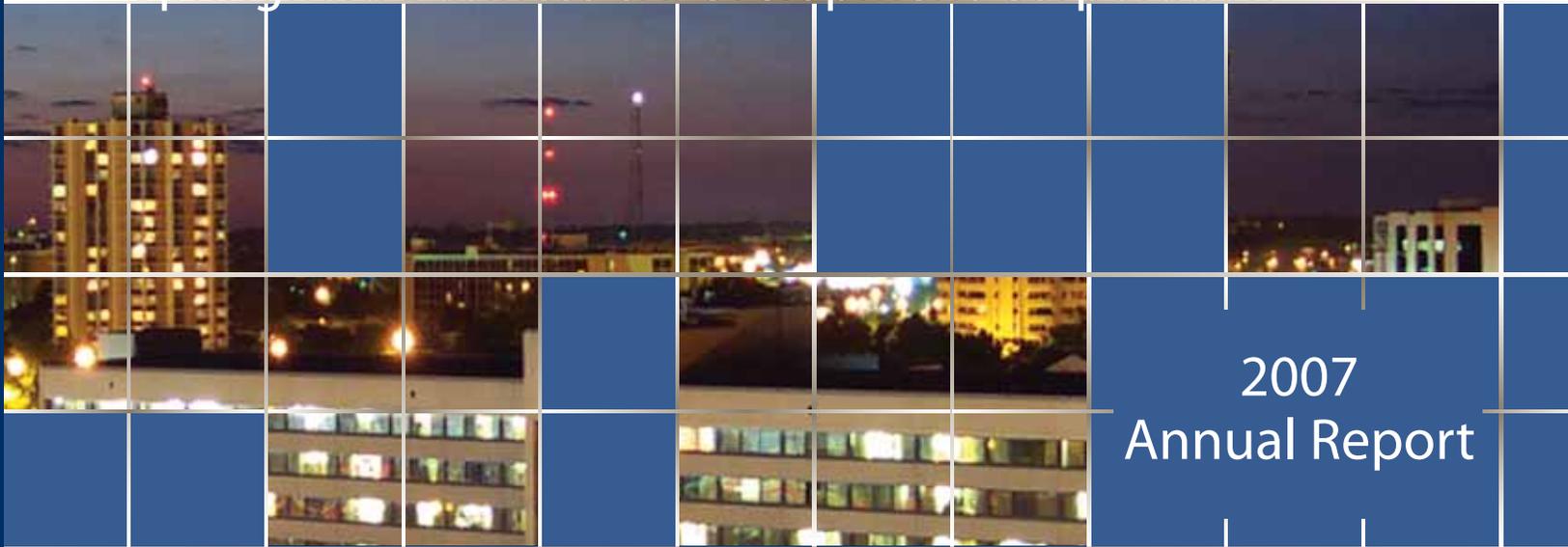


# Springfield Business & Development Corporation



2007  
Annual Report

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# President's Message



Mary Kay Meek  
2007 President

It has certainly been a privilege to serve as a member of the Springfield Business & Development Corporation board of directors and an honor to lead the organization in 2007. I have enjoyed my experience working with so many talented and committed community leaders involved in economic development and thank them for the work they do to make our region a better place to live and work.

In partnership with the Springfield Area Chamber of Commerce, Greene County, the City of Springfield and City Utilities of Springfield, the SBDC's impact on region-wide business development can be seen throughout southwest Missouri, and in the statistics.

Since 2003, nearly 24,000 new jobs have been added to the workforce in our 10-county region. Our rate of per capita income growth, 16.6 percent in the past five years, has exceeded the state of Missouri's growth rate as well as many of our peer metro areas across the country. And through the efforts of the SBDC and our partners, we've directly aided in nearly \$215 million in new capital investment.

As we move into 2008 - the 25th anniversary of the Springfield Business & Development Corporation - and transition to the organization's second five-year economic development capital campaign and the important priorities included in this initiative, I'm confident that SBDC's leadership and staff will stay focused on meeting and exceeding the investment and job-creating objectives set forth by the board of directors.

