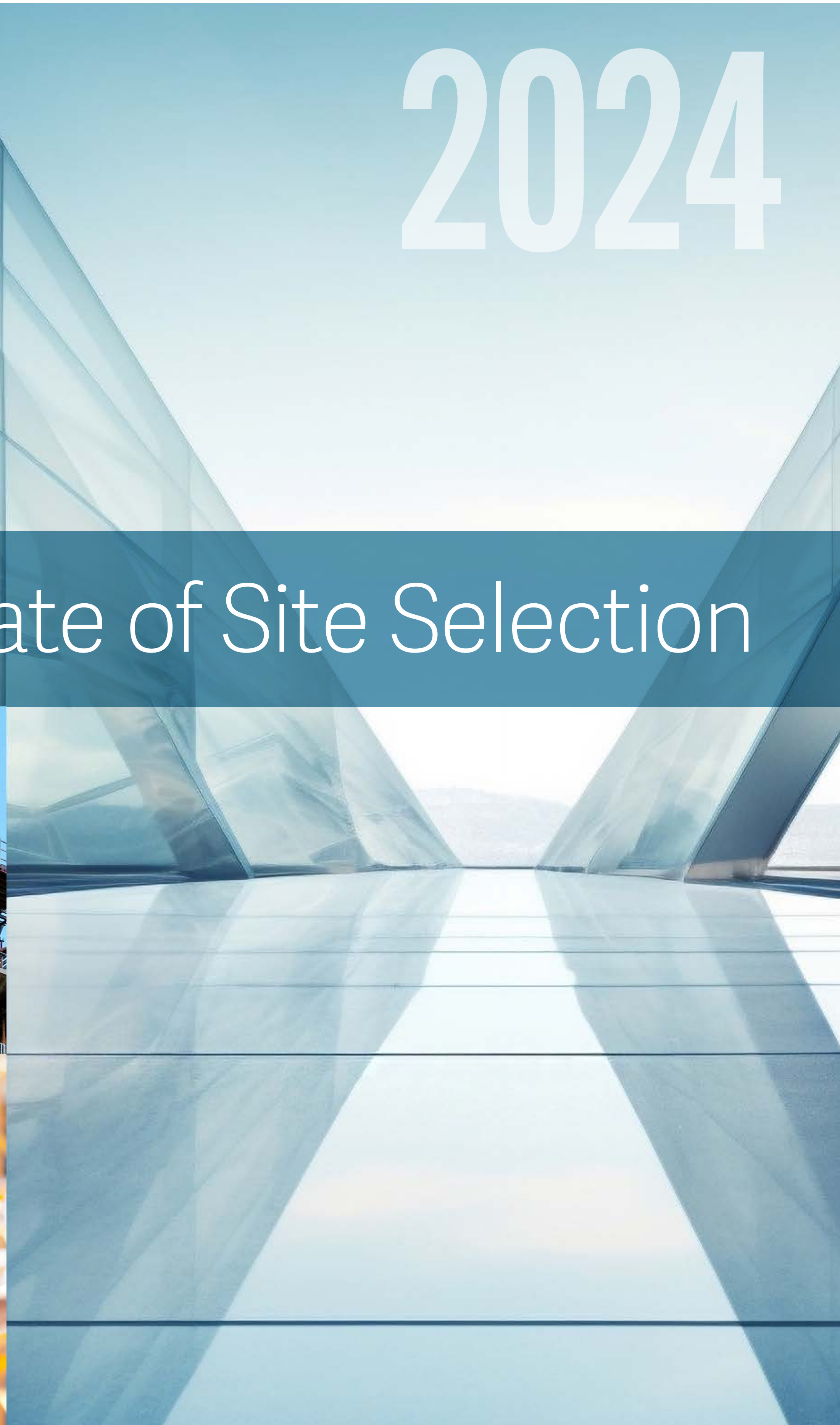
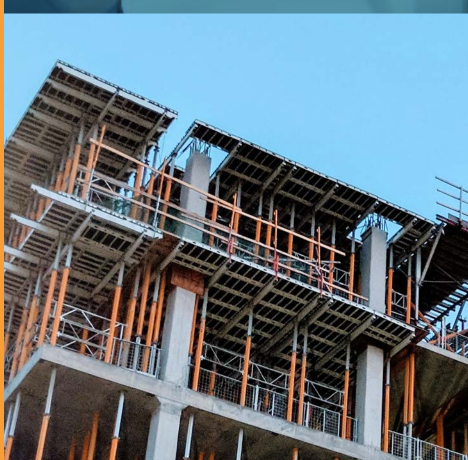
2024

The State of Site Selection





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About the Site Selectors Guild & DCI

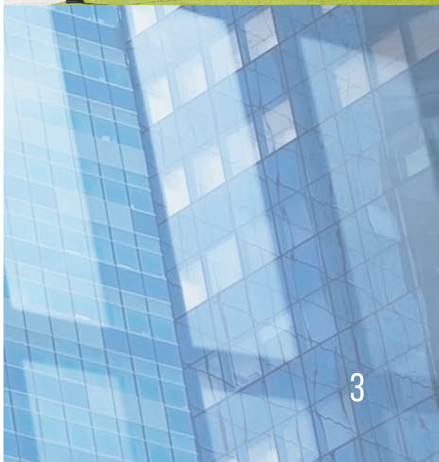
The Site Selectors Guild

The Site Selectors Guild is the only association of the world's foremost professional site selection consultants. Guild members provide location strategy to corporations across the globe and for every industry, sector and function. Founded in 2010, the Site Selectors Guild is dedicated to advancing the profession of international corporate site selection by promoting integrity, objectivity and professional development. Members are peer-nominated, vetted, and must demonstrate significant professional location advisory experience. Guild membership is the highest standard in the site selection industry.

In 2023, Guild members facilitated the committed or announced creation of approximately 107,000 jobs and $101 billion in capital investment by corporate clients, which required location analysis across 74 countries.

Development Counsellors International (DCI)

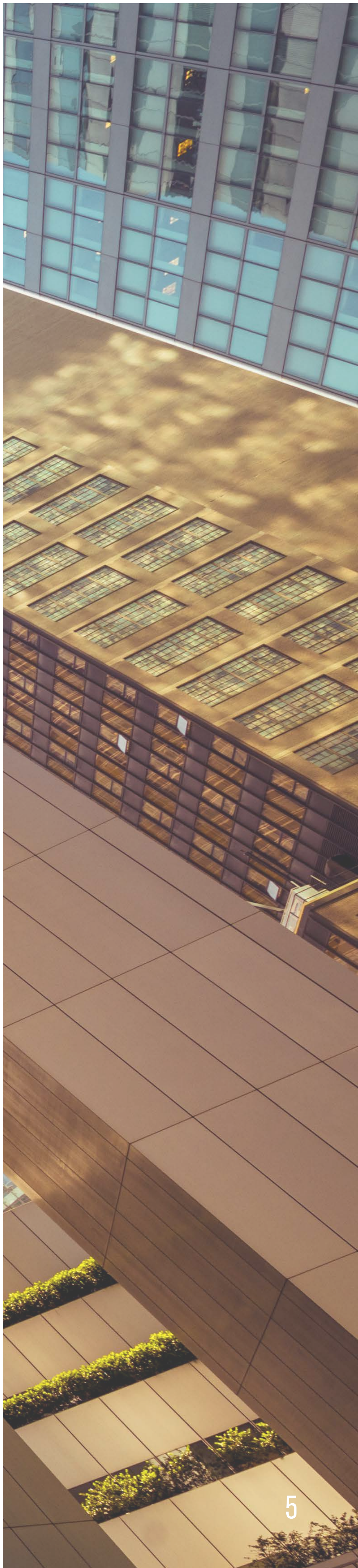
Development Counsellors International (DCI) is the leader in marketing places. Since 1960, the agency has worked with more than 500 cities, regions, states, provinces and countries, helping them attract investors, visitors and talent. DCI is a full-service and highly specialized agency focused on economic development, tourism and talent attraction, with expertise in all phases of marketing, including research, branding, strategy, public relations, paid media, analytics and websites. DCI has offices in North America and Europe.



Methodology

In January 2024, the 68-member Guild partnered with DCI to prepare the third edition of its biennial report "***The State of Site Selection***," a primary research study that identifies the top trends impacting the facility location decision-making process in the United States and globally. Research inputs included focus groups and interviews with select Guild members, an online multiday focus group and an online survey distributed to all Guild members. We achieved participation by 100 percent of Guild members, resulting in globally relevant and diverse input representing experiential knowledge derived from Guild member project activity focused on both office projects (HQs, technology development centers, R&D, service centers, etc.) and industrial projects (manufacturing, warehousing, logistics, fulfillment, etc.).

As a conduit to global executives engaged in real-time business location decisions, the information provided by Guild members sheds light on the issues that are preoccupying corporate decision-makers and their advisors. Through the trends identified in the 2024 edition of "***The State of Site Selection***," our goal is to continue to help prepare and educate corporate executives and economic development (EDOs) organizations about the best ways to respond and react to issues now and in the future. Although none of these topics or factors operates in a vacuum, yet some can overlap, key themes and trends play an influential role in the location and site selection process.



A Message from Guild Board Chair Larry Gigerich

The state of site selection continues to mature and evolve. When preparing for this year's report, it was hard not to reflect on the first two editions of "The State of Site Selection" and consider how many societal, political and economic transformations have taken place in four short years. In the case of the 2020 report, my colleagues and I never could have anticipated that a pandemic would permanently and irrevocably change the global landscape only days after its release. During 2022, we were still grappling with a new pandemic-created reality, including high-profile social challenges, talent shortages and skill mismatches, new workplace models and global political conflict.

As the pandemic dust has settled, my colleagues and I continue to see strong project activity, and our focus remains on project fundamentals to achieve the most-successful outcomes for our clients. However, we are evaluating those project fundamentals in a vastly different global context than what we experienced from two years, four years and certainly a decade ago, and this year's report shows a decided shift in tone, sentiment and priorities from our past two editions.

During 2024, when asked to characterize the state of site selection, the dominant theme heard overwhelming from my colleagues was based on **the concept of an expanding and evolving definition of "risk"**. This encompasses the different types of risks impacting location decisions, how to measure it in our modeling and analyses and, most importantly, how to mitigate it on behalf of our clients and the economic development organizations we partner with. The preoccupation with risk is not surprising because we are in what Adam Tooze, professor of history at the University of Columbia in New York, coined the "polycrisis era" or "a cluster of related global risks with compounding effects, such that the overall impact exceeds the sum of each part."[1] Crisis and risk seem to be omnipresent when considering underlying geopolitical tensions, environmental issues, fluctuating economies, the resulting impact on public well-being, a shortage of community assets, technological change and societal challenges.

Continued on pages 8-15

[1] The World Economic Forum "2023 Global Risk Report," https://www.weforum.org/publications/global-risks-report-2023/

FIGURE 1
THE PERCEPTION OF SHORT- AND LONG-TERM RISK FACTORS

Risk Categories

Economic | Environmental | Geopolitical | Societal | Technological

2 YEARS

1st	Misinformation and disinformation
2nd	Extreme-weather events
3rd	Societal polarization
4th	Cyber insecurity
5th	Interstate armed conflict
6th	Lack of economic opportunity
7th	Inflation
8th	Involuntary migration
9th	Economic downturn
10th	Pollution

10 YEARS

1st	Extreme-weather events
2nd	Critical change to Earth's systems
3rd	Biodiversity loss and ecosystem collapse
4th	Natural resources shortages
5th	Misinformation and disinformation
6th	Adverse outcomes of AI technologies
7th	Involuntary migration
8th	Cyber insecurity
9th	Societal polarization
10th	Pollution

Source: World Economic Forum Global Risks Perception Survey 2023– 2024

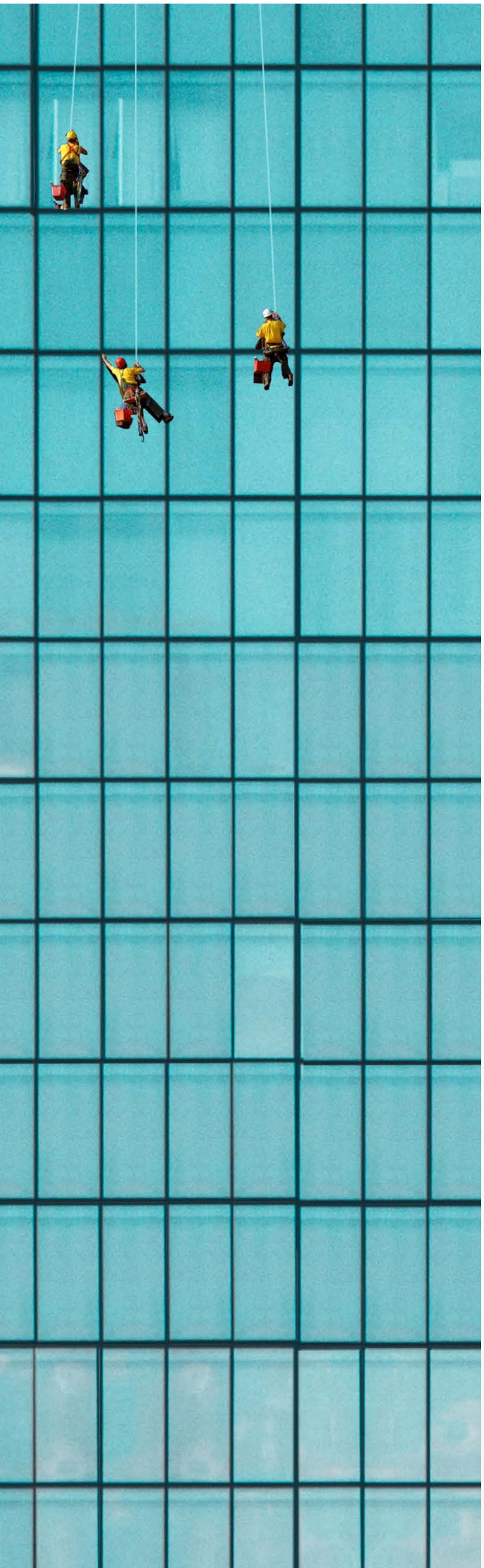
The perception of these risks, in cooperation with other global megatrends, has direct ramifications that impact the scale, location, timing and volume of corporate investment. My colleagues and I determined these global megatrends have the most impact on location decision-making:

- Trade frictions and global supply-chain challenges
- Changes in the size, growth and structure of populations and the workforce
- Climate change and the increasing amount of extreme-weather events
- Global infrastructure vulnerabilities, particularly electric power
- Evolving public sentiment and shifting levels of support for projects
- Inflationary pressu res affecting the cost and access to capital
- A potential political rebalancing with 40 national elections happening worldwide, which will send more than half of the world's population to the polls

Given this global context, it's no wonder that risk and uncertainty are top of mind among my colleagues, our clients and economic development organizations.

