

Business Attraction Strategy



Presentation to:
Reversing the Tide

Prince George, BC
October 8, 2008



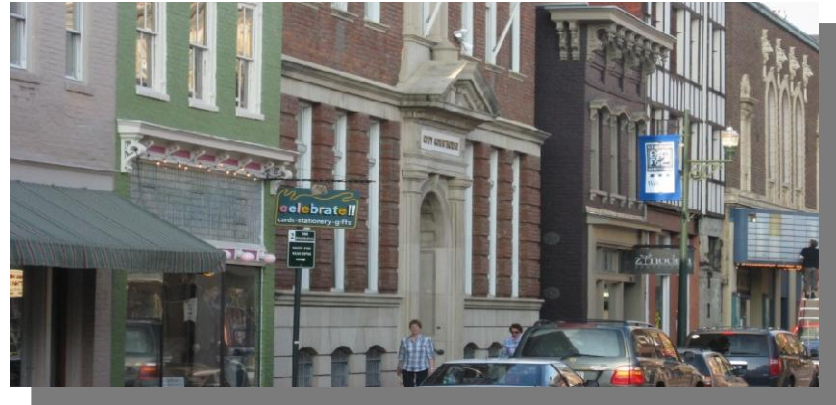
Moran, Stahl & Boyer

Connecting Companies With Communities™



Corporate Site Selection

- Deployment strategies
- Location/site selection
- Feasibility analysis
- Incentive negotiations
- Relocation policy/strategy
- Labor market analysis
- Facility marketing support



Economic Development Consulting

- Strategy development
- Resource assessments
- Site evaluations/real estate strategies
- Labor market studies
- Target industry analysis
- Community workshops
- Speaking on multiple topics

Moran, Stahl & Boyer Profile: Sample of Client Base

Corporate Site Selection



at&t



Colgate-Palmolive



CORNING



Merrill Lynch



Economic Development

- Alberta
- Arizona
- **British Columbia**
- Connecticut
- Delaware
- Florida
- Georgia
- Massachusetts
- Newfoundland/Labrador
- New Jersey
- New York
- Pennsylvania
- Texas
- Virginia

Wait and Hope the Former
Markets Will Return to
“Normal” . . . Stay Resource
Focused

Support Local Small
Business Growth
That Leverages R&D
Generated in BC



Support Local Small
Business Growth to Serve
Existing Markets
(Form New Relationships)

Attract Companies to the Region
From “New” Industries or New
Applications for Existing Resources

Typical Areas of Applied Technology



Health Care



Energy



Defense/Security



Transportation



Environment



Education



Telecom



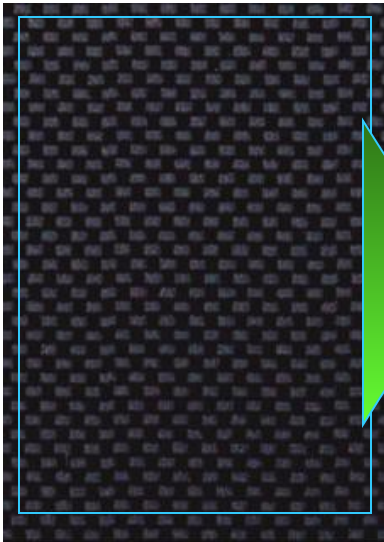
Agriculture



Entertainment

Supplier "Food Chain"

