



2010 LOGISTICS

# HOTSPOTS

**Attractive locations to consider as you build your site selection shortlist.** By Merrill Douglas

As the economy continues to recover, business leaders who spent the past two years simply protecting their companies' assets are once again thinking about growth. As their strategies develop, they're starting to fine-tune logistics networks to handle greater volumes and provide improved service to more customers. The goal is to make sure materials reach production lines, and products reach customers, as efficiently and cost-effectively as possible.

For companies deciding where to site manufacturing and distribution facilities, geographic location is a prime concern. The features that define a truly sweet spot vary greatly, depending on your business.

Companies that manufacture overseas want to be in easy reach of well-equipped ocean ports and airports, with highway networks and rail lines to speed products to market. For some, the East or West Coast is the only place to be. But for a facility that distributes broadly across the continent, a location in the center of the map might offer a better advantage. For companies conducting a good deal of cross-border trade, a site close to Canada or Mexico—or inside one of those

countries—might be the best spot of all.

Whatever the region, multiple service options are always a plus. Competition among carriers drives prices down, and it's easier to find the right equipment to handle a shipment.

While some companies seek a spot that's served by many transportation providers, others look for areas with uncongested intermodal terminals and highways, or quick access to interstate highways with direct routes to major cities.

Other factors are equally important. A large, hardworking labor pool, with local colleges and universities ready to provide training and supply chain expertise, might be a major draw. So might a friendly business climate, with a variety of tax incentives and other forms of government assistance. A portfolio of affordable industrial sites close to major transportation routes also might prove a powerful magnet.

Whatever attractions your company considers most compelling, you're likely to find them among the locations that *Inbound Logistics* has chosen for its list of logistics hotspots for 2010.

# THE NORTHEAST

A well-established transportation network and dense concentration of consumer markets are among this region's major draws.

## BOSTON, MASSACHUSETTS

Boston has been a hub for international cargo trade since 1630. Today, the city anchors the seventh-largest metropolitan area in the country, and it's still a vital center for trade and transportation.

Each year, the Port of Boston handles 1.3 million tons of general cargo, 1.5 million tons of non-fuel bulk cargo, and 12.8 million tons of bulk fuel. Facilities at the port include Conley Terminal, devoted to containerized cargo, and Boston Autoport at Moran Terminal.

Boston's Logan Airport is the 19th-busiest in the United States in terms of passenger volume and the 16th in terms of flight movements. Fifty airfreight companies operate at Logan. For movements by truck, Interstate 95 provides highway access to the entire East Coast, and I-90 offers a direct route across the continent.

Boston is the largest center of health research in the United States, and its health-care facilities are world-renowned. The area also has become a magnet for companies in financial services and information technology; manufacturers of instruments, industrial machinery, and electronics; and printers and publishers.

<b>AIRPORT:</b> Boston Logan International
<b>PORT:</b> Port of Boston
<b>ROAD ACCESS:</b> I-90, I-93, I-95
<b>RAIL CARRIER:</b> CSX
<b>WORKFORCE:</b> 2.5 million
<b>PER-CAPITA INCOME*:</b> 3
<b>STATE BUSINESS TAX CLIMATE RANK:</b> 36



The Port of Philadelphia

## PHILADELPHIA, PENNSYLVANIA

Positioned on the densely populated Northeast Corridor, Philadelphia offers outstanding access to much of the U.S. population as well as overseas markets.

The city's transportation infrastructure includes service via three Class I railroads, including Norfolk Southern, which announced last year that it will add 15 acres to its Navy Yard rail terminal in South Philadelphia. This terminal will connect with the Crescent Corridor, a high-speed rail facility of more than 2,000 miles that will run from metropolitan New York to New Orleans.

