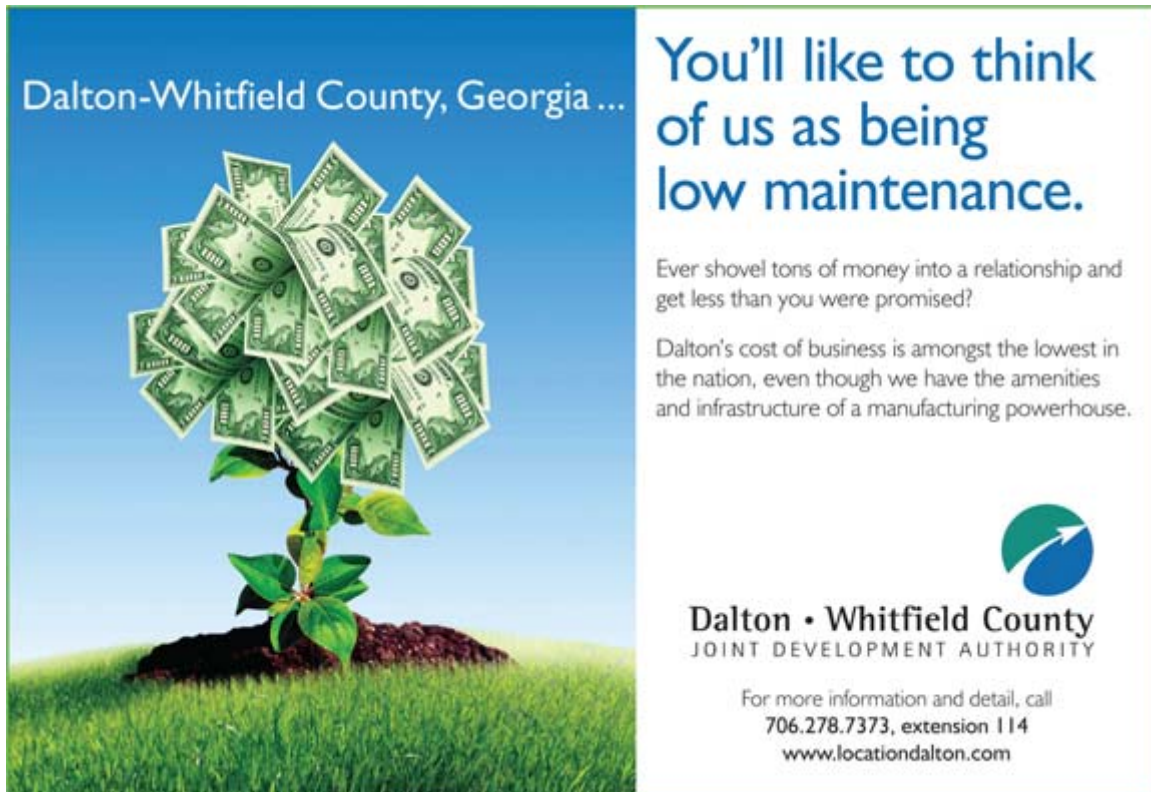
Carbondale Business Park features easy interstate access and visibility.

The image to the right shows a conceptual layout of the business park with all sites occupied and buildings completed.

The GRAD designation indicates that Carbondale Business Park is shovel-ready. Categories of due diligence and review include minimum acreage (50), ownership security, zoning designation, road and rail accessibility, utilities service, and wetlands and stream delineation.

"This shovel-ready site will help companies address their three primary concerns when choosing a new location for their business: speed, risk and cost. Our professional project managers and engineering team stand ready to assist companies interested in locating in our community," said Elyse Cochran, Executive Director, Dalton-Whitfield County Joint Development Authority.

For more information on Carbondale Business Park, visit www.carbondalebusinesspark.com or call 706-278-7373.




Dalton-Whitfield County, Georgia ...

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Dalton's cost of business is amongst the lowest in the nation, even though we have the amenities and infrastructure of a manufacturing powerhouse.



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JOINT DEVELOPMENT AUTHORITY

For more information and detail, call
706.278.7373, extension 114
www.locationdalton.com

North Louisiana: Ready for Development

North Louisiana's development ready properties undergo a rigorous review process to qualify as Louisiana Certified Sites! The six sites in North Louisiana Economic Partnership's (NLEP) 14 parish (county) region, which have been certified by Louisiana Economic Development, offer many advantages. For more information, visit www.nlep.org.

Charleston Industrial Park is a 700-acre greenfield, suitable for industrial development in south Ouachita Parish with access to Interstate 20, US 165 and LA 15. The site can access two Class 1 railroads, the Monroe Regional Airport and the Greater Ouachita Port. All utilities are available.

I-20/Greenwood Road site encompasses 313 acres, conveniently located in Caddo Parish a half mile from I-20, a major east-west interstate and less than 9 miles from I-49, a major north-south connector. The property can access two Class 1 railroads, two airports and the Port of Caddo-Bossier. All utilities are available.