Materials
Supplier



Components
Supplier



Equipment
Supplier



Systems
Integrator



Software

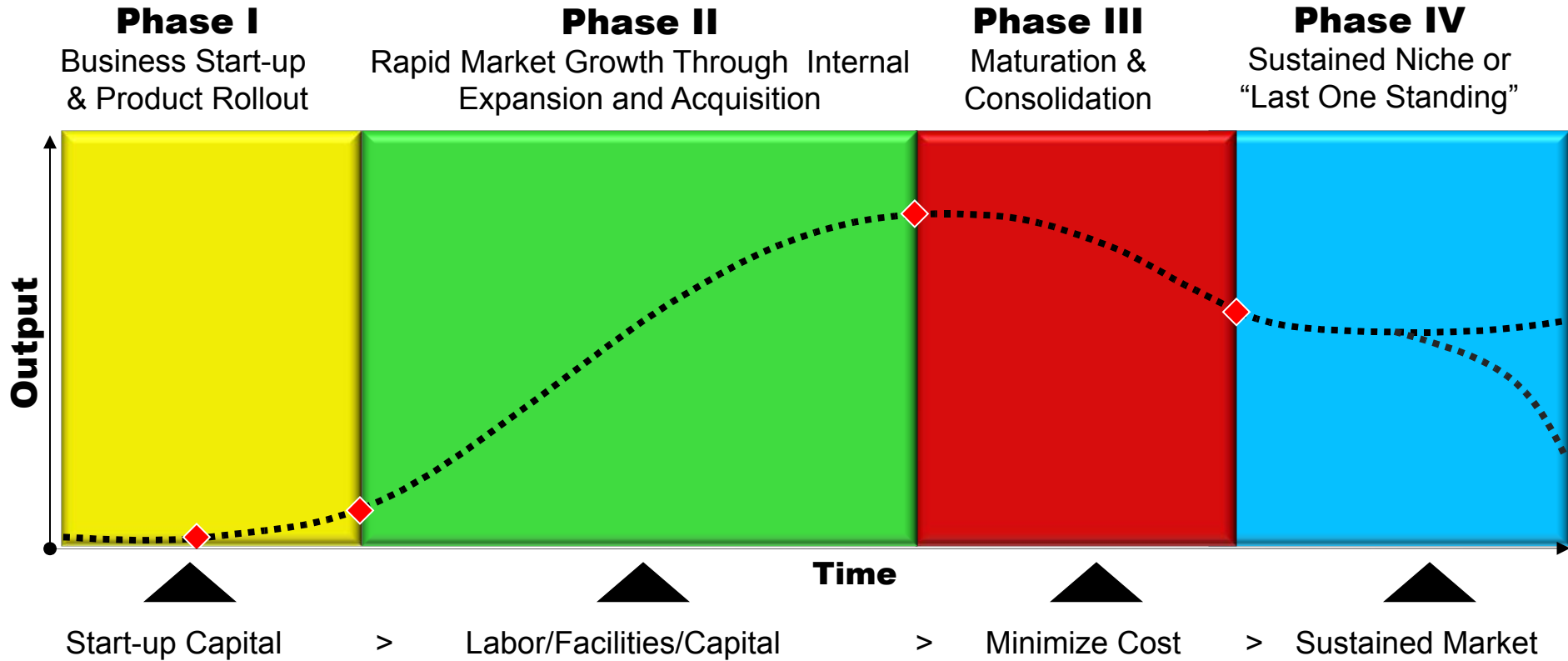
Software

Software

Software



Product Life Cycle



Business and Community Resources and Infrastructure

Buildings, Sites, Industrial and Office Parks	Local Utilities (water, sewer, telecom, power, gas, etc.)	Transportation Resources (air, interstate, rail, port, etc.)
Financial/Incentive Resources	Business Services and Business Environment	Access to Industry/University R&D Capability

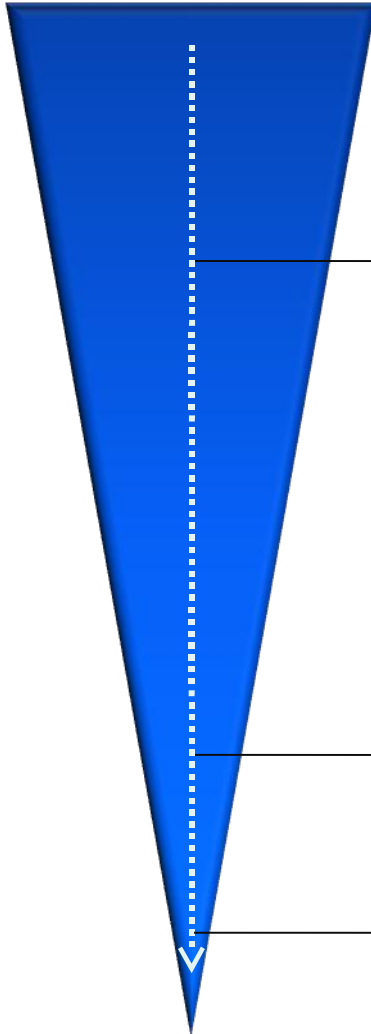
Workforce Development and Job Opportunity