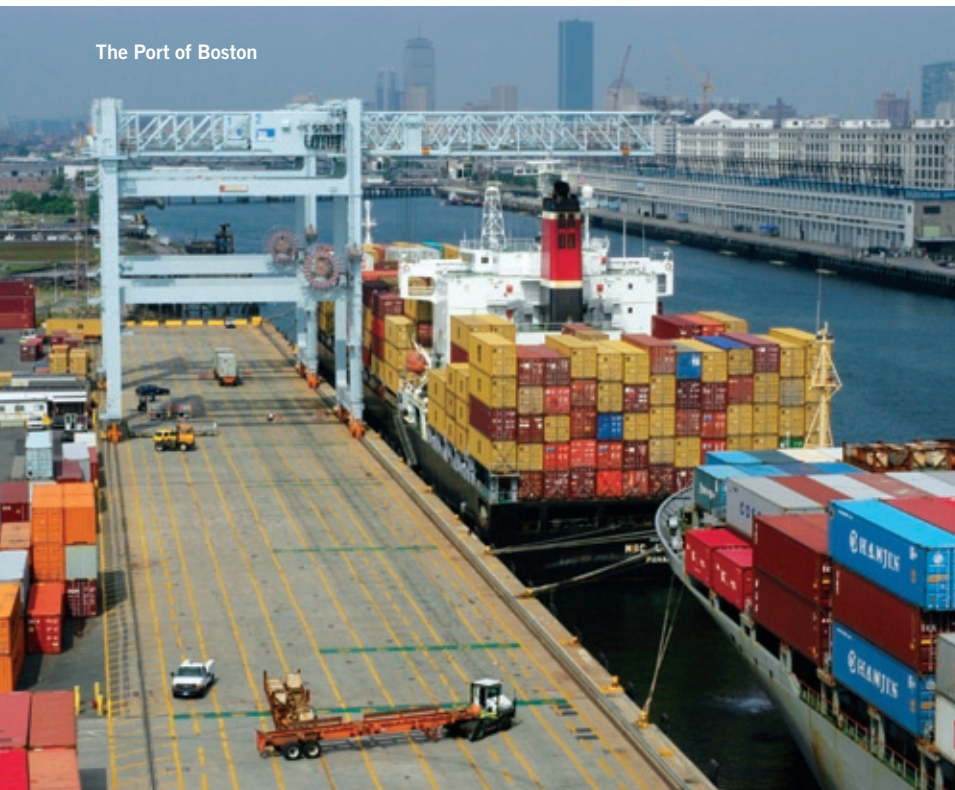
The Paulsboro Marine Terminal under development in nearby Gloucester County, N.J., also will offer exciting opportunities to Philadelphia region shippers. The facility will include three 40-foot deep berths and one 20-foot deep barge berth, plus an access overpass and warehouse space.

More than 50 major warehouses and DCs are located within 75 miles of the Port of Philadelphia, making the region a big draw for companies that distribute goods in the United States.

<b>AIRPORT:</b> Philadelphia International
<b>PORT:</b> Philadelphia Regional Port Authority
<b>ROAD ACCESS:</b> I-76, I-95
<b>RAIL CARRIERS:</b> Norfolk Southern, CSX, Canadian Pacific
<b>WORKFORCE:</b> 2 million
<b>PER-CAPITA INCOME*:</b> 19
<b>STATE BUSINESS TAX CLIMATE RANK:</b> 27

\*2007 STATE RANK

The Port of Boston







## Meet some of the community's most powerful building blocks.

You see the tools of our trade everywhere. But there's more that you don't see. Our knowledge of the community. Resources that only we can offer, as the region's largest utility. Partnership with state and local leaders. And a track record of bringing industry here for the common good. Find out how Ameren's Economic Development team can help your company connect with the business advantages in the Midwest. Visit [ameren.com](http://ameren.com) or call 1-800-981-9409.



# THE MIDWEST

**A central location and abundance of transportation choices make the Midwest a logistics magnet.**

## COLUMBUS, OHIO

Central enough to reach half the U.S. and Canadian populations by truck in 10 hours, and eastern enough to move freight quickly to and from coastal ports, Columbus boasts a variety of attractions.

Much of the logistics excitement in the area stems from the Columbus Region Logistics Council, a consortium of shippers and service providers working to cultivate a strong business environment, further develop the local infrastructure, take advantage of new technologies, and foster a highly skilled workforce.