On behalf of the board of directors, I want to thank the more than 100 business and professional organizations that have chosen to support our economic development program. I commit to you that the Springfield Business & Development Corporation will continue to aggressively pursue business development opportunities and create direct benefit and value to the region and those who support our organization.

Mary Kay Meek  
Meeks Building Centers

## 2007 Economic Development Milestones

JAN

American Airlines announces it will restore direct service to STL

APR

*Inc.* ranks Springfield as a "hot city for entrepreneurs"

FEB

MAY

*Inc.* ranks Springfield economy in top 20

MAR

JUN

Kraft expands in Springfield  
Springfield utility rates lowest in nation  
Springfield top metro for recruitment & attraction

The Springfield Business & Development Corporation serves as the lead economic development organization for the Springfield area.

SBDC works to attract new business and industry to the area and assists existing businesses in expanding their operations.

In 2007, the Springfield area economy benefited from the following business attractions and expansions, infrastructure enhancements and business and quality of life accolades.

### Direct Service

In January, American Airlines announced it would restore direct service to St. Louis. The service began in early April with American Eagle providing regional jet service between Springfield and St. Louis on one daily flight. Later in the year,

American added a second daily flight. The route has been made possible by the American Airlines maintenance base in Springfield.

### Population growth

Figures released by the Census Bureau in April revealed that the population of the Springfield Metro Area had exceeded 400,000. The numbers showed that the number of people living in the Springfield Metropolitan Statistical Area had increased by nearly 10,000 people over the previous year. This increase pushed the metro area's population to 407,092.

### Entrepreneurial Hot Spot

In May, Springfield was recognized by *Inc. Magazine* as one of the country's Hottest Mid-Sized Cities for Entrepreneurs. Springfield ranked 20th on the list which used job growth rates as criteria for the rankings.

### Business Expansion

Kraft Foods and Springfield Underground reached an agreement for Kraft to lease 400,000 square feet of refrigerated warehouse space, capitalizing on the unique local geological features. The agreement was announced in June. This new regional distribution center consolidates leased refrigerated storage requirements for the Springfield plant, and will eventually serve other Midwestern Kraft locations.



*In May 2007, Inc. Magazine named Springfield one of its "Hottest Mid-Sized Cities for Entrepreneurs."*

JUL

AUG

SEP

JVIC adds new companies  
Hollywood Theaters breaks ground

Springfield named top adventure town  
Seltzer announces PIC West land purchase

OCT

NOV

DEC

Springfield "Best Performing City"

Heer's redevelopment plans announced

### Low Utility Rates

Also in June, Memphis Light Gas and Water issued its 2007 Utility Bill Comparison report which ranked Springfield City Utilities as the lowest cost residential rate in the nation. The study evaluated standard electric, gas, water and sewer rates as of January 1, 2007 for 58 cities across the United States.

### Top Mid-Sized Metro

Adding to the accolades, Springfield was named by *Expansion Management* magazine as one of the top mid-size metros for recruitment and attraction. The magazine teamed up with the National Policy Research Council to identify which cities were the most successful in expanding the local economy by attracting outside companies. To determine this, they analyzed the relocation decisions of 19 million companies over the course of eight years.

### Business Attraction

In August, Missouri State University announced that California-based Unidym and Massachusetts-based Foster-Miller, Inc., would be joining its prestigious team of senior corporate affiliates at the Roy Blunt Jordan Valley Innovation Center. Both companies plan to lease space at JVIC, located in downtown Springfield.

### Ground breaking

Downtown Springfield took a major step forward in August when executives from Hollywood Theaters and developer Scott Tillman broke ground on the 14-screen movie theater that will anchor the College Station development. The theater and the accompanying 77,000 square feet of retail space will open in late 2008. The 400-space parking deck associated with the development opened in late 2007.

### Top Adventure Town

In the September issue, Springfield was recognized by *National Geographic Adventure* as one of the top 50 adventure towns in the country.

