

### MAKING. GROWING. MOVING

siteselection.com/cc/missouri | 2018 Vol. 1





The heart of the country is the Heart of Work. The seven-county Joplin Region, located near the geographic and population centers of the United States, is home to a strong workforce, great education and training institutions and growing, business-friendly communities.

**Education** is key to providing a high-performance workforce for area companies and a high quality of life for area residents. The Region's emphasis on job training and education includes

- » Two Universities
- » Four Community Colleges
- » Three Private Colleges
- » Four Technical Education Centers
- » The nation's newest medical school affiliated with one of the top ten medical schools in the U.S.



KCU-Joplin Medical School dedication

The Joplin region's central location is enhanced with great transportation routes

- » North-South highway access on U.S. 69 and I-49 and East-West interstate access on I-44
- » Three Class 1 rail lines and two shortline railroads
- » Joplin Regional Airport and three other commercial airports within easy driving distance
- » Freight water transportation through the Port of Catoosa, OK.



Owens Corning Thermafiber plant

Kevin Welch, Director 417.624.4150 kwelch@joplinregionalpartnership.com joplinregionalpartnership.com

Joplin is the hub city of the region, but the region boats many **great communities**. From downtown living, to smaller communities; new subdivisions to historic locations, there are lots of places to call home. The region has numerous entertainment, sports, outdoor recreation and community event options and every community benefits from a strong public school system.

Find out more about our communities and the heart we have for your business inside.





### Take a Closer Look at Nevada, Missouri!

- » Nevada is a transportation hub with access to Hwy 54 and I-49, Kansas City Southern Lines and Missouri & Northern Arkansas rail systems, as well as Nevada Municipal Airport
- » Over 800+ acres of greenspaces ready for development
- » Exceptional education with Cottey and Crowder Colleges and Missouri Welding Institute, a premier trade school
- » ACT Certified Work Ready Community with affordable and productive workforce

### Contact info:

Mark Mitchell 417.448.5509 mmitchell@nevadamo.gov grownevadamo.org

### **Businesses of Note:**

- » 3M
- » ADM
- » U.S. Bancorp
- » Smithfield Foods



Smithfield.

photo credit: Bridgett Wallace

### Built Better in Barton County!

- » The city of Lamar is located on I-49 with access to I-44 and US Highway 160
- » Intersects Three Railways: Burlington Northern Santa Fe, Kansas City Southern Lines and Missouri & Northern Arkansas rail systems
- » 100+acres available for lease or purchase and industrial park options
- » Lowest cost of doing business in the region, great return on investment
- » Rural community with a warm, small town feel that is very pro-business
- » ACT Certified Work Ready Community

### Contact info:

Astra Ferris 417.214.0377 astra@bartoncounty.com bartoncounty.com

### **Businesses of Note:**

- » Redneck Blinds
- » Finley Engineering Company
- » Tamko Building Products











Joplin stands strong with a business foundation that is comprised of a skilled labor force, easy transportation access, reasonable operating costs and local government that is pro-business.

- » Excellent Interstate access (I-44 and I-49), ample rail access, and air service through Joplin Regional Airport and two other commercial airports within 75 miles
- » Home to a new state-of-art training facility for advanced manufacturing, IT networking, CAD and advanced welding
- » New, 600-student medical school, Kansas City University-Joplin
- » Missouri Southern State University, with emphasis in business, medical and manufacturing sectors
- » The first community in the United States to be ACT Certified Work Ready

### Contact info:

Rob O'Brian 417.624.4150 rob@ioplincc.com joplincc.com

### **Businesses of Note:**

- » General Mills
- » Ajinomoto Windsor
- » Blue Buffalo
- » Schaeffler Group
- » EaglePicher Technologies



Ajinomoto Windsor production facilities

Carthage offers a tight-knit, welcoming small-town feel, while providing the workforce and amenities needed to support the diverse industries that reside there.

- » Located on I-49 and I-44
- » Manufacturing, food processing and distribution businesses make up several top employers
- » Lower business and lifestyle costs than major metros
- » An industrious entrepreneurial community
- » ACT Certified Work Ready Community

Historic Jasper County Courthouse

### Contact info:

Mark J. Elliff 417.358.2373 melliff@carthagechamber.com carthagechamber.com

### **Businesses of Note:**

- » Leggett & Platt
- » H.E. Williams
- » Schreiber Foods
- » Butterball













### **GROW NEOSHO:** The Infrastructure of Success

- » Neosho is a distribution center for Mid-America, located near the intersection of I-49 and I-44 with access to Kansas City Southern and BNSF railways
- » Neosho Industrial Park features 1,000 acres of utility served, pre-zoned sites, along with the Crowder Global Gateway Intermodal Facility
- » Crowder College Reed Technical Education features programs in advanced manufacturing, industrial maintenance, truck driver training and diesel technology
- » Success Grown in Neosho: NutraBlend, LLC
- » Home of Missouri's largest distribution center: Newell Brands
- » ACT Certified Work Ready Community



### Contact info:

Kathy Gambrill 417.451.2945 kathy@growneosho.com Growneosho.com

### **Businesses of Note:**

- » Newell Brands
- » La-Z-Boy
- » Scholastic
- » NutraBlend
- » Trouw Nutrition
- » Rembrandt Foods
- » Opal Foods



**■**SCHOLASTIC







### MAKING.GROWING.MOVING



Cape Girardeau photo courtesy of Missouri Partnership

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  As the top producer of stainless steel equipment in the US, the industry has a shiny future in the state.
- The strengths are time tested.

  LOGISTICS & DISTRIBUTION
  From historic wagon trails and the Mighty Mississippi, Missouri's logistics strengths are time tested.
- From leading-edge batteries to money-saving utilities, the Show Me State's energy industry has come full circle.
- FINANCIAL SERVICES

  Missouri metros have the tech talent to push the financial services sector forward
- AGTECH
  Missouri's blend of agricultural and technological advantages is growing everything from plants and animals to business.

### LOCATE. GROW. THRIVE.

### Columbia, Missouri









Columbia offers a vibrant economy rooted in education, research, healthcare, life-sciences, manufacturing and high-tech industry.

**Location:** Centrally located with research and technology parks; spec buildings; state-certified shovel-ready sites.

**Transportation:** Highway corridors; rail service; regional air.

**Workforce:** ACT Certified Work Ready Community; 94% HS diploma; 54% college degree; custom training opportunities.







Regional Economic Development Inc. 500 East Walnut St., Suite 102 Columbia, Missouri, 65201 573-442-8303

ColumbiaREDI.com

Food solutions
Farms, vineyards and breweries
and more than 400 food producers
are feeding the nation from the
heartland.

### 50 HEALTH INNOVATION & BIOSCIENCE

Saving and improving lives is par for the course for Missouri's robust health innovation and bioscience sectors.

### INVESTMENT PROFILE: BioSTL and STL Partnership

If St. Louis is at the country's agtech and bioscience heart, then BioSTL is its backbone.

More than two dozen innovation communities can be found across the state fostering innovation and entrepreneurship.

### **REGIONAL PROFILES**

From Kansas City to St. Louis to Cape Girardeau, the Show Me State's regions are powerhouses of activity and opportunity.

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- 71 SEDALIA/WARRENSBURG
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St. Louis photo by Dennis Pruitt courtesy of Missouri Partnership

### **UNIVERSITY PROFILES**

- Colleges across the state are growing Missouri's talent pipeline and helping businesses expand.
- 78 MISSOURI S&T
- 80 SOUTHEAST MISSOURI STATE UNIVERSITY
- **Q** WASHINGTON UNIVERSITY
- A MISSOURI STATE UNIVERSITY
- 86 UNIVERSITY OF MISSOURI KANSAS CITY
- 88 UNIVERSITY OF MISSOURI -
- QUALITY OF LIFE
  BBQ, outdoor recreation, pro sports
  and cultural amenities add to the
  state's already high quality of life.
- HIGHER EDUCATION
  High school students earn science degrees and gain employment in half the time through the Missouri Innovation Campus.
- WORKFORCE
  Home to more than 3 million workers, the state's talent pool runs deep and wide.
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### BUILD LOCALLY, SHIP GLOBALLY,



Kansas City Southern understands the complexities of locating or expanding a rail-served facility.

We provide confidential site selection and project management support to allow you to reach new markets. As one of North America's premier rail service providers, we can connect you to an expansive multi-modal, intra-continental network.





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Executive Vice President RONALD J. STARNER VP of Publications & Editor in Chief MARK AREND Managing Editor of Custom Content SAVANNAH KING

Managing Editor ADAM BRUNS Senior Editor GARY DAUGHTERS Art Director SCOTT LARSEN Production Manager BOB GRAVLEE

Vice President of Corporate Development PAUL TARRANTS Regional Director Custom Content MARGARET ROSE Regional Director Custom Content PAUL NEWMAN

Circulation Manager JULIE CLARKE

CEO LAURA LYNE President & Publisher ADAM JONES-KELLEY

> Lead Designers SEAN SCANTLAND, RICHARD NENOFF, NEGIN MOMTAZ

Jr. Graphic Designer JONATHAN THERRELL Chief Analyst ESTHER CASHBAUGH Vice President of Sales CHARLES FITZGIBBON Marketing Manager STEPHANY GASPARD

#### **DIGITAL TECHNOLOGY TEAM**

Director of IT DAVID SODEN Webmaster BEN YAWN Database Administration Manager DANIEL BOYER

### The power to grow.



As a utility delivering reliable energy to businesses in Missouri, Ameren is also focused on helping businesses throughout the entire development process. From site selection to energy infrastructure assessments and beyond, the expertise offered by Ameren's Economic Development team gives businesses the power to grow. We're focused on the success of your business, today and for the future.



BUSINESS CLIMATE OVERVIEW

### BUSINESS CLIMATE IN NOVATORS



by RON STARNER

issouri's elected leaders are big believers in the tenet that you can never do enough to improve your state's overall business climate.

Because of that, they recently announced a series of initiatives aimed squarely at strengthening the state's economy and spurring job creation for Missouri workers.

Missouri's strategy includes reducing red tape, improving workforce training, tort reform and encouraging small businesses and entrepreneurs to start and grow in Missouri.

MISSOURI: MAKING, GROWING, MOVING.

With a single click, businesses can now find the perfect training solution to meet their needs. They can also access recruitment tools to connect with qualified candidates. Leggett and Platt and 3M were the first companies to enroll in the new program.

businesses," says Steve Johnson, CEO of Missouri Partnership. "Our business climate is improving. It has always been good; there has just been a lack of awareness."

With a low cost of living and a low cost of doing business, as well

# 44We have been very impressed with the business-friendly approach that the State of Missouri, Johnson County and the City of Warrensburg have provided."

- Bob Sasser, Dollar Tree

The Department of Economic Development is also launching a statewide customer services platform that serves as a unified approach to supporting businesses in the state — making it easier for businesses to access the services they need.

"We need to help more Missouri businesses grow and expand in Missouri," said Rob Dixon, Director for the Missouri Department of Economic Development. "A well-organized effort between our state agency and our local partners will maintain and improve this area of job retention and growth — and show that we are serving and supporting businesses from a unified front."

Missouri adopted these changes in late 2017 even as the state was receiving high marks on several leading business climate indices.

The Tax Foundation, for example, recently named Missouri the Fifth Best Corporate Income Tax State Tax for 2018 and Seventh Best Property Tax State, as well as the Seventh Best Unemployment Insurance Tax State.

"We are a prime location for

as one of the lowest business tax regimes in the country, Missouri seems to check all the boxes for site selectors.

"Our central location is huge. Every class one railroad is here," says Johnson. "The Mississippi and Missouri rivers converge here, and you can reach most of the U.S. within a day's drive."

Many business leaders give Missouri a solid endorsement as well.

"We have been very impressed with the business-friendly approach that the State of Missouri, Johnson County and the City of Warrensburg have provided," said Bob Sasser of Dollar Tree.

With regulatory reform, tax reform and a right-to-work referendum all on the docket for 2018, Dixon says Missouri is poised to become a top five state in overall business climate this year.

"We are approaching economic development in a broad-based strategy," he notes. "This leg of the stool is about creating new businesses. We must look at doing things in a different way. Innovation is one part of our broad strategy." •

Image: Getty Images

# HOWLD A BETTER BUSINESS CLIMATE

Dixon: Cut red tape, streamline regulations, lower taxes, fund innovation and train workers.



### **DED** last year

Source: Missouri DED

ob Dixon minces few words when outlining his goals for the Missouri Department of Economic Development: "We want to make Missouri the easiest state to do business, and we want to become the best economic development department in the Midwest."

If those sound like lofty ambitions for the director of the Missouri DED, then you don't know Rob Dixon.

A former intelligence analyst for the U.S. Marine Corps in Afghanistan and Pakistan immediately after the 9/11 terrorist attacks, Dixon served his country with honor and distinction and was recognized for his performance and leadership in one of the most hostile places on earth.

What is building a better business climate compared to that?

In Dixon's book, it's serious business. "We are forward looking, and we are not content to stay where we are," he says of the efforts to make Missouri a better destination for business. "We are reducing red tape through our No MO Red Tape initiative. By the time we are done, one third of every regulation on the books right now will be eliminated."

Dixon's department has proposed eliminating more than 100 regulations on businesses in Missouri, and he notes that "we expect we will go further. We are also taking a hard look at how we are serving the business community in Missouri. We want to become the best economic development department in the Midwest."

For Dixon, that means taking a holistic approach to infrastructure, business climate, workforce

**MORE THAN** 

development, incentives, and tax and regulatory reform.

"We are first and foremost focused on improving the overall business climate of this state," says Dixon. "We have passed more tort reform legislation than any other state, cut red tape across the board, and drastically improved the permitting process and speed to market for companies wanting to set up shop and expand in Missouri."

He called the Nucor Steel Mill project just outside of Kansas City in West Central Missouri "a perfect case study." Partnerships with

44We have passed more tort reform legislation than any other state, cut red tape across the board, and drastically improved the permitting process and speed to market for companies wanting to set up shop and expand in Missouri.77



local economic development teams, utilities and other branches of state government enabled Missouri to land this competitive project, he says. "Nucor chose a greenfield site for a \$260-million investment that is creating 250 jobs in our state," he adds. "It is by working together that we make deals like this happen. The bottom line is that when you look at Missouri for a location decision, we will bring the entire team to bear. That hasn't always been the case in our state."

Development

The results of Missouri's business climate overhaul are showing. "We have achieved a 17-year low in unemployment," says Dixon. "More than 30,000 new jobs were created over the last year in Missouri. We helped 65 companies

expand or relocate, and those projects amounted to a billion dollars in capital investment and more than 6,000 new jobs."

Missouri is not done tinkering, either, he adds. "This year, we will focus on tax reform and regulatory reform, as well as workforce development."

Dixon says much of the recent progress stems from the Governor's new "One Team, One Mission" approach to economic development, an initiative announced last September 7.

Among other initiatives, DED launched a statewide customer service platform that serves as a unified approach to economic development, making it easier for businesses to access the services they need. The platform allows local and state economic developers to better target, analyze, track and serve businesses that are considering expansion opportunities or need assistance mitigating issues.

"We need to help more Missouri businesses grow and expand in Missouri," said Dixon. "A wellorganized effort between our state agency and our local partners will maintain and improve this area of job retention and growth - and show that we are serving and supporting businesses from a unified front."

Prior to the Governor's recommendations, the state engaged more than 2,000 people in workshops and interviews around the state to compile recommendations. The Governor's Innovation Task Force then reviewed those recommendations and presented options to the Governor. The Task Force completed its work in 75 days.

Another new initiative is the creation of an office to focus on rural broadband policies. "That is a recommendation and a priority of this administration," notes Dixon. "Businesses in rural and remote parts of our state need access to broadband connectivity, and we are committed to bringing that vital service to them." •

## \*\*\* Expanding? \*\*\*

### 600+ acres ready for development

391 acres - Next to Ford 13 acres - Shovel ready

200 acres - Certified site 42 acres - City owned





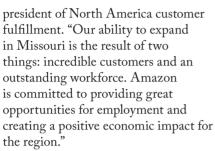
- · Located in KC metro
- · 20 minutes to KC International Airport
- · Adjacent to I-35 & 4-lane Hwy 69
- More than \$400 million in public/ private investment in Commercial, Industrial, Residential and Infrastructure projects since 2014



### Ralph Boots, EDFP **Executive Director**

rboots@thinklibertymo.com | 816.883.2503 Liberty Economic Development Corporation 5 Victory Lane, Suite 103, Liberty, MO. 64068

www.thinklibertymo.com

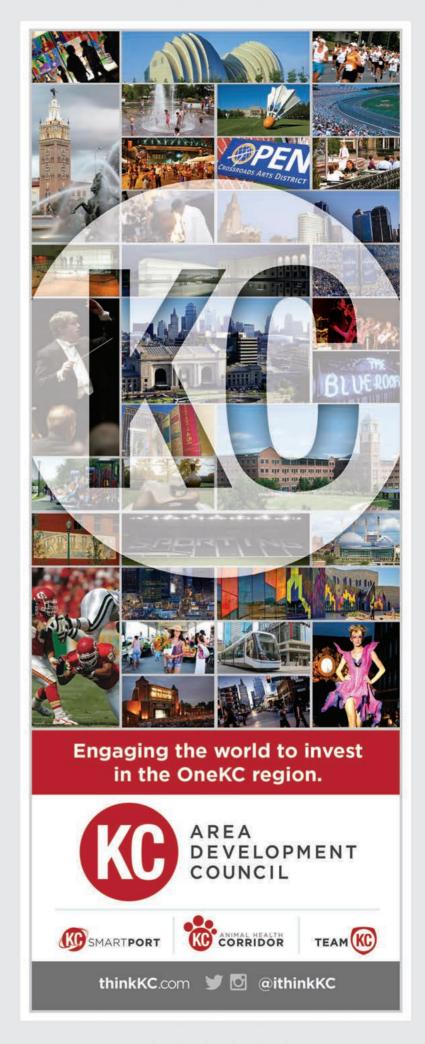


Dixon adds that "Amazon's choice to locate in Missouri speaks to our strength as North America's logistics center. Our central location, international airports and extensive highway, rail and river networks position Missouri as an ideal location for this new facility."

Grove Collaborative announced its own fulfillment center investment in St. Peters just two days later.

The flurry of business expansions in March continued a sustained trend of job growth statewide. Since January of 2017, Missouri employers have added more than 30,000 jobs to their payrolls, increasing total nonfarm payroll employment by 1.0 percent. The largest growth came in the professional and business services sectors, which combined to add more than 13,000 new jobs. Health care and social assistance employment added 8,800 jobs, while manufacturing added another 5,500 and hospitality added 3,700.

Missouri's overall unemployment rate remained at 3.7 percent, compared to the U.S. adjusted rate of 4.1 percent in January. Missouri's seasonally adjusted jobless rate has been lower than the comparable national rate for 33 consecutive months. •





That same week, Nestle announced it was purchasing production capabilities from ConAgra Foods, investing \$55.2 million and adding 135 jobs at a plant in Trenton. The week ended Friday, March 9, with Magnitude 7 Metals announcing it will reopen an aluminum smelter plant in Marston in the Boot Heel tip of Southwest Missouri, adding 450 jobs as part of a \$117-million capital investment.

For Rob Dixon, director of the Missouri Department of Economic Development, the record-breaking week was more about the culmination of a year of hard work than it was the sudden burst in economic activity.

