

What is the True Value of a Shovel-Ready Site?

The topic of shovel-ready sites has been discussed in this journal for a number of years now. Companies that have made announcements in recent years have cited the presence of a “ready to go” site as one of the reasons that the company chose the location. Indeed, the presence of shovel-ready sites has helped and will continue to help companies make better location decisions faster.

What is the true value of a shovel-ready site? And are all shovel-ready sites created equal?

We will address these questions and others, but first we must start with a common definition of a shovel-ready site.

What is a Shovel-Ready Site?

Unfortunately, there is not one single definition of a shovel-ready site. For every program that exists there are probably just as many different definitions. And, of course, there are varying degrees of “readiness.” In addition, what one industry

by **JEANETTE T. GOLDSMITH**
Principal,
McCallum Sweeney Consulting

may require in a site might not be relevant for another industry. Generally speaking, however, a shovel-ready site should have the following characteristics:

- **The site is available.**

While this statement may seem straightforward, it is in fact the most difficult hurdle for most communities to overcome. Simply put, a shovel-ready site must be truly for sale, preferably

with established terms and conditions. This does not mean that somebody knows somebody who has talked to the owner (or, in most cases, owners) and they have said that they are willing to sell.

So many times, a community has determined that their 100 acres with Interstate frontage is an ideal piece of property for industrial development, but what they don't know is that there are five owners of that 100 acres and two of the owners have no intention

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Site Name	Sponsor	Location	Company	Direct Jobs	Investment
Commerce Park	TVA	Clarksville, TN	Hemlock	500	\$1,200,000,000
Crossroads	TVA	Columbus, MS	Paccar	800	\$500,000,000
Enterprise South	TVA	Chattanooga, TN	Volkswagen	2,000	\$1,000,000,000
Golden Triangle	TVA	Columbus, MS	SeverCorr	650	\$1,380,000,000
Wellspring	TVA	Tupelo, MS	Toyota	2,000	\$1,300,000,000
Hickory Corporate Campus/ Startown Road	Duke	Newton, NC	Apple	50	\$1,000,000,000
Hunter Industrial Park	Duke	Laurens, SC	ATW	320	\$422,000,000
Plato-Lee Site	Duke	Shelby, NC	Clearwater Paper	300	\$260,000,000

Courtesy of McCallum Sweeney Consulting

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As the largest single industrial land holding in Jacksonville, Florida, Cecil Commerce Center® is a significant, long-term economic development asset, representing more than three percent of the land area in Duval County (17,000 acres). It is one of the most sought after locations in the Southeastern United States for manufacturing, supply chain logistics and industrial end users, and well-positioned to be the ultimate landside complement to container cargo growth expected at JAXPORT through two new terminals.

Mitsui O.S.K. Lines recently completed a \$200-million, 158-acre container terminal and is expected to add \$870 million in new economic benefits to the Jacksonville region. The facility is expected to handle 800,000 twenty-foot equivalent units (TEU), doubling the container throughput of JAXPORT. In addition to this new port growth, Korean-based Hanjin Lines is planning construction of a \$300-million, 88-acre terminal. These recent JAXPORT developments will triple the amount of container throughput in Jacksonville and potentially may double or triple the economic impact of the port.

Due to this growth, the City of Jacksonville finalized a 25-year agreement with Hillwood to be master developer of

approximately 4,473 acres of City-owned property at Cecil Commerce Center®. Hillwood has the expertise, track record and private capital resources needed to develop this large industrial site and create the job haven and economic driver for Jacksonville that the community has envisioned. In addition to branding the site with their premiere brand name – Alliance-Florida at Cecil Commerce Center®, Hillwood will invest more than \$1.3 billion to develop the entire 31-million-square-foot master plan. These developments will attract the companies that will bring thousands of new jobs and expand the tax base.

The Jacksonville Economic Development Commission believes that AllianceFlorida at Cecil Commerce Center® is positioned to be a world-class distribution and logistics center with market dominance and a critical mass of factors converging in its favor. Extensive site due diligence, permitting and core infrastructure investment has been performed by several public sector agencies. These efforts and resulting entitlements have better positioned the property for development opportunities and will serve to expedite transfer to Hillwood, who will implement the community's long-term vision for the site.



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Middle Tennessee's PowerCom Industrial Center

Companies considering expansion into Middle Tennessee will find available facilities and sites at the 446-acre PowerCom Industrial Center in Hartsville. The development is certified as a target-industry specific site through TVA's Automotive Certification by McCallum-Sweeney Consulting. The site, located on State Highway 25, is also a "Deal Ready" site certified through the Middle Tennessee Industrial Development Assn. by CH2M Hill/Lockwood Greene.

The PowerCom Industrial Center provides access to the Cumberland River, availability of a large acreage site and warehousing space. A 54,000 sq.ft. Speculative Building, completed in 2008, is presently leased. A Business/Manufacturing Incubator facility (consisting of forty 4,000 – 32,000 sq. ft. buildings) currently leases eleven buildings to nine businesses. Local workforce training is provided by the Tennessee Technology Center at Hartsville.

The PowerCom Center is located in the Four Lake Regional Industrial Development Authority's (FLRIDA) five-county region. Growing out of an announcement by the Tennessee Valley Authority (TVA) in 1974 to construct the world's largest nuclear plant in Hartsville, TN (Trousdale County), the FLRIDA was created by State Legislature after progressive cutbacks halted construction and eliminated employment at the nuclear site by 1982. The Four Lake Authority was "created and established for the purpose of developing the resources of the region embracing the counties of Macon, Smith, Sumner, Trousdale and Wilson. . . ." in the State of Tennessee. The region comprises both the Greater Nashville Regional Area, as well as the Upper Cumberland Development District.

PowerCom Industrial Center is your address and recipe for productivity.

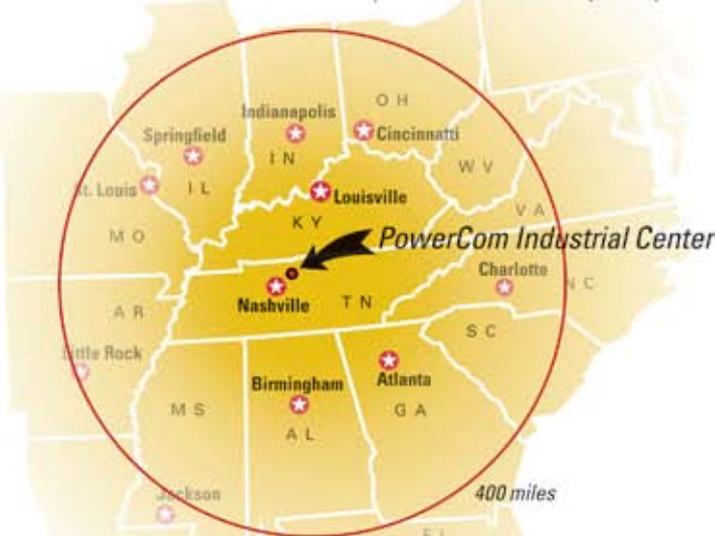


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(continued from page 519)

of selling. Or, the owners have told the economic development officials that they are willing to sell the property, but when your company comes calling they either change their mind or set an unrealistic price.