"While our focus is on traditional fundamentals for any project, those fundamentals will differ for each client, and it's also within the context of a rapidly changing world. What might be considered a "basic" factor 10 years ago is much different now in the age of AI and machine learning, remote and contract work, the electrification of everything and the volume and scale of projects."

— PHIL SCHNEIDER, SCHNEIDER STRATEGY CONSULTING LLC

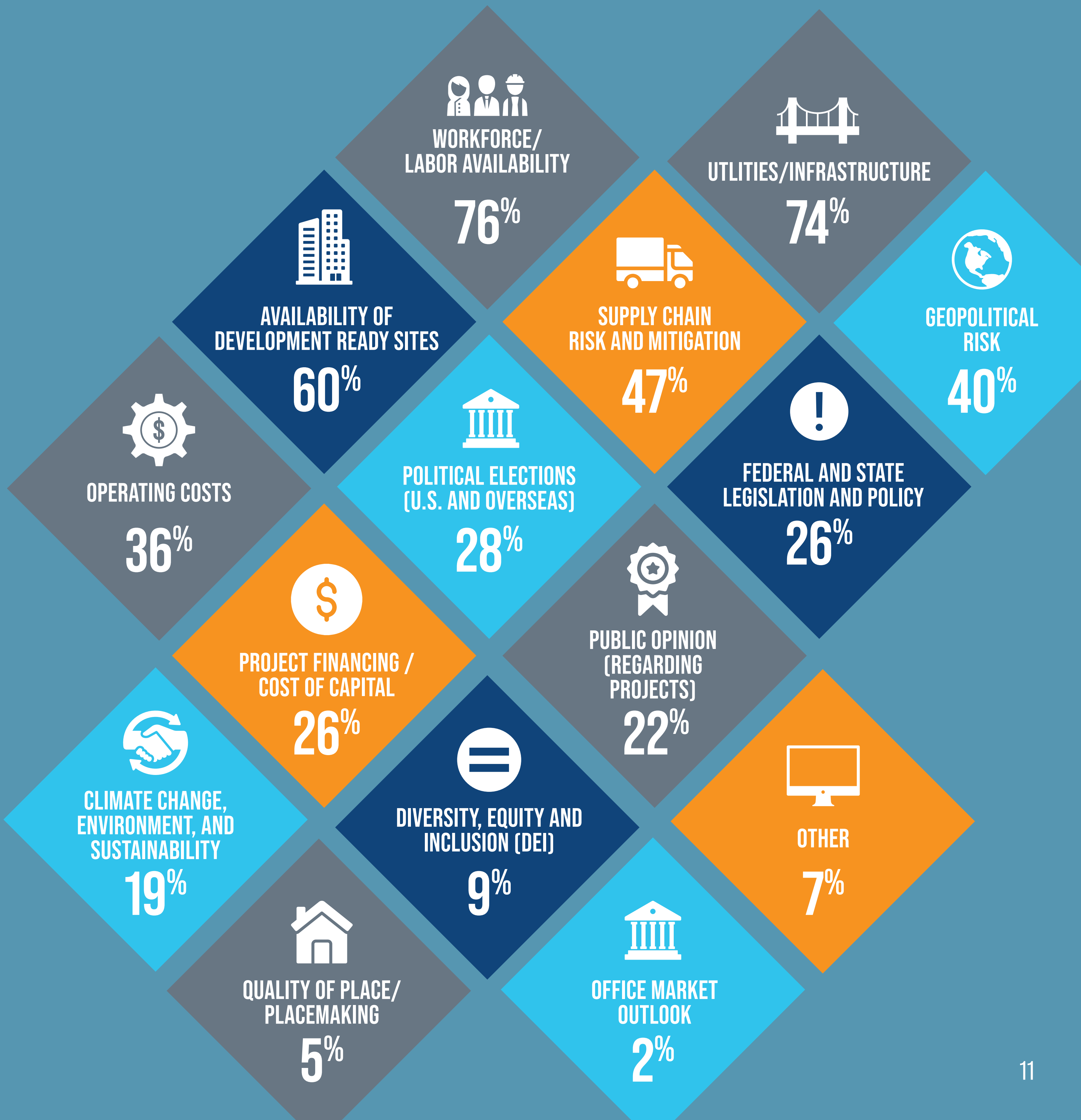


Guild members and their respective firms pride themselves on using objective, data-driven and process-oriented approaches that account for the specific and fundamental needs of our clients but in tandem with the global megatrends referenced above. We have witnessed a rebalancing of the weight placed on different location variables in light of these evolving conditions and risk factors. There has always been one certainty in our industry: Our clients abhor risk. We, as their advisors, must understand the impact of these exogenous global trends and how they impact the decision-making process to mitigate as much risk as possible for our clients and the communities in which they invest, all in the context of the factors most important to our clients as they consider their capital deployment and optimization strategies.

87%

of Guild members strongly agree that resource shortages (such as land, labor and utilities) have challenged or compromised project timelines.

FIGURE 2
THE TOP FACTORS IMPACTING THE SITE SELECTION INDUSTRY IN 2024



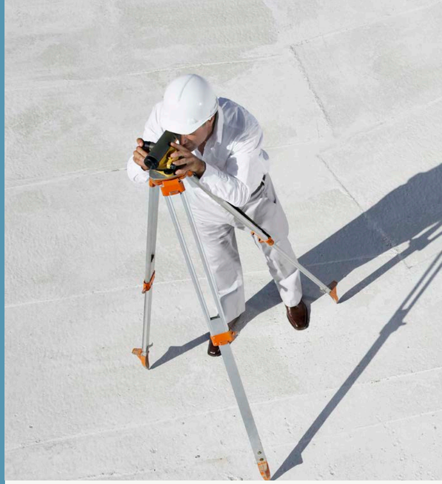
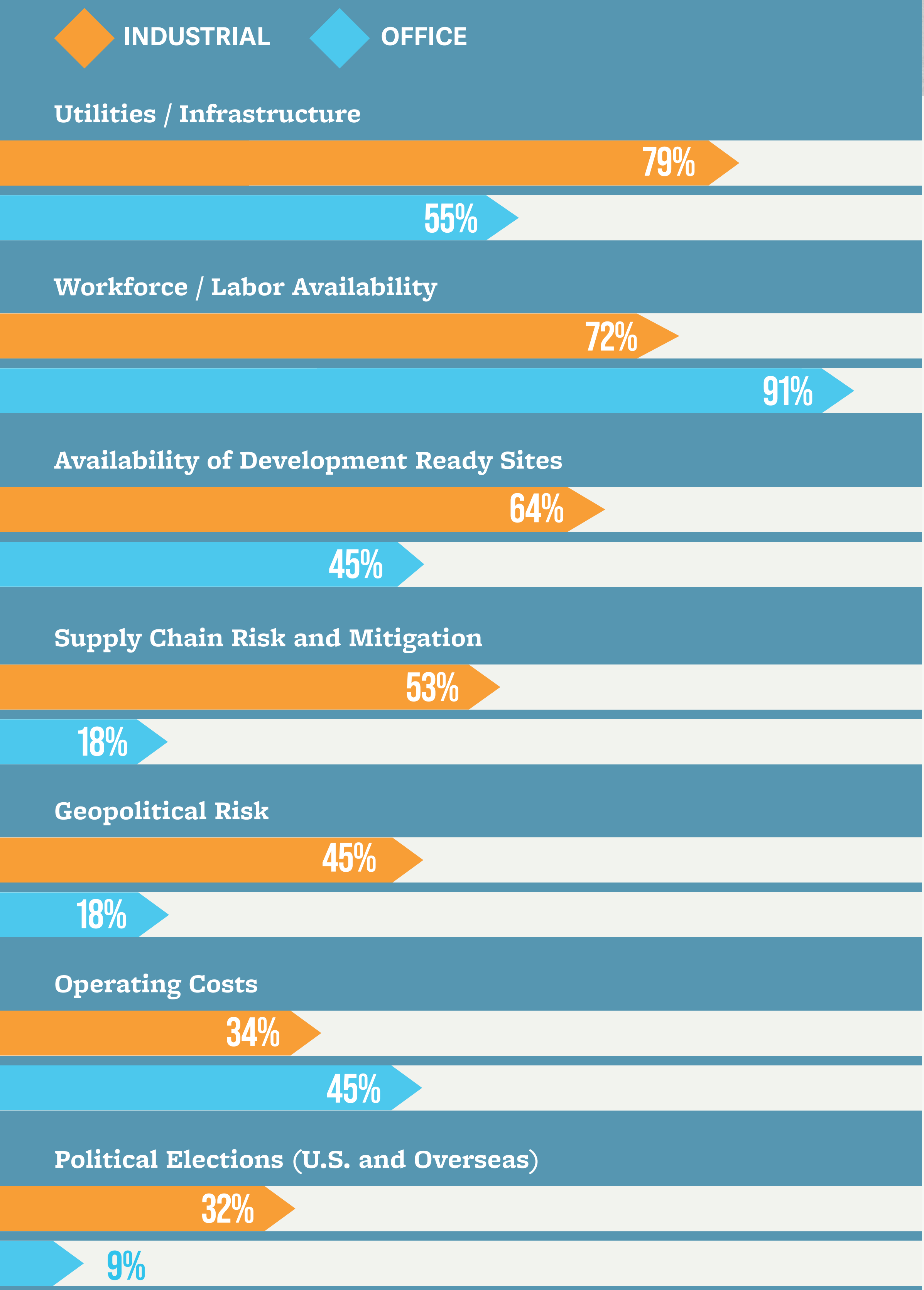
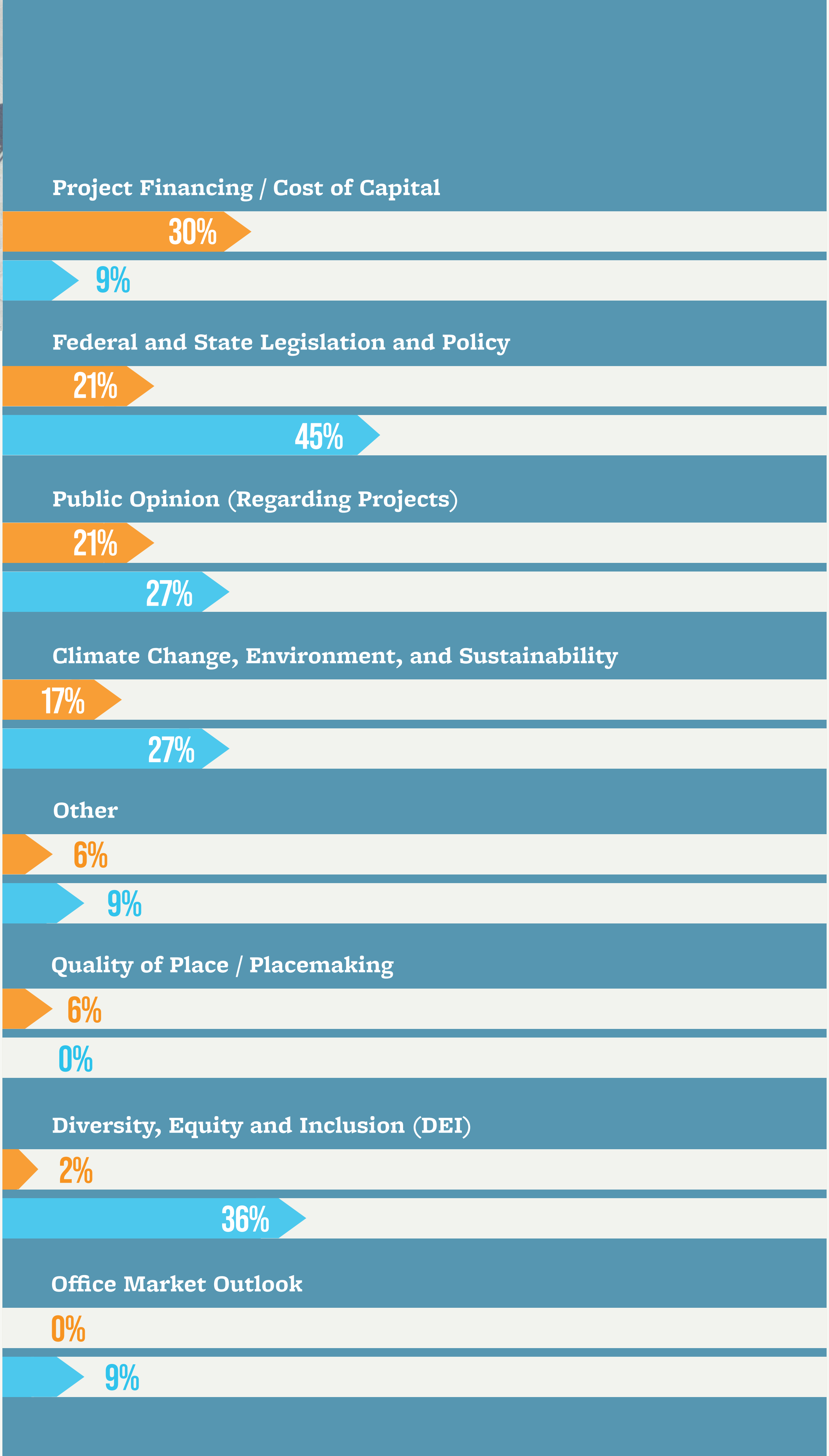
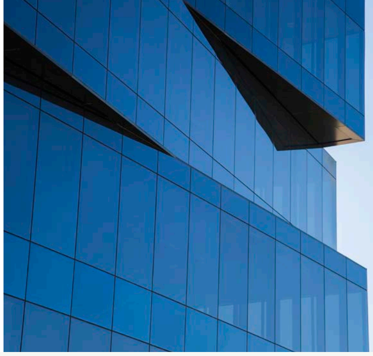


FIGURE 3
THE TOP FACTORS IMPACTING THE SITE SELECTION INDUSTRY IN 2024 BY PROJECT TYPE




Project Financing / Cost of Capital
30%
9%
Federal and State Legislation and Policy
21%
45%
Public Opinion (Regarding Projects)
21%
27%
Climate Change, Environment, and Sustainability
17%
27%
Other
6%
9%
Quality of Place / Placemaking
6%
0%
Diversity, Equity and Inclusion (DEI)
2%
36%
Office Market Outlook
0%
9%



Evolving global conditions will continue to challenge Guild members and our clients in ways we can't predict. Yet project activity continues to be strong, and despite vastly different conditions under which the industries and geographies are advancing, this report will take an in-depth look at five key themes that impact our objective analysis and process:

- Real Estate, Sites and Buildings
- Utilities and Infrastructure
- Workforce and Labor Availability
- Natural, Human and Geopolitical Risk
- Economic Development and Placemaking

It's been a privilege to lead the Site Selectors Guild for the past year. As I transition out of this role, our board welcomes this opportunity to reflect on the current state of the industry to help prepare and educate our clients and our valued economic development organization partners.