Community Labor Skills Inventory	Higher Education and Training Resources	Industries and Companies Within the Area
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Quality of Life Factors . . . When Attracting Businesses to the Area

Housing Cost/Availability and Neighborhood Options	Education From Child Care Through College	Healthcare Facilities and Health Insurance Cost
Diverse Cultural and Recreational Options	Restaurants and Retail Options	Religious and Social Organizations/Activities

Formal Location Selection Process



1. Screen "A"

- > Geographic preference
- > Access to transportation (interstate, air, rail, etc.)
- > Screen either county or metro areas for population and growth rate

2. Screen "B"

- > Logistic positioning
- > Air access (cost and non-stop destinations)
- > Industry presence (that can be leverage)
- > Workforce (quantity/quality of available skills)
- > Education and training resources
- > Overall costs (real estate, labor, taxes, insurance, energy, etc.)
- > Ability to recruit staff to an area (quality of life/cost of housing)

3. On-Site Tour and Incentive Analysis

- > Availability of land/facilities and labor
- > Costs and incentives analysis

4. Final Decision

Location/Site Assessment Process

Level 1: Proximity (45-60 minutes)

- Labor resources (education/demographics)
- Quality of life/housing costs
- Industry presence
- Airport access

Level 2: Local Access

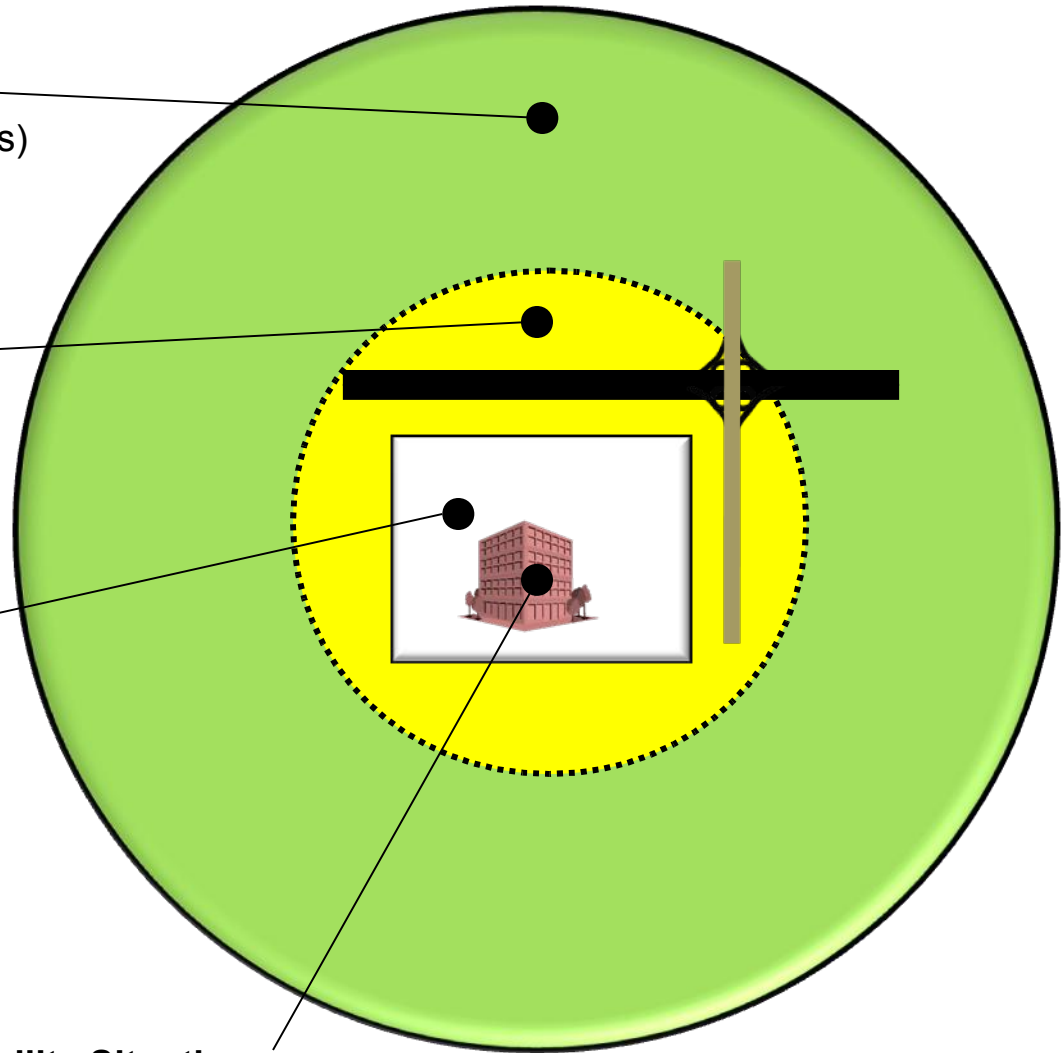
- Distance to limited access highway
- Public transportation access
- Restaurants/shopping/services
- Business services
- Sensitive areas for trucks