"We've been building our momentum all of last year," he said. "The tough decisions, the work we've done to improve our regulatory and tax environment, our work on workforce development, it's paying off. Tort reform, tax reform, innovation support, 44We've been building our momentum all of last year. The tough decisions, the work we've done to improve our regulatory and tax environment, our work on workforce development, it's paving off.

- Rob Dixon, Director, Missouri DED



**Amazon Prime truck** making deliveries Photo courtesy of Amazon

worker training — it's about helping the private sector create jobs. In a nutshell, what we're doing is working."

That may be the understatement of the year.

"We're very proud to see the results of this hard work come to fruition," says Dixon, "but I don't want anyone to think that we're going to give up. We're going to keep pushing for more reforms and more initiatives to build an even stronger business climate."

Missouri also applied lessons learned from a project lost, says Dixon. Amazon bypassed the state when the global ecommerce giant released its list of 20 finalist locations for its \$5-billion, 50,000-job HQ2 project earlier this year. Even though Missouri presented Jeff Bezos with three separate proposals — one each for St. Louis, Kansas City and the entire state — the Show Me State was nowhere to be found when the Seattle-based juggernaut unveiled its short list.

If state leaders in Jefferson City were disappointed, they didn't stay that way for long. "The number one thing we learned during the HQ2 bid process is that we all needed to work together. It allowed the state to put forward all of our assets," says Dixon. "We were able to tout our educational assets, our innovation culture, our quality-of-life amenities, our technology advances, worker training programs, etc. By bringing groups together from all over the state, we showed that we are trying to get rid of arbitrary lines on the map. That is Missouri's story."

Amazon bought it. Though the \$178-billion company could have picked anywhere in the Midwest for its newest fulfillment center with an annual payroll of \$42 million, it chose St. Peters in St. Charles County in eastern Missouri just west of St. Louis.

"We're excited to continue growing our team with our first, state-of-theart fulfillment center in Missouri," said Sanjay Shah, Amazon's vice



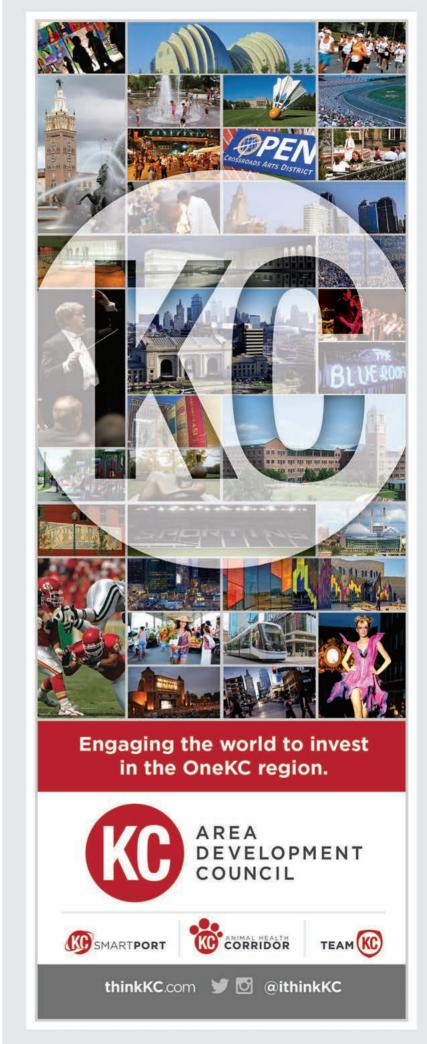
president of North America customer fulfillment. "Our ability to expand in Missouri is the result of two things: incredible customers and an outstanding workforce. Amazon is committed to providing great opportunities for employment and creating a positive economic impact for the region."

Dixon adds that "Amazon's choice to locate in Missouri speaks to our strength as North America's logistics center. Our central location, international airports and extensive highway, rail and river networks position Missouri as an ideal location for this new facility."

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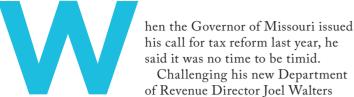
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the

# TAX CUTS



Challenging his new Department of Revenue Director Joel Walters

to craft a "best-in-class tax policy" for the state, Walters proceeded to do just that. By the time his pencil left the paper, he had fashioned a revamped tax code that, when signed, promises to make Missouri one of the most competitive states for business in the nation.

The proposed tax plan, passed by both houses of the Missouri General Assembly and awaiting the governor's signature, lowers the corporate income tax rate in Missouri from 6.25 percent to 4 percent, which would be second only to North Carolina among states that levy such a tax. The 4 percent tax rate would go into effect January 2020.

Secondly, the plan reduces the individual income tax rate in Missouri from 5.9 percent to 5.1 percent over time.

"With a majority of the U.S. economy now being passthrough entities being taxed at the individual rate, this

### Missouri slashes business tax rates to improve its competitive position.

by RON STARNER





Missouri state capitol building in Jefferson City Photo courtesy of Missouri Partnership

### 44 Taken collectively, these tax reforms will put us on more short lists for companies.

- Joel Walters, Director, Missouri Department of Revenue



would be a beneficial tax cut for a lot of businesses," says Walters.

Additionally, Missouri has a single factor market-based apportionment income tax model based only on sales.

"Taken collectively, these tax reforms will put us on more short lists for companies," says Walters.

Walters should know. Prior to taking over leadership of DOR, he spent the previous 35 years in the private sector working on tax structures for companies around the world, including 20 years in senior corporate finance positions.

In short, he knows what companies need financially in order to grow and create jobs. His mission now, he says, is to deliver that kind of environment to state government in Missouri.

"We are fundamentally transforming the DOR to help businesses meet their obligations," Walters says. That includes reducing their overall tax burden, as well as

helping them understand what they need to do to collect all incentives for which they qualify.

"The DOR does not work with the Department of Economic Development in other states," he notes. "We do. We are in lockstep with Economic Development Director Rob Dixon and his team. Our goal is to make sure that businesses get all the rewards they qualify for. In my view, economic development is a team sport. You must go to market as a team to be effective."

Walters says the goal is to make an already competitive state a national leader. "We do well on tax policy. We can do better," he says. "The Tax Foundation ranks us 15th in overall business taxation and fifth in corporate taxation. But as we lower our business tax rates, we also want to be good stewards. That is why we have put together a package that is revenue-neutral."

Walters says the plan "is designed to get that tax policy in the right place. We are not proposing dramatic tax cuts that are paid for with economic growth. We are being fiscally responsible, and we think this is the right thing to do for Missouri at this time."

He added that "we considered the recent federal corporate income tax reductions. We followed that closely. For purposes of the Missouri budget, we took into account the overall budgetary implications of that. We believe our changes will jump on the back of that and turbocharge the benefits of the federal tax reduction to put even more money into the pockets of people working and doing business in Missouri."

The ultimate goal, he notes, "is all about improving the business climate of Missouri."

By all indications, he and the Governor are doing just that. •

# THE CENTER OF THE SHOW ME STATE AND THE HEART OF MISSOURI.

The Central Missouri Economic Development Alliance (CMEDA) is a center for top agtech, advanced manufacturing, defense and distribution operations.



A job ready workforce is why Nucor Corporation, North America's largest steel producer, invested \$250 million to open a rebar micro-mill in Pettis County.

**Connectivity** was key for **Dollar Tree to invest \$110 million** for its newest distribution center in Johnson County.



West Central Missouri is ready for your next project.

LET'S CONNECT.

800.431.0675 • choosecentralmo.com

info@choosecentralmo.com

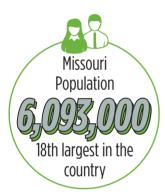
## by the Numbers



### **Missouri Gross State Product**

2016 (in millions of 2009 chained \$)

Cost of	
/ Doing Business \	
Below the National Average	)



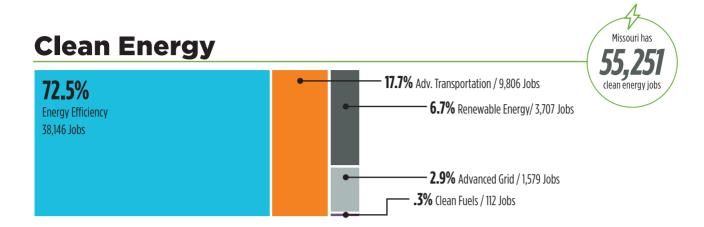


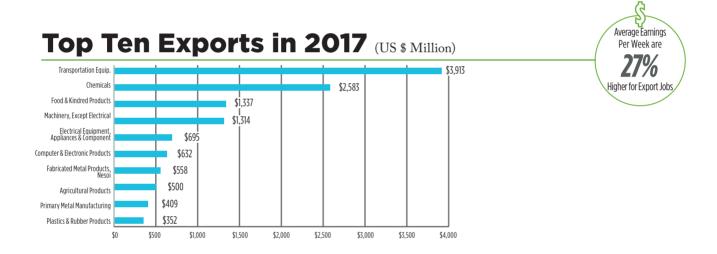
Industry	GSP	% of Total GSP
Private Industries	\$233,313	88.4%
Agriculture, forestry, fishing, and hunting	\$3,443	1.3%
Mining	\$684	0.3%
Utilities	\$5,378	2.0%
Construction	\$9,056	3.4%
Manufacturing	\$33,743	12.8%
Durable goods manufacturing	\$17,874	6.8%
Nondurable goods manufacturing	\$16,059	6.1%
Wholesale trade	\$17,923	6.8%
Transportation and warehousing	\$8,716	3.3%
Information	\$11,388	4.3%
Finance and Insurance	\$17,121	6.5%
Real estate, rental, and leasing	\$31,175	11.8%
Professional, scientific, and technical services	\$17,793	6.7%
Management of companies and enterprises	\$9,070	3.4%
Administrative and waste management services	\$8,425	3.2%
Educational Services	\$2,788	1.1%
Health care and social assistance	\$22,950	8.7%
Arts, entertainment, and recreation	\$3,554	1.3%
Accommodation and food services	\$6,905	2.6%
Other services, except government	\$6,043	2.3%
Government	\$30,684	11.6%

### **Education Attainment**

College Graduate Attainment Degrees High School 27.8%

Source: Missouri Economic Research and Information Center





### **Top 10 Construction Projects**

2016-2017 by Capital Investment (US \$ Million)

Company	City	Type	<b>New/ Expansion</b>	Sector	Investment
Centene Corp.	Clayton	0F	E	Construction	\$700M
Nucor	Sedalia	MF	N	Manufacturing, Machinery, Equipment	\$250M
Kraft Heinz	Kirksville	MF	E	Food & Beverages	\$250M
Mac Properties & Antheus Capital	St. Louis	OF	N	Construction, Real Estates	\$130M
Dollar Tree	Warrensburg	DW	N	Consumer Products	\$110M
Alterra Worldwide	St. Louis	0F	E	Construction, Real Estates	\$104M
Aurora Organic Dairy	Columbia	MF	E	Food & Beverage	\$100M
American Outdoor Brands Corp.	Columbia	DW	N	Transportation, Logistics	\$55M
Stonemont Financial Group LLC	St. Louis	0F	N	Business & Financial Services	\$50.3M
K2 Commercial Group	St. Louis	0F	N	Construction, Real Estates	\$42.4M



by RON STARNER

hen the tax man cometh in Missouri, he takes a

smaller bite out of your business wallet.

Keeping taxes low has been a hallmark of Missouri state government for the last three decades. Missouri's corporate income tax rate of 6.25 percent ranks fifth lowest in the nation, according to the Tax Foundation, and its overall state and local tax burden of 9.3 percent is below the national average of 9.9 percent.

The proposed tax plan, would lower the corporate income tax in Missouri from 6.25 percent today to 4 percent in January

2020, which would be second only to North Carolina among states that levy such a tax.

Additionally, Missouri has a single factor market-based apportionment income tax model based only on sales.

In addition, Missouri has not adopted worldwide or nationwide unitary tax assessment in computing multinational corporate income tax liability.

Business personal property tax in Missouri is collected on existing machinery and equipment, furniture and fixtures. Inventory is not taxable.

A sales tax is imposed at the state and local level for the purchase of tangible property or taxable services. The state sales tax rate is 4.225 percent, while local jurisdictions can impose an additional local sales tax.

Missouri recently signed into law an incentive that could provide exemptions from various state and local sales and use taxes for some new, expanding and replacement data center facilities. This new incentive became effective on August 28, 2015.

Missouri also recently phased out the corporate franchise tax over a five-year period. As of January 1, 2016, Missouri no longer collects any corporate franchise taxes.

In addition to offering highly competitive business tax rates, Missouri offers an array of incentive programs to expanding businesses that meet certain qualifications:

#### **Chapter 353 Tax Abatement**

The Chapter 353 abatement is an incentive that can be utilized by cities to encourage the redevelopment of blighted areas by providing real property tax abatements.

### Sales Tax Exemption for **Manufacturers**

This benefit provides state sales tax exemptions to qualifying manufacturing companies. These exemptions are possible on items such as machinery, energy, water, materials and more.

### **Data Center Sales Tax Exemption Program**

Data centers may be eligible to receive exemptions from state and local sales taxes associated with a variety of activities necessary to build a new facility or expand an existing facility in Missouri. These sales tax exemptions could include utilities, machinery, equipment, computers and construction equipment and could last for up to 15 years for new facilities and up to 10 years for expanding facilities.

### **Business Use Incentives** for Large Scale **Development (BUILD)**

The BUILD program provides financial incentives for the location or expansion of large business projects in Missouri. The incentives are designed to reduce necessary infrastructure and equipment expenses.

#### **Skilled Workforce Missouri**

Missouri is committed to supporting business by leveraging its extensive suite of recruitment and training resources. With Skilled Workforce Missouri, the state will identify, screen, and evaluate the right talent to meet your business needs. Skilled Workforce Missouri will provide pre-employment training so your new hires will be ready when your business opens its doors. Skilled Workforce Missouri



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The proposed tax plan, currently awaiting the governor's signature, would lower the corporate income tax in Missouri from 6.25 percent today to 4 percent in January 2020.

goes one step further, by skillingup your existing workforce as new products or technology occurs. Skilled Workforce Missouri can provide resources and solutions that best fit your business.

#### Missouri Works Program

One of Missouri's signature programs to help create jobs and investment in Missouri, the Missouri Works program, offers achievable, flexible, and competitive benefits to companies investing in Missouri. The retention of the state withholding tax on the new jobs and/or state tax credits, which are refundable, transferable and/or saleable make this a powerful business attraction program for businesses that qualify. The program offers multiple categories with different minimum thresholds to fit the needs of almost any business considering Missouri. O



### Propelled by a vibrant workforce of engineers, advanced manufacturing soars

by GARY DAUGHTERS

ith two major auto and truck assembly plants, plus another just over its western border, Missouri owns an enviable chunk of North America's "automotive alley," which stretches southward from the Great Lakes to the Gulf of Mexico.

The Kansas City metro area, where Ford makes the number-one selling F-150 and Chevrolet manufacturers the Malibu, by some estimations is the second-largest autoindustry hub in North America, after Detroit. Ford's Kansas City Assembly Plant, which, before the F-150 produced such classics as the Falcon, Fairlane and Mercury Comet, has generated thousands of jobs and millions of tax dollars since it started production in 1951.

In Wentzville, west of St. Louis, General Motors makes the Chevy Express and Chevy Colorado and their sister GMC vehicles, the Savana and Canyon. In 2017, Missouri automotive manufacturers built more than 756,000 vehicles, and since 2010 more than \$2.36 billion has been invested in Missouri's automotive facilities. The state's

Boeing Defense, Space & Security manufactures military aircraft and munitions in St. Louis. Photo courtesy of Boeing



2018 GMC Canvon SLT Diesel Photo by Jim Fetts

network of auto suppliers also feeds GM's Fairfax Assembly plant in Kansas City, Kansas.

Nearly one in ten Missouri workers is employed in manufacturing, with automotive and aerospace being the sector's largest components.

Boeing Defense, Space & Security, in St. Louis has more than 14,000 employees in the state, makes the F/A-18, F-15 and EA-18G in Missouri. The company has announced that if it wins the highly-anticipated Defense Department contract to build the TX training jet, St. Louis will be the place. The contract is worth more than \$600 million.

Arnold Defense, in a suburb south of St. Louis, manufactures more than 1,000 rocket launchers per year. The company also serves a variety of markets beyond the military, including medical, transportation and original equipment manufacturers. Hazelwoodbased GKN Aerospace builds parts for Boeing, Lockheed and other aerospace manufacturers. Orbital ATK Small Caliber Systems is a leading maker of ammunition at its Lake City plant in Independence.

#### How to Engineer a Workforce

Supporting such knowledge-intensive enterprises requires a workforce heavy on engineers, and Missouri has the educational chops to sustain it.

"We've got a number of universities and colleges and technical schools that are focused specifically on some of the aerospace and advanced manufacturing areas," says Subash Alias, senior vice president of Missouri Partnership.

Such educational offerings include automotive programs at Ranken Technical School in St. Louis and Kansas City's Metropolitan Community College. St. Louis Community College maintains an aerospace training program that serves as a funnel for Boeing. Missouri University of Science and Technology enjoys a solid reputation for engineering.

Missouri's quarter-million strong manufacturing workforce also wins recruits from technical training courses that dip down into the state's high schools. Missouri ranked 6th in 2015 for number of completed apprenticeships, with more than 8,600 total apprentices enrolled.

### **Advanced** Manufacturing in Missouri



Brookings, 2013-2015

LMV Automotive Systems employs approximately 340 people at its suburban Kansas City, Missouri, facility, where it manufactures welded body assemblies for automakers. LMV has entered a partnership with the Northland Center for Advanced Professional Studies (Northland CAPS), an organization that provides high school students with opportunities to gain exposure and skills related to high-demand, high-skill professions.

"These students," says Alias, "are actually working on real, live automotive issues on actual production lines."

LMV also used a state-funded programs to establish a training center anchored in robotic welding that helps develop weld technicians, tooling technicians and maintenance personnel.

"We are proud," says LMV General Manager Andy Hrasky, "to have built a strong partnership with the state of Missouri and the local community to create opportunities for our employees and build the automotive market in Kansas City.

"Our world class manufacturing facility, now with its own world-class training center, gives us a competitive advantage and a solid position from which to grow with our customers." •

### St. Joseph leads its peers in Missouri in exports.



Most recent totals from the International Trade Commission and Bureau of Economic Analysis show continued growth in St. Joseph exports with more than

billion from local companies



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Economic Development Partnership

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# FAURECIA Joins KC AUTO CORRIDOR

by RON STARNER

MISSOURI: MAKING. GROWING.

he Kansas City automotive corridor, already recognized by the Brookings Institute as the second-most important automotive center in the U.S., grew even larger on Feb. 15 when France-based Faurecia announced it would build a \$60-million plant in Blue Springs.

The sixth-largest international automotive parts manufacturer in the world, Faurecia will make interiors in its new 250,000-sq.-ft. facility on 25 acres on the north side of Interstate 70. The \$19-billion company plans to hire 300 workers in the Kansas City

metro area.

"Faurecia is proud to open this new site and to provide new opportunities for local job seekers," said Donald Hampton Jr., president of Faurecia Interiors in North America. "The Kansas City metro area and the Blue Springs area are known for being a source of excellence in American manufacturing, and we're looking forward to building on that expertise and skill set as we continue to provide the very best to our customers."