Sincerely,

Larry Gigerich
Board Chair

The State of Real Estate, Sites and Buildings

The Guild's Take

- A scarcity of developable industrial sites with sufficient utilities and infrastructure is impacting project timelines and the viability of projects.

- The cost and access to capital is limiting the momentum of project activity and is hindering product innovation and entrepreneurship.

- The volume and scale of office projects are unlikely to return to pre-pandemic levels for the foreseeable future, but niche sector opportunities exist.

- Public and private strategies to repurpose vacant office space and sites must be prioritized.

"In the U.S., the supply of industrial sites with adequate labor, utilities and access has been significantly reduced due to economic growth in the industrial sector over that last 10 to 15 years. In terms of the site selection process, intensified screening of sites at early stages of projects is critically important to verify fatal flaws."

— MARK WILLIAMS, STRATEGIC DEVELOPMENT GROUP INC.

FIGURE 4
PERCENTAGE IN AGREEMENT WITH SELECT STATEMENTS ON REAL ESTATE, BUILDINGS AND SITES

The location / quality of office space will significantly impact the future of office projects.

91%

Access to development-ready sites will significantly impact the future of industrial projects.

96%

Availability of industrial buildings will significantly impact the future of industrial projects.

34%

The state of real estate, sites and buildings is a tale of two industries. For instance, 96 percent of Guild members reported that access to development-ready sites will significantly impact the future and feasibility of industrial projects. Meanwhile, the change in workplace models to fully remote or hybrid ones has created an excess of office space, with a common sentiment being that much of the excess space will never be reabsorbed. Class B or C office spaces are likely to be the most negatively impacted because the quality and location of space directly impacts the ability to appeal to workers to return to the office.

Industrial Site Scarcity and Preparedness Impacts Project Timelines and Viability

The demand for development-ready industrial sites with sufficient infrastructure capacity has never been higher due to an abundance of industrial investments spurred by the pandemic, geopolitical tensions, the rise of megaprojects and federal policies, such as the CHIPS Act and the IRA, and incentivizing investment in select industry sectors. Years of unabated growth have strained all resources — land, power, talent — to the extent that the time and cost required to prepare a site and begin construction is, at best, delaying timelines and, at worst, risking projects.

82%

of Guild members strongly agree that for industrial projects, the availability of development-ready sites with sufficient infrastructure capacity is the top location driver in 2024.

Because the availability of “development-ready sites” with sufficient utility capacity has become much more difficult to find, the weighting and timeline of the decision-making process has been affected.” The search process has had to shift to conduct outreach to economic developers and utility providers on the availability of sites much earlier than when there were multiple site options. Site searches are occurring much earlier and then additional site criteria are being applied such as labor force, quality of life, training resources and availability of renewable energy sources.

Although all site criteria factors are critical to the final selection, **the first screening must be to narrow the markets to only those that consultants know to have at least one viable candidate site that would be suitable for the proposed operation.**

A spatial mismatch often results, however, as Guild members reported they are being forced to look further out from population centers and into Tier II or rural markets for available sites, which often can’t meet a project’s workforce requirements.

“Just as we saw a migration of agricultural and farm workers to urban areas in the late 1800s to support the second industrial revolution, we may see a reverse migration today with workers living in urban areas but commuting outside those areas to where the jobs are,” Didi Caldwell, Global Location Strategies, said.

Internationally, and specifically in Europe, other conditions pose an even greater challenge to finding appropriate sites suitable for new projects. Andreas Dressler, Location Decisions, is experiencing similar site shortages across Europe.

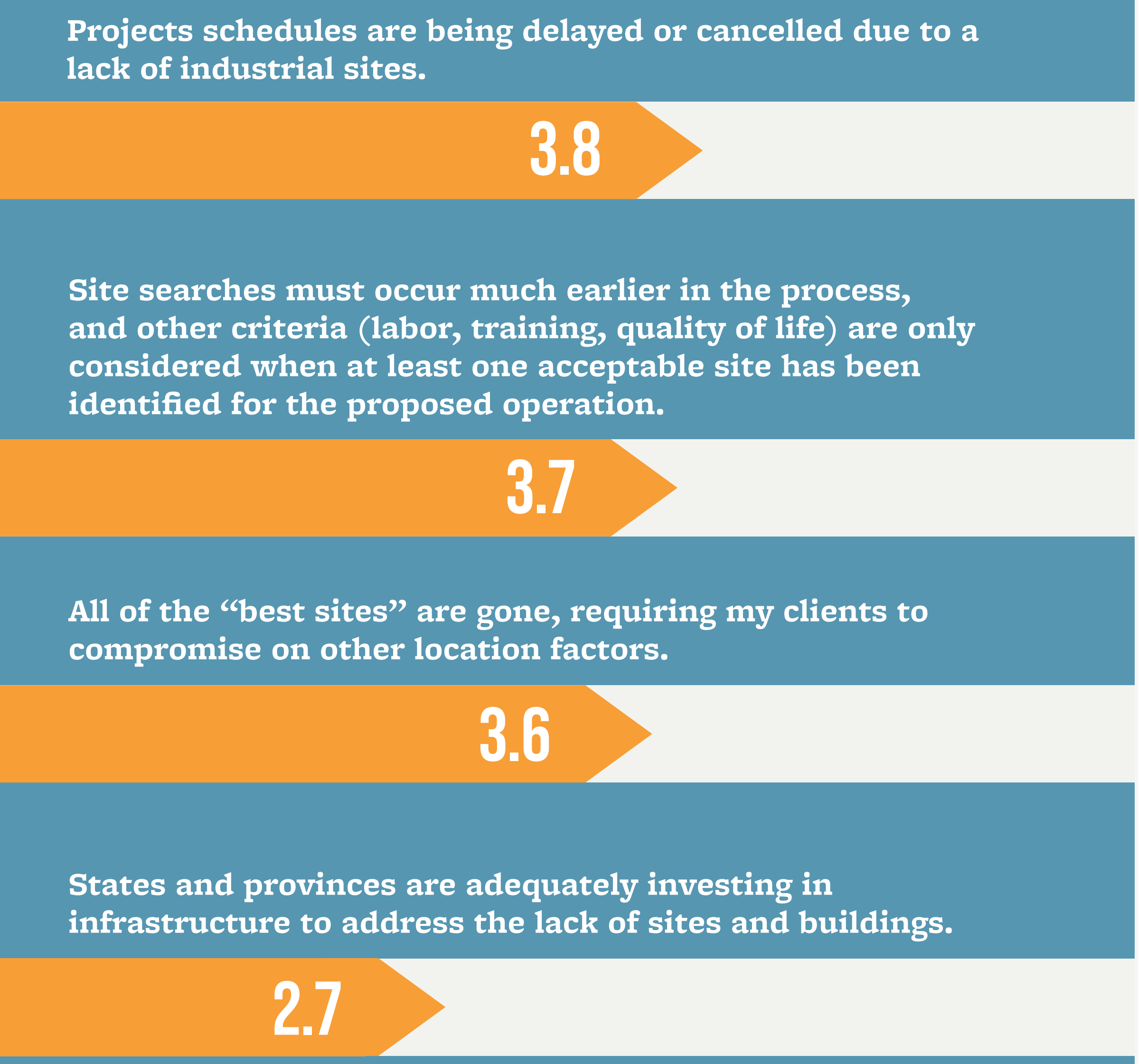
“... It used to be just very big sites that were hard to find and now it’s regular sites as well. There are a few reasons for that,” he said. “One is we’re geographically constrained ... European countries are much smaller and some countries just do not have any more land available for industrial uses. They’re not going to rezone agricultural land because they need all of it to support public needs, and there is also increasing public opposition that is growing stronger. Aside from a few brownfield sites that have significant environmental remediation issues and would take a long time to get ready, there’s just simply nothing available.”

Guild members agreed that states and provinces are inadequately investing in infrastructure to address the lack of development-ready sites. **Implementation of site certification programs is highly recommended and would provide a competitive advantage to locations that have these programs in place**.

"The biggest challenge facing the industrial market is the lack of development-ready sites with desired available utility capacity. When utilities require upgrades to meet capacity needs, you are looking at a 24- to 36-month timeline for that to occur, which rarely meets a company's plant startup timeline these days. Everything is moving at a faster pace, so if you are a community that truly wants to attract new jobs and investment to your community, **you must get your sites and infrastructure prepared ahead of these search inquiries. There is just no way around it."**

— MICHELLE COMERFORD, BIGGINS LACY SHAPIRO & COMPANY

FIGURE 5
INDUSTRIAL PROJECTS: AGREEMENT WITH SELECT STATEMENTS ON REAL ESTATE, BUILDINGS AND SITES (1 = DON'T AGREE, 5 = COMPLETELY AGREE)



The Cost and Access to Capital Are Hindering Investment

Access to and the cost of capital compound the shortage of sites — and, in the case of some advisors, supersedes the importance of it. As inflation increased during the last several years, property acquisition and construction costs did as well, again impacting project scope and timelines.

44%

of Guild members strongly agree the cost of capital is a top factor impacting investment decisions in 2024.

> "Financing is the single-biggest challenge facing the industrial market, second to developing a skill-based technical workforce."
>
> —TOM STRINGER, BDO

Higher costs have impacted everything from land acquisition costs to construction costs to purchasing equipment to automated manufacturing operations. Higher interest rates also impact the market for U.S. manufactured goods.

“This squeeze between higher manufacturing costs and lower sales volume will push manufacturers to seek lower-cost locations, which are generally outside of the U.S.” Jim Renzas, BCI Global, said.

According to Larry Gigerich, Ginovus: “The availability and cost of capital has had a material effect on the economy. We now have clients (outside of electric batteries and semiconductor chips that have benefited from federal incentive policies) that are now saying ‘Let’s invest less capital now, buy ourselves 18 to 24 months and then consider a larger project and investment down the road when it may be more affordable.’”

While the high cost of capital impacts projects in North America, it might have an even more-profound impact among international enterprises and locations. Jan Desmaretz reported that “access and cost of capital are slowing down investment in Europe and Asia” as well.

FIGURE 6
INDUSTRIAL PROJECTS: AGREEMENT WITH STATEMENTS ON ACCESS TO CAPITAL AND OPERATING COSTS (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

Didi Caldwell, Global Location Strategies, said the **high cost of capital in North America and globally has had the consequence of favoring investments by companies that have tried-and-true technologies and products with a proven revenue stream, and has put emerging or untested technology companies at a disadvantage**, potentially squelching innovation and new technology. Projects with proven technologies funded by strong balance sheets, particularly in such high-value sectors as semiconductors and biopharma, will be the drivers of economic development activity in 2024, she added.

> **"… a lack of access to "easy money" has significantly extended the timeline for project decisions and companies have placed those efforts under a substantially enhanced level of internal scrutiny."**
>
> — W. FORD GRAHAM, MCGUIREWOODS CONSULTING

Role of the Biden Administration's Federal Incentive Programs to Access Capital

The Biden administration's Infrastructure Investment and Jobs Act (IIJA), Inflation Reduction Act (IRA), and Creating Helpful Incentives to Produce Semiconductors (CHIPS) and Science Act are projected to allocate more than $800 billion in funds to support sustained investments in climate solutions, reshore the semiconductor supply chain in the United States and improve national security by decreasing reliance on foreign countries, specifically China.

However, challenges have arisen when implementing these major economic development-centric policies, namely the CHIPS Act and the IRA, and mobilizing these funds.

"Simply put, the funding is not flowing," Tom Stringer, BDO, said. "The CHIPS Act appears to be strictly dedicated to the very large fabs with some minor dollars thrown in for smaller projects. It has not been the ecosystem-wide catalyst it was touted to be." At least, not yet.

60%

of Guild members strongly agree that the uncertainty of federal funding initiatives and incentives — such as CHIPS and Science Act and IRA — is impacting operational planning and resulting in project delays or cancellations.

Despite challenges with the allocation of funds through the U.S. Federal Incentive Programs, comparatively, the EU — through the NextGen EU recovery fund — is struggling to a greater degree to connect companies with state financing. Due to a decentralized structure and to stipulations on the disbursement of funds, EU companies have had significant difficulties accessing the funds, which has hindered EU manufacturers' investment at home. In contrast, **the scale and accessibility of funding in the United States has led to major European manufacturers, such as Volkswagen, BMW, Enel and Norwegian battery group Freyr, choosing to prioritize investments in the United States**.

48%

of Guild members strongly agree that the volume and scale of office projects will never return to pre-pandemic levels.

Office Projects Are Not Likely to Return to Pre-Pandemic Levels, but Niche Opportunities Exist

The office market is facing its own set of unique challenges: too much capacity. As a result of highly visible changes in workplace models stemming from the pandemic, a worldwide "massive glut" of office space exists, especially in the United States.

"Office projects will never go back to the same size and scope as it was prior to the pandemic," Stringer said. "Technology, costs and worker preferences will not go backward ... [and] all of that leverage is going against traditional office environments. **[Office] projects will be smaller, [will be] less influential in economic impact and [will] receive smaller incentives."**

Guild members are pragmatic in their assessment of the office market. Based on the pandemic's disruptions, the office market might be in uncharted waters — not snapping back to normal market capacity after a large, disruptive event in which some permanent changes have set in. Companies are leasing less space when their existing leases expire and using office space differently.

"It is a flight to quality space and locating somewhere with strong quality-of-place amenities to help draw talent in," Gigerich said.

> “It’s a paradox: Because much of the workforce still has the flexibility to work remotely and/or split time between home and the office, the location of the office is less relevant to talent attraction and retention. But for companies fighting to lure people back into the office, the location and appeal of the space become supremely relevant.”
>
> — TRACEY HYATT BOSMAN, BIGGINS LACY SHAPIRO & COMPANY

Despite this sobering view, office project activity is occurring, primarily consolidations, albeit at a smaller scale and volume and in select niche sectors.

“Office location projects are all about consolidation and density and moving functions to higher-quality space to retain the talent we need, aspire to, and will develop for the future,” with skills now in Internet of Things (IOT), AI and cybersecurity outpacing general software developers, Bob Hess, Newmark, said.

Hess adds that because of the tech sector’s layoffs, larger companies are, in some cases, targeting growth and expansion opportunities in lower-cost international regions, possibly where they currently operate. Meanwhile, midsize companies are considering relocating or identifying a new hub for talent, as a cost-saving measure or to retain existing employees.

Guild members reported other notable and positive trends that bode well for the office market, especially movement among not-for-profit agencies or organizations and niche sector companies with strong R&D functions, an innovation focus or both and are investing in pilot space. Investment among these niche sectors is occurring primarily in Tier I metro areas that have a strong university presence, a diverse population and strong quality-of-life assets. Tier II and III metros, meanwhile, are still commanding occasional consolidation and expansion projects but, again, at a smaller volume than previously seen before the pandemic.

Given the current climate for office projects, a common question is: What can communities do with the surplus of office space in their regions? The common theme among Guild members is to "be creative." Because a shortage of housing stock at all levels is a key pain point for employers, conversion of office space to housing was a common recommendation, while recognizing this is very challenging, generally, and unfeasible in many buildings. Guild members identified retrofitting space for incubators, last-mile distribution space, lab space, training space, makers space and educational institutions (including elementary and high schools, in some cases) as potential scenarios.