**AIRPORTS:** Port Columbus International, Rickenbacker International

**ROAD ACCESS:** I-70, I-71

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 950,000

**PER-CAPITA INCOME\*:** 28

**STATE BUSINESS TAX CLIMATE RANK:** 47

That workforce initiative gets a boost from the region's 25 colleges and universities, which graduate some 20,000 students each year. The area's educational assets include the Fisher College of Business at Ohio State University, offering undergraduate, graduate, and executive education programs in logistics and supply chain management.

While the Logistics Council looks toward the future, companies conducting logistics operations in Columbus today already have much to celebrate. Bright spots include the area's three intermodal facilities, including Norfolk Southern's Rickenbacker Intermodal Terminal, located next to Rickenbacker International Airport. The 175-acre terminal handles more than 250,000 containers and trailers per year, and offers daily service to Chicago and Norfolk, Va.

Columbus, Ohio



Hundreds of companies cluster close to Walmart's world headquarters in "Vendorville," near Fayetteville.

## FAYETTEVILLE, ARKANSAS

Tired of the economic doldrums? Try your luck in northwestern Arkansas. Last June, *Forbes* ranked the Fayetteville region second on its list of "Best Cities for Recession Recovery."

Located on I-540, just 30 miles from Walmart's world headquarters, Fayetteville sits at the southern end of the corridor known as "Vendorville," where hundreds of companies cluster close to the retail giant.

A central location in the American Heartland and easy access to I-40 help make Fayetteville a smart choice for logistics operations. Although the city has no direct Class I rail access, service is available via the Kansas City Southern Railway in Siloam Springs, about 40 minutes away.

The city also is a hotbed of logistics research, thanks to the Supply Chain Management Research Center, the Center for Engineering Logistics and Distribution, and the Mack Blackwell Transportation Center at the University of Arkansas.

**AIRPORT:** Northwest Arkansas Regional

**ROAD ACCESS:** I-40

**RAIL CARRIER:** Kansas City Southern

**WORKFORCE:** 225,000

**PER-CAPITA INCOME\*:** 48

**STATE BUSINESS TAX CLIMATE RANK:** 40

\*2007 STATE RANK





Gateway Arch, St. Louis

## ST. LOUIS, MISSOURI

A wealth of interstate highways, six Class I railroads, two airports, and the second-largest inland water port in the country all converge to make St. Louis a stellar logistics hub.

One-third of the U.S. population lives within about 500 miles of St. Louis, according to the St. Louis Regional Chamber and Growth Association. The Avenue of the Saints, a 550-mile, four-lane expressway completed in 2008, provides a direct route between the city and St. Paul, Minn.

The Tri-City Regional Port Authority, which serves about 2,500 barges each year, offers economical cargo transport via the Mississippi, Missouri, and Illinois Rivers. Burlington Northern Santa Fe, CSX, Norfolk Southern, the Tri-City Regional Port District, Triple Crown Services, and Union Pacific all operate inter-modal yards in the region.

**AIRPORTS:** Lambert-St. Louis International, MidAmerica

**PORT:** Tri-City Regional Port District

**ROAD ACCESS:** I-44, I-55, I-64, I-70

**RAIL CARRIERS:** BNSF, Canadian National, CSX, Kansas City Southern, Norfolk Southern, Union Pacific

**WORKFORCE:** 1.42 million

**PER-CAPITA INCOME\*:** 32

**STATE BUSINESS TAX CLIMATE RANK:** 16

To attract more cargo business, the St. Louis Airport Authority is developing 80 acres north of St. Louis-Lambert International Airport, a location served by several highways as well as rail. Area leaders also have been making a big push to attract air freight from China into the region.

St. Louis benefits as well from

Missouri's corporate-friendly climate: Missouri is the nation's eighth least-expensive state in which to do business. The Bureau of Business Research at Ball State University in Indiana ranked Missouri top among the 50 states for manufacturing and logistics in 2008.

