

STRATEGIC LOGISTICS SITES:

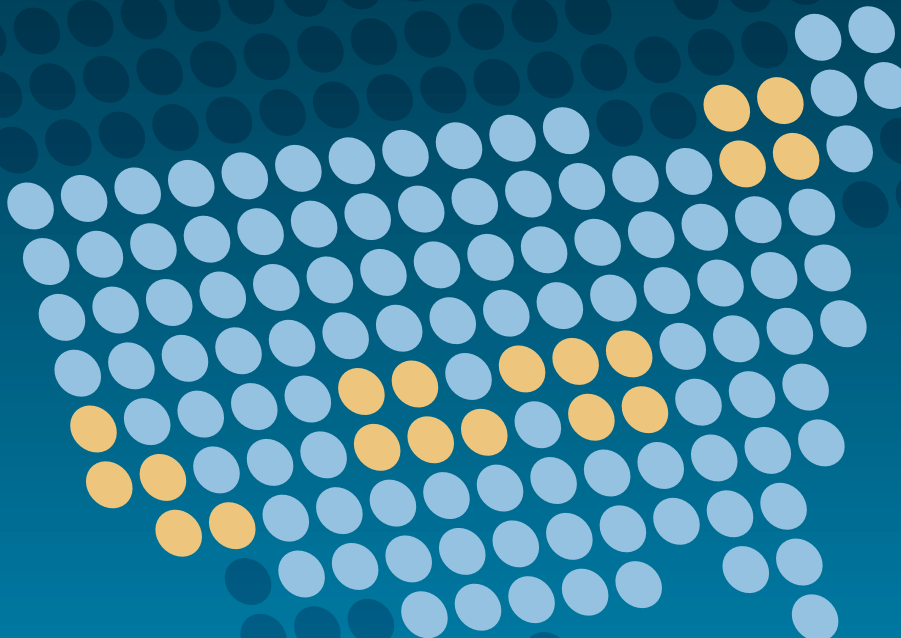
In the Right Place At the Right Time

Locating your manufacturing or distribution business in a great logistics site puts you where you need to be, when you need to be there.

For leisure travelers, the complex U.S. geography makes for memorable trips. For logistics professionals, that same complexity presents challenges as well as opportunities.

One benefit of the vast American landscape is that strategic logistics sites appear at numerous points along the country's twists and turns from sea to shining sea. For those charged with moving products from Point A to Point B as efficiently as possible, the trick is making the correct choice.

Here's a look at some of today's smartest choices for logistics sites in the United States.



BUFFALO NIAGARA, NEW YORK **Bi-national Access**

Who said Niagara falls? When it comes to logistics, the truth is that Niagara—as well as Buffalo—rises.

“Buffalo Niagara’s bi-national location on the U.S.-Canada border is a tremendous asset to industries looking to access northeastern markets,” says Thomas Kucharski, president and CEO of Buffalo Niagara Enterprise, a Buffalo, N.Y.-based non-profit, private business development and regional marketing organization.

“Our region facilitates more than \$72 billion in trade between the United States and Canada—that’s 15 percent of the total trade conducted between the world’s two largest trading partners,” Kucharski notes. “To support this trade, the area has a robust mix of professional freight forwarders, consolidators, customs brokers, and third-party logistics providers.”

Alpina Foods, a leading dairy-producing company in South America, recently decided to open its first U.S. specialty yogurt manufacturing plant in the Buffalo Niagara region. The main driver of Alpina Foods’ expansion strategy in the United States is logistics.

“We chose Buffalo Niagara because of its skilled workforce, proximity to milk supply, ability to reach our target markets, and long-standing tradition of supporting western New York’s dairy and agriculture industries,” says Julian Jaramillo, Alpina’s president and CEO.

No wonder Buffalo Niagara Enterprise is dedicated to the idea that the region is an ideal place for businesses to locate and grow.

The region is strategically located within 500 miles of 40 percent of the continental North American population and is a bi-national gateway for commerce. The Buffalo Niagara region is approximately the midway point between New York and Chicago, Toronto, and Pittsburgh.