Considerations from Guild Members on Office Reuse

Look at conversion to residential, co-working or hotel space, [and] creative re-use to include entertainment, cultural, maker space, innovation hubs [and] technical upskilling and schools.

Consider purchasing and providing highly discounted space for projects looking to relocate from higher-cost locations and leases ... [and those that are looking to relocate jobs are looking for cost bargains]. Incent the conversion of vacant properties to other uses.

Engage local developers for brainstorming ideas and potentially gain their interest. I have heard of some places retrofitting office buildings to housing, workforce training facilities, community space and hybrid co-working space.

Consider redevelopment opportunities for office buildings that are Class B or lower into, for instance, affordable housing, last-mile distribution, lab space and educational institutions. For Class A buildings, provide them with amenities that create a quality, unique development. In extreme cases, redevelopment might require demolishing existing structures and repurposing the sites.

Be proactive when evaluating and understanding alternative uses, holistically. You can't just change from office to residential without residential infrastructure intact to support a changing-use profile.

The State of Utilities and Infrastructure

The Guild's Take

- **Large industrial projects face a significant challenge of meeting their energy demands, and 98 percent of Guild members believe access to sufficient electric capacity will significantly impact the future of industrial projects.**

- **The strain on electric grids in the United States has intensified due to U.S. investment in domestic manufacturing backed by the IIJA, the IRA and the CHIPS and Science Act, initiatives which have resulted in construction spending on new manufacturing facilities more than doubling from 2022 to 2023 in such industries as data centers, electric vehicles, battery plants and semiconductors.**

- **Globally, governments and utilities need to add or replace the equivalent of virtually all the world's power grids by 2040 to shore up reliability.**

Nearly impossible to uncouple with the importance of developable sites is the challenge of meeting the energy demands of large industrial projects and sufficient water resources.

“The rise of the megaproject, which can require hundreds of megawatts of electricity, has put a strain on North American grids,” Caldwell said. **“To meet this demand, the U.S. needs to increase electricity generation by around 50 percent, and that doesn’t include the additional demand from an electrified automobile fleet**. With a shortage of everything from transformers to large logs for power poles, it will require more investment in electricity generation from hydrocarbons.”

Echoing Caldwell’s assessment, Guild colleagues place electric power capacity as the top factor impacting the future of industrial projects, followed closely by site availability and access to talent.

“High energy demands with many of the EV/clean fuel/semiconductor projects, along with the transition away from carbon-based generation, are causing a significant stress on the grid causing delays in project timelines.”

—JOHN LONGSHORE, NEWMARK

FIGURE 7
FACTORS MOST IMPACTING INDUSTRIAL PROJECTS (1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)

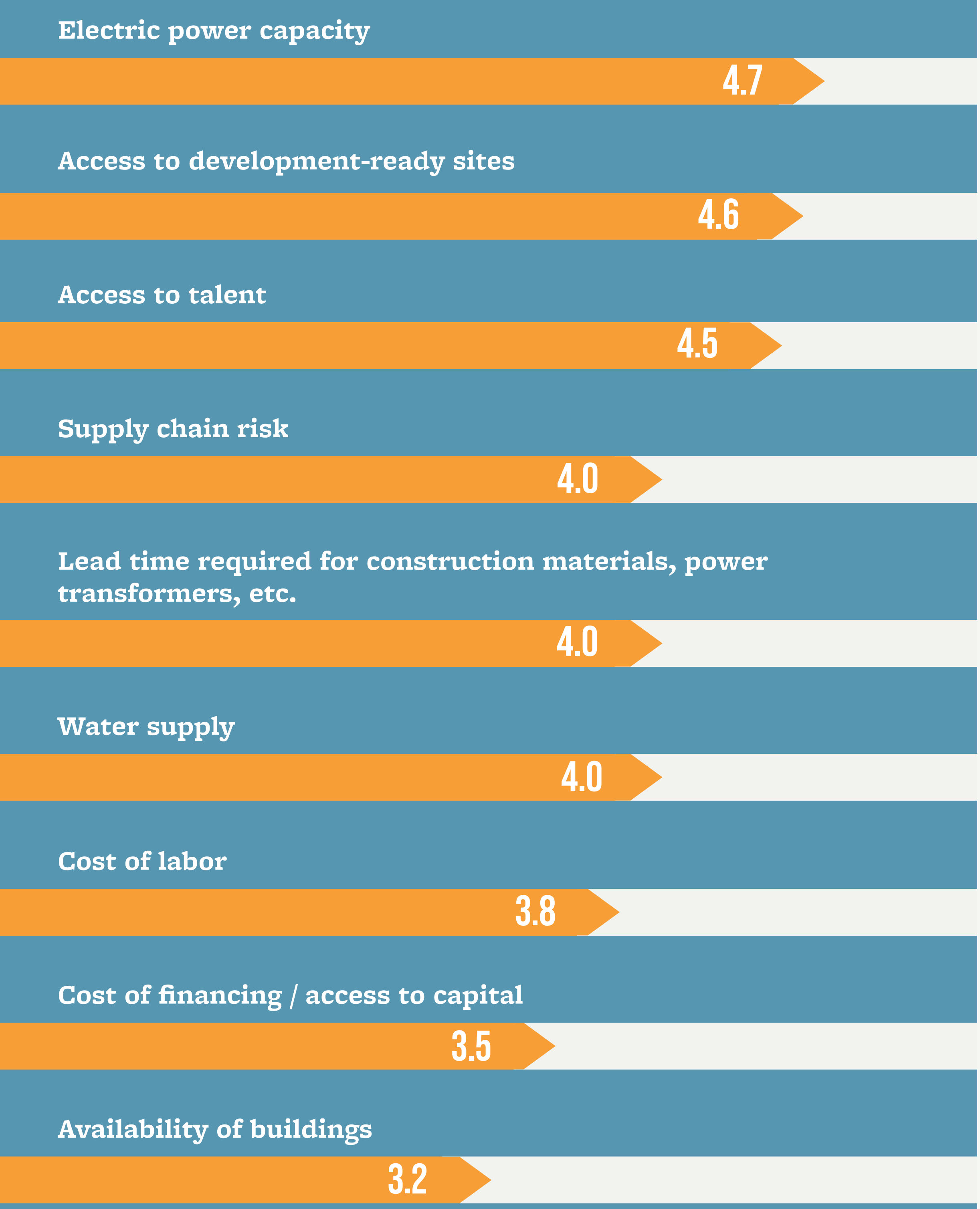
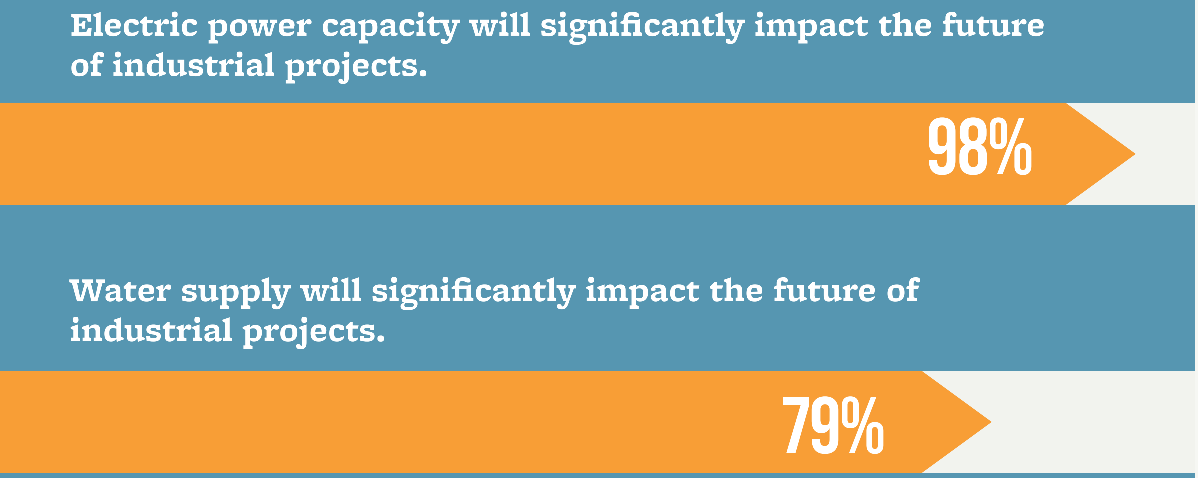
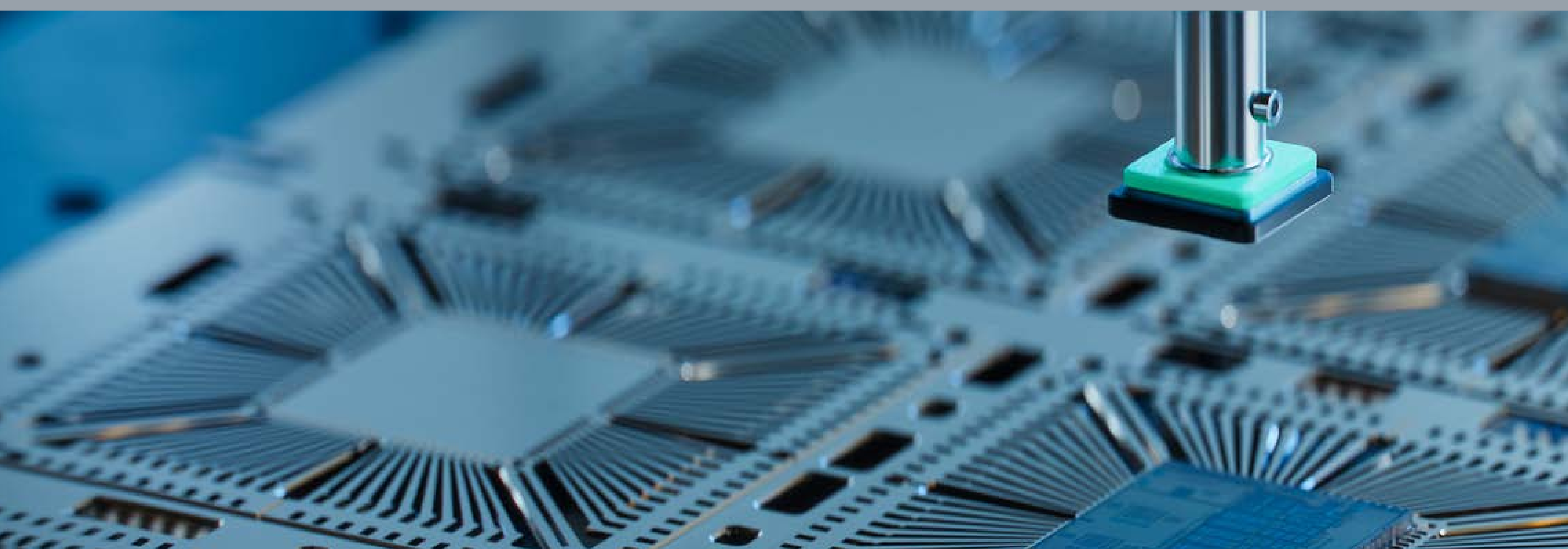


FIGURE 8
PERCENTAGE IN AGREEMENT THAT UTILITIES WILL SIGNIFICANTLY IMPACT THE FUTURE OF INDUSTRIAL PROJECTS



The rapid adoption of GenAI-related tools across many industries has accelerated the growing demand for digital services and data centers, which is driving up power usage and density. Data center electricity consumption was 2.5 percent of the U.S. total in 2022 and is expected to triple by 2030.

Source: Boston Consulting Group



The increased demand for electricity generation has been spurred by an increase in investment in industries, including data centers — to support the AI and crypto industries — semiconductors and electric vehicles and other growth sector industries.

U.S. construction spending on new manufacturing facilities in these and other industries more than doubled from 2022 to 2023, with companies spending, on average, $16.2 billion a month to build new production facilities. This investment in domestic manufacturing was largely stimulated by the current administration's IIJA, IRA and CHIPS and Science Act (see Figure 9).[2] This resulting investment by companies in response to these policies is creating additional pressures on an already-strained electric grid, and without upgrades, the Biden administration's goal of bringing a range of renewable energy projects online and reaching 100 percent clean electricity by 2035 may not be attainable.

[2] https://www.atlanticcouncil.org/blogs/econographics/the-ira-and-chips-act-are-supercharging-us-manufacturing-construction/