Springfield was first among Missouri cities for creating and sustaining jobs according the 2007 "Best Performing Cities" index compiled by The Milken Institute and Greenstreet Real Estate Partners. Springfield ranked 47th overall on the list, up from a 77 ranking in 2005. The ranking was released in October.

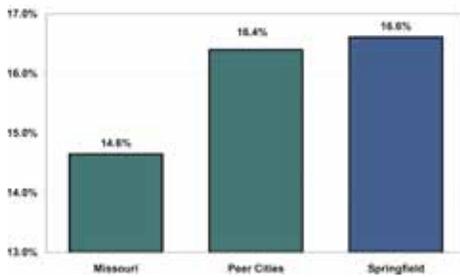
### Business Attraction

California-based Seltzer Companies announced its intent to build a 75,000 square foot manufacturing facility in Partnership Industrial Center West. The company plans to invest \$15 million in the facility which will manufacture nutritional supplements for the food and beverage industries.

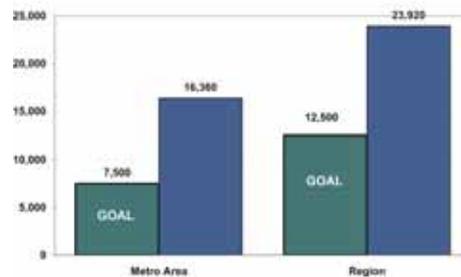
### Business Redevelopment

The year ended with St. Louis-based developer, Kevin McGowan, announcing plans to invest \$26 million into redeveloping the downtown Heer's building. McGowan purchased the building from the City of Springfield. His redevelopment plan calls for 41 upscale condo units and a Mike Shannon's Steaks and Seafood Restaurant. The project will be supported by a 400-space parking deck.

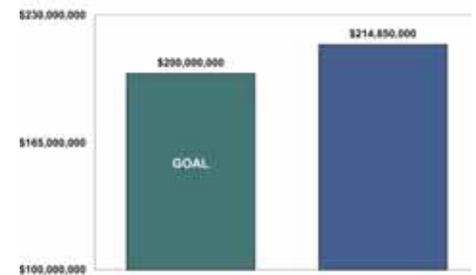
### Per Capita Income Growth Rate



### Job Growth



### Capital Investment



## Partnership for Prosperity I

### Delivering Results

From the outset of the Partnership for Prosperity I economic development capital campaign, the SBDC board of directors and staff committed to a set of measurable results that would gauge the success of the program. Beginning in 2003, the five-year program was designed to meet goals in three major areas:

- 1) Grow the metro area workforce by 7,500 jobs and the regional workforce by 12,500 jobs as well as exceed state projections of job growth in key sectors.
- 2) Increase income growth at rate that exceed a set of peer cities as well as Missouri's growth rate, and
- 3) Directly aid in the investment of \$200 million of capital in our region.

At the end of the five-year period, the measures of success have been met. The accompanying graphs show that job creation data has amounted to twice the goal levels, capital investment has exceeded \$200 million and income growth has exceeded our state and our peer metro areas.

# Partnership

## FOR PROSPERITY

### Partnership for Prosperity II: Meaningful Opportunities for Continued Quality Growth

In order to compete for, and win, the battle for new investment and quality jobs, the Springfield region must continue to position itself to take full advantage of future economic development opportunities through a second five-year capital campaign. That's according to the board of directors of the Springfield Business & Development Corporation who in early 2007 received a positive regional assessment from Resource Development Group, a Columbus, Ohio-based economic development fundraising consultant, supporting the need and feasibility of conducting a \$2.75 million campaign.

With the campaign prospectus developed and endorsed by the SBDC board of directors, Jack Stack, SRC Holdings, led the Partnership for Prosperity II effort as the Honorary Chairman, while more than 40 key community volunteer leaders served as members of the campaign steering committee.

