LOCATION DECISION PROCESS

In the beginning….

- Need identified
- Internal team and key decision-makers determined
- Timeline structured
- Feasibility study completed
- Capital outlay plan formulated and approved
Location Decision Process

Project Team and Decision-Makers

- **CEO** – Does this fit into our global strategy?
- **CFO** – What is the long-term cost and how do I fit this into the budget?
- **Real Estate Director** – What is the best site or building?
- **Human Resources Director** – Is the workforce available and trainable?
- **Facility Manager** – Where do I want to live?
- **Project Manager** – How do I balance competing interests?
LOCATION DECISION PROCESS

- Location selection is not about inclusion. It is a process of elimination.
  - What is within your control?
  - What can you influence?

Filter 1: Fatal Flaws
Screen out locations with fatal flaws such as lack of air service

Filter 2: Serious Flaws
Rule out locations that have key attributes, but in adequate infrastructure (delivery timing issues)

Filter 3: Controllable Flaws
Consider locations that meet all critical criteria, but have manageable issues that can be remedied.

Preferred and Back-up Locations
## LOCATION DECISION PROCESS

<table>
<thead>
<tr>
<th>Operating Costs</th>
<th>Desired total variable operating costs to achieve corporate cost objectives (labor, facilities, utilities, taxes, supply chain, etc.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>Reliable physical support infrastructure (real estate, power, water, airport, etc.)</td>
</tr>
<tr>
<td>Business Environment</td>
<td>Flexible regulatory conditions, acceptable protections, fast approval processes, etc.</td>
</tr>
<tr>
<td>Tax Strategy</td>
<td>Alignment with corporate global tax structure, objectives, and overall moderate to low exposure.</td>
</tr>
<tr>
<td>Scalability</td>
<td>Capable of appropriate scale for planned operations (labor, facilities, etc.)</td>
</tr>
<tr>
<td>Sustainability</td>
<td>Able to sustain operations for long-term (cost structure, talent pool, supply chain, etc.)</td>
</tr>
<tr>
<td>Risk</td>
<td>Achieve risk tolerance thresholds and pass on measures of corporate involvement risk (political, economic, social, natural disaster, etc.)</td>
</tr>
<tr>
<td>Implementation</td>
<td>Relative ease of establishing and expanding new business (permitting, regulatory, etc.)</td>
</tr>
</tbody>
</table>
# LOCATION DECISION PROCESS

- Talent attraction and retention
- Business climate
- Operating Costs
- Real Estate
- Culture

## SITE COMPARISON MATRIX: PROJECT COMPASS / PROJECT NEWSFLASH

<table>
<thead>
<tr>
<th>Major Factor</th>
<th>Location A</th>
<th>Location B</th>
<th>Location C</th>
<th>Location D</th>
<th>Location E</th>
</tr>
</thead>
<tbody>
<tr>
<td>Labor Environ.</td>
<td>++</td>
<td>0</td>
<td>-</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td>The Nike Environ.</td>
<td>++</td>
<td>0</td>
<td>-</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td>Business Risk</td>
<td>+</td>
<td>-</td>
<td>0</td>
<td>+</td>
<td>0</td>
</tr>
<tr>
<td>Operations Environ. (Existing)</td>
<td>-</td>
<td>+</td>
<td>++</td>
<td>-</td>
<td>+</td>
</tr>
<tr>
<td>Operations Environ. (New)</td>
<td>--</td>
<td>0</td>
<td>++</td>
<td>--</td>
<td>+</td>
</tr>
<tr>
<td>Business Environ.</td>
<td>+</td>
<td>+</td>
<td>0</td>
<td>+</td>
<td>+</td>
</tr>
<tr>
<td>Real Estate Options</td>
<td>++</td>
<td>+</td>
<td>+</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td>Incentive Potential</td>
<td>+</td>
<td>+</td>
<td>--</td>
<td>+</td>
<td>--</td>
</tr>
</tbody>
</table>
Requirements of a 21st century economic growth strategy