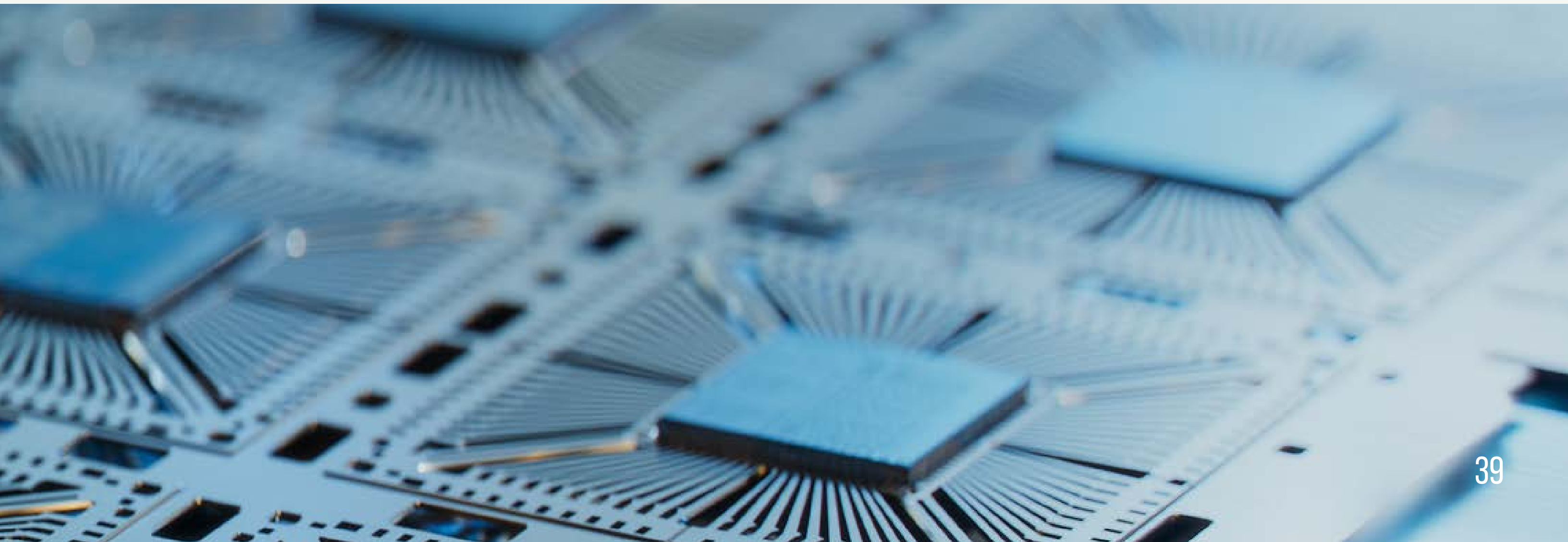
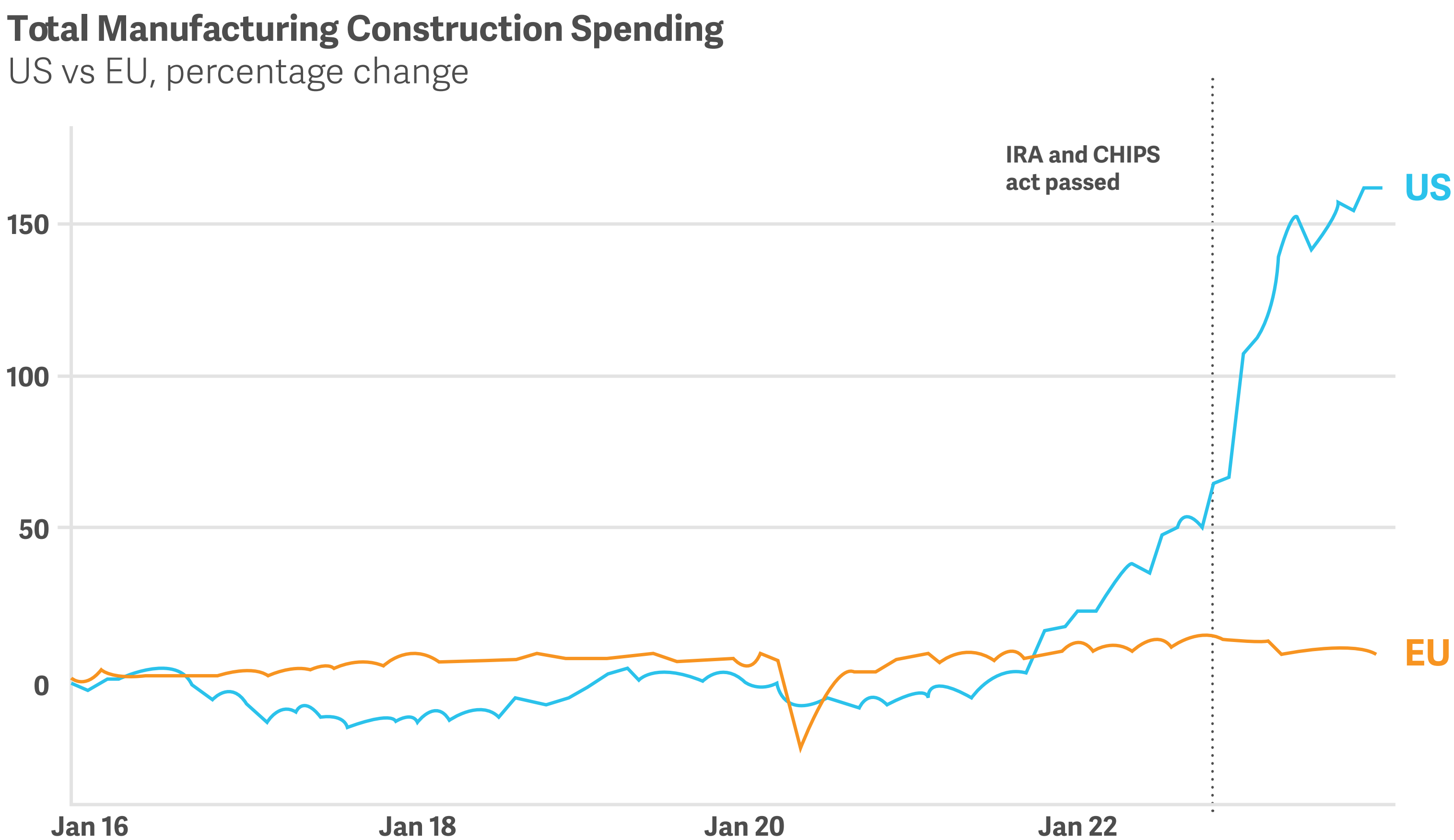


FIGURE 9
CONSTRUCTION AND MANUFACTURING SPENDING IN THE EU VERSUS U.S.



Source: Eurostat, FRED, Author's calculations • 2015 = 0

"So many projects have required massive amounts of electric power and often other utilities, which has strained capacity in nearly all locations that are typically attractive to manufacturers. ... Lengthy waits to get transformers — sometimes quoted at 36 months now — quickly eliminates otherwise top locations. Smaller to midsized projects, which could become the norm again after this big push on electric vehicles, semiconductors and solar production abates, are a bit less impacted and have more choices, but the **capacity constraints will still affect their choices and certainly their costs.**"

— PHIL SCHNEIDER, SCHNEIDER STRATEGY CONSULTING LLC

FIGURE 10
LEVEL OF AGREEMENT WITH SELECT STATEMENTS ON UTILITIES AND INFRASTRUCTURE

Widespread electrification and demand for renewable energy sources has challenged areas with strained electric power grids and limited generation capabilities.

4.5

States where there are rising risks of utility disruptions (from climate/weather events, public mandates, or system failures) will be at a distinct disadvantage when competing for projects.

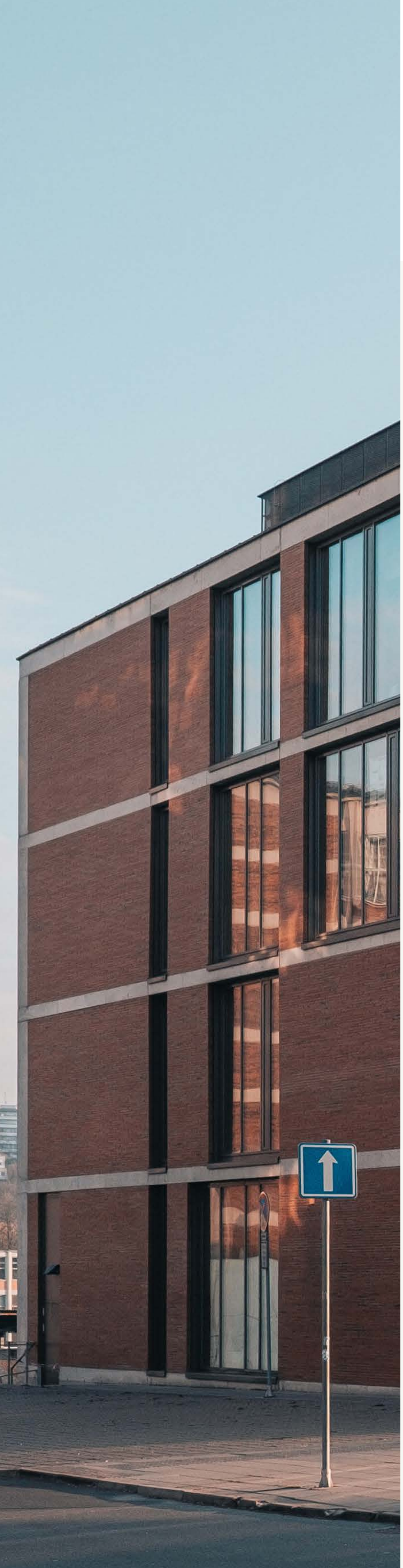
4.4

My clients are talking about sustainable/renewable energy, but it is not changing their location decision-making.

2.5

I am seeing a decrease in the requirements for green, sustainable energy production among my clients.

1.8



Again, insufficient electric capacity is not exclusive to the United States; Europe and Asia are inhibited by antiquated, small and centralized grid infrastructures in many locales. According to the International Energy Association, governments and utilities need to add or replace the equivalent of virtually all the world's power grids by 2040 to shore up reliability. That equates to 80 million kilometers (nearly 50 million miles) of infrastructure that needs a major upgrade. Guild members and their clients are seeing some efforts being made to address reliability however, there is wide variability across countries, states, and provinces, and between investor-owned and publicly-regulated utilities, to address these massive challenges to support electrification and industrial development goals.

> **"The recent boom in megaprojects clearly focused on large site availability and utilities, especially electricity. My manufacturing clients almost always start with logistics and utility infrastructure. Foreign clients often include port and/or air access. Skilled workforce then is critical."**
>
> —JERRY SZATAN, SZATAN & ASSOCIATES

Building grids requires secure supply chains and a skilled workforce; however, needs differ drastically by region. The financial health of utilities is a central challenge in some countries, including India, Indonesia and Korea. Meanwhile, the high cost of capital and access to finance are key barriers in many emerging markets and developing economies, particularly in Sub-Saharan Africa. For other jurisdictions, such as Europe, the United States, Chile and Japan, the strongest barriers are public acceptance of new projects and the need for regulatory reform.

> “The biggest challenges facing the industrial market in Asia are the same as I hear from my fellow Guild members in other parts of the world — **everything.** [There’s a] lack of high-quality, investment-ready sites that are properly titled and zoned. The larger the site, the more difficult it is to find. If there are large utility needs — electricity, natural gas, water and wastewater — on top of large real estate requirements, [then] it doubles or triples the difficulty of finding the site. Electricity capacity, particularly renewable energy availability, is a significant constraint to project schedules.”
>
> — DENNIS MESEROLL, TRACTUS ASIA LIMITED

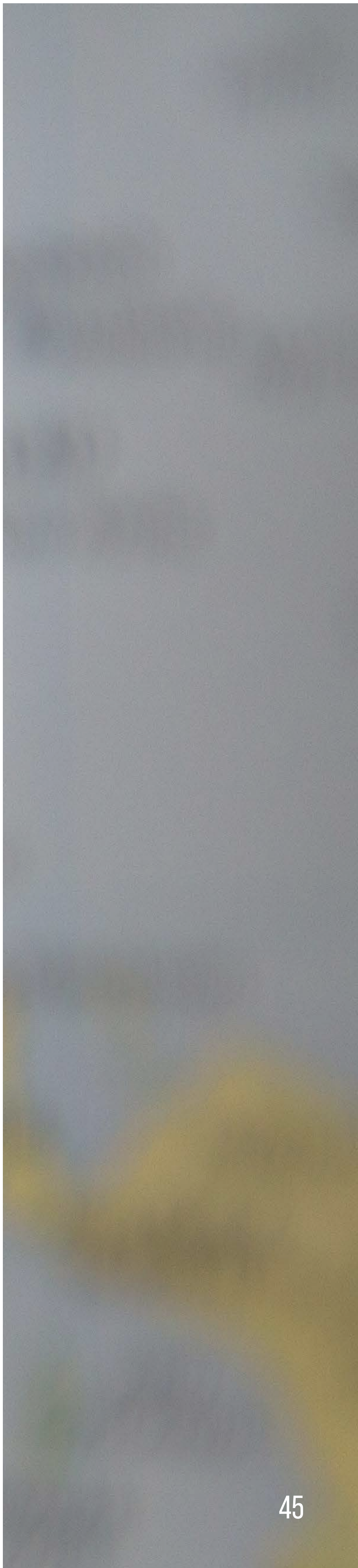

Nha Trang
Can Tho
Malay
Peninsula
Kuala Lumpur
Singapore
SINGAPORE
Pontianak
Sumatra
Jambi
GREATER
Belitung
Java Sea
Jakarta
Bandung
Surakarta
Java

The State of Natural, Human and Geopolitical Risk

The Guild's Take

- **Although the increased frequency and intensity of extreme-weather events are impacting where executives will locate facilities, of even greater concern is the impact these events have on an already-vulnerable electric grid.**
- **Global geopolitical conflict is resulting in more investment in North America but not always in the United States; Mexico and Canada are growing beneficiaries of nearshoring, friendshoring and reshoring activity.**
- **Human and social crises, including crime, wars and terrorism, will also impact location decisions, particularly when they influence the ability to recruit and retain talent.**
- **Geopolitical, manmade and human risks are posing threats to the global supply chain.**

The definition of risk has expanded and evolved during the last several years. While some risk is inherent in any decision, Guild members, in response, have also had to expand and evolve their analyses and modeling to account for new and emerging factors and to mitigate as operational and financial risk and liability for their clients. Although the future is impossible to predict, the one certainty is that all conditions that contribute to the concept of risk will continue to change, as will how companies and their advisors respond.



Climate Change and Extreme-Weather Events Are Challenging an Already-Vulnerable Electric Grid

Even from two years ago, the frequency, intensity and duration of extreme-weather events has continued to grow. Climate change — which impacts the frequency and duration of wildfires and consists of extreme heat and cold, flooding and severe storms — is devastating to communities on a variety of levels and notably increases the concern over the impact on an already-vulnerable electric grid. The current antiquated grid is unequipped to handle the new demand and to withstand increased natural disasters and extreme-weather events. Older equipment will overload during extreme heat and cold — times when electric power is needed most. Compounding the problem, the grid is also more likely to fail during floods and strong storms.

According to Guild members, the assessment of natural hazard risk has expanded to include all climate change-related events — rising sea levels, flooding, wildfires and associated smoke-events and extreme heat and cold. These factors are impacting where clients will locate facilities. Additionally, companies worldwide and in all industry sectors have set ambitious carbon emission goals, which have also increased the importance of sustainable energy sources. The impact of natural and environmental risk is not specific to one industry or function. In fact, Guild members reported office employers are more likely to weight climate change-related impacts in their location decision-making.

FIGURE 11
INDUSTRIAL PROJECTS: AGREEMENT WITH STATEMENTS ON NATURAL AND ENVIRONMENTAL RISK
(1 = DON'T AGREE, 5 = COMPLETELY AGREE)

Natural hazard risk assessment has expanded beyond the usual hurricane and tornado concerns to include more climate change considerations such as sea level rise, more frequent flood events, drought, forest fire, extreme heat, etc.

4.1

Climate change is impacting where my clients will locate their facilities.

3.6

My clients are talking about sustainable/renewable energy, but it is not changing their location decision-making.

2.5

FIGURE 12
OFFICE PROJECTS: AGREEMENT WITH STATEMENTS ON NATURAL AND ENVIRONMENTAL RISK
(1 = DON'T AGREE, 5 = COMPLETELY AGREE)

Climate change is impacting where my clients will locate their facilities.