Building on the accomplishments of the SBDC's first-ever economic development capital campaign, (2003-2007) the Partnership for Prosperity II initiative concentrates on building the momentum and success of the regional economic development program; enhancing the region's talent development program; harnessing the strengths and resources of the region's college, university and health care systems, leading a pro-active business retention, expansion and attraction program; and expanding the marketing of the Springfield region.

New economic development initiatives are included in the Partnership for Prosperity II program. The formation and implementation of an international business development

program will create opportunities for regional employers, connecting them to business contacts and expert resources in international trade. The program will position the Springfield region as a favorable location for foreign direct investment and build on the relationships and contacts already established by the region's colleges and universities.

In addition, the SBDC will focus on development and redevelopment opportunities in downtown Springfield. In collaboration with the private sector, the SBDC will explore the potential of establishing a downtown development corporation with the intent of attracting risk capital and private-sector influence for real estate acquisitions in the downtown district.

"This is a solid plan developed by SBDC leadership and our economic development partners," said Greg Williams, senior vice president of economic development at the Springfield Area Chamber of Commerce. "We are so appreciative that more than 100 business and professional organizations in the region see the value of economic development and support our organization and this capital campaign."

For more information regarding the Partnership for Prosperity II economic development initiative, or to access the campaign prospectus, visit [www.business4springfield.com](http://www.business4springfield.com).

## Partnership for Prosperity I Investors

### Platinum

City of Springfield

Greene County

Great Southern Bank

BancorpSouth Bank

Associated Electric Cooperative, Inc.

BKD, LLP

BNSF Railway Company

Commerce Bank

Concrete Companies Of Springfield

Meeks Building Centers

Blackwell Sanders

### Gold

Bank of America

Banta Foods

Empire Bank

Husch & Eppenberger, LLC

Missouri State University

Springfield-Branson National Airport

White River Valley Electric Cooperative

### Silver

Citizens National Bank

CoxHealth

Drury University

Metropolitan National Bank

Lathrop & Gage, LC

St. John's Health System

Regions Bank

US Bank

## Partnership for Prosperity I Investors

### Investor

American Dehydrated Foods, Inc.  
 APAC-Missouri, Inc.  
 Bryan Properties  
 Carol Jones Realtors  
 The Casey Associates  
 Chase Card Services  
 City Of Hollister  
 City Of Republic  
 City Utilities Of Springfield  
 Clarion Hotel - Springfield, Morris Group Properties, Inc.  
 Dade County  
 DeWitt & Associates  
 The Empire District Electric Company  
 Esterly, Schneider & Associates, AIA  
 Evangel University  
 Ferrell-Duncan Clinic  
 The Forrester Group  
 Hammons Products - Stockton  
 Jack Henry & Associates  
 Huckstep & Associates, LLC  
 Kirkpatrick, Phillips, & Miller, CPA's, PC  
 Kraft Foods, Inc.  
 KYTV  
 Liberty Bank  
 The Maiman Company  
 Mathews & Associates  
 McCloud & Company, LLC  
 Morelock-Ross Builders  
 Murney Associates  
 Nabholz Construction Corp.  
 Ollis & Company  
 Ozark Electric Cooperative  
 Ozarks Coca-Cola/Dr Pepper Bottling Co.  
 Ozarks Technical Community College  
 Preston & Nacy, CPA's  
 Quest Capital Alliance, LLC  
 R.B. Murray Company  
 Rich Kramer Construction  
 Silver Dollar City, Inc.  
 SMC Packaging Group  
 Sperry Van Ness/Rankin Company  
 Springfield Business Journal  
 Springfield Remanufacturing Corp.  
 Springfield Underground, Inc.  
 TCSI/Transland, Inc.  
 Tillman Redevelopment, LLC  
 UMB Bank  
 Walton Construction Company  
 Webster Electric Cooperative  
 Wendy's of Missouri  
 Willow Brook Foods

## Investor Relations

### Fourth Annual Economic Outlook Conference

Nearly 300 Springfield area business professionals joined SBDC and presenting sponsor the City of Springfield on October 9 at the Fourth Annual Economic Outlook Conference at the University Plaza Hotel and Convention Center.