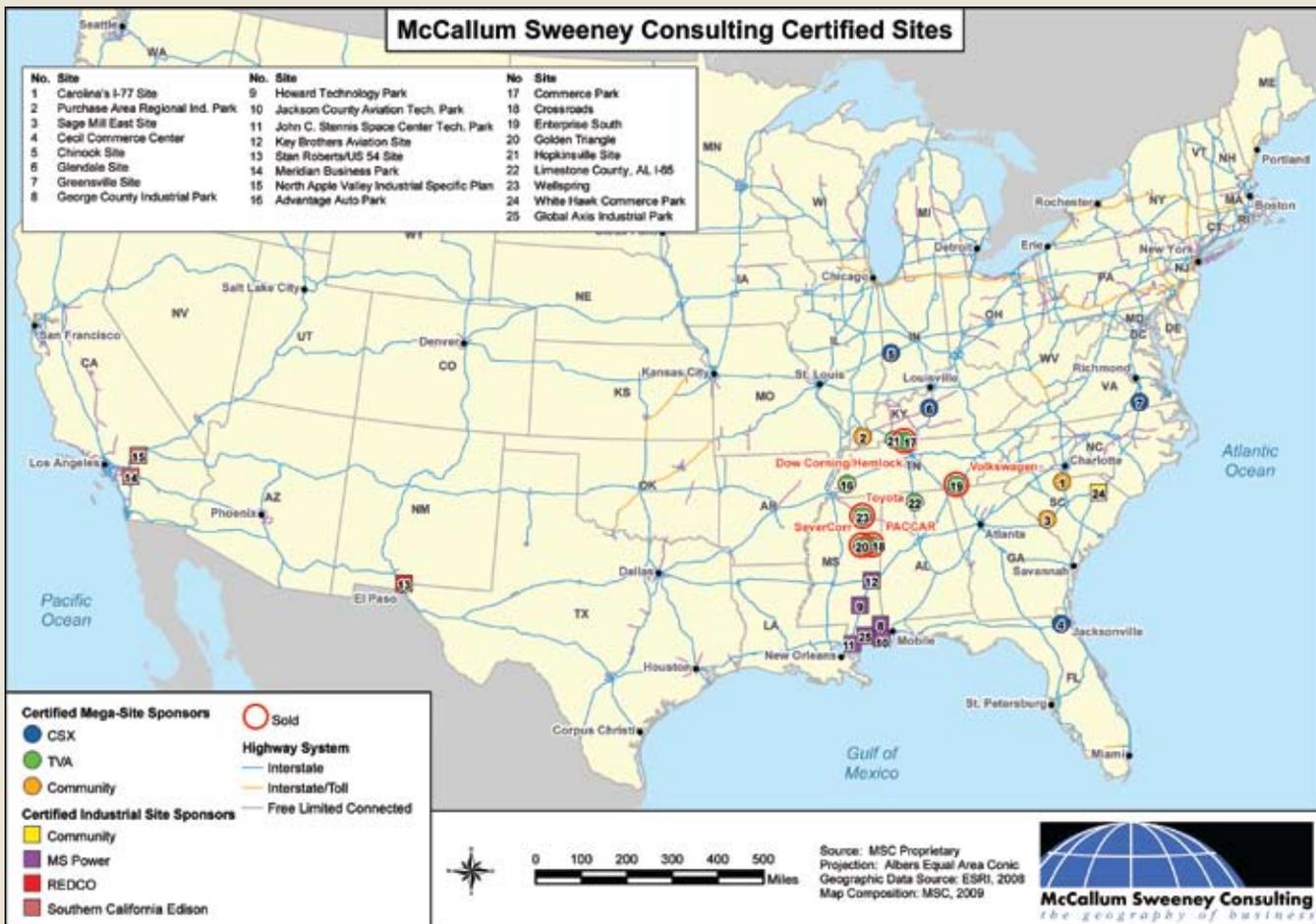
While the most ideal situation would be to have parcels owned by the economic development entity, it is often not feasible for communities to expend their capital buying pieces of property. An acceptable alternative would be long-term, renewable, assignable option agreements with land owners on key parcels. These options would lock in the terms and conditions of the sale, thereby reducing the risk that a landowner changes his or her mind on the price, once they realize there is a prospect in town.

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• **The site is fully served.**

This is another critically important component of the definition of shovel-ready. It is also another area where there are lots of shades of gray between a community's definition and prospects definition of "fully served." In an ideal situation, all of the utilities (water, sewer, electric, natural gas, etc.) are already at the site and the systems have adequate excess capacities to meet po-

tential demand. Again, it is not always economically feasible for a community or a utility to extend service to a potential site without an existing customer to serve at that site. Therefore, an acceptable alternative is to develop detailed plans with the service providers to extend and/or upgrade utilities. These plans should include appropriate rights-of-way studies as well as detailed cost and schedule estimates. If there are extensive rights-of-way to be obtained before utilities can be extended, then letters of commitment from the land owners should be obtained.



Courtesy of McCallum Sweeney Consulting.

• The site is developable.

This is one of the most significant ways that a community can reduce the risks associated with developing a new site. A shovel-ready site should have all necessary due diligence (i.e. environmental assessments, wetlands delineations, etc.) completed. Ideally, any necessary mitigation would also be completed.

If it is not feasible to have the mitigation completed, then the community should have a plan in place to mitigate whatever issues have arisen once a prospect has committed to the site.

The other aspect of site "developability" is the presence of easements and rights-of-way. A shovel-ready site should be free of any utility easements or rights-of-way. If there are such easements on site, the community should be able to present detailed plans (prepared with the involvement of the owner of the easement) on the ability and willingness to move those utilities, providing details on cost and schedule.

What Makes a Site So Valued?