## A distribution solution this good is rare. Check out the "sweet spot."

It just makes great sense. Virginia's Distribution Central comprises some of the best location opportunities for global logistic solutions to be found on the Eastern Seaboard. Distributors now have an extraordinary strategic value proposition: all you need is aligned in one favorable spot—a superb link to the Port of Virginia; four-lane connections to I-95, "America's Main Street;" direct access to Norfolk Southern and CSX rail service. Round out this recipe for success with a vibrant labor force, plus the aggressive stance of government entities committed to providing your business an offer too good to refuse. ✱ Investigate the features and benefits of a choice of greenfield sites or an especially attractive cross dock spec building. Our representatives are ready to show and tell why Virginia should be home to your next success story.

To take advantage of an opportunity like this, contact:

**Warren Hammer**

Project Manager

Virginia Economic Development Partnership

804-545-5724 • [whammer@yesvirginia.org](mailto:whammer@yesvirginia.org)



✱ Isle of Wight  
✱ Franklin  
✱ Southampton



## How sweet it is!

# THE NORTHWEST

This region's logistics hubs are perfectly positioned for trade with the Pacific Rim and Canada.

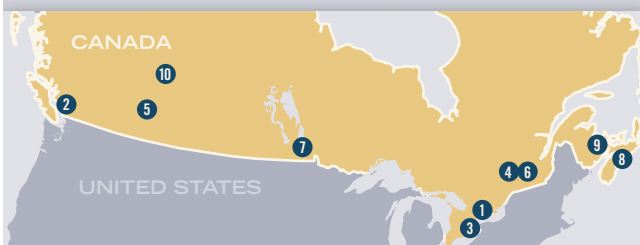
## NEIGHBOR TO THE NORTH:

## CANADA

Movements of oil and natural gas, paper and forest products, machinery and consumer goods, and more show off the advantages of Canada's transportation infrastructure. Canada boasts one of the largest rail networks in the world, with approximately 30,000 miles of track. More than 23,600 miles of national and regional highways carry freight across the country and to U.S. border crossings.

Canada's top container port, the Port of Montreal, offers connections to more than 100 countries. It also provides quick access to midwestern Canadian and American markets, with approximately 100 million consumers. At the Port of Halifax, facilities include the deepest container berths on the eastern coast of North America.

On the Pacific Coast, the Port of Vancouver—the country's largest—serves as an important gateway for Pacific Rim trade. In 2009, it handled 102 million tons of cargo.



### 10 BUSIEST AIRPORTS BY FREIGHT VOLUME:

1. Toronto Pearson International
2. Vancouver International
3. John C. Munro Hamilton Int'l.
4. Montréal-Pierre Elliott Trudeau International
5. Calgary International
6. Montréal-Mirabel Int'l.
7. Winnipeg James Armstrong Richardson International
8. Halifax Stanfield Int'l.
9. Greater Moncton International
10. Edmonton International

**PORTS:** Fraser River Port, Halifax, Hamilton, Montreal, Port-Cartier, Prince Rupert, Quebec City, Saint John (New Brunswick), Sept-Isles, Vancouver

**ROAD ACCESS:** Major highway systems include the Trans-Canada Highway, Yellowhead Highway, Highway 401 in Ontario, and Highway 20 in Quebec

**RAIL CARRIERS:** Canadian National Railway, Canadian Pacific Railway

**WORKFORCE:** 18.4 million (2009 estimate)

**PER-CAPITA INCOME (2008):** U.S.\$31,639



Spokane, Wash.

## SPOKANE, WASHINGTON

Known as the logistics hub of the Inland Northwest, Spokane offers a friendly business climate, low-cost real estate, and speedy access to numerous major markets.

Just a few hours by truck from the Ports of Portland and Seattle, Spokane also stands only 110 miles from the Canadian border. I-90 runs through the center of town, and traffic recently started flowing on the North Spokane Corridor, a new limited-access route connecting I-90 with U.S. 2 and U.S. 395. Two

railroads and the state's second-largest airport round out the transportation picture.

Spokane's logistics advantages are bound to shine even brighter as members of the Inland Pacific Hub partnership develop their plans to establish the region as a multi-modal global freight gateway.