Expanding the local perspective to include three panel discussions, the conference kicked off with a look at current issues and challenges in the real estate development community.

Moderated by Randell Wallace, Lathrop & Gage, LC, panelists Tom Rankin, Sperry Van Ness/Rankin Company; David Murray, R.B. Murray Company; and St. Louis developer Kevin McGowan shared their thoughts about the Springfield area and its growth opportunities in real estate development.

The Corporate Headquarters panel, moderated by Ann Marie Baker, UMB Bank, and 2007 Chamber Board Chairman, focused on Springfield's strength as a location, but also the challenge of retaining young professionals. Panelists were Bob Noble, Noble Communications; Jack Prim, Jack Henry & Associates; and Neal Spencer, BKD, LLP.

The Roy Blunt Jordan Valley Innovation Center was the central topic of the New Economy panel, moderated by Allen Kunkel, Missouri State University, and featuring panelists Dr. Jim Baker, Missouri State University; Dr. Brent Segal, Nantero; and Robin van der Wel, Brewer Science. The panelists discussed the exciting opportunities at JVIC and the public/private collaboration that led to its formation.

The conference concluded with keynote speaker Joel Kotkin, an internationally-recognized authority on global, economic, political and social trends. A Presidential Fellow in Urban Futures at Chapman University's Hobbs Institute, Kotkin used extensive research to compare the attractiveness of Springfield as a place to do business with other areas of the country. While presenting some of the challenges our region faces, Kotkin also pointed out the region's strengths in attracting working families and suggested that as a community we re-engage the older, retiring segment of the workforce.



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*Keynote speaker, Joel Kotkin*

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*Ann Marie Baker, UMB Bank, moderated the Corporate Headquarters panel at the EOC. Panelists were Bob Noble, Noble Communications; Jack Prim, Jack Henry & Associates; and Neal Spencer, BKD, LLP.*

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## Investor Relations

### Monthly Electronic Brief Keeps Investors Informed

Member investors of the Springfield Business & Development Corporation were introduced to a new monthly electronic communication platform in 2007, highlighting upcoming events, national recognition, updates in the region's demographic data and progress of economic development-related legislation.

SBDC Investor Brief is directed to more than 300 key investors and regional business leaders each month. It's also made available to a database of national site selection advisors, commercial real

estate executives and state development officials, keeping all informed of the region's economic opportunities and success stories.

To subscribe or change your address, contact Ryan Mooney at the Springfield Area Chamber of Commerce, 862-5567 or [ryan@springfieldchamber.com](mailto:ryan@springfieldchamber.com).



## Business Development

### Kraft Announcement

In May, Kraft Foods and Springfield Underground reached an agreement for Kraft to lease 400,000 square feet of refrigerated warehouse space, capitalizing on the unique local geological features of the underground facility. This new regional distribution center consolidates leased refrigerated storage requirements for the Springfield plant, and will eventually serve other Midwestern Kraft locations.

Kraft cited Springfield Underground's reduced energy costs as the primary consideration for the expansion. Additional efforts by MoDOT, the City of Springfield, and City Utilities assisted Kraft's expansion by improving Kearney Street to accommodate the increased truck volumes. The Springfield Area Chamber of Commerce and the SBDC facilitated the efforts to secure funding for the necessary road improvements.

Springfield is well-positioned as the site for a regional refrigerated distribution facility for Kraft, due to the needs of the local plant, which is one of Kraft's larger operations; the presence of a Kraft Private Fleet hub and other major transportation carriers; and proximity to customer distribution points. This expansion continues to strengthen Kraft's presence in the community and ensures the quality jobs created here, as well as their positive economic impact, will continue well into the future.