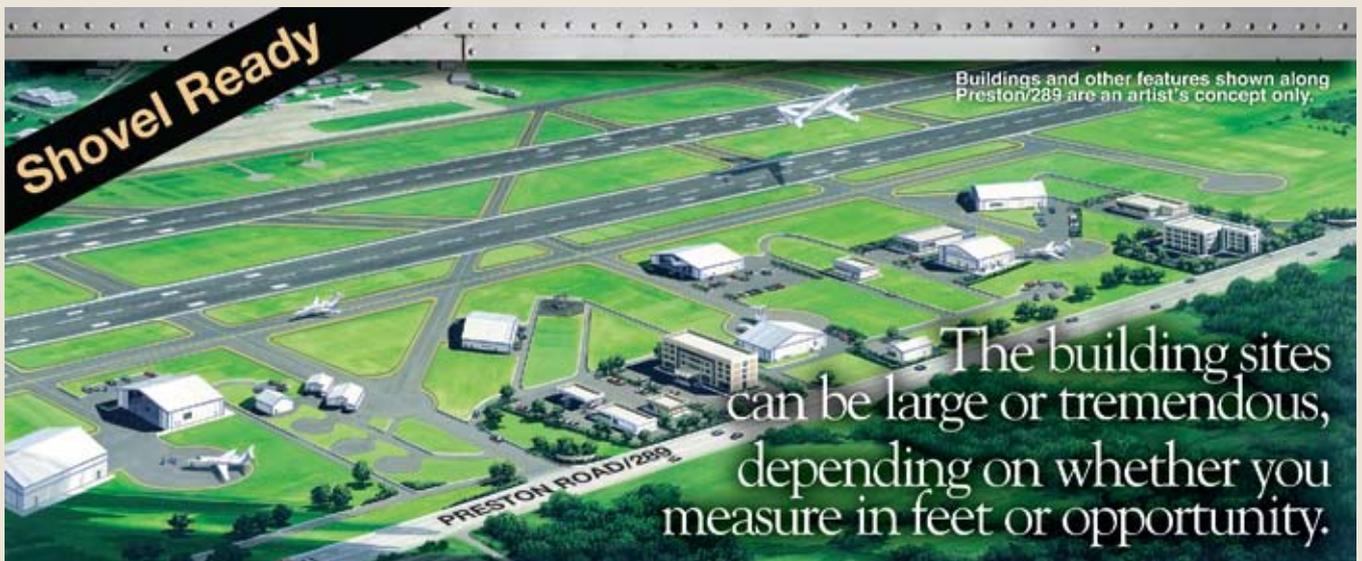
What makes shovel-ready sites so valuable? The most obvious is the elimination or mitigation of risk. But what enables that risk mitigation? The first part of that answer is information. In order to certify a site a community must gather a lot of information and data about their site. And, generally speaking, the more you know about the site, the better. Along those

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same lines, the more in-depth the information gathered, the better. For example, certified sites should not just have the property optioned but also have detailed title searches completed. This type of information collection is an

important part of the risk mitigation for potential prospects.

Simply having that information, however, is not enough. Doing something with that information is what makes having the certified site valuable. For example, if the title search reveals an historical mineral right ownership, then the community



Opportunity-wise, the sites at North Texas Regional Airport are practically beyond measure. Hundreds of shovel-ready acres offer immediate runway, highway and railway access in the booming North Texas corridor, just 60 miles north of Dallas. These are ideal low-cost locations for manufacturing, refit, repair and cargo operations, with retail frontage and commercial tracts along heavily traveled SH 289. With no zoning issues or unions, and minimal restrictions, your project is cleared for takeoff.

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should have a plan for acquiring those rights. Being able to take the information learned about the site and either mitigate the negative aspect or accentuate the positive aspect makes the process valuable for both the community and the prospect.

The chart on page 519 shows the sites that have been through a site certification program of some sort and have sold in recent years.

The graphic on page 522 shows all of the sites that have been certified by McCallum Sweeney Consulting. There are certainly other sites out there. Some sites have been certified by other companies or organizations, and there are some sites that have been evaluated under other programs that are similar but not the same as a full site certification program. What is the difference? Are all sites created equal? As we have mentioned before, there is no one universal standard regarding the criteria for a shovel-ready site. So, how does a prospect know what they are getting when offered one?

At McCallum Sweeney, we make a distinction between site certification — the outcome of which is typically a shovel-ready site — and site evaluation. A site certification program involves much more stringent criteria and at the end MSC certifies that the property is ready for development for a specific use. Conducting a site certification effort, while much more highly marketable, is demanding for the communities. It requires a certain amount of due diligence be completed (on site ownership and site conditions), which consumes resources (both time and money). With a site assessment program, the goal is typically to build an inventory of potential sites for a wide variety of uses. In these programs, the criteria are clearly defined, but the required level of performance of the properties against the criteria is less

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stringent. MSC provides an evaluation of those sites and their potential suitability for certain uses.

Similarly, for programs that are sponsored and/or implemented by different agencies or companies, one needs to be aware of differences in the requirements of those programs. For example, in terms of property control, you may find that one program simply requires a letter from the property owner indicating a willingness to sell (certainly not a binding agreement); while other programs may require that the property be under option with established terms and conditions. Similarly some programs require that the site sponsor indicate the

location of the closest utility infrastructure, while others may ask for detailed, engineered cost and schedule estimates for bringing the infrastructure to the site.

All programs are not created equal and all sites are not created equal. To get the full value of a shovel-ready site, it is important to make sure that you understand the criteria under which the site has been certified.



Jeanette Goldsmith is a principal with McCallum Sweeney Consulting.

Harnett County, N.C. — Where Proximity Plus Planning Equals Opportunity

Located 40 minutes south of the famous Research Triangle Park, Harnett County has created an opportunity for those desiring proximity but also desiring less congestion, lower taxes, and a quality of life environment only more rural areas can provide. Harnett Health System will break ground in May for a brand new hospital, opening the new Brightwater Science & Technology Campus on a 100 acre tract on US 401. The hospital will start with 50 beds and offer full medical services in 2012, expanding to 150 beds over time. As the centerpiece of the Campus, the hospital will become a hub for medical care, medical training, research and development.

Training-Education Partnerships

Design work is also underway for the Health Sciences Building, which will provide space for training and research by students, faculty and staff of the Harnett Health System, Campbell University and Central Carolina Community College. Collaboration across disciplines and between students, faculty and staff will set the tone for the campus. A unique partnership preparing future medical personnel across a number of fields of study will produce highly qualified and experienced medical professionals.

Medical/Pharmaceutical/ Biotech Companies Welcome

Plans for the Campus include medical office space, pharmacies, laboratories, and space for pharmaceutical companies and other companies within the fields of science and technology. A key location advantage is the campus' proximity to

Research Triangle Park. Phase II development of the Campus includes additional space for light manufacturing, additional medical offices, research and development labs and laboratories.

To learn more visit the web site at www.harnettedc.org or call Phyllis Owens at the Harnett County Economic Development Commissions, 910-893-7524.

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GEORGIA GRAD SITES — When Time Is Money

With site selection projects typically on a fast track these days, finding a site that meets all of the critical development criteria — and finding it quickly — has never been more important.

Enter the Georgia GRAD Sites program. The brainchild of long-time Georgia economic developers, the program provides Georgia Ready for Accelerated Development grad sites to companies needing to move in a hurry.

“I remember when site selection projects could take many months or even years. That is very uncommon today,” says Jim Bruce, principal of BFPC, LLC, a Norcross, Ga.-based site consulting firm. “Now, when a company needs a site, they needed it six months ago.”

Bruce assisted the economic development group known as Georgia Allies in assembling the Georgia GRAD Sites program. “It communicates to the corporate end-user that the site developer or owner has gone through an extensive 12-step process of gathering the data and meeting some specific site requirements,” Bruce says. “To date, we have 17 approved GRAD Sites around the state. In addition, there are about ten other sites going through the data gathering process and seeking approval now.”

Among the work conducted on these sites in Georgia, notes Bruce, are a Phase I environmental study, geotechnical work, plus historical and archeological research. “It is a very expensive process to get to this point,” he adds. “We had lots of discussions with state and local economic developers, along with many

companies, in putting this process together.