A recent study by Brookings ranked the Kansas City area as the second-most important auto region in the country. The area is home to large auto manufacturing plants for

Photos courtesy of Faurecia



### 44The Kansas City metro area and the Blue Springs area are known for being a source of excellence in American manufacturing."

- Donald Hampton Jr., President, Faurecia Interiors in North America

expanded to become the region's largest manufacturing employers.

"Kansas City offers a strong competitive advantage to growing manufacturing operations, particularly in the automotive industry," said Tim Cowden, president and CEO of the Kansas City Area Development Council. "We are very proud to welcome Faurecia to our robust automotive cluster and look forward to the company's success in our region."

The company said it selected the Kansas City region for its new U.S. plant because of its proximity to its customers and a skilled workforce that is familiar with the automotive manufacturing industry.

"Kansas City is an attractive location

for manufacturers because of the region's competitive transportation costs, reducing production expenses, as well as our skilled workforce and central U.S. location," said Chris Gutierrez, president of KC SmartPort.

Founded in 1997, Faurecia has grown to become a major player in the global auto sector. With 300 sites including 30 R&D centers and 100,000 employees in 34 countries, Faurecia is recognized as a global leader in three areas: automotive seating, interior systems and clean mobility. The company is headquartered in Nanterre, France.

Approximately one in four automobiles worldwide is equipped with Faurecia products or technology. •



# CORE VALUE AT

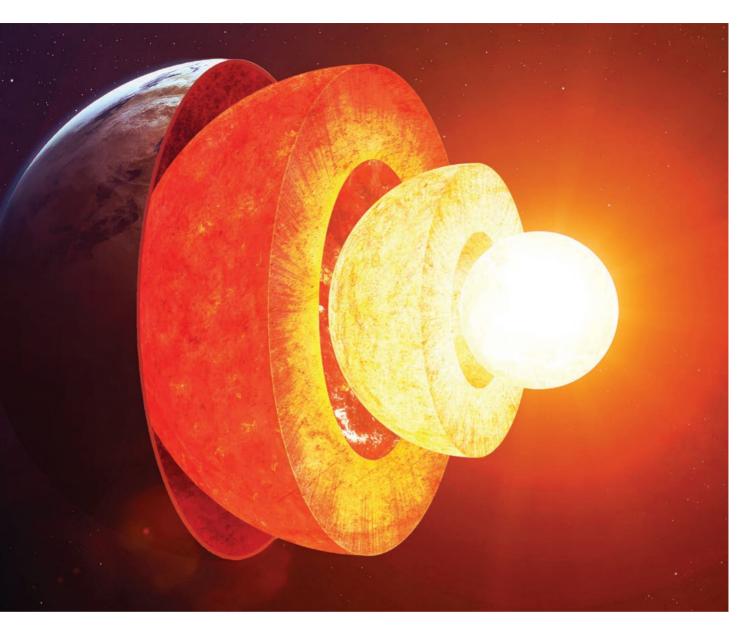
by ADAM BRUNS

remanufacturing produces more than \$45 billion

of remanufactured goods per year, supporting 180,000 full-time jobs. Missouri's southwestern corner is the nation's reman capital.

Like the equipment it involves, the world of reman is straightforward and without pretension: It involves taking in costly pieces of equipment and components and completely cleaning, lubricating and rebuilding every single piece to the point of an end product that for all intents and purposes functions like a new one would, at a cost that can be from 20 percent to 40 percent less than new.

The range of consumer products serviced by Springfield's reman cluster



includes marine, automotive and large commercial equipment for the off-highway, agriculture, defense, construction, power generation, mining and trucking industries.

Remanufactured equipment has to meet the same high standards for strength, integrity and precision as new equipment. As Case New Holland (CNH) explains, it's not recycling. It's not used. It's not repaired, refurbished or restored. It's reman.

CNH has operated a robust reman operation in Springfield, Missouri - known as the reman capital of the United States - since 2009 through partnering with Springfield ReManufacturing Corp., now known as SRC Holdings. CNH adds about **600** products for CNH machinery

every year and is now close to 4,000 total. A case study of its value shows the cost of a remanufactured New Holland 8970 tractor long block 7.5L 6-cyl engine to be \$11,290 vs. a new engine costing \$17,000 or more.

Such savings make reman work. And Missouri works for the reman sector. Exhibit "A" is SRC Holdings, an employee-owned business whose open-book approach has led to the SRC story being told in more than 100 books. The company employs 1,500 associates across its 10 divisions, working in 2.2 million sq. ft. of manufacturing and warehouse space in Springfield. It's made the top 25 in Forbes' list of best small companies, and has spun off more than 60 business units. SRC continues to grow



worldwide remanufacturing energy savings per year equals the electricity CRUDE OIL generated by

too: In May 2016, SRC Logistics, Inc., announced it was expanding within its Springfield facility, creating 50 new jobs and investing about \$700,000. As recently as January 2017, it showed 58 job openings — all but one of them in Missouri.

Reman firms in the region are supported by focused programs at Ozarks Technical Community College and Missouri State University, as well as a unique, year-long learning experience called Greater Ozarks Centers for Advanced Professional Studies (GO CAPS), which allows high school juniors and seniors to test drive future career options while embedded in partner businesses. GO CAPS is managed by the Springfield Area Chamber of Commerce and involves a consortium of 20 area school districts.

#### **Favorable Outlook**

Other reman operations in the southwestern corner of Missouri include John Deere Reman, Central States Industrial and Alliance Industries, which specializes in torque converters and transfer cases. But remanufacturers exist throughout the state. A 2012 study by researchers at Boston University reported more than 160 in Missouri. They include MCI Cores in St. Louis, one of the largest buyers and suppliers of used automotive parts in the world, with more than 1 million parts, and Sterling Bearing, a national firm headquartered in Kansas City since its founding in 1936, with a catalog of more than 500,000 engine parts for domestic,

import, heavy duty, agricultural, industrial and marine.

How promising is reman as a growth industry? In the era of sustainability and cost savings, very. MERA — The Remanufacturing Association (formally known as the Motor & Equipment Remanufacturers Association) is the remanufacturing and sustainability division of the Motor & Equipment Manufacturers Association. MERA in 2017 launched the new Manufactured Again Certification Program, now up to 22 companies with a queue of others lined up for approval, including firms in Missouri.

David McGuire II, MERA's director of membership, says, "There is a favorable outlook for remanufacturing in this country," in part because of success convincing the federal government of its value: The "Vehicle Repair Cost Savings Act" signed into law in 2015 stipulates that federal agencies consider remanufacturing as a viable alternative to purchasing new parts and components. State governments have followed suit in Michigan, Massachusetts, California, New York, Tennessee and Florida. McGuire says MERA now is focused on lobbying for such legislation in other states, and "Missouri is a prime candidate."

In the meantime, the nexus for core material — the raw material for reman — continues to be located in the central core of the United States, where Missouri's high-caliber manufacturing workforce continues to prove its mettle. 0

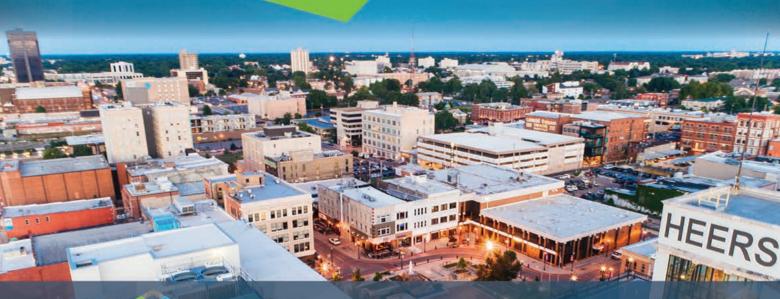


"THE SPRINGFIELD REGION IS AN IDEAL PLACE FOR MANUFACTURING. A CENTRAL LOCATION MAKES SHIPPING TO EITHER COAST QUICK

AND EASY. THE INFRASTRUCTURE

HERE IS MODERN. UTILITIES
ARE STATE-OF-THE-ART AND
REASONABLY PRICED. YOU CAN
FLY ALMOST ANYWHERE IN
THE WORLD WITH ONLY ONE
CONNECTING FLIGHT. AND A
MIDWEST WORKFORCE STEEPED
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**Springfield** sparkles with more than two dozen companies supplying everything that's made of stainless steel.

by MARK AREND

ust one location in the U.S. produces the vast majority of the stainless-steel equipment used in the beverage and food processing, pharmaceutical, dairy and chemicals industries. It's Southwest Missouri — the Springfield area, specifically. You won't find another region with so many manufacturers of components and containers used in commercial kitchens, dairy farms, laboratories and breweries anywhere. More than 30 companies are active in the stainless-steel business in greater Springfield, employing a combined workforce of about 3,000.

Why Springfield? Because that's where Paul Mueller opened his heating and sheet metal business in 1940. The rest is history.

"Stainless steel fabrication and craftsmanship became dominant in Springfield shortly after WWII when dairy farmers were required to store their milk in refrigerated stainless-steel tanks," explains Greg Herren, general manager of Multi-Craft Contractors, a provider of electrical, mechanical, sheet metal and other specialized services in Springfield. "Already having experience building stainless steel poultry

containers, the Paul Mueller Company joined in with 60-plus other companies around the world and began building what is known as the stainless-steel, refrigerated milk cooler. Mueller became very successful and grew rapidly in Springfield, becoming one of the largest employers in the region."

In the following decades, says Herren, many Mueller employees left to start their own stainless-steel fabrication companies in Springfield. As these companies became successful, other support companies came into existence that specialized in polishing, forming and production of stainless steel subassemblies and component parts manways, tank heads and shells and specialized fittings, for example.

#### A Legacy Forged in Steel

"We may be a little biased, but it truly is because of Paul Mueller," says Denise Silvey, human resources manager at Paul Mueller Company. "He was the original stainless-steel fabricator in Springfield, Missouri. His hard work and innovation, and that of his employees, spurred a whole new crop of stainless steel fabricators in the region and set the foundation

SGF Chamber Multicraft Photo courtesy of Missouri Partnership



for an ongoing workforce of metal manufacturing."

The original building was 27,000 square feet on a three-acre lot. The company today occupies 1 million square feet on a 50-acre site. It employs about 1,000 people at facilities in Iowa, the Netherlands, Vietnam and Springfield.

Tank Components Industries (TCI), a manufacturer of stainless steel and nickel alloy components for metal fabricators, is a more recent addition to Springfield's stainless-steel cluster. "It was founded in February 2000 by six employees from a local tank fabricator that is no longer in existence and has grown to over 85 employees running two shifts," says Jason Floyd, president. "Since inception, we have moved three times due to growth, choosing to stay in Springfield."

It's where the workers for this industry are in abundance, after all.

"The concentration of metal fabricators provides a strong labor force for this industry — the depth of talent and skill level far surpasses that of other industries in the area," says Floyd. "In fact, such a strong manufacturing history has created a significant amount of industry-based trade schools. I believe retention comes down to treating employees with respect, providing benefits and a safe, clean working environment, while maintaining an open-book management style."

#### **Friendly Competition**

An argument could be made that so many companies in the same business

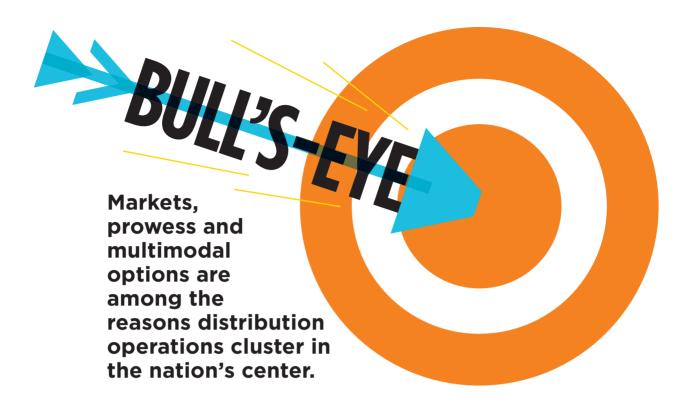
in the same location can increase labor costs and churn as workers seek better opportunities across the street. In fact, it means a better-stocked labor pond for all involved.

"This area is often referred to as the stainless-steel manufacturing capital of the world — because of the industry's size and long history in Springfield, there are many skilled workers and the success builds on itself," says Joe

#### 4 Springfield has many families who have generations of men and women who made their career in the stainless-steel industry. It is a well-known and revered career in our region."

- Greg Herren, general manager, Multi-Craft Contractors

Reynolds, president of CSI (Central States Industrial), which moved its headquarters from Jefferson City to Springfield in 1984. "The community actively supports the industry as well as the manufacturing industry at large from training programs at the local community college designed specifically for stainless steel, to the GO CAPS program that introduces manufacturing and engineering careers to high school students through an intensive program, to community-developed marketing efforts that focus on stainless steel career paths and target high school students." •



un a line through the United States that perfectly bisects the country's north-south population and you'll find it running smack dab through the middle of Missouri, an imaginary line just south of I-70.

Plot a route along the nation's mean center of population — "the place where an imaginary, flat, weightless and rigid map of the United States would balance perfectly if all residents were of identical weight" — and the U.S. Census Bureau's tabulations tell us that since 1980 you'll find that spot in Missouri too, rolling gently westward along the same path as the old Route 66 to its most recent home, in 2010, in the village of Plato (population: 109) in Texas County, where a geodetic marker commemorates the occasion.

If that's not enough to convince you of the state's ideal positioning for logistics and distribution, take it from the corporate leaders who are investing millions of dollars there to achieve competitive advantage.

Over the 30 months ending in December 2017, Site Selection magazine's Conway Projects Database has performed its own tabulations of private-sector facility investment and tracked more than 50 logistics and distribution center projects including one from FedEx in Phelps County, home to the demographic mean center of the U.S. population in 2000 and to Missouri University of Science and Technology (S&T) in Rolla.

The \$10-million, 30-job project was one of several in Missouri from the Memphis-based package delivery and logistics giant over the past couple of years. Among other projects were a \$100-million, 400-job expansion from St. Louis's beloved Schnuck's grocery; a \$111-million, 360-job new facility from CVS Pharmacy in Kansas City; and a \$103-million, 375-job project from Dollar Tree in Johnson County city of Warrensburg, about an hour east of KC along I-70 and home to the University of Central Missouri.

In April 2017, Quiet Logistics, Inc., a provider of outsourced fulfillment solutions, announced the opening of what it calls the "Fulfillment Center of the Future" in Hazelwood, just outside St. Louis. The Massachusetts-based company said the new location was "strategically located to enable two-

by ADAM BRUNS

and three-day shipping to e-commerce customers across the United States."

At capacity it will be staffed by approximately 250 full-time employees working alongside a Locus Robotics autonomous picking solution for maximum efficiency and accuracy. "Thanks to this new location as well as strategic carrier partnerships, Quiet is now able to reach 100 percent of the U.S. population in two to three days at extremely competitive rates," said the company, "often with far less accessorial charges than other USorigin ZIP code[s]."

The Midwest hub offers e-commerce retailers two-day delivery transit time to New York City, and three-day transit to Los Angeles via ground shipping. "Managing split inventory cross-country is no longer a necessity when a fulfillment network can provide two-day delivery to the majority of [e-commerce] shoppers," said Dr. Brian Lemerise, president of **Quiet Logistics.** 

For Dollar Tree, a new 1.2 millionsq.-ft. distribution operation in Warrensburg's Brady Commerce Park will help the discount retailer serve the Midwest region of the company's vast network of more than 14,300 stores in the U.S. and Canada. The company's 23rd North American distribution center will see 150-200 inbound trucks per day. In 2016, Dollar Tree jumped 150 spots on the Fortune 500, from 330 to 180.

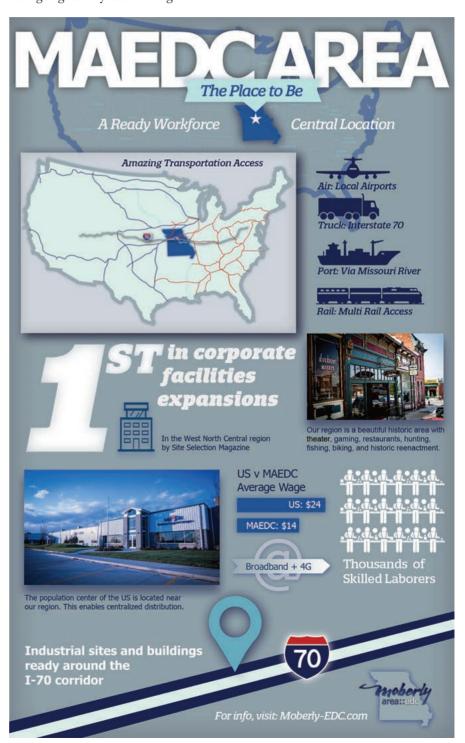
"Dollar Tree is a large and growing organization," said Dollar Tree CEO Bob Sasser in April 2017. "We have been very impressed with the businessfriendly approach that the State of Missouri, Johnson County and the City of Warrensburg have provided."

"This was a project that required coordination at all levels, and the joint efforts of the governor, the Missouri Department of Economic Development, the Missouri Development Finance Board, our team, Johnson County, KCP&L, Spire, and the City of Warrensburg were excellent," said Missouri

Partnership CEO Steve Johnson. "It is great to see yet another company take advantage of Missouri's unique distribution and logistics strengths."

#### Where Rail and River Meet

Missouri's historical logistics strength goes way back to wagon



#### **Logistics Investments in Missouri**

Company	City	Investment (US\$M)	Jobs
Schnuck Markets	St. Louis	\$100	400
Dollar Tree	Warrensburg	103	375
CVS Pharmacy	Kansas City	111	360
Smith & Wesson	Columbia	55	300
Ajinomoto North America Holdings, Inc.	Joplin	29	220
Quiet Logistics	St. Louis	6.3	209
Syncreon America	Kansas City		180
Hy-Vee	Kansas City	29	161
Sioux Chief Manufacturing	Kansas City	40	150
Menard	Sullivan	29.1	129
Mid America Logistics	St. Louis		120
Logoplaste USA	Kansas City	35	110
Hallmark Cards, Incorporated	Independence		100
Witte Brothers Exchange, Incorporated	Troy	8	100

Source: Conway Projects Database

trails and the Mississippi River. Today those trends converge with rail, No. 1 among 31 logistics industry subsectors when it comes to employment concentration in the state.

The St. Louis Regional Freightway was launched a few years ago by Bi-State Development to enhance and grow what its leaders say is \$6 billion in goods traveling through the St. Louis area by rail, road, river and runway, while also laying the groundwork to ensure the region's infrastructure can handle the growth. The push comes at a time when one stretch of the river has seen investment upward of \$200 million in barge transfer facilities to rapidly move long unit trains full of agricultural

commodities onto barges and on to global markets.

At the organization's annual conference in May 2017, Mike McCarthy, chairman of the Freight Development Committee and president of Terminal Railroad Association (TRRA) of St. Louis, cited the Freightway's ability to develop and build consensus around a list of 20 priority projects necessary to modernize the region's freight infrastructure as a key accomplishment, starting



BiStateDev.org













#### Missouri Transportation Map

with replacement of the 127-year-old Merchants Bridge, one of two rail bridges used by six Class I railroads and Amtrak to cross the Mississippi River at St. Louis. Regional highway improvements are also high on the list. The state's seventh Class 1 railroad, KC Southern, comes to Missouri through Kansas City providing every Class 1 railroad in the country and direct rail access to the deepwater ports in the Gulf of Mexico.