Millhaven North is a 725-acre site off of I-20 in Ouachita Parish, targeting clean tech, R&D, light industrial and retail businesses. Close to two institutions of higher learning, Millhaven North offers a ready labor pool. The site can access two Class 1 railroads, the Monroe Regional Airport and the Greater Ouachita Port. All utilities are available.

Port of Caddo-Bossier's North Whittington Property is a 90+ acre site which offers multi-modal access by barge, air, I-20 and I-49. Rail can be connected via a rail spur to the property, which can be served by two Class 1 railroads. All utilities are available. The greenfield site is zoned heavy industrial and available for lease only.

Port of Natchitoches' North Tract is a 360 acre site, situated ten miles from I-49, between LA 486, the Kansas City Southern Railroad, US 71 and US 84. The tract is located within a mile of the port's general cargo dock, making it accessible by pipeline, conveyor, truck, rail or barge. All utilities are available.

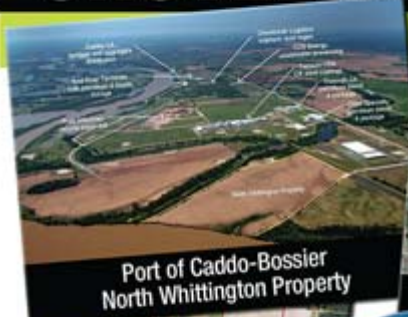
Ward II Industrial Park is a 950-acre industrial site with access to rail, air and interstate transportation. With tracks along the edge of the park, Kansas City Southern Railroad can serve the site. The industrial park is conveniently located near the Vivian Airport, LA 1 and US 71. It is approximately 30-45 minutes from I-20, I-49, the Port of Caddo-Bossier and the Shreveport Regional Airport. All utilities are available.

These development ready sites have been reviewed for compliance with specific site details, such as zoning restrictions, title work, environmental studies, soil analysis, surveys and more. Contact NLEP at 318-677-2536 or email kforeman@nlep.org to learn more about these sites and to plan a visit.




NORTH LOUISIANA SHOVEL-READY SITES


www.nlep.org



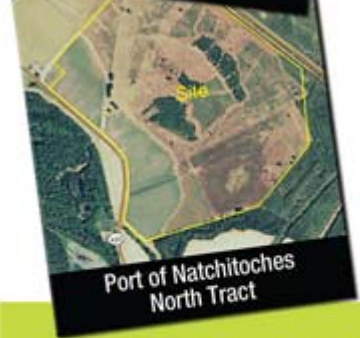
Port of Caddo-Bossier
North Whittington Property




I-20 / Greenwood Road




Charleston Industrial Park



Port of Natchitoches
North Tract




Millhaven North




Ward II Industrial Park

North Tract is certified by McCallum Sweeney Consulting.



web: www.nlep.org | phone: 318.677.2536
contact: Kurt Foreman | kforeman@nlep.org
Funded in part by Louisiana Economic Development



north louisiana
economic partnership

Small Town Feel, Big City Opportunity

Webster City, Iowa, is where business grows. From advanced manufacturing to food processing and from iron casting to warehousing and distribution, Webster City's assets and services attract businesses that look to improve their bottom line.

Webster City's multiple shovel ready sites range from two acres to two hundred acres and each site is already zoned for light industrial uses, included within a tax increment financing district, and located in the City's Enterprise Zone. On top of that Webster City has simplified its code and permitting so that plan reviews and permits take just a few business days, not weeks or months.

Planning and Partnerships

Your business can gain confidence from Webster City's planning and preparation, which has resulted in stable finances, a AA- bond rating from Standard and Poors, abundant road and utility infrastructure to support industry of all sizes, and strong regional partnerships that support the growth of business.

One of these partnerships is with Iowa Central Community College. From their branch campus in Webster City, Iowa Central is more than capable of providing businesses locating here with customized job training programs. And, if your business qualifies for Iowa's New Jobs Training Program this benefit could be at no cost.

Moving People and Products

Don't get stopped before you even get started. Webster City's shovel ready sites are located within one mile of a four lane divided highway and less than 15 minutes from Interstate 35. That means no rush hour traffic to contend with or plan around. From Webster City your products can reach major markets in and around Minneapolis, Chicago, St. Louis, Milwaukee, Kansas City and Omaha in less than one day by truck.

Ready to Work

Iowa is a right to work state and in Webster City you'll have access to an affordable and experienced workforce drawn from a laborshed of more than 84,000 workers. With 9% unemployment and another 17% willing to accept or change employment, this means access to thousands of workers with transferable skills and experience in advanced manufacturing, logistics and distribution, and food processing.

Getting Started

Webster City is ready to work for your business today. Learn more at www.buildwebstercity.com, email to info@buildwebstercity.com, or contact David Toyer, Economic Developer, at 515-832-9151.



Webster City, Iowa, is centrally located to major markets.

Highway 20

**Interstate 35
15 Minutes**



Highway 17

**2.11
Acres**

**4.72
Acres**

**3.86
Acres**





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