4.3

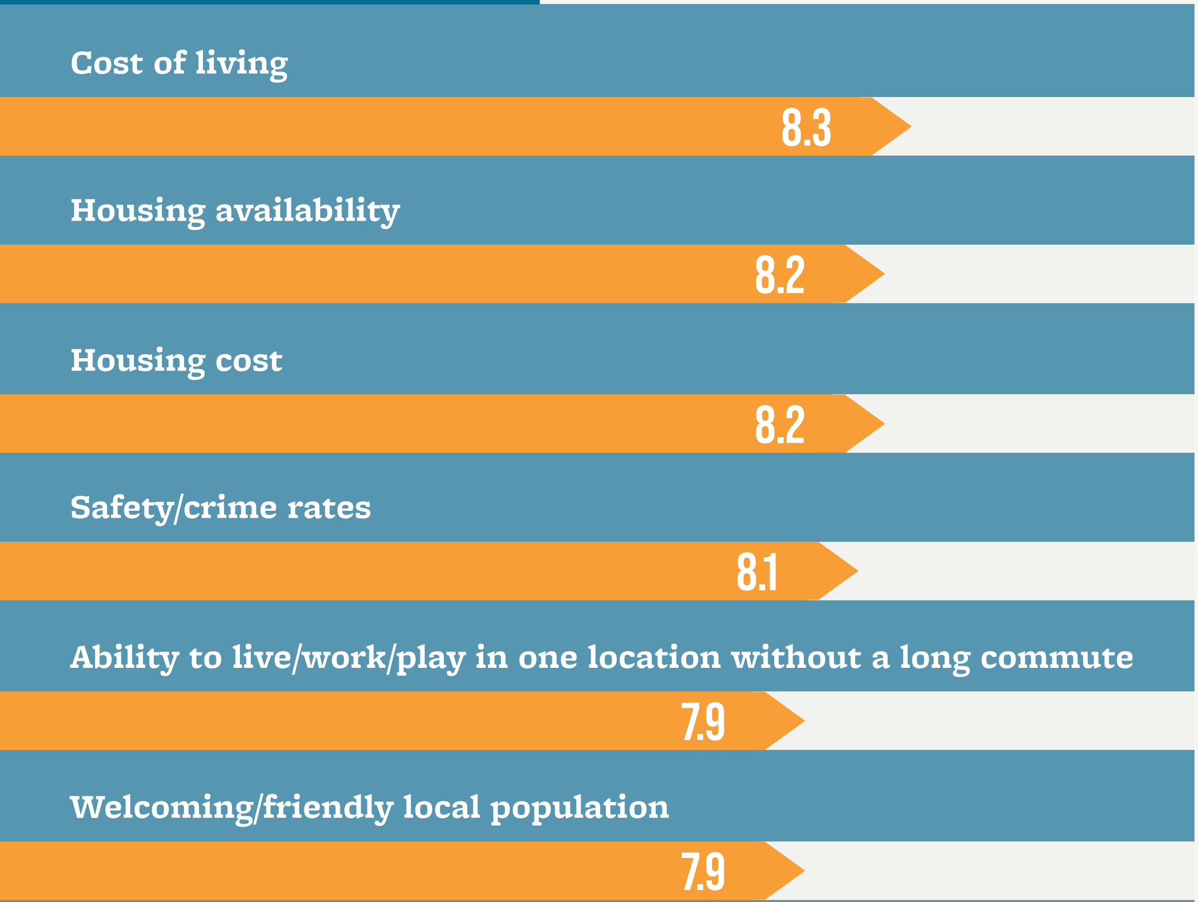
Natural hazard risk assessment has expanded beyond the usual hurricane and tornado concerns to include more climate change considerations such as sea level rise, more frequent flood events, drought, forest fire, extreme heat, etc.

4.0

100%

of Guild members reported that social and geopolitical hazards — such as crime, terrorism and wars — will play a role in where clients will locate their facilities.

Meanwhile, human and social risks are also impacting location decisions because these threats play a role in the ability to attract and retain talent. In particular, clients are being increasingly attentive to safety and crime rates and other personal risks in their decision to relocate. If those factors are important to talent, then they are important to companies trying to attract and retain talent, particularly if trying to get workers back to the office.



Source: DCI Talent Wars https://aboutdci.com/research/talent-wars-2022/

Geopolitical Risk Is Creating More Investment Opportunities in North America, including the U.S., Canada and Mexico

FIGURE 13
OFFICE PROJECTS: AGREEMENT WITH STATEMENTS ON NATURAL AND ENVIRONMENTAL RISK (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

Geopolitical risk is resulting in higher rates of nearshoring / onshoring / friendshoring.

84%

Projects considering a U.S. location are being postponed until the outcome of the U.S. presidential election is known.

20%

The United States is considered a more risky location to invest in than it was a decade ago.

16%

> **“Project activity is usually down during election years, and this year will be no exception, particularly FDI. A key element of U.S. federal policies during the last few years has been spending commitments through the Chips Act, IRA and Transportation bill. It will be interesting to see how much of this funding is awarded before the presidential election in November. It is estimated that 80 percent of awards will be in Republican districts.”**
>
> — MARK WILLIAMS, STRATEGIC DEVELOPMENT GROUP INC.

While not diminishing other risk factors, Guild members overwhelmingly weighted geopolitical risk as one of the top factors impacting location decisions going forward. Floundering economies in Europe and Asia, global conflicts and wars and a jaw-dropping number of political elections being held this year are contributing to a perception of greater instability and putting corporate executives and their advisors on edge. Some of the global geopolitical risk factors at play are:

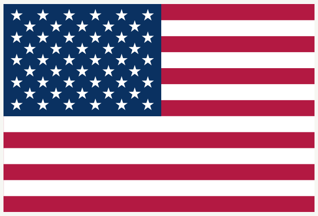
- While, by most accounts, the U.S. economy has achieved a “soft landing,” other economies are not faring as well. Japan, the United Kingdom, the Netherlands, Ireland, Germany and other countries are in a recession or are facing a substantial risk of recession due to heightened geopolitical risk and high energy costs.

- Real and perceived national security and economic threats from China and Russia have resulted in persistent trade tensions and investment hesitancy. Faced with combined economic pressure and national security concerns, the Biden administration’s adopted industrial policies demonstrate a protectionist bent and investment into strategic industries that attempt to alleviate these geopolitical stressors through reshoring and nearshoring.

- Forty national elections are being held this year — including elections for eight of the world’s 10 most-populated nations — which will send more than half of the world’s population to the polls. Election results potentially could cause a rebalancing of political power among key strategic global partners.

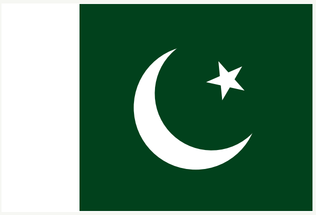
Countries with more than half of the world's population will hold elections in 2024

India
(1.4 Billion)



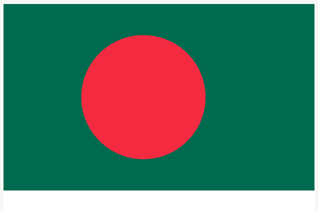
United States
(342 Million)

Indonesia
(280 million)



Pakistan
(245 Million)

Brazil
(218 Million)



Bangladesh
(175 Million)

Russia
(144 Million)

Mexico
(129 Million)

Turkey
(86 Million)

United Kingdom
(68 Million)

> "I definitely agree that companies abhor risk, and the convergence of global election cycles this year has created the perfect storm of political risk as the outcomes of so many of these elections are uncertain."
>
> — DENNIS MESEROLL, TRACTUS ASIA LIMITED

“If Trump gets elected, it’s hard to imagine that he’ll not try to gut the IRA. So, the funding for our clean energy projects — which many of our clients are depending on to make their projects financially feasible — will be compromised. If Biden is elected, I assume he’ll stay the course.”

— MATT RYDER, AVISON YOUNG

The U.S. presidential election, which presumably will be a rematch between former President Trump and President Biden, is being closely watched across the globe. Policy ramifications will impact the economic development climate regardless of the outcome.

Depending on the outcome of the U.S. presidential election, there are a variety of potential outcomes including more significant trade restrictions and tariffs which could significantly impact the site selection industry.

Increasingly negative views of China are also driving a significant share of concerns about geopolitical risk, which has intensified in the United States in recent years. A recent Pew Research Center American Trends Survey shows that 50 percent of Americans consider China to be the greatest threat facing the nation. Among those Americans who name China as the greatest threat, about three-quarters of them say China poses a **great deal** of threat to America’s economy and its national security. In partial response to this sentiment was the federal legislation aimed at increasing semiconductor chip manufacturing in America to confront global supply chain issues and counter China’s growing influence. The projected fall-off in U.S.-China trade is one of the most-significant developments in the updated global trade map, with 2032’s trade value forecast to fall $197 billion from its 2022 level.[3]

[3] https://www.bcg.com/publications/2024/jobs-national-security-and-future-of-trade

Many Americans also see Russia as posing at least a fair amount of threat to the U.S. economy and national security. Only 36 percent of Americans who consider Russia to be America's primary international threat say it poses a great deal of threat to the U.S. economy; 66 percent of Americans who see Russia as the top threat say it poses a great deal of threat to U.S. national security.

From a regional perspective, Southeast Asian nations, as well as India, are among the biggest winners in the shuffle for a new world trade dynamic, according to Dennis Meseroll. He said both areas are attractive due to capable workforces, generally stable and neutral political views and cost competitiveness.

Given this global context, the United States is still considered to be a safe and stable location for investment.

"If you put yourself in the position of a large European multinational, say a German multinational, that over the last decade or two has really increased its presence in places like China or Russia ... [then] all of a sudden that revenue is gone in some cases or is politically risky or just declining," Andreas Dressler, Location Decisions, said. "Companies are looking around, looking for places to find predictable and stable markets from a size or sales perspective. One of the top places they're turning to, no surprise, is the U.S. or North America in general. There is a lot more interest in the U.S. as well as Canada and Mexico because they are very stable markets with little or no political risk."

74%

of Guild members strongly agree that risks inherent to the global supply chain will significantly impact future industrial projects.

Chris Lloyd, McGuireWoods Consulting LLC, concurred. "The U.S., but also Canada and some degree Mexico, are seen as safe and predictable markets for investment in a time of unprecedented global turmoil and conflict. While each of these markets has challenges, the opportunities there are unparalleled, driven by growing populations, available energy, government policies encouraging economic investment and generally free trade among them."

Natural, Human and Geopolitical Risks Threaten the Security of Global Supply Chains

The aforementioned risk factors are also having a profound impact on the stability and security of global supply chains. Beyond geopolitical risks, global manufacturing networks are being disrupted by the threat of both natural and human hazards, including pandemics, natural disasters and criminal activity, such as cartels, pirates and terrorists.

In response, companies will continue to diversify their sourcing and manufacturing networks by expanding to markets that have a lower geopolitical risk, have a reliable infrastructure and are in closer proximity to end markets. The continued falloff in trade between the United States and China will result in companies exploring and expanding to locations that will allow them to rebalance their risk exposure.

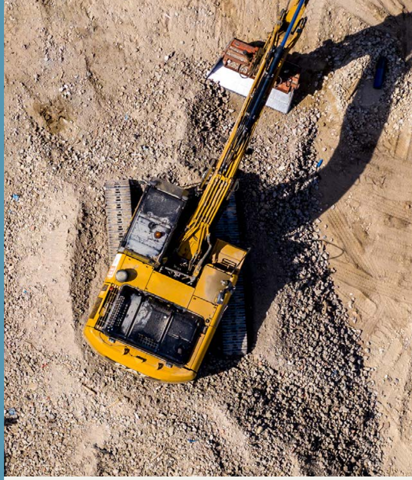


FIGURE 14
INDUSTRIAL PROJECTS: AGREEMENT WITH STATEMENTS ON SUPPLY CHAINS AND LOGISTICS (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

The depth in which my clients are analyzing all aspects of their supply chain to ensure redundancy and alternatives has increased.

4.5

North American manufacturers are increasingly bringing production back to the U.S., Canada, and Mexico/Latin America to reduce their reliance on Asian supply chains.

4.0

My clients are increasingly looking at locations outside their home/domestic countries to extend their supply chains.

3.8

The State of the Workforce

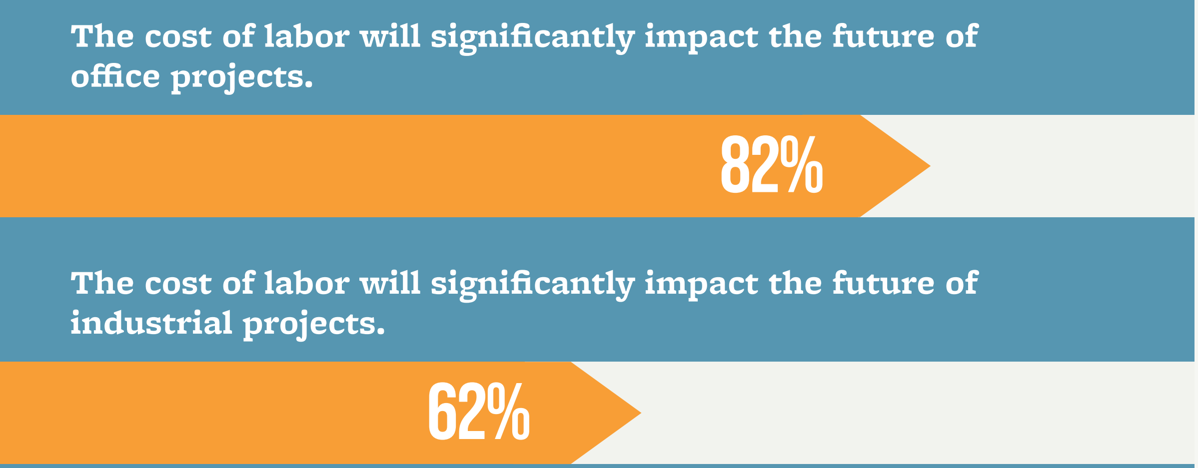
The Guild's Take

- A shortage of construction and manufacturing workers is reaching a critical level and has the potential to derail the industries and companies that are critical to President Biden's industrial agenda and new industrial strategies being pursued by countries around the world.
- Greatest declines in job postings include software, IT, finance, marketing and media, all of which experienced an uptick in layoffs, indicating a rebalancing of the white-collar workforce.
- Following the trends of the "great resignation" and "quiet quitting," the push and pull between workers and employers appears to be balancing out in the office sector, with fewer employees quitting and employers posting fewer available jobs.
- Immigration policies and insufficient worker training and retraining programs continue to compound workforce shortages.
- DEI initiatives remain an important component of attracting and retaining workers.

The world's supply and demand of labor certainly is in a "new normal." A perfect storm of irreversible demographic conditions, immigration policy, labor force participation and demand-supply imbalance for certain skills continues to challenge employers and their advisors. And new and emerging global trends have added to the complexity of the talent landscape. However, evidence shows that the labor force is stabilizing — particularly in the office sector — after pandemic-sustained disruptions.

And after a surge during 2021 and 2022, the U.S. "quits" rate has returned to pre-pandemic levels. The decline in quitting means employers will, in part, fill open roles from the unemployed instead of the churn from employed workers. This could mean employers no longer will need to offer big pay raises or financial bonuses to lure candidates from competitors, which will help slow wage growth further and cool inflation. While there is still agreement among Guild members that the cost of labor will significantly impact the future of projects, indicators show the jobs market will continue to stabilize during the upcoming year.