"I like to refer to the U.S. supply chain as a weapon of mass competitiveness," Rose said, citing the Merchants Bridge project opportunity. "Growth in a region's economy is rarely by accident, or simply because of the natural assets or advantages a region has. It takes work. Here in St. Louis you understand that, and you're working together."

A U.S. Department of Transportation INFRA
(Infrastructure for Rebuilding America) grant application
for the bridge replacement project was submitted in
early November 2017. With all of the engineering for the replacement project

completed, and permitting nearing completion, the focus is now on financing the \$214-million project, says the Freightway organization. With two-thirds of the project cost being privately funded by TRRA, the organization considers the project a model for public-private partnerships. •

Railroad lines:
BNSF
CN
CP
CSX
KCS
NS
UP

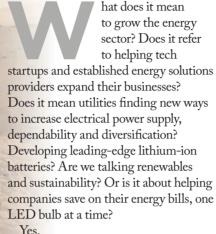
This map of Missouri's transportation assets offers clues as to why rail transport has the highest employment concentration of 31 different transportation and logistics industry sectors.



The St. Louis Regional Freightway is an all-purpose authority for freight operations and opportunities within the St. Louis region. Visit **TheFreightway.com** for more information on how we can help your business or organization succeed in the bi-state area.



# by ADAM BRUNS



In Missouri, it's about all those things. Battery firms are present throughout the state, including Johnson Controls' expanding plant in the northwestern Missouri city of St. Joseph. But it's southwest Missouri where the most pronounced cluster has formed.

Fall 2016 saw one of the state's leaders in advanced battery development, EaglePicher, open a new 100,000-sq.ft. Lithium Ion Center of Excellence in its hometown of Joplin in southwest Missouri. A year later, Montana-based ZAF Energy Systems announced the opening of its own new production facility in Joplin, where an initial \$20-million investment will bring more than 100 jobs as ZAF seeds the market for nickel-zinc (NiZn) batteries as replacements for lead-acid batteries across such sectors as trucking, manufacturing, road construction and data centers.

"We just weren't able to keep up with the demand with the capacity we had in Montana," said ZAF President and CEO Randy Moore. "The new production facility in Joplin will drastically scale up production to several thousand batteries per month, enabling us to keep pace with growing demand while also refining manufacturing processes and accelerating development efforts.

**Manufacturing Savvy** 

By the beginning of 2018, ZAF already had around 23 people making about 200 batteries a month at the 34,000-sq.-ft facility in Crossroads Center Business and Distribution Park.

"The biggest thing that made me excited is we're addressing an existing and extremely large market," Wilkins says of the company's nickel-zinc product, a proven technology that he says has twice the power and capacity of lead-acid, lasts twice as long, but doesn't cost twice as much. The timing couldn't be better either, as even lead-acid batteries — a market one might assume to be saturated — are growing business at around 5 percent a year and expect to be a \$60-billion market in five years.

Opportunities to power big trucks and data centers are front and center, and ZAF also is working the U.S. Navy on a product for submarines, as more and more power electronics on board mean the craft are running into physical-space constraints for batteries.

"The ecosystem is largely built around the talent pool — that drove 90 percent of our decision," says Wilkins, though low rents and cost of living help too. "I'm floored at the level of manufacturing [in Missouri]. To find such a good crosssection of blue-collar workers ... you just don't see that anymore. That made our minds up pretty quick."

#### **Planning Ahead**

Missouri's array of energy solution providers includes firms such as St. Louis-headquartered Graybar and Emerson Electric, Johnson Controls, HNTB, Burns & McDonnell and Energizer. They are backed by institutional R&D expertise at the Energy R&D Center at Missouri University of Science and Technology (S&T) in Rolla; the Missouri Center for Advanced Power Systems (MOCAP)



lmage courtesy of Missouri Partnership

at Missouri Southern State University in Joplin; and the Center for Physical and Power Electronics at the University of Missouri's flagship campus in Columbia.

But the state's energy picture wouldn't be complete without the power and human resources at major utilities such as Ameren, Associated Electric Cooperative and Kansas City Power & Light, which serve as both institutional infrastructure and energy solutions providers for end users.

In 2016, Ameren Missouri customers saved more than 52 million kilowatt hours of energy through efficiency projects and earned more than \$3.6 million in cash incentives. The program recently helped Kraft Heinz achieve over \$1 million in incentives at the company's newly expanded processing plant in Adair County through installing LED lighting and motor controls and optimizing compressed air systems throughout the facility.

In addition to installing smart grid technology throughout its own infrastructure, Ameren Missouri is also boosting its own stake in renewable energy, announcing in September 2017 a commitment to add at least 700 megawatts of wind generation by 2020, representing an investment of approximately \$1 billion, and to add 100 megawatts of solar generation over the next 10 years, with 50 megawatts expected to come online by 2025. Earlier in the year, Ameren Missouri announced plans to build a solar generation facility at St. Louis Lambert International Airport.

Across the state, KCP&L is pursuing its own retirement of old-line power plants and installation of renewables. But it's also leading another surge: According to 2017 first-quarter numbers released by IHS Automotive and the Electric Power Research Institute (EPRI), Kansas City tops the nation in electric vehicle growth. Since deployment of the KCP&L Clean Charge Network began in 2015, the metropolitan area has experienced a 95-percent increase in EV adoption. In addition, Kansas City was ranked No. 1 in driver and charging station growth by ChargePoint, a manufacturer of EV charging stations, in 2016.

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St. Louis for sure, but Kansas City and other Missouri metros are financial centers too. wo of the top five "Best Cities for Jobs 2017" are in Missouri, according to Glassdoor, a leading jobs and recruiting website. Kansas City is third, and St. Louis ranks fifth. ZipRecruiters recently ranked Kansas City the fourth-best city for jobseekers. Maybe that's why those aspiring to a career in financial services, among other sectors, are finding no shortage of opportunities in Missouri.

Point-of-sale systems development, insurance and reinsurance, banking, mortgage origination and servicing, money management and investment brokerage services all have sizable operations in the state. In fact, Missouri is home to Edward Jones, RGA, Stifel, Wells Fargo Advisors, and two Federal Reserve banks.

Cenlar FSB, a financial services company specializing in home loans, announced in March it would expand in O'Fallon, Missouri with plans to create 500 jobs. "A robust experienced talent pool made O'Fallon the perfect location for our expansion," said Cenlar Chairman, President and CEO Gregory Tornquist. "As Cenlar continues to grow, so do the needs and demands of our clients. Opening an operation center in Missouri was the next logical step in making sure we can exceed our clients' expectations every day."

Consumer tax services provider

H&R Block consolidated operations in Kansas City in 2006 into H&R Block Center, a 17-story tower in the central business district where more than 1,600 employees work. The company was founded in Kansas City in 1955. Also based in Kansas City are UMB Financial Corporation and American Century Investments, a global asset management firm with 1,300 employees in five offices worldwide.

#### **Mid-State Millennial Magnet**

It's not just Missouri's signature metros that attract financial services investment. Veterans United Home Loans has been growing rapidly since 2002 in Columbia, where its headquarters employs more than 1,800. With more than 2,400 employees in 20-plus states, Veterans United is the largest VA home purchase lender in the U.S. Two-thirds of those employees are millennials, and where that demographic wants to work is not to be taken lightly.

"Millennials are very purpose-driven, and this generation is passionate about the opportunity to help veterans get into homes, especially here in the Midwest where we have a high degree of regard for people who serve," says Greg Steinhoff, Vice President, Industry & Regulatory Relations. Home to the University of Missouri, Columbia has a ready supply of talent despite not being a major metro. "It's a great resource for us

to recruit from," says Steinhoff.

Veterans United occupies space in 17 buildings in town, and employees' average age is somewhere below 30.

Not all employees are Columbia natives or Mizzou grads.

"It's been interesting for me to see how attractive Missouri, and particularly mid-Missouri, is to talent coming from the coasts," notes Steinhoff. "Tech talent from the coasts comes here and sees a similar environment — we were ranked the 9th best workplace for millennials by Fortune in 2017."

#### 'Phenomenal' Local Talent

Square co-founders Jack Dorsey and Jim McKelvey didn't need a lesson on Missouri's merits. They're St. Louis natives, and they're growing their company's presence substantially in St. Louis — in the Cortex Innovation Community, specifically. Founded in 2009, San Francisco-based Square develops POS systems used increasingly in small and mid-sized retail and dining establishments worldwide.

"We started operations in St. Louis in 2015 and since then have seen considerable growth — from fewer than 10 to more than 300 employees," says Square spokeswoman Samantha Verdile. "Jim McKelvey said in 2015 that the goal was to have 200 employees in St. Louis within five years, and we're way past that goal. We're very excited about the growth taking place there."

The factors behind Square's rapid growth in St. Louis include a robust economy, a flourishing tech scene and a wealth of local talent, says Verdile. "We came for the talent and opportunity, and it has completely surpassed our expectations. We service small businesses, and those business owners cover every demographic. Commerce happens everywhere, not just on the coasts. It's very important for us to be involved in communities across the country. St. Louis definitely is one of those, especially with the founders being from St. Louis. More than that, though, the local talent in St. Louis is phenomenal."

The U.S. automotive industry is an economic engine helping drive the U.S. economy. As the fastest-growing city in Missouri, Wentzville prides itself on being home to several key automotive-industry leaders.



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39 North is an ambitious effort to help solidify St. Louis as a hub for agriculture technology. Photo by Flickr/Danforth Plant Science Center

# Led by St. Louis, Missouri is boosting its profile as a hub of innovation.

gtech, the intersection of agriculture and technology, includes research into plants and animals and the development of machines and chemicals to improve farming. Simple enough, at least by definition,

But in practice, agtech requires deep dives into disciplines as esoteric and wide-ranging as plant genomics, digital data collection and management, infectious diseases, biotechnology, seed development, renewable energy and even drone technology.

Peel away at agtech's many layers, and much of what you'll see occurs within a few square miles of St. Louis, Mo.

"No other metro area in the world," reads a recent market assessment by the Brookings Institution, "can boast

the scope and expertise of St. Louis' agtech/food tech sector." St. Louis, says Brookings, is uniquely positioned to promote itself as the "global bio solutions epicenter."

"Agtech is St. Louis's fastest growing sector," says Sheila Sweeney, chief executive officer of the St. Louis Economic Development Partnership (SLEDP), the joint agency that promotes business growth in St. Louis and St. Louis County. "We have," says Sweeney, "an extraordinary pool of talent working in this sector."

That talent resides within a cluster of institutions that's becoming bigger and more bountiful by the year. It includes Monsanto, the multi-national aggiant; the Donald Danforth Plant Science Center, an internationally recognized research lab considered the city's center

by GARY DAUGHTERS

of agtech innovation; BRDG (Bio Research & Development Growth) Park, home to 10 emerging scientific enterprises including firms from Germany, Israel and India; and Helix Center BioTech Incubator, which is owned and operated by SLEDP.

Those ventures are the primary threads in a commercial, entrepreneurial and residential tapestry being woven in the St. Louis section of Creve Coeur. It's what a lot of cities talk about. Connectivity. In St. Louis, it's happening in the agtech space through a 10-year project called 39 North.

Spearheaded by St. Louis County Executive Steve Stenger, 39 North is an effort to physically link the city's agtech assets through corridors of greenspace, residential property and businesses. A mix of city planning and business development, the project's master plan was funded by a \$500,000 grant from the US Department of Commerce. The driving idea behind it is to create new jobs and lure top-notch talent through enhanced livability.

"I believe 39 North is going to generate thousands of jobs for St. Louis County and our region," says Stenger. "And I think it is going to be a place and a space where people come to share ideas. Where they come to collaborate."

The name 39 North pays homage to the idea that the 39th parallel of north latitude runs not only through St. Louis, but also connects the world's great agricultural belts. Backers of the project envision 400 new residential units, more than a half-million sq.-ft. of office space and 85,000 sq.-ft of retail to help solidify the ag cluster's identity and livability.

The inclination of agtech startups to flee for the coasts after establishing themselves in St. Louis has been a source of frustration in the past. 39 North is seen as a way to position the city favorably relative to the coastal tech darlings.

Keith Duncan, a research scientist at the Danforth Center, believes 39 North will promote added value within the area's burgeoning agtech cluster.

"All the facilities that are now in the area will be bikeable, walkable, hikeable, runnable. It's going to be a fantastic place to be. It's going to make working hard very easy."

#### Missouri's Statewide Agtech Leadership

Missouri's robust food production sector includes nearly 400 companies, with some of the top 100 food producers among them. PepsiCo, Tyson Foods, Nestle, Kraft Heinz, Coca-Cola, Anheuser Busch and General Mills each have food solutions facilities in Missouri. The state's agriculture industry contributes \$33 billion in GDP to Missouri's economy and generates \$88 billion in sales and more than 378,000 jobs.

Kraft Heinz, in 2017, cut the ribbon on a \$250 million expansion of its cold cuts facility in Kirksville, and announced months later that employment at the plant had doubled over the previous year to 900 employees; the plant has an output of nearly one million packages daily. PepsiCo, in 2017, opened a new distribution center that brought 75 new jobs to Poplar Bluff. Ajinomoto Windsor, also in 2017, announced plans for a frozen appetizer production plant in Joplin. The \$39 million investment is to create an expected 200 jobs.

Missouri has the sixth-largest highway system in the US, and being at the nation's geographic crossroads, the state is within 500 miles of 43-percent of the US population. Coloradobased Aurora Organic Dairy cited Missouri's central location as crucial to its decision to construct its second diary in Columbia.

"Columbia was the best choice," says Aurora's founder and CEO Mark Peperzak, "because it offers a location that expands and improves the efficiency of our supply chain."

In May, 2017, Aurora broke ground on its \$141 million Columbia facility, which is expected to create 90 jobs to start, with the possibility of up to 150 new jobs over the next five years.

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by GARY DAUGHTERS

s the geographic center of the nation's population, Missouri lies at the crossroads of America's food and food production sectors. The Show Me State is home to nearly 100,000 farms, second-most in the nation, covering 28.3 million acres.

In 2016, agriculture and related industries contributed more than \$88 billion in sales and more than 378,000 jobs in Missouri, according to the Missouri Department of Agriculture. The state plays a leading role in the nation's production of agricultural products and ranks fourth for rice acres harvested, ninth for soybean acres harvested, 10th for corn acres planted, third for beef cows and seventh for hog sales.

Missouri's food production sector also includes nearly 400 companies, including household names such as Tyson, Kraft, Budweiser, Nestlé and Con Agra.

General Mills launched operations in the famed town of Hannibal on the Mississippi River in 2001 and today is a major jobs provider, employing about 1,000 people with an annual payroll of \$80 million. A \$65-million expansion of the plant, now being completed, will make it among the company's biggest US food production facility and the sole worldwide supplier of Progresso Soup.

"The plant will continue to make Progresso Soups, Hamburger Helper, Old El Paso, and Fiber One and Nature Valley Granola bars," the company says in a statement, adding that "General Mills is a proud member of the Hannibal community. We're excited to continue to grow and work with our talented workforce in Hannibal."

The Hannibal expansion was enabled through the city's issuance of industrial development bonds to fund \$7 million in property improvements and \$58 million in new equipment. The investments will help the company to build a third soup line at the plant.

"I'm proud of General Mills for thinking enough of our community to put more dollars into it," says Hal Benedict, a member of the Northeast Missouri Economic Development Council.

#### "The Best Choice"

Colorado-based Aurora Organic Dairy, a leading producer of organic milk and butter, is making a massive investment in the heart of Missouri, having broken ground on a \$141 million milk plant, the company's second, to be completed next year in Columbia.

"Columbia was the best choice," says Marc Peperzak, founder and CEO, "because it offers a location that expands and improves the efficiency of our total supply chain from organic feed, to milk, to consumer."

The plant is expected to bring 150 new, full-time jobs to the area, which lies directly between Kansas City and St. Louis.

"This is a great addition to the Columbia region," says Steve Johnson, CEO of Missouri Partnership, a public-private economic development partnership. "Food solutions," says Johnson, "is a key strength for Missouri due to our robust food production sector and our leading role in agriculture."

California-based Ajinomoto Windsor, a leading company in the frozen food industry, is another out-of-state firm that recognizes Missouri's food production prowess. The company, which staked out a presence near Joplin more than 20 years ago, is set to open a new frozen appetizer production plant in the city. The \$39-million investment is expected to create up to 240 new jobs.

Frick's Quality Meats began as a butcher shop in Washington, Missouri, in 1896. From that humble beginning, the family-owned business has grown to a nationally known brand with retail distribution to 44 states and a 120,000-sq.-ft. facility that makes smoked meats and sausages. In late 2017, Frick's broke ground on an 18,000-sq.-ft. expansion, an \$8-million investment expected to bring 40 new jobs to the town just west of St. Louis. The expansion will facilitate the company's move into organics.

"We look forward to the opportunities the expansion brings," says fifth-generation owner Dave Frick, "including meeting the growing demand of our customers and the launch of Frick's Natural and Organic Products."

#### Something Big is Brewing

Missouri is home to more than 130 wineries, 50 craft breweries, and 20 distilleries and the worldfamous Budweiser family of beers. Budweiser parent, Anheuser-Busch, announced 2017 investments in its

St. Louis brewery and its bottling plant in Arnold totaling more than \$20 million.

The state's top craft breweries include Kansas City Bier Company, Boulevard and Martin City Brewing company in Kansas City; 4 Hands Brewing Co., Schlafly and Perennial Artisan Ales in St. Louis; Logboat Brewing Company in Columbia; and Mother's Brewing Company in Springfield. Mother's offers a handful of beers, including "Foggy Notion" and "Rye Barrel Milf," that come with a hefty alcohol-by-volume content of 11-percent.

Brick River Cider, which opened in a converted firehouse in St. Louis in October, is the city's first dedicated cider works. The company supports local agriculture by exclusively using fresh Midwestern apples.

"Our ciders," says the company, "range from classic and traditional to bold and innovative, but whatever style they are all 100 percent glutenfree from fresh, pressed regional fruit, never concentrate."

Other recent food and beverage industry investments include:

- An 82,000-sq.-ft. facility by Texas-based egg producer Vital Farms. The \$13-million project is expected to bring 50 new jobs to the Springfield area.
- A 12,000-sq.-ft. expansion of the Triumph Foods pork processing plan in St. Joseph. Triumph employs more than 2,700 workers at the plant.
- · ·Ohio-based SugarCreek, producer of raw and cully cooked foods, plans to create 70 new jobs by expanding its 10-year-old plant in Carthage.
- · Nestlé USA announced plans to add as many as 300 technology jobs in St. Louis by moving its IT operations there from California. O

#### MISSOURI'S AG COMMODITIES **US RANKINGS**



1.9 million head



#### **BROILER CHICKENS - 9TH**

294 million head



#### CORN - 10TH

294 million bushels



COTTON - 8TH 400,000 bales



HOGS - 7TH 3 million head



12 million cwt



#### **SOYBEANS - 9TH**

181 million bushels



**TURKEYS - 5TH** 

19 million head

Missouri Department Of Agriculture



by SAVANNAH KING

Missouri's bioscience and health innovation companies are leading the way to life saving research and scientific advancements.

rom cutting-edge medical treatments to seamless electronic record keeping, Missouri's innovative health care companies are changing the industry's landscape around the world.