We wanted to do it very carefully, and we wanted to strike a balance so that this designation is achievable by communities that do not have a lot of money and yet still acceptable to the corporate end-user.”

Randy Cardoza, the Georgia Allies leader who helped spearhead this program, says the purpose of Georgia GRAD Sites is to make shovel-ready sites available for quick and easy development.

“It has all of the due diligence that you would expect,” says Cardoza. “Our designated consultant, Jim Bruce, has gone over all of the data in great detail and has declared that it is a good site. Also, a set price point on the property has been established for a two-year period. After that, it can be renewed every two years.”

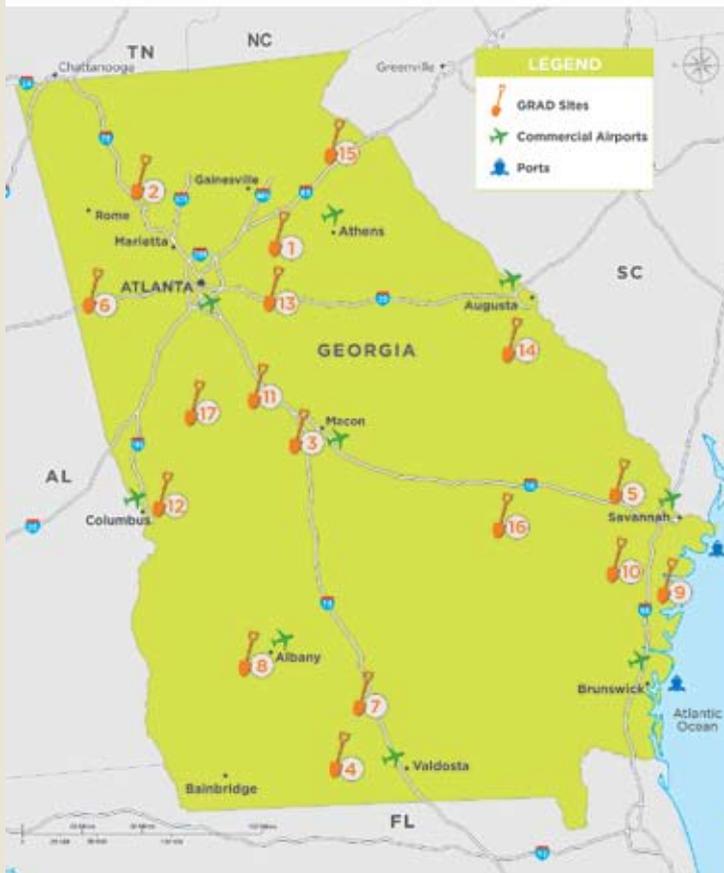
GRAD Sites are available in such diverse locations as Cartersville, Covington, Barrow County, Liberty County and Newton County, as well as many others. The largest is in excess of 1,000 acres.

Bruce points out that it takes about three to six months for a site to go through the 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	Acres	Interstate	Railroad
1	University Parkway Manufacturing & Research Site	Barrow	7.96-78.15	17 Miles	No
2	Highland 75	Bartow	1.00-707.00	0.9 miles	No
3	Sofkee Industrial Park	Bibb	5.00-235.00	3.1 miles	Yes
4	Brooks County Industrial Park	Brooks	2.00-203.00	14 miles	Yes
5	Interstate Centre	Bryan	5.00-800.00	At site	No
6	Temple Industrial Park Phase II	Carroll	5.00-35.00	At site	No
7	South Cook Industrial District	Cook	5.00 - 2000.00	Adjacent	Yes
8	Pecan Grove Industrial Park	Dougherty	1.00 - 240.00	40 miles	No
9	Tradeport East Business Center	Liberty	1.00-293.00	0.6 miles	No
10	Tradeport West Business Center	Liberty	5.00 - 272.00	2.2 miles	Yes
11	Meridian 75 Logistics Center	Monroe	8.65 - 258.00	Adjacent	No
12	Muscogee Technology Park	Muscogee	4.00-200.00	6 miles	Yes
13	Stanton Springs	Newton	5.00 - 1618.00	At site	No
14	Augusta Corporate Park	Richmond	5.00 - 1734.00	9 miles	Yes
15	Haystone Brady Business Park	Stephens	1.00-350.00	7 miles	No
16	Toombs Corporate Center at U.S. Highway # 1 - Lyons, Georgia	Toombs	5.00-75.00	12 miles	No
17	Central Georgia Business & Technology Park	Upson	1.00-192.00	26 miles	Yes

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Dublin, Ohio — Setting the Course for Next-Generation Development

The City of Dublin is mapping the community's future by creating speed-to-build development zones and studying trends to determine next-generation living, working and recreational needs.

Over the last four decades, Dublin, Ohio has grown from a small village of 700 to an internationally recognized city of 41,000 residents with a business population of more than 60,000. Just as technology and the way we do business has evolved, the city is adjusting its zoning districts to meet marketplace demands. As a result, Dublin is adopting regulations, codes and zoning that will advance Dublin's business-friendly experience while adjusting to future trends in building types, and work and lifestyle spaces. In addition, the

The vision for the Bridge Street Corridor — Dublin's centerpiece — is to create mixed-use districts providing complementary living, working and recreation arrangements, and greatly expanded choices in housing, employment, activities and transportation to attract new generations of residents, businesses and visitors.



city is constructing the final phase of a major transportation artery — Emerald Parkway — making available highly coveted and visible freeway frontage.

Bridge Street Corridor

The Bridge Street Corridor is designed to reinforce the City of Dublin's long-term competitiveness and promote fiscal health and adaptability by creating new, vibrant and walkable environments, a dynamic mix of land uses and housing types, and natural features and amenities that will attract and retain the next generation of employees and businesses to Dublin. Last fall, Dublin City Council approved the Bridge Street Corridor Vision Report and Implementation Strategy (dublin.oh.us/bridgestreet/).

A new form-based code will incorporate regulations that are critical to establishing a walkable, urban character while placing the utmost importance on development quality, predictability and economic competitiveness.

Economic Advancement Zone (EAZ)

With approximately 1,100 acres of land, the EAZ is a key portion of the Central Ohio Innovation Corridor targeted for office, research, laboratory and clean manufacturing uses. With a focus on speed to build, the area offers prime opportunities for quality projects requiring quick administrative approval. Also key to attracting new business development to this area is the

significant investment by both the City of Dublin and the State of Ohio to establish the area as a job-ready site. Forward investment in roads, water, sewer, redundant electrical systems and fiber optics has been made to set the conditions for rapid development.

Technology Flex District

The Technology Flex District demonstrates the city's ability to keep pace with market demand. Codes and zoning remaining from the 1970s have been updated to welcome high-tech manufacturing, laboratory and office uses. This area of the city is home to companies like Stanley Steemer; Hidaka USA and other Honda of America suppliers; and LSP Technologies, a leader in laser technologies and processes. Dublin's Technology Flex District replaces the industrial zoning and will meet the needs of property owners and developers in a manner that will allow companies to change office, warehouse, laboratory and storage components as innovation occurs and ideas are being brought to market. The ability to adapt to changing operational and space needs is critical to ensure that today's entrepreneurs can grow and keep their companies in Dublin — from start-ups to world-class headquarters.