**AIRPORT:** Spokane International

**ROAD ACCESS:** I-90

**RAIL CARRIERS:** BNSF, Union Pacific

**WORKFORCE:** 240,000

**PER-CAPITA INCOME\*:** 14

**STATE BUSINESS TAX CLIMATE RANK:** 9

## PORTLAND, OREGON

Portland offers an excellent alternative to more crowded port cities on the West Coast. With service on two Class I railroads, it's positioned for efficient intermodal transport to major markets such as Salt Lake City, Denver, Minneapolis, St. Louis, and Chicago. An abundance of carriers looking to fill equipment with backhauls means lower costs for shippers moving goods to the rest of the continent. And less traffic congestion means quicker turnaround times: trucks move in and out of the Port of Portland in about 30 minutes.

To support more shippers with better service, the Port of Portland is working on several improvement projects:

deepening its channels, extending a berth, adding new cranes, and expanding rail infrastructure with facilities such as integrated intermediate staging yards.

Industrial parks near the port and the airport include Cascade Station, Portland International Center, and Rivergate Industrial District.

**AIRPORT:** Portland International

**PORT:** Port of Portland

**ROAD ACCESS:** I-5, I-84

**RAIL CARRIERS:** Burlington Northern Santa Fe, Union Pacific

**WORKFORCE:** 1.2 million

**PER-CAPITA INCOME\*:** 30

**STATE BUSINESS TAX CLIMATE RANK:** 14

\*2007 STATE RANK

More than 35,000 miles of  
highways and interstates are in

# NEW JERSEY



Johnson & Johnson • Novo Nordisk  
Campbell Soup Company • IDT  
Shiseido Cosmetics America  
The company we keep,  
keeps getting better.  
sanofi-aventis U.S. • Prudential  
Jaguar Land Rover North America  
Verizon • COSCO Americas Inc.

**New Jersey's strategic location—halfway between Boston and Washington, D.C.—means overnight delivery to more than 100 million consumers who purchase \$2 trillion in goods and services annually.**

*"New Jersey's strategic location allows us to distribute our product across the U.S. and around the World, easily, by virtue of its superior transportation network; including roadways, a major seaport and two international airports."*

**Heidi Manheimer, CEO  
Shiseido Cosmetics America**

Although companies locate in New Jersey for many reasons, the ability to ship goods to market quickly and efficiently is especially crucial. The state was recently ranked #1 in the country for transportation, warehousing and highway connectivity and #2 for railroad service.\* New Jersey also has the largest port complex on the eastern seaboard with facilities in Newark and Elizabeth, supplemented by major ports on the Delaware River. These ports handle more than 620 million tons of freight, valued at over \$850 billion annually. And, with two major airports—Newark Liberty and Atlantic City International—New Jersey serves as an intermodal gateway for trade across the country and around the world.

As the third largest industrial real estate market in the country (with nearly 800 million square feet of space), New Jersey offers a wide range of choices. The state has more than 23,000 establishments devoted to warehousing, logistics and distribution; 3,000 warehouse facilities have ceiling heights over 20 feet.

A number of major firms that store and move their products, as well as the thousands of logistics firms that serve them, are located in New Jersey. Contact us at 866-534-7789, we'll put you in touch with one of our representatives so you can learn more about why New Jersey is the right place for your business.



**THE STATE OF NEW JERSEY**

[www.NewJerseyBusiness.gov](http://www.NewJerseyBusiness.gov) • 866-534-7789

\* Expansion Management Magazine



# THE SOUTHWEST

Trade with Mexico is a powerful draw for logistics operations in the Lone Star State.

## Dallas, Texas

Photo courtesy of Dallas Convention & Visitors Bureau



## DALLAS, TEXAS

A hub for U.S. trade with Mexico, Dallas stands at the confluence of four interstate highways and three rail lines. It also boasts three significant airports.

Several logistics initiatives are cranking up in the Dallas region. One is the Alliance Global Logistics Hub, which includes rail service via BNSF and UP, and easy access to the Alliance Airport. The Alliance Hub features an FTZ, the

FedEx Southwest Regional Sort Hub, and numerous 3PL facilities.