Some of the world's most prestigious hospitals, medical schools and health care companies call the Show Me State home. Across the state, 40 colleges and universities offer degrees in biological and biomedical sciences. Some 54,000 people are employed in the bioscience industry with more than 4,400 companies. The Missouri Biotechnology Association ranked the Kansas City region as the fifth per capita in clinical trials. And another study conducted by Harvard Business School ranked the state at No. 12 for employment in biopharmaceuticals.

Companies like Pfizer, Ascension Health, Cerner, Centene Corporation, Express Scripts and many other health innovation companies call the state home and propel its reputation as a bioscience and health care leader forward.

In St. Louis, Mercy Hospital opened the first Virtual Care Center in the world. With little more than a computer and broadband access,

patients can be seen by physicians and receive the care they need. The four-story, 125,000-sq.-ft. center provides remote support for patients in their homes, in a physician's offices or an emergency room. The center is also a hub for the hospital system's telemedicine program including Mercy SafeWatch, which allows hospital staff to monitor patient vital signs in 30 intensive-care units in five states.

Since it opened, the center has witnessed a 35 percent decrease in the length of patient stays and 30 percent fewer deaths than expected. The St. Louis hospital is the first in the Mercy system to be certified by the Healthcare Information and Management System Society as one of the world's most technological advanced hospitals.

#### Growth: Symptom of a **Healthy Ecosystem**

Several new expansions and relocations have been recently announced in Missouri including Spring Venture Group's new headquarters in Kansas City, Missouri. The direct-to-consumer distributor of Medicare supplement insurance has moved into its new



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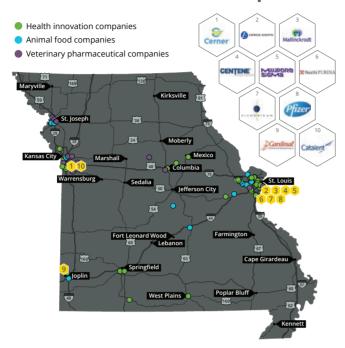
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#### **Missouri Health Innovation Companies**



In St. Louis, Centene Corp. broke ground in April on its new \$770-million expansion. The company is the nation's largest managed care company and currently employs 1,000 people at its global headquarters in St. Louis.

BlueStrata EHR, an electronic health record system company, invested \$138,000 and created 52 new high-paying jobs in Creve Coeur, just outside of St. Louis. "Missouri has built a global reputation as a center of innovation and entrepreneurship," said Tony Coco, president and CEO of BlueStrata EHR. "The state's highly educated workforce, favorable business climate, along with local funding from Cultivation Capital give us confidence that Missouri is the right location for BlueStrata."

44Missouri has built a global reputation as a center of innovation and entrepreneurship. ... The state's highly educated workforce, favorable business climate, along with local funding from cultivation Capital, give us confidence that Missouri is the right location for BlueStrata.

- Tony Coco, president and CEO of BlueStrata EHR

130,000 sq. ft. headquarters downtown and expects to add 1,000 new jobs over the next six years.

Cerner, a health care information technology company also chose Kansas City to expand its headquarters. The \$4.5-billion expansion in the south Kansas City area is expected to house some 16,000 employees when it is completed. The company is also expanding its 125,000-sq.-ft. North Kansas City demonstration center to the tune of \$35 million. "Cerner's success continues to reflect its growth in the Kansas City area," said Victoria Rosengarten, a company representative. "This expansion will serve as an additional avenue to highlight our solutions, emphasize our mission and reflect our culture."

The state's animal health and agtech companies are also flourishing.

Aptimmune Biologics chose to relocate its headquarters from Champaign, Illinois to St. Louis' 39 North innovation district and the Bio Research & Development Growth (BRDG) Park in January. The company, which specializes in developing vaccines for the swine industry, noted financial and logistical support from investors and businesses in St. Louis as a large basis for its decision.

In St. Joseph, Boehringer Ingelheim invested \$80 million in its largest animal health manufacturing operation. The company's 13,000-sq.-ft. expansion adds on to its 700,000-sq.-ft. campus where it produced livestock animal vaccines. The expansion is expected to create 20 new jobs and to be completed in 2019. •



t. Louis' bioscience cluster was ranked the sixth largest in the nation – ahead of Boston, Cleveland and San Diego - by the National Cluster Mapping Project. As home to major life science companies like Monsanto, Express Scripts, and worldrenowned research institutions like Washington University in St. Louis and The Donald Danforth Plant Science Center, the city has built one of the strongest bioscience and agtech clusters in the country.

Sheila Sweeney, CEO of St. Louis Economic Development Partnership notes the region's talent assets, infrastructure, central geographic location and innovation districts help drive St. Louis forward. Sweeney says one of her top priorities is to continue to enhance the agriculture and agtech sector and attract new companies to the region focusing on research and technology, plant science, crop yield, drone technology and contract research - an easy sell when you consider the people working in St. Louis.

"We really have a highly educated and talented workforce," Sweeney says. "I think our best kept secret is that we graduate 44,000 students from area universities and colleges every year. At 39 North we have 1,000 plant science

PhDs. They're all working and living here, and that talent continues to grow.'

St. Louis has one of the most welleducated workforces in the country with a Bachelor's degree attainment nearly 10 percent higher than the national average and those educated minds are brimming with new ideas. According to Popular Mechanics and Mashable, St. Louis is the No. 1 fastest-growing market for tech startups in the country.

"We are seeing a lot of high growth startups in bioscience and agtech," says Ginger Imster, Vice President of Innovation and Entrepreneurship for St. Louis Partnership. "What we hear from them is that they like St. Louis because they can collaborate with other innovators. One of the things that makes St. Louis unique is that we have three thriving innovation districts that all work together and feed off the energy from one another."

If St. Louis is at the heart of the country's bioscience industry, then BioSTL is its backbone. BioSTL is a non-profit organization with support from a coalition of universities, businesses and philanthropic leaders that supports the region's bioscience and innovation ecosystem.

Founded in 2001 as the Coalition for Plant and Life Sciences, BioSTL fosters collaborations to benefit the region's

The BioGenerator Labs is one of St. Louis' many assets for entrepreneurs and will nearly triple in size and graduate space for growing companies in 2019.

Photo courtesy of BioSTI

St. Louis is a Global Leader in Bioscience, Agtech and Innovation.

by SAVANNAH KING



Ariel Rendering of 39 North Photo courtesy of Danforth Plant Science Center

bioscience community. St. Louis' strong university and corporate presence have been a boon for R&D for many years, and the coalition has strengthened the scientific community. Put simply, it's designed to provide everything this ecosystem needs to thrive.

"St. Louis is a city built by entrepreneurs with bold ideas," says Donn Rubin, President and CEO of BioSTL. "From Anheuser-Busch brewing beer, Enterprise offering cars for rent, and Ralston Purina recognizing pets as part of our family, to McDonnell Douglas technology leading America's first human spaceflight program, and Monsanto helping farmers to produce food to feed the world. But over time, we lost that entrepreneurial edge as more people went to work for big corporations and then those big corporations consolidated. Yet, we had tremendous intellectual capital within our great universities, medical schools and research institutions. The problem was, an entrepreneurial support system didn't yet exist in St. Louis, so we became a farm system for California or the East Coast."

#### The Comeback

In 2009, Pfizer laid off hundreds of researchers at its St. Louis facilities. When faced with the flood of displaced scientists and business people, BioSTL

rallied local bioscience companies to hire as many as possible. The civic group then took its efforts a step further and began encouraging these same scientists to pursue their own business ideas by scaling up its startup accelerator BioGenerator, the investment arm of BioSTL.

BioGenerator helps promising companies in the region reach their potential and bring their products and services to market sooner. Since it was formed in 2003, BioGenerator has invested nearly \$19 million in more than 70 high-growth ventures. These investments have attracted \$509 million in additional funding from outside investors.

One of the first companies to take advantage of the newly formed nonprofit accelerator and seed investor was Confluence Life Sciences Inc., whose founders, Walter Smith and Joe Monahan, had worked with a team of scientists focused on anti-inflammatory drugs while at Pfizer.

"Joe and I are both research scientists. Neither of us had much business experience and we're not necessarily entrepreneurial, or considered ourselves to be entrepreneurs," says Walter Smith, co-founder and Senior Vice President of R&D for Confluence. "But we had some, what we thought, were really good ideas to create new drugs and

we learned on the job through working with BioGenerator how new entities get formed and funded and grow."

Seeing the potential in their ideas, BioGenerator, along with about \$500,000 from the state's Missouri Technology Corp., built a shared lab space with equipment for the new company in the Cortex Innovation Community, St. Louis' nationallyrecognized urban innovation node for technology and bioscience research. Today, BioGenerator's free labs there house some 50 science-based companies with more than 150 employees.

In August 2017, BioGenerator and Confluence both realized the fruits of their labors with the \$100-million acquisition of Confluence by Pennsylvania-based, dermatologist-led biopharmaceutical company Aclaris Therapeutics Inc.

And, by the way, with all the continued growth in St. Louis, it may not come as a surprise that the pharma giant has changed gears, making a major comeback in the region. Pfizer is building a state-ofthe-art R&D and process development facility in Chesterfield, Missouri. The 295,000-sq.-ft. facility is expected to be completed in 2019 and will be home to the company's BioTherapeutics Pharmaceutical Sciences group. The new facility will bring more than 450 area employees together under one roof and the company has plans to hire 80 more employees over the next few years.

"We've been proud to call Missouri home since 2002," said John Ludwig, Senior Vice President of BioTherapeutics Pharmaceutical Sciences for Pfizer. "During this time, we've benefitted from the excellent life sciences workforce based in Missouri, and also from a strong partnership with the State, St. Louis County, and the St. Louis Economic Development Partnership. All of these were important factors as we sought a new home where we could continue to evolve our business over the coming years."

With innovation hubs like Cortex, 39 North and T-REX, it's no wonder small businesses are growing like weeds in the region.

- Cortex: A 200-acre innovation hub and technology district located in St. Louis' historic Central West End. The Live-Work-Play-Learn biomedical district was formed in 2002 when BioSTL convened stakeholder institutions that now anchor the district: Washington University, BJC Healthcare, University of Missouri — St. Louis, St. Louis University and the Missouri Botanical Garden. More than 350 companies are in the Cortex Innovation Community.
- **39** North: With the highest concentration of plant science PhD's in the world, St. Louis' newest innovation district, 39 North named for the agricultural belt around the world — is a natural next step for innovation. Located

44 think our best kept secret is that we graduate 44,000 students from area universities and colleges every year. At 39 North we have 1.000 plant science PhDs. They're all working and living here, and that talent continues to grow."

- Sheila Sweeney, CEO of St. Louis Economic Development Partnership

next door to Monsanto's global headquarters and the Danforth Plant Science Center, the district is anchored around plant science and agtech.

**T-REX:** A coworking space and technology incubator in downtown St. Louis. Since its inception in 2011, T-REX has created 3,497 jobs in the city and sees a total annual economic output of more than \$464 million. The incubator is home to more than 200 companies which includes 180 startups, as well as several entrepreneur support organizations. Janet Wilding, Vice President of Major

Projects and 39 North for the St. Louis Economic Development Partnership, says St. Louis County has invested a

great deal of time and resources in creating an innovation district unlike any other in the country in 39 North. Three major infrastructure projects will begin on the district this year including a biking and walking trail that runs through the entire district, a renovation of the districts' main street that will widen landscaped paths for bikers and pedestrians, and a revamped 1960s-era cloverleaf that will make significant room for real estate development.

"It's a master plan and it's really a neighborhood or district that we're creating around the Monsanto headquarters, the Danforth Plant Science Center, BRDG Park, and the Helix Center, which is also an incubator. We already have these four assets co-located in Creve Coeur, which is a suburb of St. Louis, and its an area of town that is ripe for some upgrade of infrastructure and has a really strong residential and commercial components around it. We wanted to have a landing spot for this industry, so we chose Creve Coeur and the 600 acres around these four assets to focus on and create a really interesting community around this sector."

Benson Hill Biosystems, an agricultural biotechnology company, planted its roots in St. Louis in 2013 when it became a tenant of BRDG Park. The startup has since outgrown its space in the incubator and is looking to remain in St. Louis as it expands its operation. The company was attracted to the region for its proximity to the Danforth Plant Science Center as well as the region's talent assets.

"There's an ag community around here that's growing and there are quite a few companies that have that community perspective for the scientists to interact and learn from each other," says Mohammed Oufattole, Vice President of Research and Development for Benson Hill Biosystems. "Washington University is obviously a big engine as well. It's not ag, but when it comes to things that are agnostic like biochemistry and molecular biology and things that like

that work across animal and plants, there's quite a bit of talent coming from there as well."

In 2015, German plant-breeding company KWS SAAT AG decided to locate its North American research facility, the KWS Gateway Research Center, in St. Louis at 39 North. Derek Bartlam, KWS Head of Research USA and managing director of the KWS Gateway Research Center, says the company initially considered more than 20 other locations stateside before choosing St. Louis. The region ultimately made the cut because of its workforce, quality of life and the scientific and business community's collaborative spirit and eagerness to help new businesses find their footing – even from one of its biggest competitors, Monsanto.

#### **Global Gateway**

While St. Louis is known as the Gateway to the West, it's best to think of the region in more global terms. Between the efforts of GlobalSTL, another BioSTL initiative, and the World Trade Center St. Louis, the city's assets are attracting international companies to the area.

In 2017, Israeli tech company, Automation, chose to locate its US headquarters in St. Louis to be closer to its growing customer base and to work on a special pilot project with St. Louis-based electric company Ameren. Automation created some 20 jobs and has several other St. Louis-based clients including Dynaquip and the Danforth Plant Science Center.

"Compared to other US regions, St. Louis has a hunger for innovation and an authentic will to implement new, practical technologies and processes," said Guy Weitzman, founder of Automation. "Thanks to GlobalSTL's relationships and their business development expertise, we've been connected to St. Louis clients in the agriculture, industrial automation and energy sectors with crucial technology needs – and where there are needs, there is business potential." •

This Investment Profile was prepared under the auspices of BioSTL and the St. Louis Economic Development Partnership. For more information, contact Maggie Crane at 314-880-8870, mcrane@ *biostl.org* or Jamey Edgerton at 314-615-3956, jedgerton@stlpartnership.com.



"Top 10 Affordable Cities" - FORBES

"Top 7 U.S. Innovation Districts" - BROOKINGS INSTITUTE

"Best Startup City in America" - POPULAR MECHANICS

"Fastest Growing Cities for Tech Jobs" - FORTUNE

"#1 City Park" - USA TODAY

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#### Maryville

Dean L. Hubbard Center for Innovation and Entrepreneurship:

This mixed-use business and technology incubator is located on Northwest Missouri State University's campus.

#### St. Joseph

Christopher S. "Kit" Bond Science and Technology Incubator:

The location of the Incubator at Missouri Western State University is conducive to fostering animal health and nutrition industries.

#### **Kansas City**

UMKC Innovation Center: This university-led incubator supports entrepreneurs focuses on technology commercialization, counseling, education and provides access to resources.

# Central

Joseph Newman Innovation Center: The Innovation Center provides affordable office space and assistance for entrepreneurs across industries.

#### **Springfield**

Jordan Valley Innovation Center: A 75,000-sq.ft. facility that fosters engineering, biomedical and life science research and development in a

collaborative environment operated by Missouri

State University.

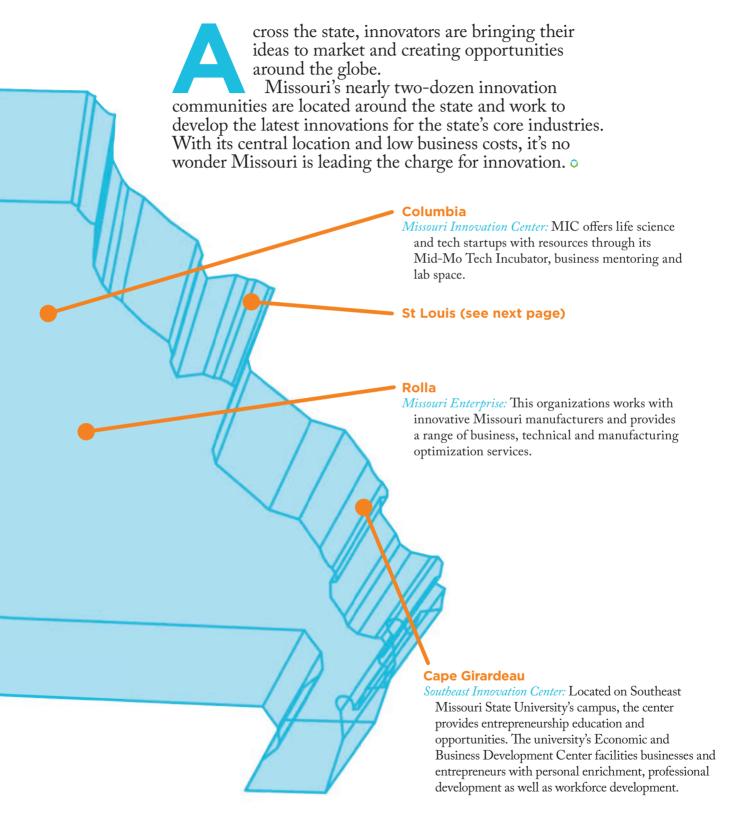
#### Kirksville

Missouri Rural Enterprise and Innovation Center:

This center works with entrepreneurs across a broad range of industries to encourage new and established entrepreneurs in the region through its training programs and business incubator.



### Innovation districts across the state are inspiring the next generation of new ideas and technologies.



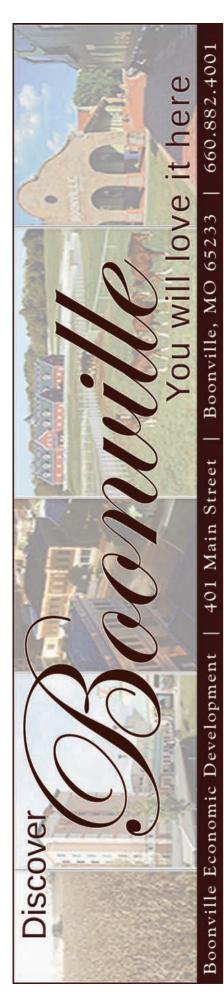




Photo courtesy of Cortex Innovation Community

#### St. Louis

- BRDG Park: Pronounced "bridge," this bioscience research park is located in the Danforth Plant Science Center and hosts plant, life science and clean-tech companies.
- Center for Emerging Technologies: CET is the largest and oldest innovation center in the state and works with early-stage, high-growth IT, bioscience, consumer products and manufacturing companies.
- Cortex Innovation Community: A 200-acre innovation hub and technology district that works with bioscience and technology research, development and commercialization.
- Helix Center Biotech Incubator: Located near the Danforth Plant Science Center and BRDG Park, this incubator provides resources for bioscience, agricultural technology and plant science startups.
- 39 North: A 600-acre innovation hub in Creve Coeur designed to foster innovation and opportunities for plant science research and commercialization of products.
- STL VentureWorks (Grand Center, South County, Wellston, West County): These incubators located across the St. Louis region, provide affordable office, warehouse and production space for startups, earlystage and small- to mid-sized businesses.
- *T-REX:* A coworking space and technology incubator provides entrepreneurs with business support and is home to more than 200 companies, 180 of which are startups.