Emerald Parkway Phase 8

Dublin is completing the last portion of its marquee roadway, Emerald Parkway, which traverses the city from its east to west boundaries with the City of Columbus. The work is the final phase of an overall \$60 million project. "One of the most exciting aspects of this construction will be that it will open up an additional 100 acres of I-270 frontage accessible from Emerald Parkway," says Dana McDaniel, Dublin Deputy City Manager/Director of Economic Development.

The parcels of land are the last highly coveted and visible properties along Dublin's portion of the outerbelt and Central Ohio. Neighbors of this new area include the headquarters for Ohio's largest company, Cardinal Health, and IGS Energy, and Qwest and IBM. The city's community plan identifies the adjacent lands for premium office, standard office and mixed-use developments, comparable to other Dublin office buildings along I-270 in scale and architectural quality. "This area is the major entry point to the city from the northeast," McDaniel says. "Completing this final link will allow us to continue marketing Emerald Parkway as Dublin's premiere business corridor."



For more information, call 614-410-4618, or visit DublinEconDev.com.

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In Dublin, Ohio, you'll find a **speed-to-build environment** with 1,100 acres of land in the Economic Advancement Zone – a key component of the Central Ohio Innovation Corridor. The EAZ is targeted for office, research, laboratory and clean manufacturing uses, focusing on quality projects requiring quick administrative approval. The Central Ohio Innovation Corridor – home of **Ashland, Cardinal Health, OCLC** and **Wendy's International**, just to name a few – offers:

- Customized incentive packages
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- Private investment
- Highway frontage



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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.



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Martinsville-Henry County, Virginia

62 Acres of Shovel-Ready Sites

Martinsville-Henry County, Virginia has 62 acres of shovel-ready sites available. Below is a quick look at them.



SITE PROFILE

Lot 4 at the Patriot Centre

Lot 4 in Martinsville-Henry County's Patriot Centre has been certified as a "Shovel-Ready" Food Processing Site. The 43-acre site has had over 200 location variables reviewed and evaluated by Ady-Austin. This designation confirms that the property is available for immediate occupancy. The information compiled to receive this designation will save companies and consultants months of research to determine if the site

is suitable for client's specific needs. Data is available on everything from Phase 1 environmental information to daily water and sewer capacities.

Lot 4 Fast Facts

- 43-acre site (18.2-acre, graded pad)
- Can support building size of up to 400,000 SF
- Enterprise Zone
- Municipal Water/Sewer
- Natural Gas
- Electric Substation Located on Site
- MBC GigaPark Certified



SITE PROFILE

Lot 8 at the Patriot Centre

Lot 8 in Martinsville-Henry County's Patriot Centre also is shovel-ready. This 19-acre site has an 11.4-acre graded pad and is located within an Enterprise Zone and Technology Zone. The site can support a building up to 200,000 square feet.

This modern industrial park is equipped with its own electrical substation, redundant fiber, and its own fire station. The park also has natural gas and public water and sewer lines throughout. Other companies that are located nearby include: RTI International Metals, Nautica, Monogram Snack Foods and MasterBrand Cabinets.

For more information on these "Shovel-Ready" sites, contact Leigh Cockram at (276) 403-5942 or lcockram@yesmartinsville.com.

726-Acre Business Park Moving Forward

Commonwealth Crossing Business Centre is set to open in Martinsville-Henry County in 2013, after the Tobacco Indemnification and Community Revitalization Commission approved a \$5 million grant for grading and other site work, finalizing the \$16.5 million needed to complete the project.

The new business park will be developed on 726 acres along the North Carolina border, approximately 30 miles north of Greensboro's Piedmont Triad International Airport. The park is rail served and will have sites as large as 171 acres with 126 acres of construction-ready pad.



The new business park, located on U.S. 220 south at the North Carolina state line, is rail served and is approximately 30 miles from the Piedmont Triad International Airport in Greensboro, N.C.

Snapshot of Commonwealth Crossing

- Located near U.S. 220 south at the Virginia/North Carolina state line
- Four-lane access to nearby interstates
- Total Acreage: 726 acres
- Tracts 1 & 2 will be shovel-ready by Q1 of 2013
- Tract 1: 171 acres (126 pad acres)
- Tract 2: 109 acres (76 pad acres)
- Adjacent to the Norfolk Southern Railway Mainline
- Only 33 miles to the Piedmont Triad International Airport and the new FedEx Mid-Atlantic Hub in Greensboro, N.C.



With shovel-ready sites totaling 62 acres, Martinsville-Henry County has sites suitable for most prospective industries. These ready-to-go commercial and industrial parcels can get your construction project underway quickly and easily. And our detailed information on each site will save you months of research to determine if the site is suitable for your needs. To learn more about these ready-to-go sites and the many other advantages we can offer your company, contact us at 276.403.5942 or lcockram@yesmartinsville.com.

Visit us at www.YesMartinsville.com. We're ready for you.



We're ready.

Are you?

Write in #71 for free info.

Sioux City, Iowa Positioned for Growth with New Business Park

The Southbridge Business Park is the Upper Midwest's premier location for large-scale industrial and commercial projects. Located on the southern edge of Sioux City, Iowa, between the Missouri River and Interstate 29, the entire Southbridge area encompasses nearly 8,000 total acres of flat, developable land. An extensive planning effort by the City of Sioux City and its partners over the last three years has resulted in the annexation of approximately 400 City-owned acres and the development of vital infrastructure resources. An investment of more than \$50 million has been made to assist with key infrastructure components currently under construc-



An aerial rendering of Sioux City's Southbridge development illustrates the area's potential growth.

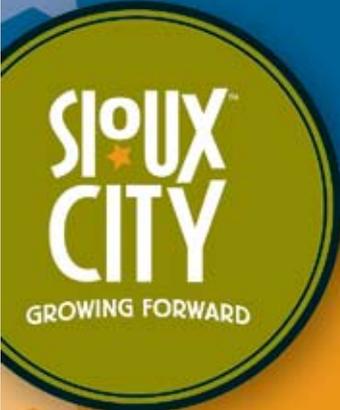
tion or just completed, including a 10MW electric substation, several road paving projects to provide improved access to I-29, a new \$34 million water treatment plant, and a rail spur with a "drop and pull" rail yard connected to the Union Pacific's IPS spur. Coupled with other multi-modal transportation assets including immediate access to Interstate 29, Big Soo Barge Terminal, and Sioux Gateway Airport, Southbridge will be the destination of choice for large scale industrial and commercial projects.

Sioux City is focused on several industries based on available infrastructure, existing industries, suppliers and vendors, transportation assets, and labor availability. Data centers, food processing, advanced manufacturing including wind energy components, biotechnology including value-added agribusiness, and warehousing/distribution are all industries that benefit from Sioux City's assets. The existing industry base also provides a well-trained workforce in each of these industries or can easily use highly-transferrable skills to adapt to the requirements of a new position within these industries.