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*Kraft's new regional distribution center in Springfield Underground will eventually serve other Midwestern Kraft locations.*

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## Business Development

### Partnership Industrial Center West Adds Two Tenants in 2007

Partnership Industrial Center West Administrative Council President Troy Compton announced the addition of two manufacturers to the industrial park in 2007. Seltzer Companies, Inc., a nutritional supplements manufacturer based in Carlsbad, Calif., purchased 7.2 acres of property and plans to begin construction of a 75,000 square foot production facility in early 2008. Seltzer was represented locally by Mark Kerivan of Murney Commercial Realtors.

Crosstech Construction Products of Springfield entered into a purchase contract for 4.8 acres of property in early 2007 for the construction of a 35,000 square foot manufacturing facility. Crosstech was represented by Bill Compere of CJR Commercial Group.

"We welcome the addition of Seltzer Companies and Crosstech to Partnership Industrial Center West," said Compton. "Springfield's Partnership for Economic Development works hard to ensure that new quality manufacturing jobs are created and retained for the people in our region and we appreciate the confidence these fine companies have placed in us and in our industrial park development," Compton said.

Springfield's Partnership for Economic Development is comprised of the City of Springfield, City Utilities of Springfield, Greene County, the Springfield Area Chamber of Commerce and the Springfield Business & Development Corporation. Located adjacent to Springfield-Branson National Airport, Partnership Industrial Center West was developed in 2001, following the complete build-out of Partnership Industrial Center.

### Missouri Quality Jobs & Enhanced Enterprise Zone Legislation Overview

One of the products of a special legislative session to address job creation, House Bill 1, sponsored by Representatives Ron Richard and Senator John Griesheimer, was signed into law by Missouri Governor Matt Blunt on September 4, 2007. The bill contains many economic development provisions, including an increase in the Missouri Quality Jobs annual tax credit limit (from \$12 million to \$40 million), a New Markets Tax Credit and an increase in the Enhanced Enterprise Zone tax credit cap from \$7 million to \$14 million. The bill also extends the New Jobs Training Tax Credit program expiration by 10 years.

"The Missouri Economic Development Council worked hard on this legislation," said Greg Williams, senior vice president of economic development at the Springfield Area Chamber

of Commerce and past president of the statewide economic development association. "Special thanks go to the staff of the Missouri Department of Economic Development, the Governor's office, Representative Richard and Senator Griesheimer in getting this legislation passed," said Williams.

Since its development in 2005, the Quality Jobs program has facilitated the creation of more than 13,000 jobs with average annual salaries of \$46,856, according to a report by the Taxpayers Research Institute. Total annual wages of jobs created with the program are anticipated to exceed \$630 million by 2012, according to the report.

## Marketing the Region

### Central Missouri Awareness Campaign

Springfield's Partnership for Economic Development, in conjunction with the Springfield Convention & Visitors Bureau, conducted its second Central Missouri image enhancement campaign in early 2007. First performed in 2005, the campaign focused on television advertising targeted to a broad audience of state legislators, meeting planners and members of the general public in the Columbia-Jefferson City market.

The awareness campaign, planned to continue in 2009, is designed to enhance existing perceptions of the Springfield

region, focusing on the growth of the region and quality development opportunities for business and industry.

"There's been a significant shift among all three audiences in the number of respondents who view the Springfield area in a much more favorable way," said Jerry Henry, CEO of Jerry Henry Associates, who performed the campaign analysis.



## Marketing the Region

### Fly Springfield Ad Campaign

In late 2007, the Springfield-Branson National Airport, with participation from the SBDC, launched an advertising campaign focused on capturing travelers who book flights from airports in other regions. Local residents and business professionals often drive to St. Louis, Kansas City and Tulsa to access cheaper airfares causing what is known in the airport industry as "leakage." Past studies have shown the leakage in the Springfield region to be as high as 30 percent.

Airport officials understand some of this is impossible to stop, but with over 30 daily flights to 12 cities and even a low-cost carrier, inexpensive airfare from SGF might be overlooked. The campaign, "Fly Springfield," is designed to make flyers aware of

the available options and encourage use of the newly revamped website to explore what options there are to fly from our local airport.