- **Business Growth and Expansion**: Gathering intelligence and helping companies compete.
- **Regional Collaboration**: Embracing civic infrastructure.
- **Support of High-Growth Companies**: Creating a dynamic growth environment.
- **Global Trade and Investment**: Competing globally by leveraging global networks.
- **Market Leader Attraction**: Competitive investment from market leaders and emerging stars.
- **Workforce Attraction**: Growing the talent base.
Mission
Generate opportunity and build capacity for economic growth in the Columbus Region

Goals to achieve by the year 2020
- Add 150,000 net new jobs
- Increase personal per capita income by 30 percent
- Generate $8 billion of capital investment
- Be recognized as a national leader in economic development

Plan
- Retain and expand companies and industries that call the Columbus Region home today
- Attract economic base employers to the Columbus Region
- Accelerate high-growth enterprises by connecting entrepreneurs with the economic development system
- Improve civic infrastructure to enhance the economic development environment
REGIONAL GROWTH PARTNERS

**COLUMBUS 2020**

- Attraction of market-leading companies
- Expansion and retention of existing businesses
- Acceleration of high-growth companies
- Marketing and research

**rev1 ventures**

- Expert advice for venture acceleration
- Access to capital
- Incubator services
- Growth of entrepreneurial ecosystem through targeted corporate networks

**COLUMBUS CHAMBER OF COMMERCE**

- Government relations
- Talent strategies
- Logistics industry growth
- Market research
- Business connections

**COLUMBUS PARTNERSHIP**

- Advancing economic development
- Improving education
- Supporting arts and culture
- Enhancing the Columbus image
- Promoting philanthropy
ECONOMIC SECTORS

MANUFACTURING

LOGISTICS

AGBIOSCIENCE

INTERNATIONAL BUSINESS

SCIENCE & TECHNOLOGY

HEADQUARTERS & BUSINESS SERVICES
WHERE THE NEW MIDWEST BEGINS

**FASTEST-GROWING CITY IN THE MIDWEST**
- U.S. Census Bureau, May 2015

**No. 1 METRO FOR JOB GROWTH IN THE MIDWEST**

**No. 1 OPPORTUNITY CITY IN THE U.S.**
- Forbes, September 2014

**MOST INTELLIGENT COMMUNITY IN THE WORLD**
- Intelligent Community Forum, June 2015

**No. 1 METRO FOR WAGE GROWTH IN THE U.S.**
- Bureau of Labor Statistics, August 2015
THE BRAND

TALENT

THERE ARE NEARLY 1,800 AUTOMOTIVE, AEROSPACE, FOOD AND CONSUMER PRODUCTS MANUFACTURERS
MORE THAN 80,000 EMPLOYEES

40% OF THE REGION'S POPULATION HOLDS AN ASSOCIATE DEGREE OR HIGHER

ACCESS

WITHIN 10 HOURS OF 47% OF U.S. POPULATION 33% OF CANADIAN
GREATEST MARKET ACCESS OF ANY U.S. METRO

VALUE

EY & KPMG RANKED OHIO AS ONE OF THE TOP 5 TAX CLIMATES IN THE UNITED STATES

NO STATE TAX ON MACHINERY AND EQUIPMENT, NO COMMERCIAL ACTIVITY TAX ON GOODS SOLD OUTSIDE OF OHIO

LOWEST EFFECTIVE TAX RATE FOR NEW R&D FACILITIES

15 FORTUNE 1000 HEADQUARTERS 5TH HIGHEST CONCENTRATION AMONG MAJOR METROS

MULTI-MODAL, HIGHLY EFFICIENT ROAD, RAIL & AIR INFRASTRUCTURE

4 INTERMODAL FACILITIES SERVED BY MAINLINE RAIL (CSX AND NORFOLK SOUTHERN)
THANK YOU

Columbus 2020
150 S. Front St., Suite 200
Columbus, OH 43215

columbusregion.com | 614-225-6063