In southern Dallas County, a public-private partnership is developing the 234,000-acre International Inland Port of Dallas. The U.S. Maritime Administration, the City of Dallas, and the Port of Houston Authority have signed a Memorandum of Understanding to develop

**AIRPORTS:** Dallas Fort Worth International, Dallas Love Field, Fort Worth Alliance

**ROAD ACCESS:** I-20, I-30, I-35, I-45

**RAIL CARRIERS:** Burlington Northern Santa Fe, Kansas City Southern, Union Pacific

**WORKFORCE:** 3.2 million

**PER-CAPITA INCOME\*:** 21

**STATE BUSINESS TAX CLIMATE RANK:** 11

\*2007 STATE RANK

## NEIGHBOR TO THE SOUTH: MEXICO

Trade between the United States and Mexico amounted to approximately \$306 billion in 2009, according to the U.S. Census Bureau. Mexico's maquiladoras, which manufacture goods for re-export to the United States and elsewhere, keep transport humming at ports such as Manzanillo and Lázaro Cárdenas, and at border crossings including Ciudad Juárez and Nuevo Laredo. Much of that traffic serves the auto and electronics industries, which enjoy an abundance of skilled workers available at much lower costs than in the United States.

This year, Mexico's government described plans to enhance the nation's already extensive transportation infrastructure, hoping to transform the country into a major logistics hub for North America. Juan Francisco Molinar Horcasitas, head of the Secretariat of Communications and Transport, called on Mexico to invest in modernizing and expanding its ports, especially the Port of Lázaro Cárdenas. He also spoke of plans to invest in highway and railway improvement projects.

Another improvement in the works is a plan to develop Punta Colonet, a new seaport in Baja Mexico. The facility is designed to handle container traffic from Asia as an alternative to the crowded Los Angeles and Long Beach ports.

**PORTS:** Altamira, Ensenada, Lázaro Cárdenas, Manzanillo, Mazatlán, Tampico, Veracruz

**ROAD ACCESS:** 3,900 miles of expressways, including the Federal Highway System

**RAIL CARRIERS:** Ferrocarril Mexicano, Kansas City Southern de México

**WORKFORCE:** 47 million

**PER-CAPITA INCOME (2008):** U.S.\$14,400



### TOP 10 AIRPORTS:

1. Mexico City International
2. Cancun International
3. Mariano Escobedo-Monterrey
4. Toluca International
5. Guadalajara International
6. Acapulco International
7. Huatulco International
8. Queretaro Intercontinental
9. Cuernavaca National
10. Minatitlán National



the Dallas Agile Port System, a facility that will speed cargo processing from the Port of Houston through the Dallas facility.

Dallas also is striving to become an inland DC for the Ports of Los Angeles and Long Beach, and for the Ports of Lázaro Cárdenas, Manzanillo, Topolobampo, and Guaymas in Mexico.

## EL PASO, TEXAS

In its list of "Top 10 Large Cities of the Future" for 2007-2008, *Foreign Direct Investments* magazine ranked El Paso number two, bested only by its sister across the Rio Grande, Ciudad Juarez. El Paso's location on the border makes it a natural spot for trade with partners throughout Mexico.

More than 70 Fortune 500 companies operate in the El Paso/Juarez region, many of them maintaining facilities on both sides of the border. Five border crossings, 40

**AIRPORT:** El Paso International

**ROAD ACCESS:** I-10

**RAIL CARRIERS:** Burlington Northern Santa Fe, Union Pacific

**WORKFORCE:** 313,000

**PER-CAPITA INCOME\*:** 21

**STATE BUSINESS TAX CLIMATE RANK:** 11

industrial parks, and a skilled, largely bilingual workforce are available to support these enterprises. The city is making a particular effort to attract companies in the defense, life sciences, alternative and renewable energy, automotive, and water technology

industries, as well as data centers, high-end white collar operations, and suppliers to the maquila industry.