FIGURE 15
PERCENTAGE IN AGREEMENT THAT COST OF LABOR WILL SIGNIFICANTLY IMPACT THE FUTURE OF PROJECTS BY PROJECT TYPE (OFFICE VERSUS INDUSTRIAL)

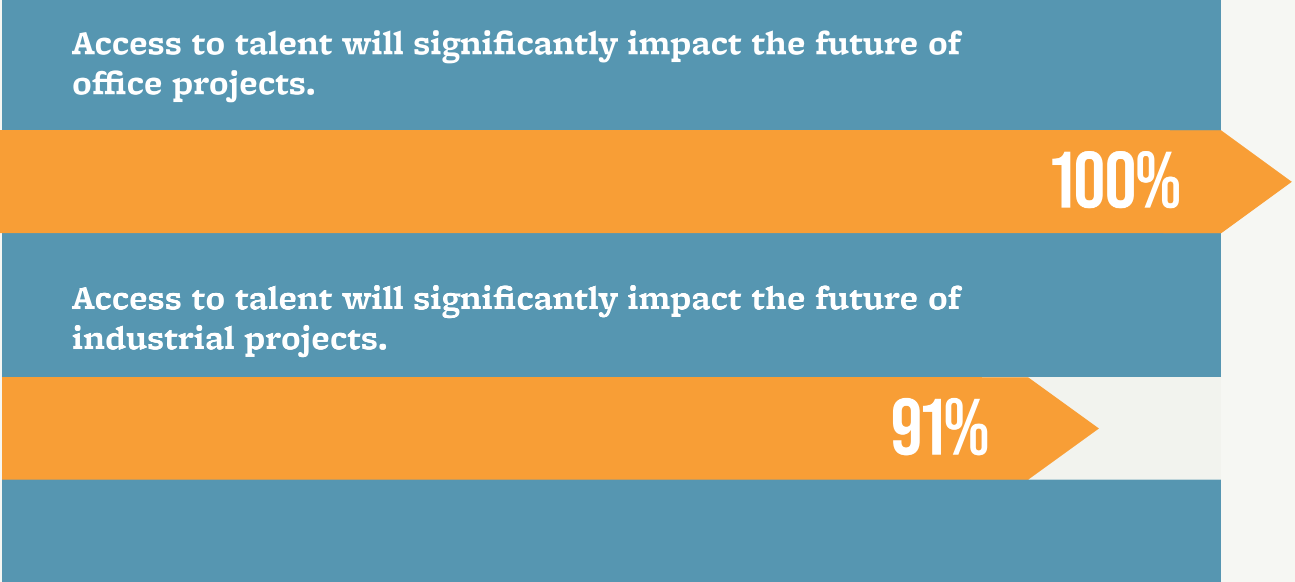


A Shortage of Industrial and Construction Workers Threatens U.S. Industrial Policies

A notable change since the 2022 edition of the "The State of Site Selection" is the weight consultants place on workforce resources by sector specialization. In 2022, only 4 percent of Guild members specializing in industrial projects cited talent as the most-important factor in their location projects versus 100 percent of consultants specializing in office projects. Although developable sites with suitable infrastructure are the primary screening factor, in 2024, **91 percent of Guild members strongly agree that access to talent will significantly impact the future of industrial projects.**

FIGURE 16

PERCENTAGE IN AGREEMENT THAT ACCESS TO TALENT WILL SIGNIFICANTLY IMPACT THE FUTURE OF PROJECTS BY PROJECT TYPE



As seen in Figure 17, the availability of talent is nearly on par with the importance of site availability and electric power capacity when siting industrial projects. In addition to the sites and infrastructure required, the availability of labor is a significant roadblock to the U.S. agenda of restoring and reshoring manufacturing. And due to the expansion of manufacturing during the last few years, additional pressure has been put on the already-tight skilled and unskilled trades labor force.

According to the U.S. Bureau of Labor Statistic's Job Openings and Labor Turnover Survey (JOLTS), 601,000 manufacturing jobs and nearly 450,000 construction jobs were open in December 2023. Although U.S. employment is hovering at 3.9 percent, the shortage of workers in these occupations jeopardizes the future of U.S. industrial incentive programs and policies and cannot be fixed easily or quickly. One example of a remedial step toward addressing this issue is a federal grant in the amount of $10 million recently awarded to GlobalFoundries to support its more than $60 million in investment to train new workers for the semiconductor industry and to address the lack of trained workers in this industry. Again, solving the workforce issue for chipmakers will take significant resources and public and private partnerships.[4]

Currently, according to Guild members, government programs for new-worker training and retraining to meet current workforce demands are insufficient. While increasing automation of work processes will be another end goal to address skill shortages, skilled human resources will be needed to design, build, operate and train others on these new processes and systems.

[4] https://www.nytimes.com/2024/02/19/business/economy/biden-administration-1-5-billion-chipmaker-globalfoundries.html

FIGURE 17
INDUSTRIAL PROJECTS: AGREEMENT WITH STATEMENTS ON WORKFORCE/LABOR AVAILABILITY (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

Talent shortages are a global issue (and are not limited to just U.S. locations).

4.0

Increasing automation of work processes, AI and machine learning is fundamentally changing workforce skills and requirements.

3.9

Immigration policies are a major constraint to filling the talent pipeline that is required now and in the future.

3.5

With talent at a premium and labor availability at an all-time low, economic development groups are pursuing less labor intensive/more capital-intensive projects.

3.0

Government programs for new worker training and employee retraining are sufficient for the current demands of industrial projects.

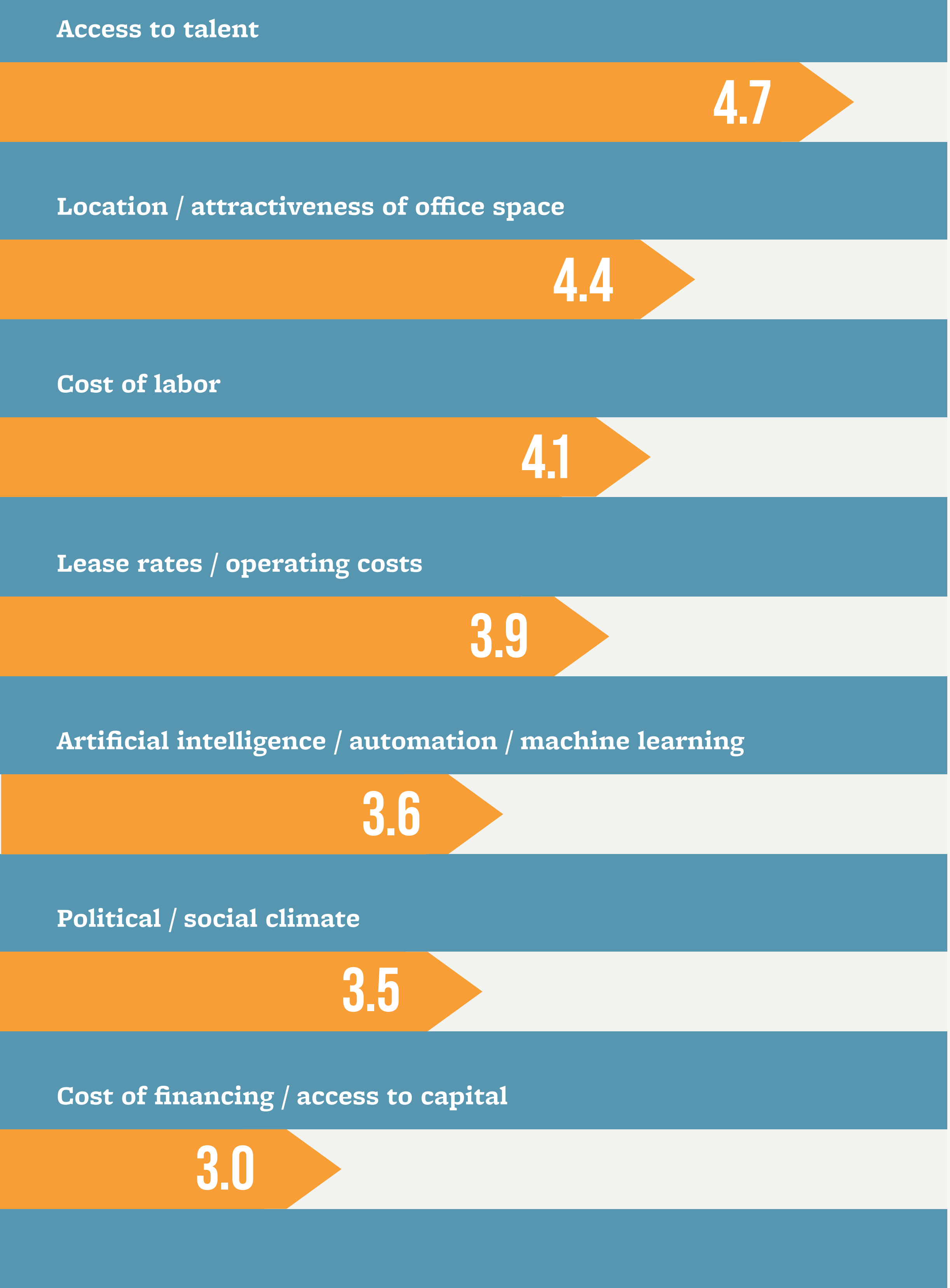
2.1

A Rebalancing of the Office Workforce

According to Guild members, access to talent continues to be the top priority impacting the future of office projects although shortages persist. Yet, while office employers will continue to need to fill openings, mounting evidence shows white-collar workers have less leverage now than since the pandemic-led reshuffling of the workforce. Although the tight market will continue to face long-term worker shortages, data show workers are less confident that they will find a new job offering significantly higher compensation and are, therefore, less likely to quit their existing job. This factor could impact ongoing debates pertaining to return-to-office mandates and could put employers back in a position of power. Employers' demands to return to the office is more likely if their workforce has fewer options now than versus a few years ago.

Although workers might have less bargaining position now versus immediately after the pandemic, long-term demographic indicators, coupled with a seemingly permanent shift in workplace models, show that employers will still need to be deliberate about their hiring practices to attract and retain the talent needed.

FIGURE 18
FACTORS MOST IMPACTING OFFICE PROJECTS (1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)

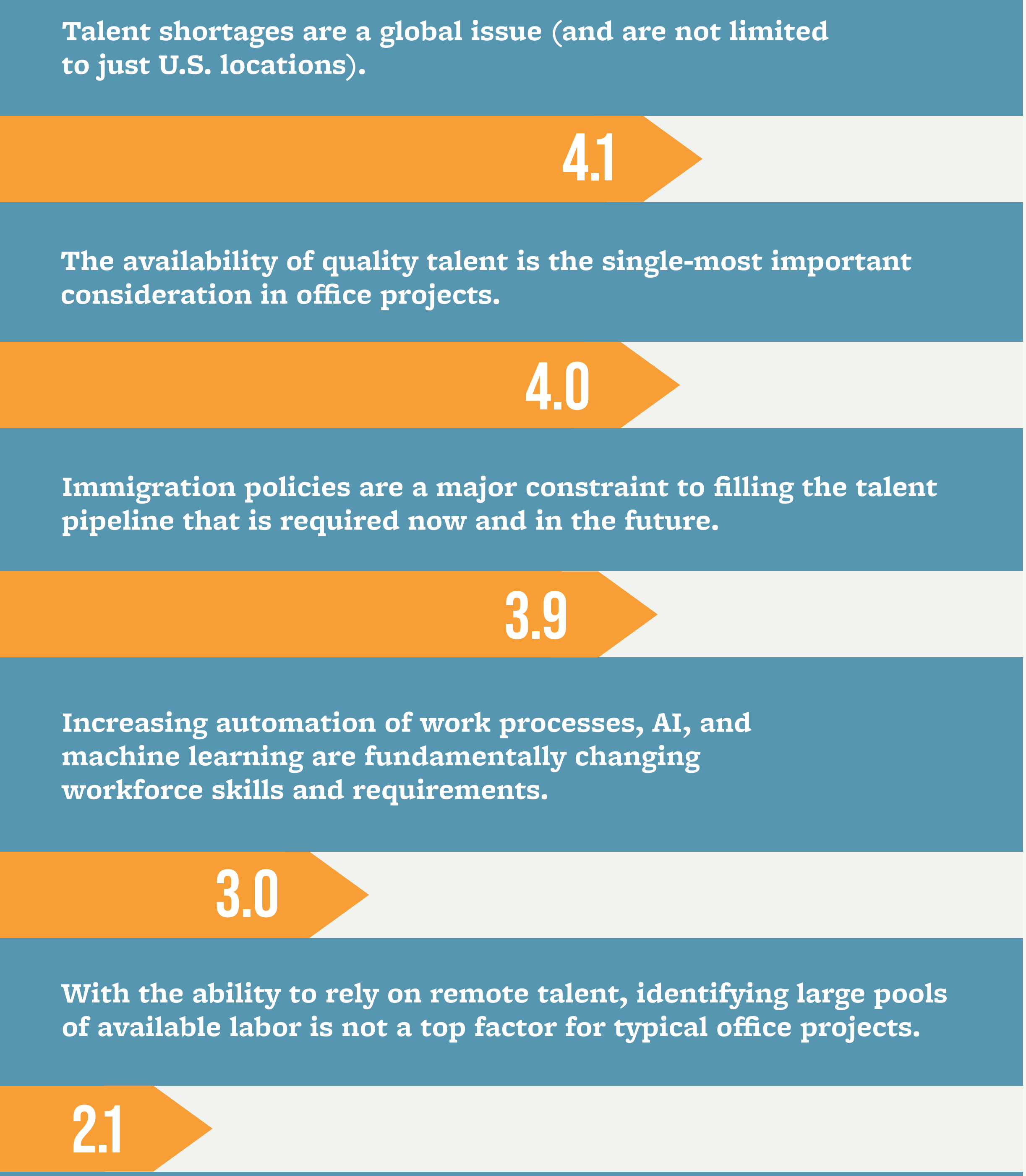


> “We tend to talk about industrial projects more these days because that is [the] job-creation engine, but there is plenty of location strategy consulting going on in tech and office, too.... These location decisions are more about cost reduction, consolidation and dealing with a post-Covid world of how people work.”
>
> — BOB HESS, NEWMARK

Certain office functions and sectors are being impacted more than others, with the tech sector, in particular, showing a notable rebalancing. According to job-posting data, the office-related sectors with the greatest declines in postings are software, IT, finance, marketing and media, all of which experienced an uptick in layoff reports and decreased investment. Additionally, data provided by Newmark show some shocks to the tech workforce: Many operations plan to increase offshoring of their back-office and software development functions and finding other ways to cut operating costs to satisfy shareholders' demands and diversify their footprint.

- During 2023, about 1,000 tech companies eliminated nearly 260,000 roles, resulting in the worst year for tech layoffs since the dot-com bust in the early 2000s.
- During January 2024, U.S. tech companies announced 25,000 layoffs as a part of strategic adjustments.
- Larger companies remain cash-heavy and profitable but are targeting a reduction in middle managers to flatten the organization and increase agility and efficiencies. Cost-cutting measures will drive up stock prices and satisfy shareholders.
- Midsized companies are adjusting to account for their post-pandemic over-hiring.
- Smaller startups are struggling for cash to grow strategically because of the higher cost of capital and higher interest rates.