## TOWN & GOWN FUELS COLUMBIA'S MISSION

#### by RON STARNER

hen you are the host city to the state's flagship university, employers tend to pay close attention to your labor pool. Such is the case in Columbia,

Missouri, home to the University of Missouri and a plethora of expanding companies. Columbia is a city of 120,000 people in a county of 175,000 residents in Central Missouri.

We recently caught up with Bernie Andrews, executive vice president of Regional Economic Development Inc. Columbia (REDI) and the 2017 Missouri Professional Economic Developer of the Year, and asked him a few questions.

#### What were your biggest project wins of 2017?

**BERNIE ANDREWS:** Aurora Organic Dairy out of Boulder, Colorado, a leading processor of store-brand organic milk, announced in early 2017 that they would build a \$100-million, 90-job plant in Columbia. Phase two will have \$50 million in investment and a total of 150 jobs. They are a new manufacturer that took a Missouri certified site of 103 acres owned by the city.

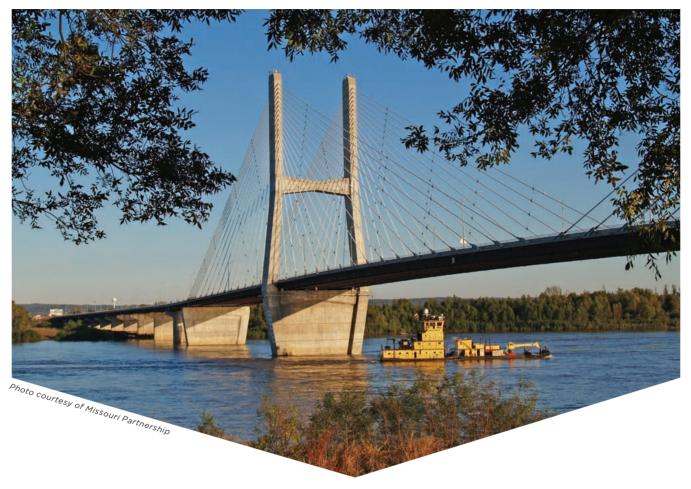
Second is American Outdoor Brands Corp., which used to be Smith & Wesson Holding Co. They announced a national distribution center in Boone County just east of the city limits. Phase one is a 500,000-sq.-ft. distribution center, totaling \$55 million in investment and 150 jobs that will be created over the next several years. This was a retention project as well as an expansion project. They looked at 85 cities.

Third is a retention project for Dana Light Axle Corp. They have been here since the 1980s. They landed a new product line. This is a \$39-million investment that retains 89 jobs at the plant. Another 135 new jobs will be added.

#### What is your region's best-kept secret?

**ANDREWS:** We have a new business and technology park of more than 400 acres. It has ready-to-build lots of 5 acres to 105 acres. Two shell buildings — one of 55,000 sq. ft. and one of 22,500 sq. ft. — have been put up by a local developer. It has a lake and a walking trail. This has come online in the last few months. We are looking forward to getting the word out. Cartwright Business and Technology Park is its name. It is very well planned in terms of work-life balance. It is right by the airport and in a prime spot to be a future employment center. •





# **COMING UP ROSES IN SOUTHEAST MISSOURI**

by RON STARNER

ape Girardeau came to be known as The City of Roses when a popular 9-mile stretch of road through town was once lined with dozens of rose bushes.

That's still an apt analogy for what's happening in economic development in Southeast Missouri, a region where high-tech companies are expanding their talent pools.

"We have the location and the access that technology and logistics employers covet," says John Mehner, President and CEO of the Cape Girardeau Area Chamber of Commerce. "We are in the middle of the

country, on a river and interstate, with an airport that flies to O'Hare. We have logistics covered."

Equipped with five port facilities, seven major highways, Class I rail and a regional airport, Southeast Missouri is a petri dish of growth when it comes to advanced manufacturing, agtech, and financial and professional services.

A labor shed of 170,000 workers enabled the Cape Girardeau Area last year to land a 100-job expansion by AT&T, a 50-job expansion by Codefi, and an 85-job expansion by Schaefer's Electrical Enclosures.

"As the largest city between St. Louis and Memphis, we are a regional hub for retail, government, medical and entertainment," says Mehner. "We are the smallest metro area in the state, but we pride ourselves on our economic diversity. We're not too heavily weighted in any one area of employment. And our entrepreneurial spirit is big. We produced the Drury family of the Drury Inns, Rush Limbaugh, and Rich Kinder of Kinder Morgan."

Workforce development is a priority, adds Mehner. "We're the home of Southeast Missouri State University, and we focus on workforce at every level: K-12, certification, community college and university. Mineral Area and Three Rivers combined with Southeast to create The Cape College Center. Most training is offered through Mineral Area Community College." 0

# **DID YOU KNOW?**

THE HISTORY OF CAPE GIRARDEAU AND THE MISSISSIPPI RIVER ON ITS **EASTERN BORDER GAVE RISE** TO THE AREA BEING KNOWN AS THE PLACE "WHERE THE RIVER TURNS A THOUSAND TALES."







# HANNIBAL: AMERICA'S HOMETOWN **KIRKSVILLE: SMARTEST CITY IN RURAL AMERICA**

by RON STARNER

hey don't call Kirksville the "Smartest City in Rural America" without reason. Where else in the country can you find a town of 17,519 people where you can receive a high-quality education from preschool through doctoral degree?

Kirksville, in Upstate Missouri along the Mississippi River, offers best-in-class educational resources and more. From awardwinning grade schools to Truman University, the premier liberal arts and sciences university in Missouri, Kirksville is known nationwide as the place where talented students go to get even smarter.

"We have a dental school and medical school here," says Carolyn Chrisman, executive

director of Kirksville Regional Economic Development Inc. "We focus on identifying where our workers are at and if they are underemployed and need more training."

Recently, the Kraft Heinz plant in town expanded from 180,000 sq. ft. to 450,000 sq. ft. and saw its workforce go from 500 to 900 as part of a \$250-million capital investment. Supplying the workforce to the sole producer of bologna in North America is a critical job for REDI and the various educational and training institutions in town, notes Chrisman.

"We've seen retail, hospitality and the commercial sectors boom," she adds. "Hobby Lobby, Menard's, Marshall's and Arby's are opening here, and we have a very steady

manufacturing sector that is constantly adding jobs. Western's Smokehouse, which produces 250,000 meat sticks a day, recently added 25,000 sq. ft. and grew its workforce from 30 to 100."

The greater Hannibal/Kirksville region will soon see the addition of a 400-megawatt wind farm, which will create a need for more wind energy technicians in the northern part of Adair County, says Chrisman. "They will start construction later this year."

The other principal city in this region of Missouri is Hannibal, a community of 17,808 people along the Mississippi River about 100 miles northwest of St. Louis. Nicknamed "America's Hometown" and incorporated in 1845, Hannibal is famous for being the boyhood home of renowned American author Samuel Langhorne Clemens (aka Mark Twain).

The Mark Twain Boyhood Home & Museum celebrated its 100th anniversary in 2012 and continues to welcome visitors from around the world each year. But tourism is not the only strong suit of Hannibal. The community offers a robust, diversified economy that includes manufacturing, health care and I.T. Notable employers in Hannibal are BASF Chemical Corp., General Mills, Watlow Electric Manufacturing Co. and Swiss Colony.

Low taxes, proximity to Interstate 72 and other major highways, and an abundance of local resources make Hannibal an attractive destination for many businesses.

"Our best-kept secret is our quality of life," says Chrisman. "Missouri State Park is a mile from town and has some of the best fishing, camping, kayaking and trails in the state." •



**44Our best-kept secret is our quality of life.** Missouri State Park is a mile from town and has some of the best fishing, camping, kayaking and trails in the state."

- Carolyn Chrisman, Executive Director. Kirksville REDI



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For more information contact Carolyn Chrisman at cchrisman@kirksvillecity.com

www.k-redi.com





# KANSAS CITY: WHERE TALENT WANTS TO GO

by RON STARNER

ansas City is not just the largest city in Missouri; it's one of the most vital economic hubs in the center of the country.

"Kansas City is a place where talent wants to move and start a career and a life," says Tim Cowden, President and CEO of the Kansas City Area Development Council. "With our accessibility, affordability and mobility, all of the elements are here and available to help all types of companies grow. Our central location is certainly an advantage for Kansas City area

companies. From here, their people can move freely across North America. We are no more than a three-hour flight from every major North American market."

With an MSA population of 2.2 million (29th largest in the U.S.), the Kansas City Area ranks as the largest employment center in Missouri and includes a sizable labor shed in Kansas.

"From a regional standpoint, 2017 was truly a phenomenal year for the Kansas City Area," says Cowden. "It was a strong year for manufacturing, logistics and e-commerce."

# DID YOU KNOW? KANSAS CITY'S DOWNTOWN RANKS AS THE SIXTH-FASTEST-GROWING DOWNTOWN IN THE U.S., AS ITS POPULATION IS PROJECTED TO INCREASE BY MORE THAN 40 PERCENT BY 2022.

Large capital investments last year came from Nucor Steel, which announced a \$250-million steel mill project in Sedalia; Dollar Tree, which announced a 1.2-million-sq.-ft. logistics center in Warrensburg; and Hy-Vee Aisles, a supermarket chain that announced a new e-commerce operation in Kansas City that will create 150 jobs and cost \$30 million.

In addition, information technology firm Auto Alert relocated its corporate headquarters from Southern California to downtown Kansas City. The move will create 500 jobs over three years.

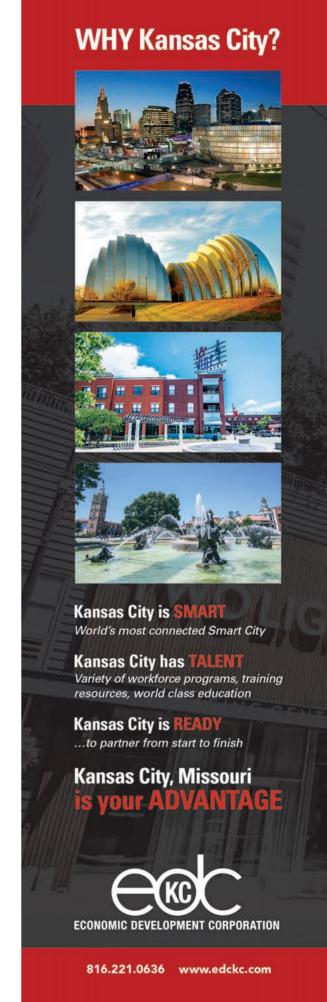
"These companies are choosing to move and grow here because Kansas City is an easy place to live and an easy place to do business," says Cowden. "There is a real sense of pride in the KC Area. KC is a region on the rise."

That rise is reflected in a series of notable rankings. Glassdoor in

September 2017 named Kansas City the No. 3 Best City for Jobs; Forbes in June 2017 named Kansas City the No. 2 City for High-Wage Jobs; and Money in June 2017 named Kansas City the No. 5 City for Tech Jobs.

Entrepreneur also named KC the No. 4 Best City for Startups in the U.S. last May, while Yahoo Finance named KC the No. 5 Top City for College Grads last May.

"When we bring corporate executives and site selectors to KC, they are often pleasantly surprised by the level of activity and how beautiful a community this is," says Cowden. "They all leave knowing how cohesive a team we have. They see a spirit of cooperation that does not often exits in other areas of the country, and they know that we will do whatever we can to help their business grow and thrive right here in the Kansas City Area." O







## JEFFERSON CITY: AMERICA'S MOST BEAUTIFUL SMALL TOWN

by RON STARNER

and McNally reports that Jefferson City, the capital of Missouri, holds the title of America's Most Beautiful Small Town.

One visit will explain why. Located in the heart of Missouri, the "Jeff" is known for its majestic bluffs and its scenic wine country. The town, founded in 1835 and named for Thomas Jefferson, is located on the western edge of one of the major wine-producing regions of the Midwest, an area called the Missouri Rhineland. A mild climate, with average winter highs of 45 and average summer highs of 87, makes the region quite fertile for grapes and other crops.

While many may think of Jefferson City as a typical state government capital, it is much more than that. With 45,000 residents and a highly educated workforce, the city is home to a bevy of successful companies. Among the larger employers are Scholastic Inc. (1,500 workers), Central Bancompany (967), ABB Power T&D Company (775) and Unilever (510). Other major employers include Quaker Window Products (660), WIPRO Infocrossing (315) and CenturyLink (275).

The largest employer in the community is

the State of Missouri, which employs 14,223 people in the state capital.

Top industries in the capital region include government, manufacturing, health care, financial services, hospitality and education. The diversity in the business community translates into a healthy mixture of technical, industrial and professional labor skills.

Businesses will also find that the dollar stretches much further in Jefferson City than it does in other places around the country. The city's cost of living is just 96.8, well below the national average. Lower taxes and lower housing costs add up to put more money in worker's pockets, and more money for employers too.

Factors like these are a big reason why SmartAsset named Jefferson City the fifth Best Small City to Start a Business in 2017 and the 13th Best City for Career Opportunities in 2016.

Moreover, excellent schools at every level define Jefferson City. Lincoln University, a public, historically black, land-grant university founded in 1866, has a stellar reputation, as do the public schools serving K-12 students in the community. •





# POPLAR BLUFF: THRIVING CENTRAL LOCATION

by SAVANNAH KING

estled in the foothills of the Ozarks in Southeast Missouri, half way between St. Louis and Memphis, Tennessee, lies the town of Poplar Bluff.

The small town in Butler County is home to about 17,000 people. But don't be fooled by its size, it packs an economic punch. The region's central location makes it a regional hub for education, health care, and light industry with a workforce of more than 77,000 people within a 45-minute drive. More than 20 percent of the region's workforce is employed in the manufacturing industry.

One of the city's largest employers is small engine manufacturer Briggs & Stratton Corporation. The company opened in 1989 and produced its 80 millionth engine in February 2017. Legacy Fasteners, a nail manufacturing plant, also chose to locate its new facility in Poplar Bluff in 2017

The region is a logistics hub offering interstate access via US 60, 63, 67 and 160 and two Class 1 railroads. The city is less than hour away from the Southeast Missouri Port on the Mississippi river providing direct access to the Gulf of Mexico.

In April 2017, Pepsi opened a new distribution center and created 75 new jobs.

"I'm just very appreciative to the community, and the support that they've given Poplar Bluff and the surrounding community Missouri area," said Keith Dickens, the president of Pepsi Mid-America. "We also built a similar facility in Cape Girardeau, so we just really believe in Missouri, and the success we've had is attributable to the support of our team."

Steve Halter, director of economic development for Poplar Bluff Industries, the region's nonprofit economic development organization, says the community's chief selling points include its central location and infrastructure, as well as it's status as an ACT Work Ready Certified Community a designation earned by Butler County in 2014 making it one of the first certified communities in the state.

Halter notes the community also has a 10-acre Missouri Department of Economic Development Certified Site. The greenfield site is located near two four-lane highways, 67 and 60, and is the only certified site in Southeast Missouri. O





## **JOPLIN: A PORTRAIT IN RESILIENCE**

by RON STARNER

hen an EF5 tornado ripped through Joplin and killed 161 people on May 22, 2011, some wondered whether the city of 52,195 people in Southwest Missouri would ever fully recover.

Seven years later, that question has been answered with a resounding "Yes." After \$800 million in reconstruction efforts that included 7,500 new homes and a \$40-million performing and cultural arts center, Joplin is more than back. It is better than ever.

"Our best-kept secret is just us in general," says Rob O'Brian, president of the Joplin Area Chamber of Commerce and Joplin Regional Partnership, which serves an area of 350,000 people. "Nobody is out there beating the drum for Joplin. People are surprised when they come to this region and find out how dynamic and diversified it is. We have a very good business focus in manufacturing, technology, logistics and healthcare."

That focus recently manifested itself in some sizable expansion projects. Frozen-foods producer Ajinomoto Windsor invested \$54 million into a 150,000-sq.-ft. facility that will employ 240 workers. Heartland Pet

Foods, which makes Blue Buffalo products, is adding 112,000 sq. ft. and 50 jobs; and Missouri's first new medical school in 50 years just opened.

The Joplin campus of the Kansas City University of Medicine and Biosciences opened on June 6, 2017. Some 162 students enrolled in the first class and began coursework last July. After four years, the school is projected to have an enrollment of 600 students and generate an annual economic impact of more than \$100 million in the region.

Chief selling points of the Joplin area, he adds, are its central location in the state and country, transportation connectivity facilitated by Interstates 44 and 49, strong rail network served by two Class I railroads, lower property taxes and utility rates, and overall low operating costs. In addition, about 55 percent of the available labor pool has some college education, and 88 percent have earned a high school diploma.

"We encourage business growth and new business attraction," O'Brian says. "People support each other and cooperate as a region. And the quality of life is very good."





## SEDALIA AND WARRENSBURG OFFER CENTRAL PERKS

by SAVANNAH KING

issouri's prime location doesn't get more convenient for businesses looking to grow in the Midwest. As a leading region for agtech, advanced manufacturing, defense and distribution, Sedalia/ Warrensburg offers industries a prime location and talented workforce that can't be beat.

Some of the region's largest companies include Ditzfield Transfer, Schreiber Foods and 3M. The region is also home to the Air Force Global Strike Command's 509th Bomb Wing at Whiteman Air Force Base. Pilots from the base also teach at the University of Central Missouri (UCM).

UCM has two campuses located in Warrensburg and Lee's Summit. The university's Missouri Innovation Campus has been recognized as a model of higher education. Other schools in the region include State Fair Community College in Sedalia, and Missouri Valley College in Marshall.

Located east of Kansas City along the I-70, I-50 and Highway 65 corridors, the logistical advantages are numerous. As such, Dollar Tree selected the region for its new 1.2 million-sq.-ft. distribution facility. The Warrensburg expansion will create 375 new jobs within the next few years and represents more than \$110 million in capital investment.

In 2017, Nucor, the largest producer of steel in the

nation, invested \$250 million to construct a steel bar micro-mill in Sedalia. The investment will create more than 250 high-paying jobs.

"This rebar micro-mill project is consistent with out long-term strategy for profitable growth and builds on our position as the low-cost producer," said John Ferriola, Chairman, CEO and President of Nucor. "Strategically positioning this micro-mill in Sedalia will give us a sustained cost advantage over other domestic steel producers supplying rebar from outside the region."

Nammo AS, an international aerospace and defense company headquartered in Norway, launched its logistics center, Capstone Precision Group LLC, just outside of Sedalia in 2017. The company will create up to 21 jobs over the next five years and invested nearly \$1 million in its new 30,000-sq.-ft. facility.

"Nammo is excited about the creation of the Capstone Precision Group logistic center in Missouri," said Raimo Helasmäki, Nammo's EVP of Commercial Ammunition. "This move to Missouri is a well thought through strategy where all the benefits for all counterparts are optimized. The local authorities have been very easy to work with to help develop this project. We look forward to years of growth through this facility" •





### ST. JOSEPH: CORNER OF INDUSTRY

by SAVANNAH KING

rom the C-130 "Top Gun" pilot training school, to the KC Animal Health Corridor — the St. Joseph region in the Northwest corner of the state doesn't do mediocre.

Indeed the 18-county region is a powerhouse in the agtech, advanced manufacturing, distribution and financial and professional services industries. Recently, St. Joseph was ranked one of the Best Places to Work in Manufacturing, according to SmartAsset.com. Most notably perhaps, is the region's status as a world leader in animal health sciences located along the KC Animal Health Corridor. Seventy five percent of the global animal health industry is located along the corridor.