Southbridge is designated as an Urban Renewal Area and a Tax Increment Financing District, making projects in this area eligible for a full array of assistance programs. The City of Sioux City and State of Iowa offer a wide variety of financial and technical assistance programs that compliment the state's nationally recognized business climate. Contact the Sioux City Economic Development Department to learn more about how Sioux City will meet your company's individual needs.

LOCATESIOUXCITY.COM

GROWING GREEN



SOUTHBRIDGE BUSINESS PARK
SIOUX CITY, IOWA

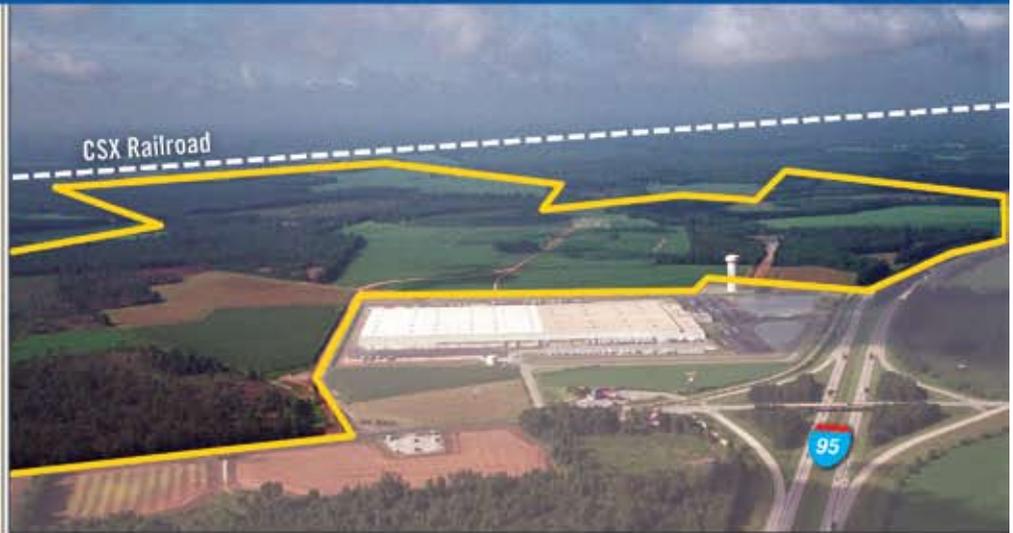
- ★ industrial scale infrastructure in an area with up to 8,000 acres
- ★ immediate access to Sioux Gateway Airport, Interstate 29, Union Pacific rail line and the Missouri River
- ★ skilled workforce
- ★ competitive business assistance packages

CONTACT THE SIOUX CITY ECONOMIC DEVELOPMENT DEPARTMENT TODAY!
877-246-7242

The Carolinas I-95 Mega Site

1,920 Acres | *Dillon, SC*

- Adjacent to Interchange #190 (southeastern quadrant) of I-95
- 4,800 feet of frontage on I-95
- Class I rail access by CSX
- Port access in Charleston (138 miles), Savannah (205 miles) and Wilmington (100 miles)
- Commercial air service available in Florence (28 miles), Fayetteville (55 miles), Columbia (115 miles), Raleigh/Durham (130 miles) and Charlotte (133 miles)
- 1,275,790 population, 602,852 labor force and 79,953 employed in manufacturing within 60 miles
- Intersection of I-20 and I-95, less than 30 minutes away
- South Carolina Department of Commerce Certified Site, a program considered by most to be extensive and rigorous



The Carolinas I-95 Mega Site



For more information contact:

Fred J. Gassaway
South Carolina Power Team
1201 Main St., Suite 1710
Columbia, SC 29201-3212
803.254.9211
Fax: 803.771.0233
Fgassaway@SCpowerteam.com
www.SCpowerteam.com

www.thecarolinasi95megasite.com



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Deal Ready — The Top “Brand” in Certified Sites

Changes in the global economy have intensified the demand for certified sites. Companies who have delayed expansion waiting for economic changes are typically under greater time pressure when they do decide to move forward.

Selecting a certified site can save precious time and minimize risk, especially if the certified site meets important criteria. Here are some things to consider regarding certified sites.



Michael M. Philpot, CEcd
Executive Director
West Tennessee
Industrial Association

Not all site certification programs are the same. Middle Tennessee Industrial Development Association and the West Tennessee Industrial Association set the standards for Deal Ready® certification high.

MTIDA and WTIA researched carefully what manufacturers need in a site, and what site consultants find most important. Mike Philpot and William (Bill) Shuff set out to create Deal Ready® sites as a trusted brand. Most location consultants agree that there are at least three critical components to a certification program and the Deal Ready® program meets them all:



George W. Shuff
Executive Director
Middle Tennessee
Industrial
Development
Association

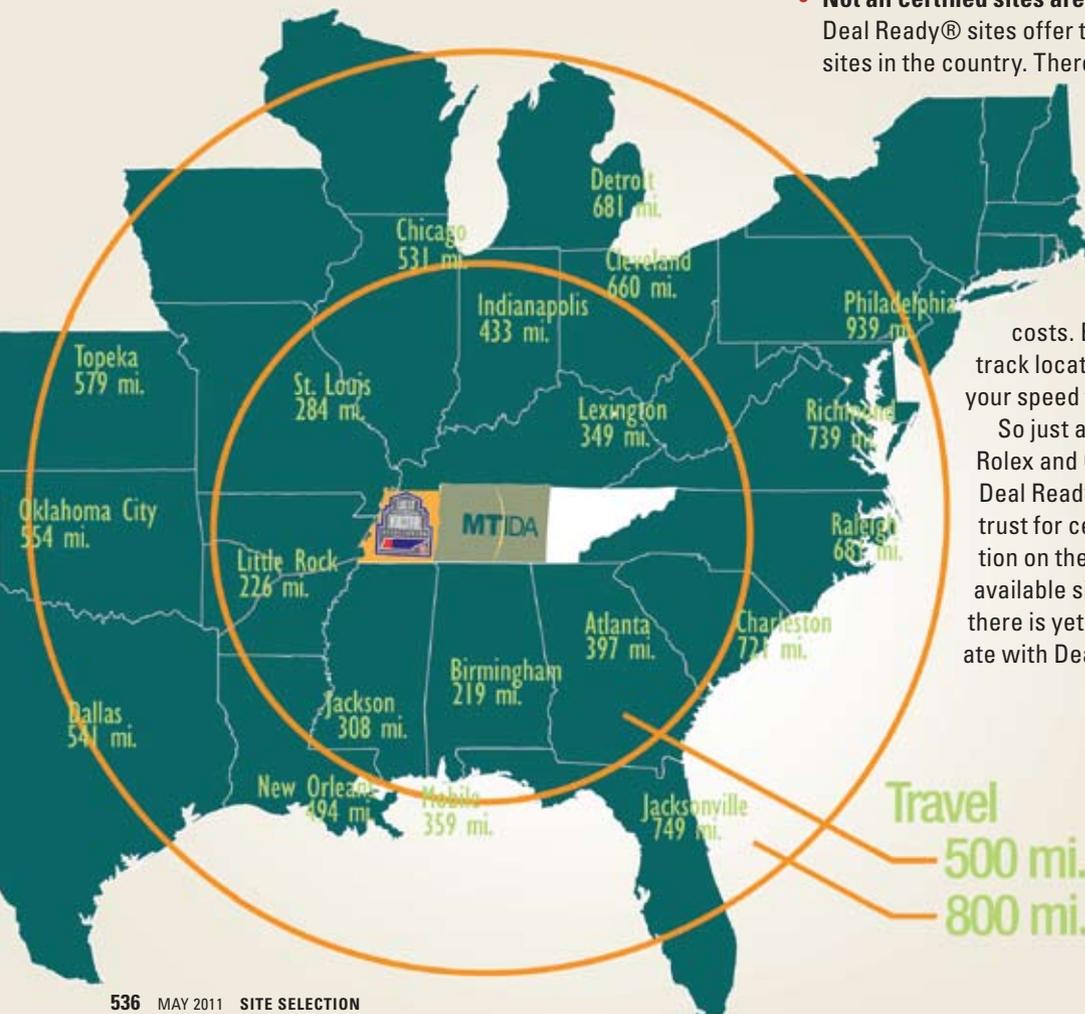
- **Really ready and truly available.** First and foremost, Deal Ready® sites are free of ownership issues, the terms of sale are clearly established, and infrastructure is in place for construction to begin.
- **Third-party evaluation and verification.** Deal Ready® sites are certified by professionals who stake their corporate reputations on the readiness of the sites. Environmental, infrastructure, and legal assessments are conducted by experts.