Level 3: Site Conditions

- Overall size of site/lot sizes
- Options for future expansion
- Wetlands/flood plains/soil
- Utility capacity, cost, backup
- Zoning/adjacent site use
- Road access and condition
- Rail access (some industrial)
- Level of site readiness

Level 4: Facility Situation

- Size/age/condition of structure
- Layout/types of space/flexibility
- Cost and buy vs. lease options
- Level of Readiness



Levels of Site Readiness (Measured by time to occupancy)

- HIGH**
- **Level 1** - Developed site with building requiring finish and minor modifications
 - **Level 2** - Developed site with building shell in place or existing building with modest renovation.
 - **Level 3** - Developed site with virtual permitted building based on pre-designed building and defined conditions.
 - **Level 4** - Developed site
 - > Lots defined and graded
 - > Roads/utilities in place with service to lots
 - > Some permits secured, covenants defined
 - **Level 5** - Undeveloped site
 - > Ownership/title cleared and ready for sale
 - > Proper zoning in place
 - > Surveys/studies completed
 - > Permitting agencies poised for approvals
 - > Roads/utilities at reasonable access
 - > Compatible adjacent land use
 - > Conceptual site plan and general covenants
 - **Level 6** - Zoned, undeveloped land in hands of original owner
 - **Level 7** - Non-zoned land
- LOW**

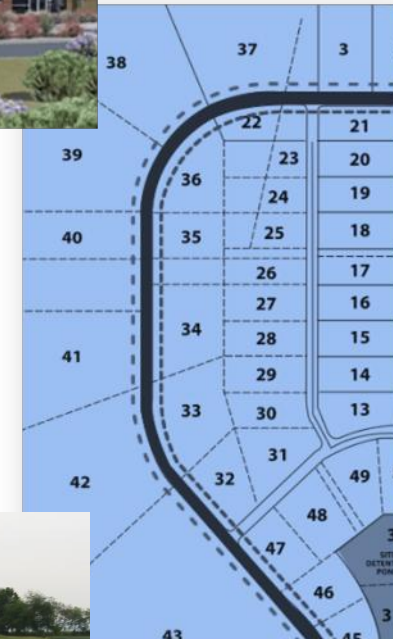


Building in Place

Developed Site



Undeveloped Site



Core “Soft” Competencies

- Punctuality . . . dependable
- Business etiquette . . . respect/discern
- Drive to succeed . . . focused/ethical
- Commitment . . . hard work/time management
- Attention to detail . . . pursuit of quality
- No drugs . . . testing to confirm compliance