FIGURE 19
OFFICE PROJECTS: AGREEMENT WITH STATEMENTS ON WORKFORCE/LABOR AVAILABILITY (1 = DON'T AGREE, 5 = COMPLETELY AGREE)



DEI and Its Impact on Talent Attraction and Retention

Diversity, equity and inclusion (DEI) initiatives at the enterprise and community level positively impact the ability to attract and retain talent. Guild members reported that clients — in office functions, in particular — are more attentive to the composition of their workforce and potential talent pools and are requesting more information during their location-evaluation process.

The important metrics and data for economic development organizations to benchmark include:

- Demographics by race, ethnicity, gender, religion and socioeconomic levels
- Presence of culturally and ethnically diverse businesses
- Immigration data
- Community leadership profiles
- K-12 student and teacher diversity
- Details and news coverage about community initiatives

Even for communities that are not particularly diverse in their racial and ethnic makeup, demonstrating a commitment to DEI through local policies and initiatives can play a critical role in helping a community differentiate itself and compete more effectively against other locations.

FIGURE 20
PERCENTAGE IN AGREEMENT WITH ECONOMIC DEVELOPMENT SUPPORT AND PLACEMAKING (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

My clients are requesting more diversity information in our location evaluation process.

4.7

Locations with relatively low racial and ethnic diversity are at risk of disqualification during location screening because diversity is used as a primary / first-stage elimination factor.

4.0

The State of Economic Development and Placemaking

The Guild's Take

- **Economic development organizations facing internal and external pressure are, in many instances, becoming more selective of the types of projects they will pursue.**

- **Housing availability, access to childcare and the limited capacity of community resources are playing a role on where companies will locate facilities.**

- **Geopolitical sentiment is resulting in a pushback on projects originating from certain countries.**

In the context of external global forces, economic development organizations (EDOs) are facing internal pressures. Due to the scarcity of talent and resources, 81 percent of Guild members reported that EDOs are becoming more selective about the types of projects they will pursue. This factor is adding another layer of complexity to site and location evaluations: Some Guild members reported that more public scrutiny and engagement in site selection exists now than ever before, which is resulting in some site selectors marketing to EDOs, rather than the reverse occurring.

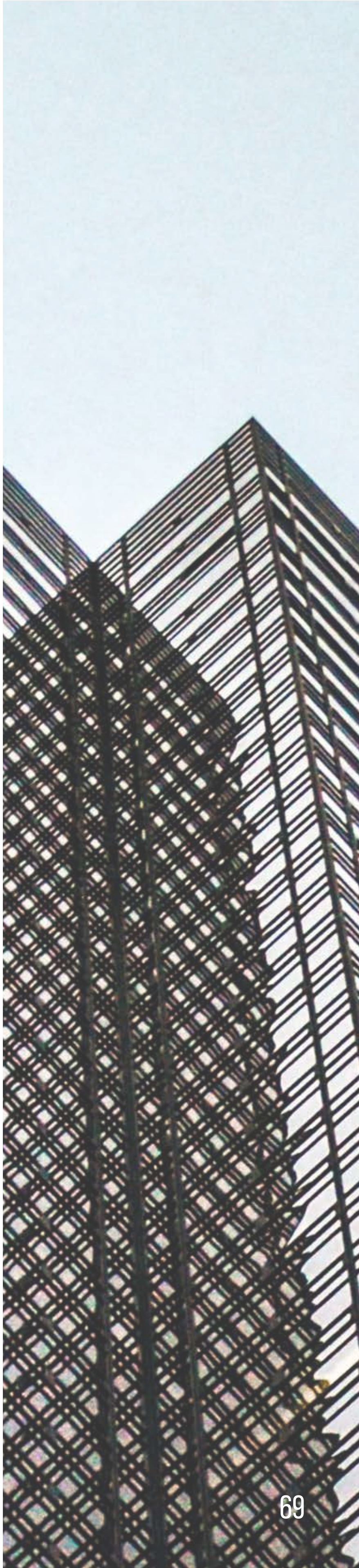


FIGURE 21
PERCENTAGE IN AGREEMENT WITH ECONOMIC DEVELOPMENT SUPPORT AND PLACEMAKING

Economic development organizations are more selective of the types of projects they will pursue or support.

81%

The integration of community development (building community assets and institutions including housing, childcare, etc.) and economic development (creating economic opportunity) is becoming more important.

74%

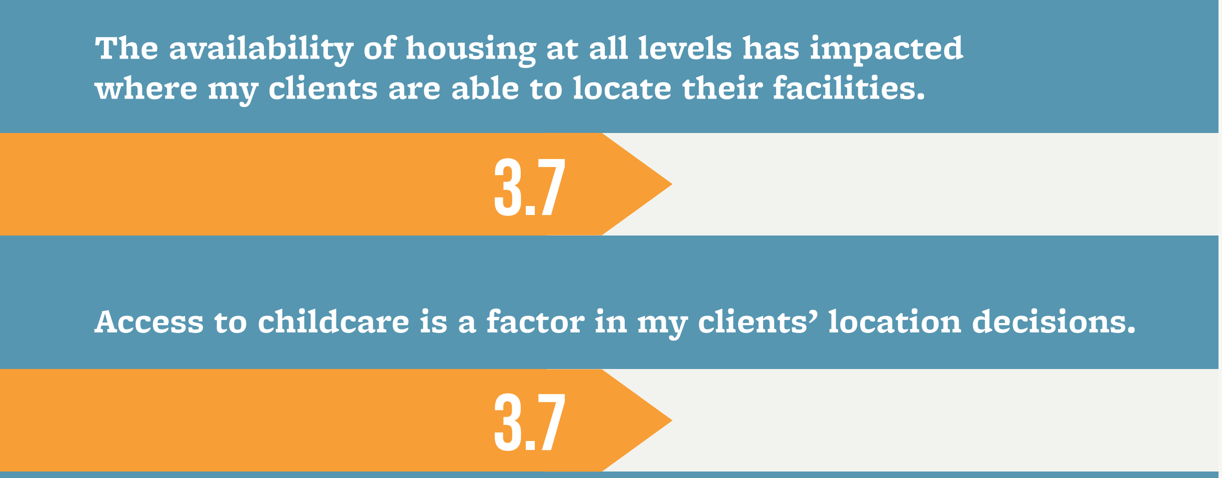
There has been a shift in public opinion / less support for location projects.

35%

The selectivity in the types of projects pursued by communities is, in part, driven by local resource scarcities, namely community assets, housing and childcare, with 74 percent of Guild members reporting that the integration of community development and economic development is becoming increasingly important.

> **"Social factors such as adequate supply of affordable housing, public transit and healthcare resources are rivaling the factors traditionally associated with corporate location decisions. The most competitive markets are those bringing community and economic development initiatives together."**
>
> — GREGG WASSMANSDORF, NEWMARK

FIGURE 22
IMPACT OF COMMUNITY ASSET CAPACITY ON LOCATION DECISIONS
(1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)

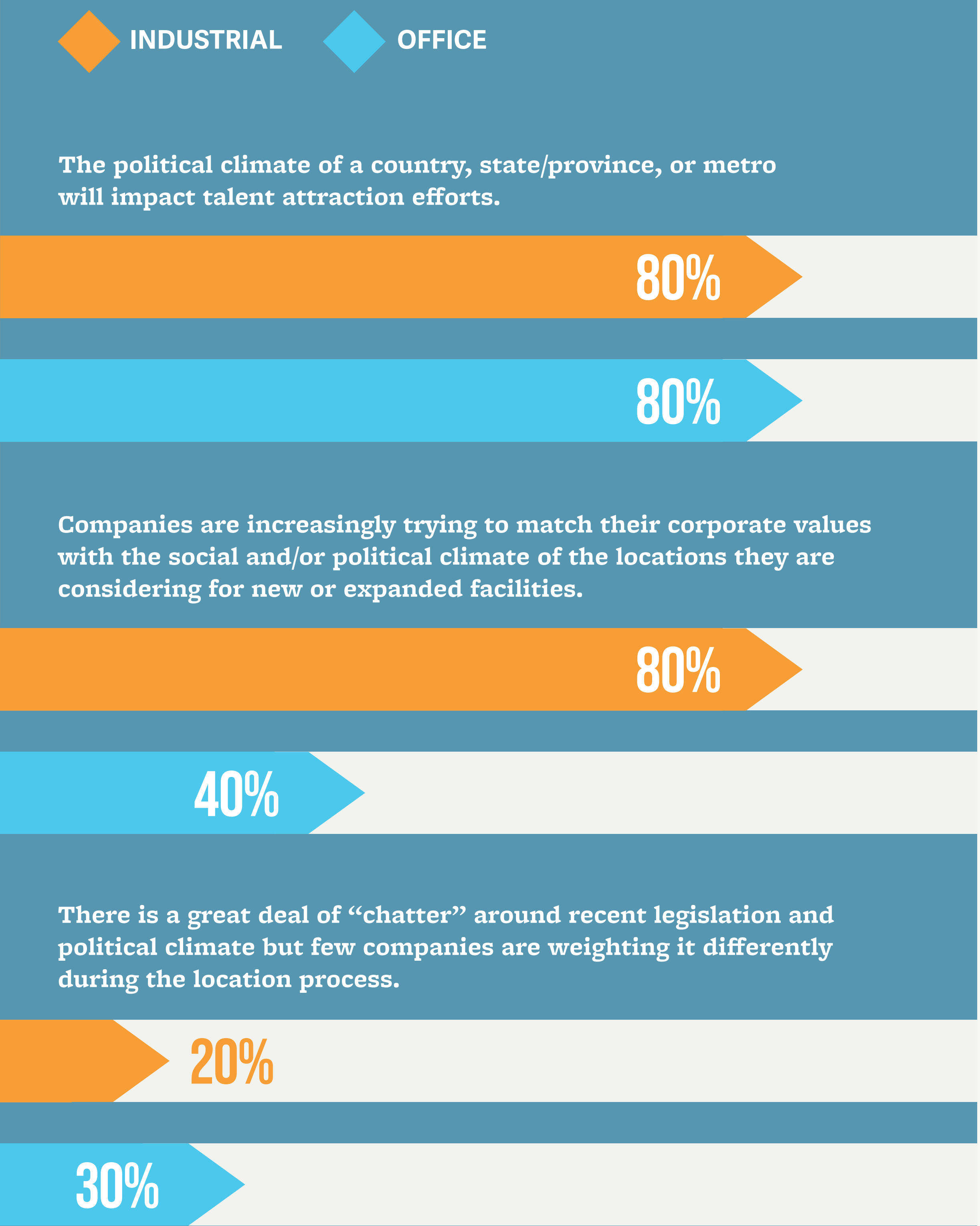


> “Our clients are always asking us on site tours to ‘show me the rooftops of my workforce.’ Well, we can’t with great confidence because all the great sites in large metros and suburban and even exurban regions are taken up or [are] infrastructure challenged. So, now we are out in greenfield areas, micropolitan if not rural areas, and have to think about placemaking ... and where the amenities have to fill in. Who pays for that? It has to be a public and private partnership to address this serious issue of [high-end, mid-income and affordable] housing.”
>
> — BOB HESS, NEWMARK

Because of the impact on local communities and the sentiment toward external forces, the court of public opinion is also increasingly dictating the types of investments a community should approve, with residents and stakeholders either welcoming or pushing back on certain types of investments originating from certain world regions. For example, more than 24 states have proposed or enacted legislation that restricts Chinese purchases of land, buildings and houses in the United States due to national security. Guild members reported this factor is putting economic developers — who are tasked with growing capital investment in their service areas — in a challenging position.

Unchecked sentiment could have a widespread impact: Guild members reported the political climate and legislation play a role in location decisions and companies are increasingly looking for locations that match their corporate values. Additionally, many Chinese companies have technologies that are integral to innovation and transformation in many industries, so broadbrush restrictions on Chinese investment and collaborations will also carry risks and challenges to be managed.

FIGURE 23
AGREEMENT WITH STATEMENTS ON POLITICAL POLICIES AND LEGISLATION (1 = DON'T AGREE, 5 = COMPLETELY AGREE)

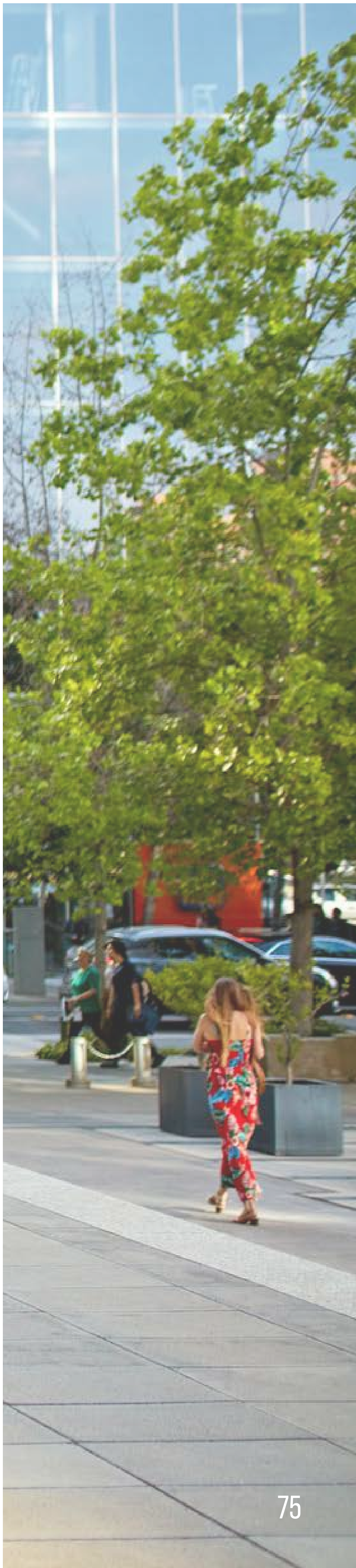


Summing It Up and Looking Forward

Although the future is impossible to predict, if the past four years since the first edition of "The State of Site Selection" is any indicator, then the site selection process will become only more complex. While some Guild members argue that we are experiencing a return to the "basics" or a reweighting of and a refocusing on the project fundamentals of land, labor, infrastructure and capital, external global forces — geopolitical, social and economic — are requiring the evaluation of the fundamentals in an entirely new context.

The concept of risk has expanded and evolved, which has a direct impact on the scale, location, timing and volume of corporate investment. Because of the redefined concept of risk, coupled with ongoing scarcities, site selectors and corporate executives must partner effectively with economic development organizations.

As members of the Site Selectors Guild, corporate executives and EDOs continue to prepare for new challenges and issues, we look forward to reporting on best and next practices in future editions of "The State of Site Selection."



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