• **Comprehensive site information.** The more you know about a site, the less risk you face. A Deal Ready® site must meet over 100 certification requirements. Everything you need and want to know about the site is instantly available.

- **Not all certified sites are equal.** Deal Ready® sites offer the advantages of west and middle Tennessee’s prime North American location and multi-modal transportation infrastructure. So with a Deal Ready® site, you are ready to build, and you are in exactly the right place.
- **Not all certified sites are one size fits all.** MTIDA and WTIA Deal Ready® sites offer the broadest size range of certified sites in the country. There are Deal Ready® sites ranging in size from 20-acres to 1,000-plus acres.

And there are other factors that set Deal Ready® sites apart. All sites are served by Tennessee Valley Authority power which ensures reliability and lower costs. Both MTIDA and WTIA offer fast-track location assistance that can accelerate your speed to market.

So just as consumers trust brands such as Rolex and Google for quality and reliability, Deal Ready® is a brand you can trust for certified sites. For complete information on the certification requirements and available sites visit www.dealready.com. And there is yet another key factor you can associate with Deal Ready® sites: the price is right.



Deal Ready[®]

SITES FROM
20 TO 550 ACRES

Professionally Certified



"WTIA and MTIDA are on the leading edge of site certification in the Southeast."

Mark Williams, President of
Strategic Development Group

"It is our belief that industrial sites with the Deal Ready[®] certification are truly 'Deal Ready,' and will minimize your risk, evaluation time and development costs."

Will Hearn, Director of
Industrial Solutions Group,
CH2M Hill

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MTIDA
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INDUSTRIAL DEVELOPMENT
ASSOCIATION

800.227.6628

www.dealready.com



800.336.2036

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.

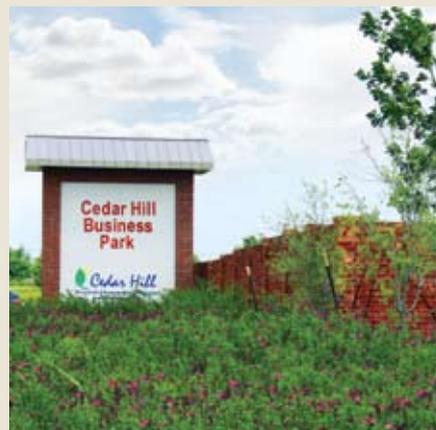
This shovel-ready property includes city sewer and water, technology infrastructure, natural gas, and both rail-served and non-rail served sites. In addition, the Cedar Hill EDC offers development incentives utilizing Type A sales tax funds, Triple Freeport Tax Exemption, job training assistance, corporate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



Cedar Hill:

- Has a median household income of \$66,206
- Is less than 20 minutes from Downtown Dallas
- Has 3 million SF of retail including the 800,000 SF Uptown Village

Office Locations in Cedar Hill:

- Are convenient to the new 115,000 SF Government Center
- Serve a population base of 738,000 within a 20 minute drive time

Cedar Hill also offers incentives for office development!



Use your smart phone's QR code scanner to see our latest video!



Allison J. H. Thompson,
CEcD, EDFP - Director
Cedar Hill Economic Development Corporation
972.291.5132 - www.cedarhilledc.com



Dallas County's HOTTEST destination!

North Louisiana: Ready For Development

North Louisiana's shovel-ready properties undergo a rigorous review process to certify them as project ready within 180 days! The four sites within North Louisiana Economic Partnership's (NLEP) 14-parish region, which have been certified or awaiting certification by Louisiana Economic Development, offer many advantages. View these sites on www.louisianasiteselection.com.

Port of Shreveport-Bossier's North Whittington Property (Certified Site)

Situated on the Red River, the 90+ acre property offers access by barge, air, I-20 and I-49. Rail service can be connected via a rail spur to the property, which would be provided by UP and KCS Railroads. Air service is available via Shreveport Regional Airport and DFW International Airport. Utilities include electricity from AEP-SWEPCO; water/sewer from the City of Shreveport; and gas can be provided by CenterPoint Energy.

Port of Natchitoches

Situated on the Red River and ten miles from I-49, the 360 acre site is strategically positioned between LA-486, US-71, US-84, and KCS Railroad tracks. Utilities include water from the City of Natchitoches; electricity from CLECO and gas from Crosstex-LIG's 24-inch gas transmission line. The tract is located within a mile of the port's general cargo dock, making it accessible by pipeline, conveyor, truck, rail or barge. More acreage is available. The site is undergoing certification with assistance from CLECO and McCallum Sweeney Consulting.