We spoke with Brad Lau, Vice President of Economic Development for the St. Joseph Economic Development Partnership about the region's strengths and its benefits for growing industries.

#### What were your three biggest project wins of 2017?

Brad Lau: The St. Joseph Economic Development Partnership was pleased to

assist local industry with nine expansions that anticipate the creation of over 258 new jobs and exceed \$173 million in new capital investment. The three largest projects were Altec Industries, Johnson Controls and Purina Mills. All three projects increased production capacity, increased efficiencies and improved quality.

#### What are your community's chief selling points?

Lau: St. Joseph bodes an environment where business can succeed and grow, as evidenced by the impressive list of national and international industries and businesses that continue to grow and invest in their St. Joseph locations. The community is centrally located for distribution, offers an outstanding U.S. Highway and Interstate network, is located just 35 minutes from an International Airport, has shovel-ready sites with good and reliable utility capacities and reasonable rates. St. Joseph has a highquality of life, and an aggressive Workforce Development Alliance implementing strategies to promote a pipeline of qualified and skilled individuals to meet industries' needs. •





### ST. LOUIS: CENTER OF BUSINESS

by SAVANNAH KING

t. Louis is a powerhouse of business activity in the state. Home to Fortune 500 corporate headquarters and 2.2 million people — the region is a leader in agtech, financial services, health innovation, manufacturing, distribution and defense.

Sheila Sweeney, CEO of the St. Louis Economic Development Council, says the city has seen several major economic development wins over the last year. The most prominent coming from health giants Pfizer and Centene and the world's largest food and beverage company Nestlé.

Pfizer invested \$200 million in its Chesterfield, Missouri, R&D facility, where it plans to unify it's regional operations under one roof. Centene, No. 66 on the Fortune 100 and No. 27 on the Fortune 100 list of fastest growing companies, recently expanded its existing Clayton Campus. The expansion includes 1,000 new jobs and \$770 million in capital investment. And Nestlé Global N.A. established its North American IT center in St. Louis with a \$112-million capital investment and created 300 new jobs.

Sweeney notes talent was a major factor in National Geospatial Intelligence Agency's

(NGA) decision to invest \$1.7 billion to locate its western headquarters in St. Louis has been a boon for the region. The headquarters, just north of downtown, will add 600 employees to its ranks of 3,100 when the facility is completed in 2024.

The council has partnered with universities and area schools to help ensure NGA's talent needs will be met both now and into the future. St. Louis colleges and universities graduate 44,000 students every year.

"The American Institute for Economic Research named St. Louis as one of the top 15 cities for young college graduates," said Jim Alexander, Sr. Vice President of the St. Louis Regional Chamber. "The best factor was rent, St. Louis ranked No. 1. This really is a college town with a college student population of 200,000 and ranks among the top 10 metros annually for degrees awarded."

The region is ideal for distribution companies that are looking to reach a global market. The multimodal logistics industry cluster in St. Louis is made up of nearly 6,500 companies. With four interstate highways, six Class-I railroads, five airports and three major rivers — the Mississippi, Missouri and Illinois — companies can move goods to market quickly. •





## **TANEY COUNTY: MUSIC TO BUSINESS EARS**

by SAVANNAH KING

ocated on Missouri's southern border with Arkansas, Taney County is home to world-famous tourist destination, Branson, Missouri. And while tourism is the region's bread and butter, its business acumen should not be underestimated.

Millions of tourists visit the "Live Entertainment Capital of the World" each year to take advantage of the region's three beautiful lakes, more than 40 music theaters, and its 13 world-class golf courses. According to the City of Branson, visitors to the city add \$1.7 billion to the local economy each year. Branson was recently ranked No. 21 on New York Times' global 52 Places to Go in 2018.

"Being listed along with other great destinations around the world really highlights the wide variety of live entertainment, outdoor adventure and family fun that visitors can enjoy in Branson," said Lynn Berry, the Director of Communications for the Branson CVB.

The Times noted Branson's Silver Dollar City 1880s-style theme park and its newest roller coaster, the Time Traveler — which

is set to be the world's tallest, steepest and fastest complete-circuit spinning coaster as must-visit attractions. The \$26-million roller coaster boasts the most inversions ever on a spinning coaster and is the first and only in the world to include three different inversions; a dive loop, a zero-G roll and a vertical loop.

"We are looking forward to sharing our lakes, golf courses, shopping and attractions with the world this year. Our welcome mat is out and ready!" said Branson Mayor Karen Best.

But there's more to the region than Branson's world-class attractions. The Taney County Partnership, a public/private partnership that supports the region's economic development, focuses on the surrounding cities of Branson, Hollister, Forsyth, Rockaway Beach, Kirbyville, Merriam Woods, Bull Creek and Taneyville. With a labor shed of more than 250,000 highly skilled workers, award-winning health care, top ranked universities and seven accredited school districts, the region boasts both and exceptional quality of life and opportunities for business growth.





## SPRINGFIELD: ROOM TO GROW

bv SAVANNAH KING

he third largest city in the Show-Me State, Springfield is a tried-and-true location for companies looking to locate in the Show Me State. Springfield's central location, stable tax climate, affordable cost of doing business, robust talent pipeline and community leadership make the city a top choice. Springfield also boasts housing costs that are 25 percent lower than the national average, an average commute of 20 minutes and an 8.5 percent growth in workforce over the last four years.

In 2017, the city saw substantial investments and job creation from a variety of industries.

One Call Care Management, a Jacksonvillebased worker's compensation care management service, chose Springfield for its latest expansion. The company created 100 new full-time jobs and is operating out of a 65,000-sq.-ft. building formerly occupied by UnitedHealthcare. The company noted the region's central location and established health care industry made Springfield an attractive location, as did finding a move-in ready facility and a talented workforce.

Springfield Area Chamber of Commerce

noted that one of the region's top priorities is to enhance the area's available real estate to be able to respond to companies' needs as they grow. "Having speculative space available to accelerate a company's speed to market is important to us," says Rachel Snow, marketing coordinator of economic development for the Springfield Area Chamber of Commerce. "Thus, we're focused and committed to partnering with area developers to bring speculative buildings ranging from 50,000 to 100,000 square feet, with the ability for expansion to our market."

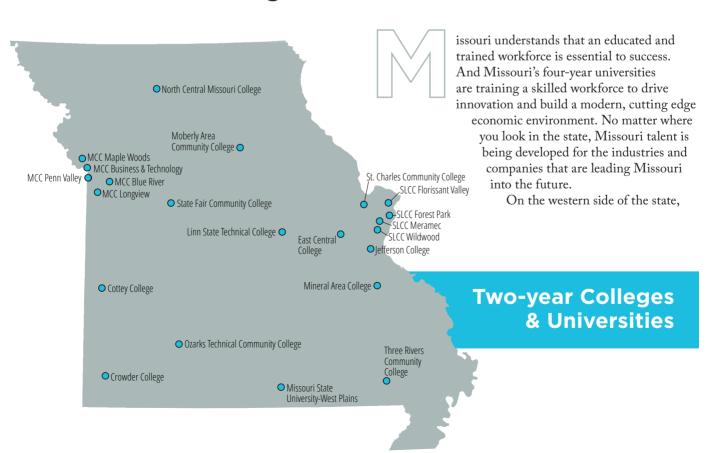
Snow notes that the people from outside the region are often surprised to learn about a particularly unique business park in Springfield built out of a former limestone quarry and mine.

Springfield Underground is a subterranean business complex located more than 100 feet below ground. The complex is composed of roughly 5 million square feet of manufacturing, warehouse distribution and data center space. Some of Springfield Underground's partners include Kraft Heinz, Springfield Grocers, Hiland Dairy, Hammons Products and Jarden Plastics. In addition to having rail access, more than 300 trucks enter the complex daily. •



by STEPHEN VOTAW

#### Missouri's four-year universities are educating and training the workforce of tomorrow.





Meanwhile, on the eastern edge of Missouri, the St. Louis region is home to Lindenwood University, in St. Charles, Saint Louis University and Harris-Stowe State University in St. Louis City, and Missouri Baptist University, Maryville University Webster University, the University of Missouri-St. Louis and Fontbonne University in St. Louis County.

Also, northwest of St. Louis in Northern Missouri's Hannibal/Kirksville region are the colleges of Truman State University, in Kirksville, Culver-Stockton College, in Canton, and Hannibal-LaGrange College, in Hannibal.

Central Missouri is also home to numerous world-class colleges. Central Methodist University, in Fayette, William Woods and Westminster College, in Fulton, Lincoln University, in Jefferson City, Missouri S&T, in Rolla, and Stephens and Columbia College's in Columbia, all call the region home.

In the southern half of Missouri the Sedalia/ Warrensburg region is home to Missouri Valley College, in Marshall, and University of Central Missouri, in Warrensburg. The Joplin region is home to Missouri Southern State University, in Joplin. And finally, Missouri's Springfield region is home to College of the Ozarks in Point Lookout, Southwest Baptist University, in Bolivar, and Drury and Evangel Universities, in Springfield. •

# ENGINEERING

o find top engineering talent in the Show-Me State, all one needs to do is look around. With institutions like the Missouri University of Science and Technology in Rolla, turning out 2,525 graduates a year — 84 percent of which are engineering graduates there's a veritable army of engineering talent in the state.

Missouri S&T consistently earns accolades and high-marks among the top schools in the state. USA Today ranked Missouri S&T as No. 3 in the top 10 schools in the US for an engineering degree - placing it among the top 1 percent of universities in the country that offer the degree. College Factual has also rated the school as a top choice for veterans and gave it a "great price" rating.

The university is focused on four signature research areas: advanced manufacturing, advanced materials for sustainable infrastructure, enabling materials for extreme environments and smart living. Innovation and entrepreneurship are key goals at the university. A variety of programs, including the Student Business Incubator Program, support students as they pursue innovative ideas and

their own small businesses.

Robert Schwartz, professor of Materials Science and Engineering and economics, notes the school's strong emphasis on STEM disciplines distinguishes the university from others around the state.

"We are among a handful of STEM-focused institutions in the nation, and that emphasis provides opportunities to serve Missouri and Missourians with innovative, technology-focused approaches to solve some of our most critical issues, from infrastructure and advanced manufacturing to energy and environmental sustainability," he says.

In order to help meet the workforce needs of the future, the university created a Corporate Relations office, which partners with employers throughout the state to facilitate recruitment of the university's graduates, while also promoting research and educational offerings. The university also hosts one the largest career fairs in the Midwest. The career fair in the fall of 2017 brought 307 employers from around the world to the campus, with 122 of those being companies from Missouri and more

by SAVANNAH KING

Missouri S&T yearly graduates:



Missouri S&T yearly engineering graduates:



than 2.500 students and alumni.

John Eash, executive director of the corporate relations office, notes the office serves primarily to help connect industry with the university and to strengthen those partnerships. "The office has helped Missouri employers hire talented students, conduct research to advance their technical expertise and educate their employees through world class degree and nondegree programs. We have increased existing company relationships and engagement on campus and have connected new companies with student recruitment, research and distance education opportunities. We have also made it easier for companies to do businesses with Missouri S&T."

One of the university's longstanding partners is The Boeing Company, whose relationship stretches back to the 1960s. Missouri S&T is one of two universities that provide the company's engineering employees with state-of-the-art graduate education program in systems engineering. The program started 13 years ago and has since seen 376 Boeing employees to receive an M.S. degree from Missouri S&T. The program is also open to non-Boeing engineers and currently





Students enjoy the Missouri S&T campus. Photo courtesy of Missouri S&T

has more than 20 other companies participating in its systems engineering programs. More than 2,600 Missouri S&T graduates have been employed by the aerospace company over the years.

"Missouri S&T's focus on STEM education means that we are preparing many of the knowledge workers that our state will depend on for future economic success," says Schwartz. "Missouri S&T is preparing our state's future scientists, engineers and tech-savvy business leaders and communicators in fields like information technology, computing, bioengineering, business and technical communication." 0



Photos courtesy of Southeast Missouri State University

**Southeast Missouri State University** is growing business, opportunity and collaboration.

by SAVANNAH KING

rops aren't the only thing sprouting from Missouri's fertile fields. Talented minds, innovation and technology are bountiful at Southeast Missouri State University in Cape Girardeau.

Located in the state's bootheel with nearly 2,500 farms, the region is growing more than 25 percent of the state's agricultural products — to the tune of about \$1.2 billion in annual production. Over the last 15 years, there has been a 14 percent increase in ag-related jobs in Missouri's bootheel region.

Southeast Missouri State University is helping the industry continue to grow and innovate through its Economic and Business Engagement Center and its new Agriculture Technology Virtual Incubation program. The engagement center aims





to helps businesses through workforce development and to help entrepreneurs in the region. The agtech program offers producers and innovators access to agriculture technology and support.

"The central purpose of this initiative is to find new opportunities to encourage innovation and offer support to the agriculture industry, a sector that is vitally important to the regional economy," said Economic and Development Engagement Center Director Crystal Jones. "The incorporation and use of technological advancements in agriculture operations are playing a larger role in the region's agriculture industry. We want to assist small businesses, including those in the agriculture industry, with capitalizing on these opportunities by providing additional services and expertise."

With 12,000 students annually and more than 145 undergraduate and 75 graduate programs and more than 100 certificate programs, Southeast provides students with countless opportunities to advance in their careers. The university offers several undergraduate degree programs in agribusiness, science, technology and unmanned aircraft systems (UAS).

Southeast is currently the only university in the state to offer a bachelor's degree in UAS and recently crossed state lines to partner with Sinclair Community College in Dayton, Ohio, which is a leading education institution in the new field of

study. The two schools aim to leverage their partnership to improve education, workforce training and development and applied research across the shared region. UAS technology has a broad range of potential across several industries including precision agriculture, geospatial applications and health care.

Jones notes the economic impact of UAS integration in Missouri through 2050 is expected to reach nearly \$1.6 billion, create 1,978 jobs and generate more than \$10 million in tax revenue.

Southeast has also recently partnered with TG Missouri, an automotive parts supplier in Perryville, Missouri, to create a bachelor's degree tailored to the company's supervisory and management personnel. Employees can take advantage of Southeast's affordable tuition rates, and the company's reimbursement program, to earn their degree online while they continue to work.

"I think of this as a success story," Jones says. "We, as an institution, really listened to industry and what their needs were, and we were able to design a degree program that met that need. I think a lot of times, four-year institutions take a bit of a bad rap for not responding to industry needs. This is an instance where TG came to us and said, 'This is what we want.' And we said, 'We'll deliver.' And we were able to put several elements in place to make it happen." 0

# 4 *Leader in* MEDICAL RESEARCH



Photo: Getty Images

by SAVANNAH KING

Washington University in St. Louis is committed to strengthening scientific knowledge.

s one of the leading medical research universities in the country, Missouri has a major advantage in Washington University in St. Louis (WUSTL).

WUSTL consistently ranks among the top universities as it related to medicine, entrepreneurship, business and more. U.S. News & World Report ranked the university No. 7 in medical research schools in 2017. The Princeton Review ranked it No. 10 out of the top 25 schools for entrepreneurs. Almost 5,000 degrees were awarded by the university in 2016-17. Total enrolment for the university is 14,385.

Some of the university's most prominent areas of study are medical, environmental, plant science and innovation and entrepreneurial research. The university has more than 3,000 research projects annually. And in 2015, the university issued 159 invention disclosures.

"We have excellent professional and undergrad education programs and research associates," says Holden Thorp, provost of WUSTL. "And we are focused on making those

#### There are a lot of talented people in our university, both faculty and students. Much of the know-how and innovation that exists in health care today is being created by our researchers.

- Holden Thorp

programs as strong as we can make them, but also making sure that they benefit St. Louis and Missouri in whatever ways we can. We're driving entrepreneurship and innovation in St. Louis and we've had a lot of success with that."

The university is committed to advancing scientific knowledge and working to advance the St. Louis biotech and startup community notes Thorp. In 2002, the university was instrumental in the foundation of the Cortex Innovation Community, a 200acre innovation hub and technology district in St. Louis' Central West End neighborhood. Cortex serves as the region's anchor for its ecosystem of innovative startups in the medical, biotech and life science fields. More than 250 companies currently call the community home.

"There are a lot of talented people in our university, both faculty and students. Much of the know-how and innovation that exists in health care today is being created by our researchers."

Research coming out of the university has included some of the most impactful and life-saving medical milestones. Researchers with the university developed screening tests that are used around the world to diagnose Alzheimer's disease, were among the first to use insulin in the treatment of diabetes and published the first evidence connecting lung cancer and cigarette smoking. Current researchers are working toward understanding and treating the Zika virus, Alzheimer's, stroke, heart disease and many other health conditions.

In addition to training students at the university's School of Medicine, the Washington University Medical Center is a cornerstone of the St. Louis health care community. Located adjacent to St. Louis' famed Forest Park, the 164-acre medical center is home to Barnes-Jewish Hospital, St. Louis Children's Hospital and the Alvin J. Siteman Cancer Center. More than 21,000 employees work at the combined medical center institutions. WUSTL's historic Danforth Campus, which is home to most of the university's academic programs, is located a short distance away on St. Louis' western border. 0

# A PUBLIC AFFAIRS LEADER IN THE HEART OF AMERICA



by STEPHEN VOTAW

ocated in Springfield, Missouri, in the heart of America, Missouri State ranks among America's top colleges, according to Forbes magazine. The university was named among the best in the Midwest by The Princeton Review and U.S. News & World Report.

Founded in 1905 as a teachers college, Missouri State continues to offer world-class opportunities to students and staff. Prominent areas of study include agriculture, computer science, business and education. The university offers more than 180 bachelor's degree programs, 10 of which can be completed entirely online, providing students with countless opportunities to advance in their careers.

"We have more new undergraduate students than ever before, including the most new transfer students ever and the most underrepresented students ever," said Clif Smart, president of Missouri State University. "In fact, we have more transfer students than any other public university in our state. Students want to come here, and that's a good thing."

In 1995, Missouri State's statewide mission in public affairs was signed into law. The mission asks students, faculty and staff to consider what they learn in the context of their role as citizens. It encompasses three pillars of public affairs: ethical leadership, cultural competence and community engagement. Faculty and staff have worked to integrate the mission so students understand how their actions affect society at large.

With more than 26,000 students enrolled annually, Missouri State is the second largest university in the state. The university offers much to do outside the classroom as well. Students can join more than 300 campus organizations, pledge with numerous fraternities and sororities, and help others through the school's community service programs, such as Bears Bringing Hope, which raises funds to help natural disaster victims, among other activities. And when it comes to sports, Missouri State is home to 17 NCAA Division I teams with 58 NCAA championship appearances

In addition to its main campus, Missouri State developed an urban innovation park in Springfield called IDEA Commons. It's a collaborative community effort bringing together corporations, the University, lofts, non-profits and retail space in a downtown community where people from all walks of life can live, shop, learn, create and work.