Core “Technical” Competencies

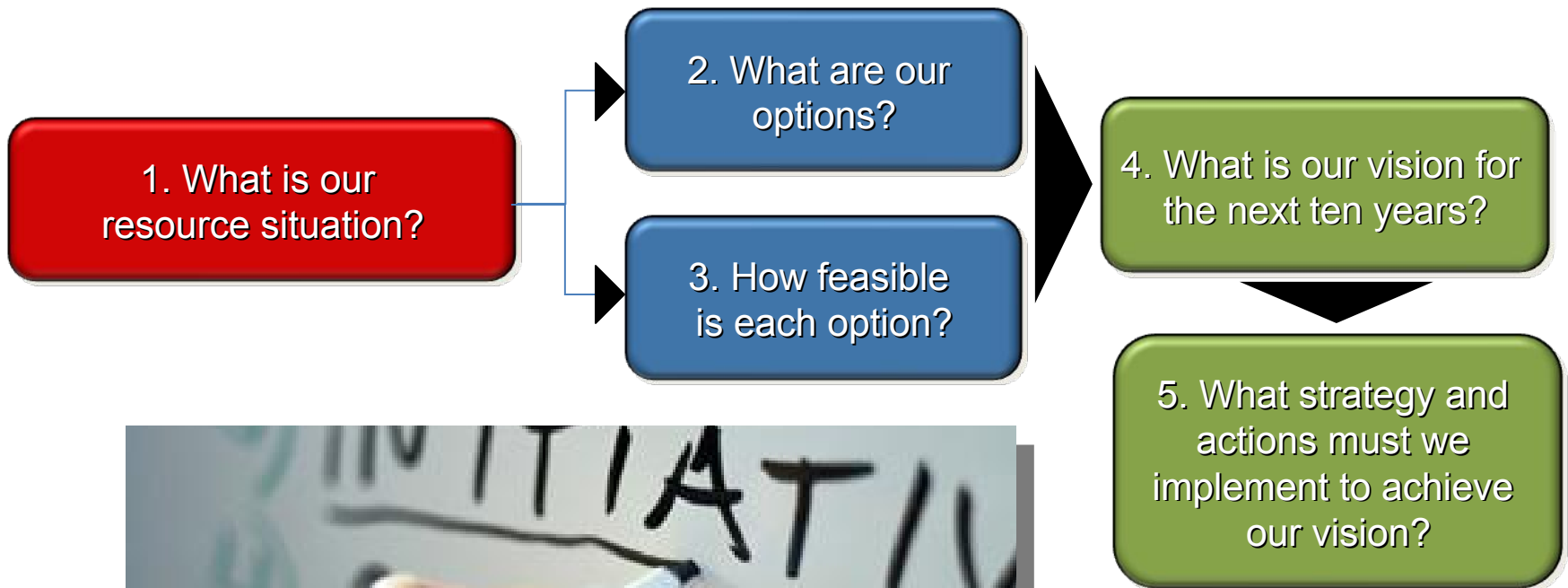
- Math...integral to many industries
- Computer...Microsoft Office platform
- Communication ... written and verbal

Advanced “Soft” Competencies

- Work in teams but also independent thinker
- Demonstrate creativity and innovation
- Grasp critical thinking approach to problem solving
- Quick to learn new information and concepts
- Attitude that readily adapts to change

Advanced “Technical” Competencies

- College degree . . . technical and entrepreneurial
- Industry specific. . . jargon and concepts
- Special certifications . . . by discipline



Economic Development's "Three Legged Stool"

Resources

- Labor
- Land
- Utilities
- Transportation
- Financial



Organization

- Provide Vision
- Implementation

Cooperation

- Community residents and other stakeholders
- Local/Provincial Government
- Educators/Work Force Development
- University/Private Sector
- Other Organizations

*“Communities that fail to embrace change
and adapt through innovation
have no guarantee of long-term survival.”*

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Atlanta • Chicago • New England • Sarasota