Ward II Industrial Park

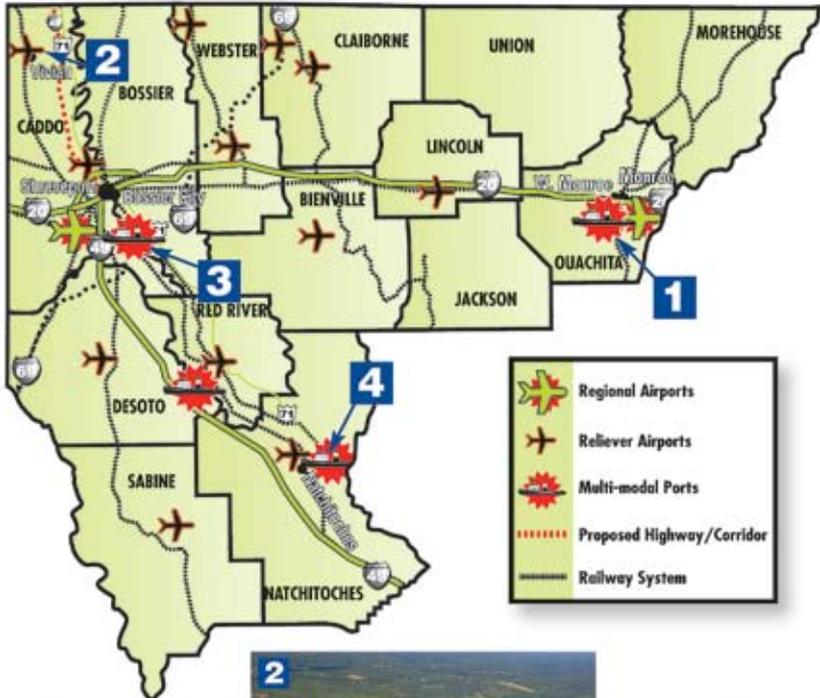
The approximately 1000 acre site can access rail, air and interstate transportation. With tracks along the edge of the park, KCS Railroad can serve the site, which is located near Vivian Airport, LA-1 and US-71. The park is 30-45 minutes from I-20, I-49, the Port of Shreveport-Bossier and Shreveport Regional Airport. Utilities include electricity from AEP-SWEPCO; natural gas from CenterPoint Energy; and water/sewer offered by the Town of Vivian. The property is undergoing certification with assistance from NLEP, AEP-SWEPCO, the Town of Vivian, and Alliance Engineering.

Charleston Industrial Park

The 700 acre greenfield in South Ouachita Parish offers convenient access to I-20, US-165 and LA-15. The site is served by UP and KCS Railroads. The property is also close to the Monroe Regional Airport and the Greater Ouachita Parish Port. Utilities include: electricity from Entergy; natural gas from Atmos Energy; and water/sewer from Greater Ouachita Water Company. Charleston Industrial Park is undergoing certification with assistance from NLEP and Entergy Louisiana Economic Development.



North Louisiana Shovel Ready Sites



	Regional Airports
	Reliever Airports
	Multi-modal Ports
	Proposed Highway/Corridor
	Railway System



1
Charleston Industrial Park
(Certification Pending)



2
Ward II Industrial Park
(Certification Pending)



4
Port of Natchitoches
(Certification Pending)



3
Port of Shreveport-Bossier
North Whittington Property



north louisiana

economic partnership

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

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 location for a relocation or expansion.

“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



Associated Electric Cooperative is constructing a 540-megawatt combined-cycle natural gas power plant on one of the shovel-ready BuildNow sites at MidAmerica. The plant will generate electricity for six regional and 51 local electric cooperatives that own Associated. The project continues under budget and on schedule for completion in mid-2011.

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 nearly 80 firms operating at the park including over a dozen divisions of “Fortune / Global 500” companies.

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

+36° 14' 51.23" -95° 17' 20.22"

What’s this, you ask? It’s *GPS-speak* to the gateway for increased profits.

It’s also the address for MidAmerica Industrial Park.

If you are currently looking for a relocation or expansion site, here are just a few of the *important* reasons to put MidAmerica on your short list:

- Strategic, central location to every area of our nation.
- Jet-certified Regional Business Airport.
- *Extremely* low costs for power and water. We will prove it.
- Two nationally-regarded training centers.
- Large talent pool including experienced welders.
- Competitive logistic solutions, including rail and more than 60 trucking companies.
- *Plus*, a remarkable cash-back program worth millions.

And, this is a big deal in today’s economy: we can usually help *trim operating costs by 20%-70%*.

Yes, it’s a **BIG** deal.

Join over 80 firms at MidAmerica — including more than a dozen “Fortune / Global 500” divisions. Turn on your GPS (our decimal GPS location: 36.247564,-95.28895) and get on the move by calling Administrator Sanders Mitchell or Marketing Director Don Berger Toll-Free: **1.888.627.3500**.



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- Roadways: Interstate 90, Interstate 86, US Route 20, NYS Route 5
- Air: Erie and Buffalo Niagara international airports; Dunkirk and Jamestown local airports
- Located within 500 miles of 55% of the U.S. population and 62% of the Canadian population
- Located midway between Chicago, IL and New York City, and 75 mi. from the Buffalo/Canadian border



Ripley Interstate Site

ready

Chautauqua County, New York



County of Chautauqua Industrial Development Agency
200 Harrison Street
Jamestown, NY 14701 USA 716.661.8900

www.ccida.com

Write in #232 for free info.

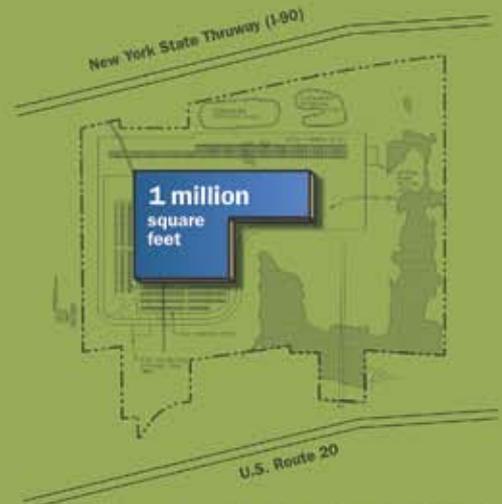
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- Highly motivated, skilled workforce
- Affordable housing
- World-class technology incubator
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- Excellent public education system and four higher education institutions

Shovel Ready

NY State "Shovel Ready Certification"

- 140 acres of prime green space for sale
- Expedited construction schedule for up to a 1,000,000 square foot facility
- Surveys and studies complete, permits and approvals addressed
- All environmental reviews complete
- Business-friendly county and town governments



Ripley Interstate Site
Chautauqua County, New York

BUILD LIVINGSTON

Located just south of Rochester in Western New York, Livingston County is a gateway to Canada and the East Coast, with easy access to interstate highways and service by 3 Class I railroads. A solid workforce of highly skilled talent is also readily available to help your company thrive.



CERTIFIED SITES, READY TO GROW

Livingston Industrial Park

175 acres, located on US 20 and NY 5 in Avon, feature on-site service to 3 Class I railroads, on-site 115 KV, food grade sewage treatment plant and 3mgd water treatment plant capacity.

The Valley at Geneseo

Bisected by a major access road, this 82-acre pre-permitted property is 3 miles from I-390 on US 20A. It is developer-owned, enhanced by owner financing and flexible terms.

Avon Crossroads Commerce Park

82 acres features 3/4 of frontage on I-390, plus frontage on US 20 and NY 5 & 15. Includes industrial grade access roads from both the west and south.

Dansville Business Park

An on-site railroad line with all utility services highlights 100 acres available. This property is adjacent to a general aviation airport and less than 1 mile from I-390.

View these sites and more at rochesternyprospector.com

Set your site in Livingston County.

Contact Patrick Rountree at the Livingston County Development Group: **585.243.7124**

LIVINGSTON
It's in Livingston County