Among the region’s logistics assets are links to Canada through seven different ports of entry, and one of the most highly developed rail systems in the world. Its strategic bi-national site makes Buffalo Niagara a natural to host one of FedEx Trade Networks’ locations,

LOCATION HIGHLIGHT

Buffalo Niagara’s labor supply comprises

1.2 million people older than 15.

About two-thirds are employed or seeking

employment, constituting a **workforce of nearly 800,000.**

which provides shippers of all sizes the help they need to move their goods globally.

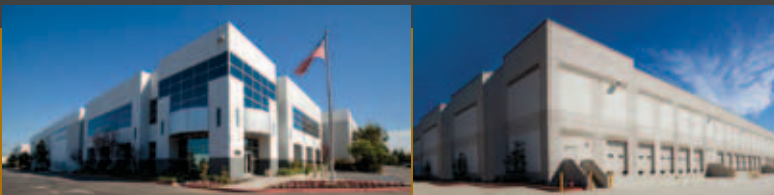
Moreover, a new intermodal hub has opened in Buffalo, which offers businesses increased capacity, improved technology, and additional service lanes—all on top of a developed rail infrastructure system. In June 2011, CSX announced several new lanes for domestic customers to ship container goods from Buffalo to Jacksonville, Orlando, and Miami, Fla.



The Buffalo Niagara region facilitates more than \$72 billion in annual trade between Canada and the United States.



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In today's global marketplace, your supply chain is critical. That's why Watson Land Company's buildings are designed to maximize your distribution efficiency. By providing flexible properties strategically located near major sea ports, airports and railways, we place the global economy right at your dock door.



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The heritage continues.



JOPLIN, MISSOURI **Midwest Market Hub**

Joplin, Mo., may have made international headlines when it was struck by a devastating tornado in May 2011. But for logistics pros, the Joplin region was always in the eye of the storm—in a positive way. And make no mistake about it: The region is definitely alive and well, and open for business.

LOCATION HIGHLIGHT

A variety of transportation options put the Joplin, Mo., region within **easy reach of major markets** such as Chicago, Dallas-Fort Worth, Tulsa, Little Rock, and Memphis. Interstate 44 runs through the region, and the four-lane **U.S. Highway 71 links Joplin to Kansas City and New Orleans.**

Power was restored to the area with remarkable speed after the twister hit, and rebuilding hasn't stopped since. The region continues to flourish as one of the country's greatest and strongest logistics sites. Among the reasons is its sheer depth and size.

The Joplin region comprises 10 communities and five counties in southwest Missouri and southeast Kansas. Economic development efforts throughout the region are promoted through the Joplin Regional Partnership, which provides site selection assistance, incentive and business tax information, key business and local government contacts, demographic and economic data, and other services.

"Through this unique partnership, site selectors have access to information about multiple locations throughout our area that meet their specifications," says Rob O'Brian, president, Joplin Area Chamber of Commerce. "This information can reduce the number of inquiries a site selector has to make and help make the selection process much faster for

DISASTERS CAN COME QUICKLY.

On May 22nd, an EF-5 tornado destroyed one-third of Joplin, Missouri, taking 160 lives and leveling 7,000 homes and nearly 600 businesses. 5,000 jobs were affected.

RECOVERY COMES QUICKLY, TOO.

In less than four months...

- Debris has been cleared on schedule, thanks to efforts of 80,000 volunteers
- 2,500 employees remain on the payroll, thanks to the commitment of the city's dedicated companies
- More than 400 businesses have reopened their doors
- Schools opened on time in temporary quarters which are models for the schools of tomorrow

JOPLIN IS OPEN FOR BUSINESS.

central • connected • more than capable

Contact Kevin Welch, Joplin Regional Partnership | 417.624.4150 | kwelch@joplinregionalpartnership.com



Two regional short line and three Class I railroads serve Joplin, providing direct access to major West Coast and Gulf of Mexico ports.

companies that are looking to move, expand, or begin operations.”

The city of Joplin is the hub of the region, with an overall market reach of more than 700,000 people within 60 miles.

“The Joplin region is located near the population center of the United

States and is situated nearly equidistant between Los Angeles and New York, as well as the Mexican and Canadian borders,” says O’Brian.