If a portion of the 30 percent leakage could be recaptured, the additional flyers would necessitate expansions in air service and bring new options and (through increased competition among airlines) lower fares. The TV campaign, featuring local business and professional men and women, will continue into 2008 and the website, [flyspringfield.com](http://flyspringfield.com), is already experiencing a record number of users.



The screenshot shows the website's header with the logo and a navigation menu: Home, Flights, Airport Guide, Parking/Transportation, Travel Tips, General Aviation, About, and Area Information. Below the menu is a video player showing a man in a hard hat. To the right is a larger photo of the same man, Tim Rosenbury, smiling. Below the video and photo is a testimonial text block.

**Busy Springfield architect, busy traveler. That's Tim Rosenbury. His advice? Don't waste time driving to out-of-town airports. Consider your driving costs: gas nearly \$3 a gallon, meals—an early morning flight could mean driving up the night before and a hotel. How much did you really save? Think about it.**

*"When I fly home, I want to **be** home."*  
—Tim Rosenbury, Architect

## Marketing the Region

### Drury Alumni

In 2007, SBDC launched a collaborative effort with Springfield area colleges and universities to familiarize alumni on recent developments and quality of life enhancements.

A four-page spread in Drury University's alumni publication, *Drury Magazine* entitled, "If You Haven't Seen Springfield Lately..." highlighted the progress the Springfield area has experienced over the past decade, with a focus on the redevelopment of the city's downtown area.

The article, which appeared in the March 2007 edition, quoted two Drury alumni, currently living in Springfield and included relevant relocation information on housing and utility costs and employment statistics.

The article also routed readers to the SBDC Web site ([www.business4springfield.com](http://www.business4springfield.com)) for more information.



## Marketing the Region

### Springfield Area Economic Environment and Quality of Life Catches Attention Across the Nation

The Springfield area received numerous accolades in 2007 recognizing our region's economic environment and quality of life.

- *National Geographic Adventure* recognized Springfield as one of its "Top 50 Best Places to Live & Play."
- *Expansion Management* ranked Springfield 12th on its list of "Top Mid-Size Metros for Recruitment and Attraction."
- Springfield earned a five-star rating in *Expansion Management's* 9th annual Quality of Life Quotient.™
- *Inc. Magazine* ranked Springfield 20th on its list of "Hottest Mid-Sized Cities for Entrepreneurs."
- Springfield ranked first in Missouri on 2007 "Best Performing Cities Index" compiled by the Milken Institute and Greenstreet Real Estate Partners.
- Worldwide ERC placed Springfield in the top 20 of its "Best Cities for Relocating Families" list.
- The World Health Organization honored Springfield with its Safe Communities designation.
- Springfield's St. John's Health System was ranked number one on Verispan's "2007 Top 100 Most Highly Integrated Healthcare Networks."



MILKEN INSTITUTE

**EXPANSION**  
**MANAGEMENT**



## 2007 Board of Directors

Jim Anderson  
Springfield Area Chamber of Commerce

Ann Marie Baker  
UMB Bank, NA

Dr. Jim Baker  
Missouri State University

Mike Briggs  
Willow Brook Foods, Inc.

David Coonrod  
Greene County

Tom Finnie  
City of Springfield

John Griesemer  
Springfield Underground, Inc.

William Hart  
Husch & Eppenberger, LLC

Dr. Hal Higdon  
Ozarks Technical Community College

Michael Homeyer  
Bank of America

Roger Howard  
BNSF Railway Company

Mary Kay Meek  
Meeks Building Centers

Michael Phillips  
Kirkpatrick, Phillips & Miller, CPAs, PC

Todd Sherman  
Kraft Foods, Inc.

John Twitty  
City Utilities

Randell Wallace  
Lathrop & Gage, LC

John Wanamaker  
BKD, LLP

## **Mission Statement**

The Springfield Business & Development Corporation is the economic development subsidiary of the Springfield Area Chamber of Commerce and its mission is to provide a continued revenue source for the Chamber's economic development program, assisting business and industry, and attracting new business and industry to the Springfield area.