Highway transportation via Interstate 10 gives El Paso quick access to West Coast and Gulf Coast ports, and a nearby connection to Interstate 25 links the city to New Mexico, Chicago, and Wyoming. Two Class I railroads offer service to Chicago, Los Angeles, San Francisco, New Orleans, Dallas, Austin, Midland, Kansas City, Denver, Salt Lake City, and Albuquerque.

El Paso, Texas



MOVE

282065

**More space.**  
**Optimal water.**  
**Valuable incentives.**  
**Easy access.**

Logistics has a strategic new home  
on the Eastern Seaboard in  
Rockingham County...  
North Carolina's North Star. Make  
your move and we'll help.

Contact **1.800.316.ROCK** or  
**NCNorthStar.com**

**Rockingham County**  
North Carolina's North Star

NORTH CAROLINA'S  
**PiedmontTriad**

**Abundant intermodal facilities speed shipments between the Atlantic and Gulf Coasts and the American Heartland.**

## NORFOLK/ HAMPTON ROADS, VIRGINIA

Transportation infrastructure is a major draw in the 10 cities and five counties that make up the Hampton Roads region of Virginia. The Port of Virginia boasts an ice-free harbor with 50-foot-deep channels and the world's largest, fastest container cranes.

Twenty shipping lines provide service from three marine terminals operated by the Virginia Port Authority (VPA). The VPA is developing a fourth terminal and is currently expanding its Norfolk International Terminals facility. Hampton Roads also is home to APM Terminals, the first privately developed U.S. container terminal.

Rail also plays a big role in Hampton Roads. The region is home to Norfolk Southern, and it stands at one end of NS's "Heartland Corridor," a recently upgraded rail route designed to speed containerized freight between the East Coast and Chicago.

Among the companies maintaining DCs in Hampton Roads are Dollar Tree, Ferguson Enterprises, QVC, Sysco Food Services, Target, and Walmart.

Another attraction is Virginia's business climate. In 2009, *Forbes.com* ranked Virginia the "Best State for Business," and *U.S. News and World Report* named it one of the "Five Best Places to Start a Business."

**AIRPORT:** Norfolk International, Newport News/Williamsburg

**PORT:** Port of Virginia

**ROAD ACCESS:** I-64

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 817,000

**PER-CAPITA INCOME\*:** 9

**STATE BUSINESS TAX CLIMATE RANK:** 15

\*2007 STATE RANK

## TAMPA/CENTRAL FLORIDA

Three airports, two ocean ports, a friendly tax climate, and sunshine have enticed medical device and microelectronics manufacturers, defense contractors, and many other industries to put down roots in the Tampa Bay area.

Tampa International Airport moved more than 175 million pounds of cargo in 2009; cargo service also is available at the Sarasota-Bradenton and St. Petersburg-Clearwater airports. The Port of Tampa is the largest in Florida, handling half the state's cargo. Port Manatee boasts more refrigerated dock space than any other port on the Gulf Coast.

Florida has no personal income tax, and the state gasoline tax is one of the lowest in the nation. Also, there is no sales or use tax on goods manufactured in the state for export outside its borders, or on inventory or goods in transit.

**AIRPORTS:** Tampa Int'l., Sarasota-Bradenton Int'l., St. Petersburg-Clearwater International

**PORTS:** Port of Tampa, Port Manatee

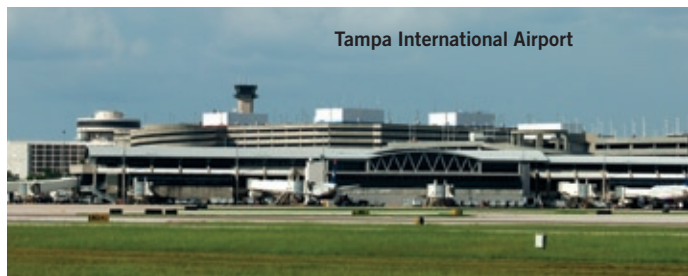
**ROAD ACCESS:** I-4, I-75

**RAIL CARRIERS:** CSX

**WORKFORCE:** 1.3 million

**PER-CAPITA INCOME (2007 STATE RANK):** 20

**STATE BUSINESS TAX CLIMATE RANK:** 5



Tampa International Airport

## LOUISIANA

Louisiana's rich logistics infrastructure is a boon to companies in the energy, petrochemicals, paper, forest products, and agricultural industries and in numerous manufacturing sectors. The state is home to four of the country's 15 largest ports by tonnage.