MISSOURI STATE UNIVERSITY IS HOME TO:



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WITH MORE THAN **CAMPUS ORGANIZATIONS** 



**NCAA CHAMPIONSHIP APPEARANCES** 

# 21st CENTURY COLLEGE, **University of Missouri -**Kansas City is educating the workforce of tomorrow in one of America's smartest cities.

by SAVANNAH KING

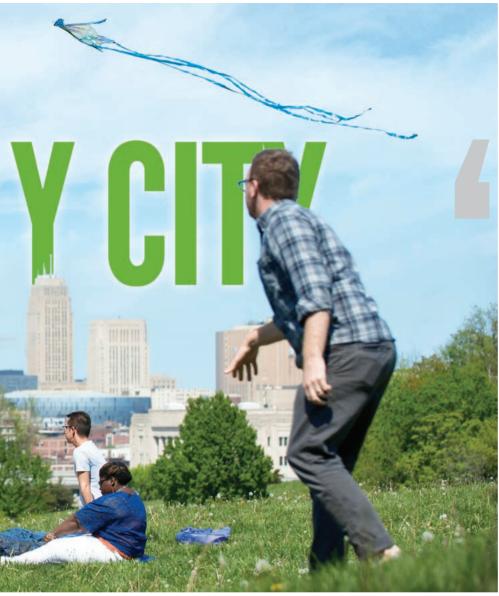
ansas City is quickly becoming known as one of the leading "Smart Cities" in America, and University of Missouri -Kansas City (UMKC) is educating the innovative talent needed to move the city into the future.

Located in Missouri's second largest city, UMKC was founded in 1929, and is the largest comprehensive, fully accredited university in the Kansas City area. The 93-acre urban campus is home to more than 11,000 undergraduate students from all 50 U.S. states, and more than 85 countries. This diversity, along with its urban setting, gives the campus a

modern and energetic feel.

At UMKC, students can choose from more than 120 academic programs and majors, including degrees from the Henry W. Bloch School of Management and the schools of medicine, computing, engineering and education. While outside the classroom, UMKC students can explore more than 175 clubs and 15 Greek-letter organizations.

"UMKC, with its top rated programs in the arts and theatre, its various schools in the medical disciplines, biological sciences, engineering, management, and education, has all the elements that



I believe (universities) have an unwritten but binding social contract with their communities to be instrumental and perhaps even partly accountable for the economic development of the region and the social, cultural and health well being of the city and the region."

- UMKC Chancellor-Designate C. Mauli Agrawal

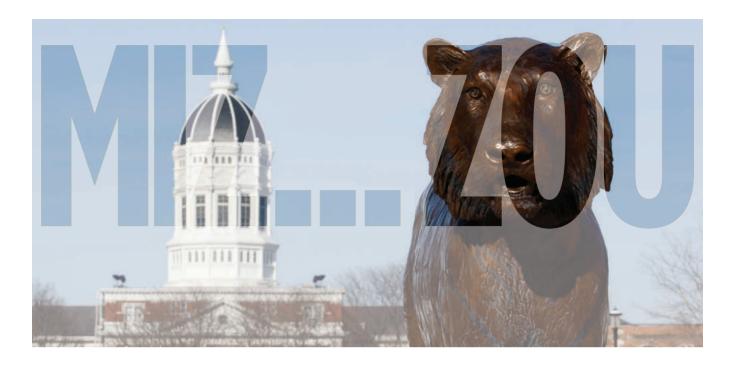
are needed to make a great university," said UMKC Chancellor-Designate C. Mauli Agrawal.

As an urban university focused on research and community service, UMKC is rich in relationships from local businesses to alumni and friends throughout the region. In fact, more than 3,200 local business clients benefit from UMKC's outreach programs each year.

"Public universities were created with the goal of bringing enhanced prosperity to their region," said Agrawal. "They do this by being knowledge enterprises - they both disseminate knowledge and create new knowledge. I believe they have an unwritten but binding social contract with their communities to be instrumental and perhaps even partly accountable for the economic development of the region and the social, cultural and health well being of the city and the region."

UMKC is a member stakeholder in the Kansas City Area Life Sciences Institute, and a partner institution in Frontiers: The Heartland Institute for Clinical and Translational Research. These affiliations, and others, support UMKC's life sciences research efforts by providing a collaboration network and resources to support and conduct world-class life and health sciences research. 0

Photo courtesy of UKMC



#### **University of Missouri - Columbia is a** leader in athletics, research and more.

 Columbia (Mizzou) is a public institution that was founded in **1839**, and has a total undergraduate enrollment of 25,898 on its 1,262acre campus. The university's hometown of Columbia is in central Missouri and is host to annual events like the Roots 'n Blues 'n BBQ music festival and Art in the Park, a large creative works showcase.

niversity of Missouri

Students at Mizzou live in a unique botanical garden, with more than 40,000 plants across campus. More than a third of high school seniors from Missouri attend Mizzou each year, and all freshmen must live on campus. As the only Division I-A sports school in the state, the Missouri Tigers teams are a big focus of campus life. The teams compete in the NCAA Division I Southeastern Conference and are particularly competitive in football. The school mascot, Truman the Tiger, is

named after former President Harry Truman, who was born in Missouri.

Mizzou has more than 600 clubs and organizations for students. More than 20 percent of students join the school's Greek system, which is made up of 50-plus fraternities and sororities. Students also have a vast array of degree options, with more than 280 majors, nearly 70 of which can be completed online.

Mizzou has highly ranked graduate programs at the College of Education and Robert J. Trulaske, Sr. College of Business, as well as a School of Medicine and a Tier 1 School of Law. This public research university offers opportunities for students to team up on faculty-led projects as early as their freshman year. Among the scores of notable Mizzou alumni are actor Jon Hamm, singer Sheryl Crow and U.S. Sen. Claire McCaskill. Playwright Tennessee Williams, who won the Pulitzer Prize for "A Street Car Named Desire," attended but did not graduate. 0

by STEPHEN VOTAW





**Taneycomo Lake** *Photo courtesy of Visit Missouri* 

#### 19 degrees.

The entire state offers a low cost of living and has been ranked the sixth for lowest cost of living and the 9th for affordable housing. According to Zillow.com, the median home value in Missouri is \$145,000, while the median rent price is \$950. The real estate website ranked St. Louis as the No. 5 Most Affordable Market for Homebuyers in the country.

#### Lifestyle and Culture

With two World-Series-winning baseball teams, the Kansas City Royals and the St. Louis Cardinals, the NFL's Kansas City Chiefs and the National Hockey League's St. Louis Blues, sports fans always have something to cheer about in the Show Me State.

Missouri offers top-notch outdoor recreation activities throughout the state. The state park system — which ranks among the top four in the country — has more than 150,000 acres and 1,000 miles of trails to explore. Popular pastimes include hiking, climbing, hunting, fishing and other water sports. The breathtakingly beautiful Lake of the Ozarks has more miles of coastline than the state of California.

Forest Park, a 1,293-acre park (500 acres larger than New York's Central



# The median home value in Missouri is \$145,000, while the median rent **price is \$950.**

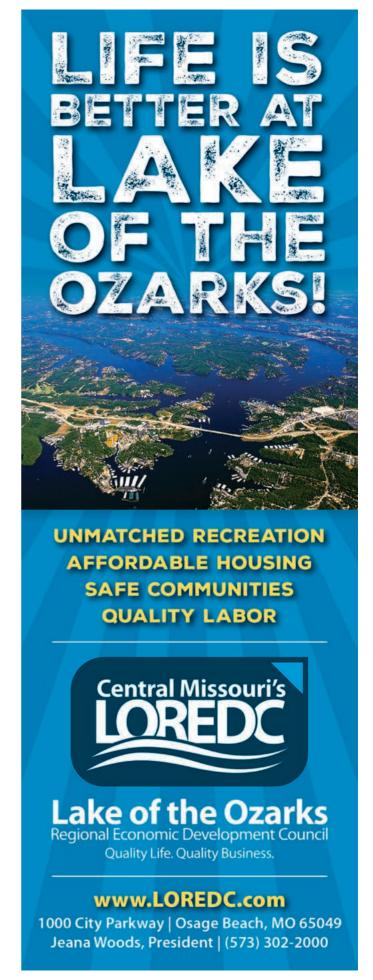


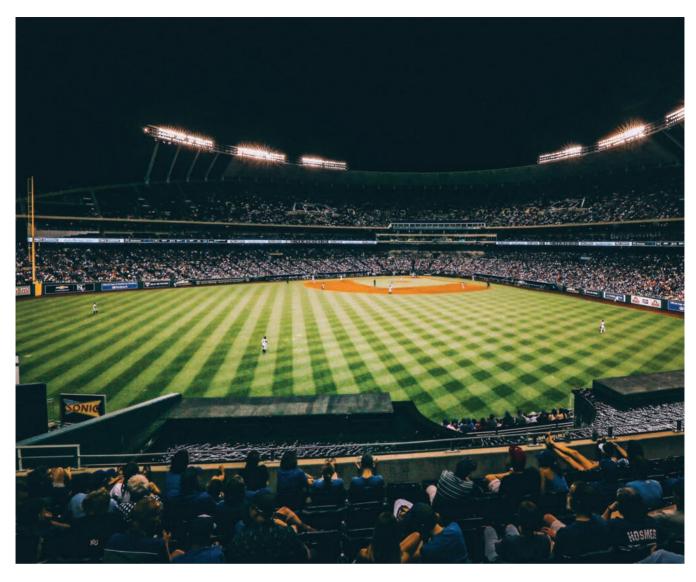
Photo courtesy of Missouri Partnership

Park) in St. Louis, has been named the Best City Park in America. The park is home to famous cultural institutions like the St. Louis Zoo, three museums and the Muny Opera. Other popular landmarks include Mark Twain's Boyhood Home and Museum in Hannibal, Meramec Caverns in Stanton, the Pony Express National Museum in St. Joseph and the famed Route 66 which travels more than 280 miles through the state.

Kansas City, on the state's western border with Kansas, is a haven for Jazz and BBQ lovers alike. The city's historic Union Station offers several attractions including Science City (a favorite for children) and the Arvin Gottlieb Planetarium.

Live music is part-and-parcel for





Kauffman Stadium, home of the Kansas City Royals Photo courtesy of Visit Missouri

the southern city of Branson, which is home to more than 50 theaters and dozens of live shows - not to mention its abundance of other tourist attractions. Silver Dollar City is an

riverboat cruise down the Mighty Mississippi or seeing St. Louis' skyline from its iconic Gateway Arch first hand. The landmark's newest attraction, The Museum at the

# St. Louis ranked as the No. 5 Most Affordable Market for Homebuyers in the country.

1880s theme park that's been ranked by Fodor's Travel as One of America's Top 10 Parks and will soon open the world's fastest, steepest and tallest spinning roller coaster.

And of course, a visit to Missouri wouldn't be complete without a

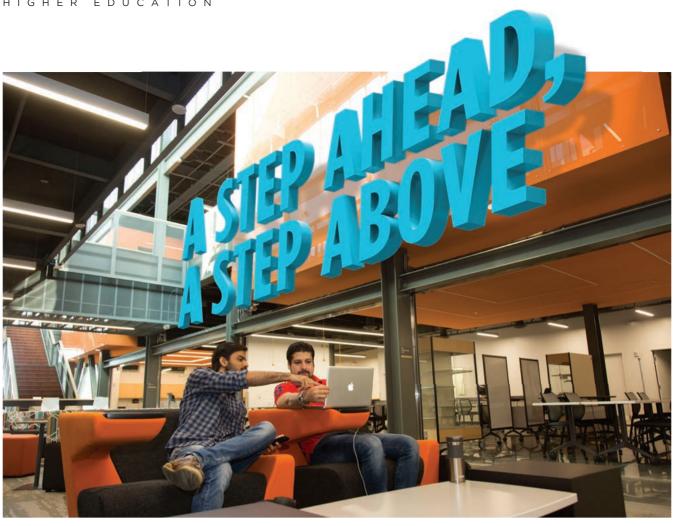
Gateway Arch, will open in July 2018 and tell the story of Native Americans' early explorers and pioneers.

Whether it's in the state's eclectic cities or peaceful countryside, putting down roots in Missouri can only lead to growth. O



# SEE ALL THE FUN THAT DEVELOPS.





#### High school students earn science degrees and employment in half the time through the Missouri Innovation Campus.

by SAVANNAH KING

tudents in Missouri have a unique opportunity to get a jump start on their careers before they've even finished high school.

Located in Lee's Summit, near the Kansas City metropolitan area, The Missouri Innovation Campus (MIC) is an innovative accelerated learning program.

MIC is a partnership between the University of Central Missouri, Lee's Summit R-7 School District, Metropolitan Community College and over 50 corporate partners. The program prepares students to be career-ready graduates in half the time and for significantly less cost.



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Develop critical skills and a network of colleagues who challenge assumptions. Cultivate future leaders and tackle challenges with programs tailored for your company. The program is available to high school students from Lee's Summit R-7 School District's Summit Technology Academy, which offers STEM-based curriculum and pulls from the district's 24 high schools. The Summit Technology Academy is in the new 140,000-square-foot, \$40-million Missouri Innovation Campus building in Lee's Summit.

science degree from the University of Central Missouri. Students end up earning their college degree two years earlier than their peers.

In addition to graduating sooner, students are also able to get realworld experience through a threeyear, year-round paid internship. Students begin the internship with a corporate partner in the summer of

# 44The competencies that these students are learning are the ones that businesses choose."

MIC currently offers four programs; systems engineering technology, drafting and design technology, computer science, and cybersecurity. A fifth program in bioinformatics will be added in the summer. The curriculums are reviewed every other year to ensure the technology and industry standards that are being taught remain relevant.

Students are accepted into the program in their junior year of high school. They begin by taking courses that allow them to earn an associate degree from Metropolitan Community College — tuition free — while simultaneously completing high school. The final two years of the program focus on earning a bachelor of

#### - Stan Elliot, director of MIC

their junior year of high school and continue working until graduating from UCM.

The program began in 2012. Since its inception, two cohorts made up of 19 students have graduated with bachelor's degrees. The upcoming graduating cohort in May will add another 17 more graduates of the program. The number of corporate partners has also grown over the years beginning with three corporate partners and one program to currently working with 50 partners on both the Missouri and Kansas side of Kansas City in five different course programs. All the students so far have been offered full-time employment, earning an average of \$60,000 a year after graduation.



Stan Elliot, director of MIC, says corporate partners report being very satisfied with their interns and hires and says it's a "perfect world" for students as well.

"The corporate folks love this approach from the get-go," Elliot says. "The competencies that these students are learning are the ones that businesses choose. They said, 'Okay, if you're going to be a programmer in the Kansas City region, here's the tool belt. Here's the skills that you need to have.' And then they deliver their proprietary skills during that three-year internship. So, the HR folks, the talent acquisition folks, they love that they get the kids for three years, so they can make sure that they're a fit before they've even graduated." 0



MIC offers programs in systems engineering, drafting and design, technology, computer science and cyber security. Photos courtesy of University of Central Missouri

# **SKILLED TALENT**

You need it. We've got it.



COMMUNITY COLLEGE WORKFORCE NETWORK

missouricolleges.org/workforce



by SAVANNAH KING

o get a glimpse of the Show Me State's resourceful nature, just look at its people. Missouri's workforce boasts a work ethic and high level of skill that can only be found in the American Midwest.

44 We developed an approach that puts our customers and end users first and foremost and brought together all of our workforce development efforts under one umbrella that we call Skilled Workforce Missouri

- Rob Dixon, Director of Missouri Department of Economic Development

> Home to more than 3 million workers, the state's talent pool runs deep and draws from a network of 13 public four-year universities, 14 public two-year colleges, 24 independent colleges, 11 specialized and technical colleges, 17 theological institutions and more than 150 proprietary and private career schools.

Missouri's Department of Higher Education has set a goal officially known as Missouri's Big Goal for Higher Education — for 60 percent of the state's adult workers to have earned a certificate or degree by 2025. And the state has made great strides toward that goal. In 2014, 38 percent of Missourians had an associate or bachelor's degree, when professional certificate holders were factored in the percentage jumped to more than 50 percent. Additionally, more than 87 percent of the state's workers have earned at least a high school diploma, making the state one of the top ten in the nation.

In an effort to streamline the state's workforce development efforts, Missouri launched several new initiatives in 2017. The approach included reducing red tape, improving training opportunities for the state's workers and encouraging small businesses to open shop.

Another key initiative involved overhauling the state's workforce development efforts.



Rob Dixon, director of Missouri Department of Economic Development, says the state's previous workforce development efforts were spread out across several agencies, making it difficult for companies to navigate. "So, we developed an approach that puts our customers and end users first and foremost and brought together all of our workforce development efforts under one umbrella that we call Skilled Workforce Missouri."

Through Skilled Workforce Missouri, companies find a streamlined approach to accessing training that helps employees get up to speed as companies introduce new product lines, upgrade technology, make quality and productivity improvements, or expand in a new location. Leggett and Platt and 3M were the first companies to enroll in

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- At Crossroads of Avenue of the Saints (St. Louis - St. Paul) and I-72/ US110/US36 Chicago - Kansas City Expressway
- Located in Hannibal Enhanced Enterprise Zone
- Over \$150MM in local public and private investments in 2017-18

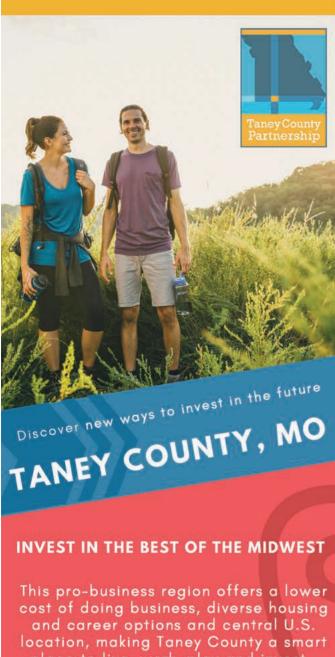
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the program.

Companies can also get personalized help with a Skilled Workforce Missouri project manager who will help with training, recruiting talent and any ongoing support the company needs to meet its goals. Skilled Workforce Missouri works with the state's community and technical colleges, state technical center and job centers and goes a step further by helping existing workers to "skill up" as a company's needs change. There are 32 Missouri Job centers and 57 Career Centers located across the state helping local companies with their talent needs.

"These programs are totally flexible for companies," says Dixon. "The businesses have complete control over who does the training. That's a key innovation that we've really brought to this. Whether it's our state's own workforce network or your company's own training experts — in house or third-party providers — or any combination of source that you're looking at, Skilled Workforce Missouri is going to provide some flexible options for funding to help offset that cost for job creation in Missouri." •







Above: Kansas City is known as "The City of Fountains" and has more than 200 official fountains.

Left: Missouri Wine

Below: Flight of the F/A-18E/F Advanced Super Hornet

Photo by Kevin Flynn courtesy of Boeing



Right: A steamboat on the Mississippi River in Hannibal

Below: The Kauffman Center for the Performing Arts is located in downtown Kansas City.

Bottom: The St. Louis Zoo has been ranked among the best in the country.







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bartoncounty.com	Springfield Regional Economic
joplincc.com	Partnership
carthagechamber.com	SpringfieldRegion.com
<b>Economic Development Corp. of</b>	Taney County Partnership
Kansas City	Staneycountypartnership.com
edckc.com	Washington University in St. Louis
Kansas City Area Development Council 17	wustl.edu
thinkKC.com	





# EXPERTS IN CORPORATE EXPANSION

Advisory | Analytics | Consulting | Custom Content | Events | Publishing Lead Generation | PR & Marketing | FDI Training | Association Management





To these companies and more, we'd just like to say ... Welcome to Missouri!