A highway system that includes Interstate 44 (east-west), interstate-grade U.S. Highway 71, and U.S. Route 69 (north-south) creates connections to every region in the country, as well as to Mexico and Canada.

Three Class I railroads and two regional short-line railroads also are important parts of the transportation system. These rail lines provide direct access to major ports on the Gulf of Mexico and Pacific Ocean.

In addition, the Joplin Regional Airport and three other airports within 60 to 90 minutes drive time provide commercial and cargo air service to markets throughout the world.

NEBRASKA Center Stage

Take out a U.S. map to identify optimum logistics sites, and you’ll find Nebraska right in the middle.

“Geographically, Nebraska is a center stage to both regional and national markets,” says Ken Lemke, economist, Nebraska Public Power District (NPPD). “Interstate Highway 80, the most traveled east-west transcontinental route of the interstate highway system, offers 482 miles of quick access to every location in the nation.

“Through Nebraska’s roadways, goods delivered by truck reach more than 25 percent of the U.S. population in just one day,” Lemke adds. “Within two days, that percentage jumps to more than 90 percent.”

NPPD’s Economic Development Team provides a variety of services to assist Nebraska and its communities in their efforts to attract, retain, and expand businesses. These services are

ES FROM TORONTO • A DEDICATED WORKFORCE • 41% OF THE UNITED STATES’ POPULATION WITHIN 500 MILES • AMERICA’S THIRD MOST AFFORDABLE CITY (FORBES.COM) • CITY OF NEW YORK AT BUFFALO • AVERAGE COST OF COMMERCIAL REAL ESTATE PER SQUARE FOOT: \$4.23 • SECOND BEST CITY TO RELOCATE TO IN AMERICA (CNBC.COM) • RE IS IN THE DNA • DOUG DIMITROFF, PHILLIPS LYTLE • SEVEN INTERNATIONAL PORTS OF ENTRY • ROSWELL PARK CANCER INSTITUTE • TWELFTH LARGEST MEGA-REGION • NON-STOP SERVICE TO 19 CITIES AND 23 AIRPORTS FROM BNIA • TENTH BEST CITY TO RAISE A FAMILY (FORBES MAGAZINE) • NO PERSONAL PROPERTY TAX • “THINK ABOUT IT, AND IT’S ROOTS, YOU THINK ABOUT WORK ETHIC” • JOHN KOELMEL, FIRST NIAGARA BANK • TENTH BEST LOW-COST MANUFACTURING REGION (BUSINESS FACILITIES) • NAMED AMONG BEST PLACES TO RAISE YOUR KIDS (BLOOMBERG BUSINESSWEEK) • NIAGARA UNIVERSITY • THEORY OF BRAINSTORMING DEVELOPED AT BUFFALO STATE • BRIGHT-KNOX ART GALLERY • AFFORDABLE HYDROPOWER • NUMBER ONE IN HOSPITAL VALUE (DATA ADVANTAGE HOSPITAL VALUE INDEX) • A WORKFORCE OF NEARLY 100,000 • THE BUFFALO CHICKEN WING • “BUFFALO NIAGARA IS A VERY WELCOMING BUSINESS COMMUNITY” • MIKE COLSON, CTG • FIFTH MOST AFFORDABLE HOUSING MARKET (FORBES MAGAZINE) • 1.2 HOUR FLIGHT TIME TO NEW YORK CITY • 31% OF THE POPULATION AGED 25-34 HOLDS A BACHELOR’S DEGREE OR HIGHER • ST. BONAVENTURE UNIVERSITY • ONE OF THE GREATEST AMERICAN ARCHITECTURE • STATE UNIVERSITY OF NEW YORK COLLEGE AT BUFFALO • SEVENTH STRONGEST JOB MARKET (BUSINESSWEEK) • D’YOU WANT TO LIVE HERE? • HOME TO SEVEN COMPANIES RANKED AS AMERICA’S TOP 1,000 FASTEST GROWING PRIVATE COMPANIES (INC. MAGAZINE) • “THIS IS A REGION I’M PROUD TO DO BUSINESS IN” • PROUDER TO RAISE MY FAMILY IN • PETER AUGUSTINE, NEW ERA CAP COMPANY • MORE THAN 25,000 COLLEGE GRADUATES ANNUALLY • HERITAGE OF MANUFACTURING • AFFORDABLE COMMERCIAL AND RESIDENTIAL REAL ESTATE • STATE UNIVERSITY OF NEW YORK COLLEGE AT FREDONIA • THE OLMSTED PARKS SYSTEM • HOME TO THE FIRST STREET LIGHTS IN THE UNITED STATES • FOUR PROFESSIONAL SPORTS TEAMS • AMHERST NAMED AMONG SAFEST PLACES TO LIVE (MORGAN QUITNO PRESS) • FIFTH MOST AFFORDABLE METRO (CNNMONEY.COM) • TOP RANKED ARTS DESTINATION FOR MID-SIZE CITIES (AMERICAN STYLE MAGAZINE) • 458.7 MILES FROM BOSTON • THIRD CLIMATE (READERS DIGEST) • \$44.03 BILLION GROSS METRO PRODUCT • 21.1 MINUTE AVERAGE COMMUTE TIME • HAUPTMAN WOODWARD MEDICAL RESEARCH INSTITUTE • A PLACE TO CALL HOME • 62.5% OF POPULATION IN THE LABOR FORCE • 399.2 MILES FROM NEW YORK CITY • BUFFALO NIAGARA MEDICAL CAMPUS • BUFFALO IS THE FIRST OF CALL OF THE GREAT LAKES • CANISIUS COLLEGE • SIXTH FOR WORKPLACE HEALTH AND SAFETY (BUSINESS FACILITIES) • FIRST TRANSMISSION OF ELECTRICITY, FROM BUFFALO • 1.3 HOUR FLIGHT TIME TO WASHINGTON, DC • ALFRED UNIVERSITY • RANKED AMONG GREENEST METRO AREAS (AMERICAN CITY BUSINESS JOURNAL) • BELOW NATIONAL AVERAGE • GENESEE/LIVINGSTON COUNTIES AWARDED AS NUMBER TWO AREA FOR FOOD PROCESSING INDUSTRY GROWTH (BUSINESS FACILITIES) • TRANSPORTATION NETWORK • GREAT LAKES LOCATIONS • ALL CHEERIOS SHIPPED TO THE EAST COST MANUFACTURED IN DOWNTOWN BUFFALO • MEDAILE COLLEGE • FIFTH GENERATION LEADER (BUSINESS FACILITIES) • 1.8 HOUR FLIGHT TIME TO CHICAGO • FISHER-PRICE TOYS BASED IN EAST AURORA • TOP 20 MOST SECURE PLACES TO LIVE (CE) • SEVENTH STRONGEST JOB MARKET (BUSINESSWEEK) • AVERAGE COST OF OFFICE SPACE PER SQUARE FOOT: \$14.91 • 1.2 HOUR FLIGHT TIME TO BOSTON • SERVED BY MAJOR RAILROADS • FOURTH BEST TRANSPORTATION INFRASTRUCTURE (BUSINESS FACILITIES) • 98.6 MILES FROM TORONTO • A DEDICATED WORKFORCE • 41% OF THE UNITED STATES’ POPULATION WITHIN 500 MILES • AMERICA’S THIRD MOST AFFORDABLE CITY (FORBES.COM) • STATE UNIVERSITY OF NEW YORK AT BUFFALO • AVERAGE COST OF COMMERCIAL REAL ESTATE PER SQUARE FOOT: \$4.23 • SECOND BEST CITY TO RELOCATE TO IN AMERICA (CNBC.COM) • “WORK ETHIC HERE IS IN THE DNA” • DOUG DIMITROFF, PHILLIPS LYTLE • SEVEN INTERNATIONAL PORTS OF ENTRY • ROSWELL PARK CANCER INSTITUTE • TWELFTH LARGEST MEGA-REGION IN THE WORLD • NON-STOP SERVICE TO 19 CITIES AND 23 AIRPORTS FROM BNIA • TEN

reasons to expand your business to BUFFALO NIAGARA.