Their location in the middle of the Gulf Coast makes Louisiana's ports a prime spot for transporting cargo to and from regional and international markets. The state's six deepwater ports are connected to eight other coastal ports and 13 inland ports by 2,300 miles of inland waterways.

All six Class I railroads operate in the state, and six interstates provide access to water and rail facilities. Louisiana also is home to more than 3,000 warehousing companies.

Louisiana offers companies in the state a hand with workforce development through its FastStart program, which provides customized recruitment, screening, and training to companies in targeted industries that commit to creating new, permanent manufacturing or service jobs.

**AIRPORTS:** Louis Armstrong Int'l. (New Orleans), Alexandria Int'l., Baton Rouge Metropolitan, Lafayette Regional, Lake Charles Regional, Monroe Regional, Shreveport Regional

**DEEP DRAFT PORTS:** Ports of South Louisiana, New Orleans, St. Bernard, Plaquemines, Lake Charles

**ROAD ACCESS:** I-10, I-12, I-20, I-49, I-55, I-59

**RAIL CARRIERS:** BNSF, CSX, Grand Trunk, Kansas City Southern, Norfolk Southern, UP

**WORKFORCE:** 2 million

**PER-CAPITA INCOME\*:** 31

**STATE BUSINESS TAX CLIMATE RANK:** 35



## PIEDMONT TRIAD AREA, N.C.

### GREENSBORO, HIGH POINT, WINSTON-SALEM

Logistics and distribution are a big deal in the Piedmont Triad; one out of every 10 employees in the 12-county region works in that industry. Served by five interstate highways and two Class I railroads, the Triad stands within easy reach of both the East Coast and the Midwest.

More than 100 trucking companies serve the region. Among the many companies operating DCs in the Triad are Kmart, Polo Ralph Lauren, Dell, Procter & Gamble, UPS, and CEVA Logistics.

The Piedmont Triad Inland Terminal supports intermodal freight bound to and from East Coast ports such as Wilmington, Charleston, Norfolk, and Savannah. Carriers including FedEx, UPS, DHL, Tradewinds, and Mountain Air Cargo handled more than 178 million pounds of cargo at Piedmont Triad International Airport in 2009. FedEx recently completed a new hub at the airport.

Keeping an eye on the future, members of the Global Logistics Task Force, part of the Piedmont Triad Leadership Group, are working on a strategy to develop the Piedmont Triad Aerotropolis, further enhancing the region's capacity as an East Coast center for logistics and distribution.



The Port of Morehead City, N.C.

**AIRPORT:** Piedmont Triad International

**PORTS:** Port of Morehead City, Port of Wilmington

**ROAD ACCESS:** I-40, I-74, I-77, I-85

**RAIL CARRIERS:** CSX, Norfolk Southern

**WORKFORCE:** 597,000

**PER-CAPITA INCOME\*:** 36

**STATE BUSINESS TAX CLIMATE RANK:** 39

## Life is Good Distribution is Great!

- Efficient highway transportation from coast to coast and Canada to Mexico
- More than forty trucking companies
- Highway and rail served sites up to 1,500 acres
- Three railroads and air cargo service
- Third party warehouse/distribution operations
- Reliable, modestly priced utilities
- Skilled, productive and available workforce

See our specialized distribution profile at: [www.joplincc.com/distributionprofile](http://www.joplincc.com/distributionprofile)

FOR MORE INFORMATION:

Rob O'Brian, CEcD

President, Joplin Area Chamber of Commerce

[www.joplincc.com](http://www.joplincc.com)

[robrian@joplincc.com](mailto:robrian@joplincc.com)

Phone: 417.624.4150 \* Fax: 417.624.4303