“We expanded to Tonawanda, NY. Our brand new facility is ten minutes from the border. Now we have the ability to penetrate the U.S. market and keep our existing service metrics to our Canadian customers, all at a very competitive cost of business. - Eric Taylor, President, Electro Sonic

find more reasons at buffaloniagara.org

available to customers of NPPD and its utility partners, as well as to companies considering Nebraska sites. In the logistics arena, the NPPD team has a lot to sell.

"Nebraska's relationship with Class I railroads is another key strategic advantage for companies that locate in the state," Lemke says. "Union Pacific, headquartered in Omaha, and BNSF Railway enable strategic supply chain delivery by way of direct, mid-continent routes. Because of these main rail centers, no major city in the United States is more than five days away by train."

A total of 10 freight railroads operate more than 3,200 miles of track throughout the state. Nebraska also is home to several of the nation's leading truck transportation companies, among them Adams Trucking, Crete

LOCATION HIGHLIGHT

Nebraska's utilities use a **balanced mix of resources**—including water and wind, coal, nuclear, natural gas, oil, and methane—to generate power. **Nearly 40 percent of its power generation is carbon-free**, which helps businesses support their sustainability initiatives.

Carrier Corporation, and Werner Enterprises. "In total, some 13,500 trucking companies call our state home," Lemke says. "Thus, from a resource perspective, we are well-positioned to take advantage of rail intermodal operations."

Helping substantially in this effort is the Nebraska Logistics Council, which operates under the umbrella of the Nebraska Trucking Association. "Members include corporate officers from Fortune 500 companies and major Nebraska companies, one-person organizations, account executives, and logistics support staff," explains Larry Johnson, president of the Nebraska Trucking Association. "Members have the opportunity to network and exchange ideas with others who face the same challenges and goals."

Omaha's 408,000 residents provide a skilled labor pool for businesses locating sites in Nebraska.



SOUTHERN CALIFORNIA West Coast Advantage

When it comes to living in Southern California, the three "S" advantages apply: sun, sand, surf. But for logistics professionals, there is another "S" reason to recommend the region: speed.

"The West Coast, and specifically the ports of Los Angeles and Long Beach, are the Pacific

gateway for products manufactured in Asia," says Lance Ryan, vice president of marketing and leasing, Watson Land Company, a Carson, Calif.-based industrial property developer, owner, and manager with sites throughout Southern California.

"The West Coast allows for the shortest all-water route to the United States," he continues.

LOCATION HIGHLIGHT

Because of the large Southern California population base, approximately **40 percent of all goods imported through the ports of Los Angeles and Long Beach** are distributed for local consumption.

"When retailers are identifying an entry point for products manufactured offshore, they consider timing, cost, and reliability. Even with the opening of the Panama Canal expansion in 2014, it will still be less expensive and faster to route freight to Southern California and land-bridge it from there to the Midwest."

Watson Land Company plays a part in the Southern California advantage. The company has developed several million square feet of master-planned centers within four miles of the ports of Los Angeles and Long Beach, which results in lower drayage costs and a significant increase in truck turns.

"Watson also has strategic master-planned centers within Inland Empire locations," Ryan says. "The sites allow for big-box distribution centers of 500,000 square feet or larger."

Watson Land Company carries a Foreign Trade Zone (FTZ) designation on more than eight million square feet of its distribution facilities. The FTZ designation allows shippers to significantly reduce operating costs through such methods as duty deferral and single weekly container entry, which reduces merchandise processing fees.

"The transportation infrastructure is

critical to our distribution and manufacturing customers," Ryan says. "Our master-planned centers are developed within locations that provide easy access to major freeways, ports, airports, and intermodal rail. This provides customers speed and flexibility, whether they are transloading imports, exporting raw materials, or distributing their own manufactured products."



Watson Land Company's master-planned business centers near the ports of Los Angeles and Long Beach offer shippers lower drayage costs and increased truck turns.



Global market access. Excellent labor force. Centralized transportation routes. Low energy costs. Thousands of businesses have already discovered what makes Nebraska a place of unequalled potential. There's ample opportunity for you, too. Consider this your personal invitation to enjoy everything that makes business in Nebraska great.



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