

2017 SBDC
Annual Report



Economic Development in
the Springfield Region



We're growing the economy.

The Springfield region had strong economic activity in 2017. We officially secured a long-awaited expansion project from 3M, attracted an exciting new location from One Call Care Management, and celebrated the opening of Vital Farms' new, world-class facility in Partnership Industrial Center West. We strengthened our workforce programs, adding resources to the talent attraction website and broadening our talent development activities. Most importantly, our 11 completed economic development projects helped create more than 1,000 new jobs, generate more than \$36 million in new annual payroll, and secure more than \$73 million in capital investment for our community.

We're dreaming big.

In 2017, Springfield began looking at the future in a whole new way. Spurred by the 23-year legacy of bringing back best practices from annual Community Leadership Visits, the Chamber convened a broad-based and representative group of leaders to seek input for a new visioning process. The goal is to develop a clear, concise and actionable plan that accurately represents the priorities of individuals, families, and businesses. Coupled with strategic economic development efforts, Springfield is shaping a shared community vision for the future.

We're cultivating a stronger sense of place.

Economic vitality is the cornerstone of community success. As the visioning process continues, milestones like the opening of Johnny Morris' Wonders of Wildlife National Museum & Aquarium and movement toward the daylighting of Jordan Creek can serve as catalysts to spark additional investment, create economic growth, and attract quality jobs into our region. We're working to identify and encourage relevant projects like the development of speculative industrial space and downtown office space that, coupled with improved quality of life amenities, can help solidify Springfield as the most vibrant metro area in Missouri.

You're helping.

Together, the Chamber and SBDC work closely with partners at the City of Springfield, City Utilities, and Greene County to make sure Springfield remains a competitive place to do business. To ensure we have the right talent and infrastructure in place throughout the region, we work with partners in education and transportation. We are led by a volunteer SBDC Board of Directors that guides us throughout the year and we are financially supported by more than 100 SBDC Investors and Regional Partners. As investors, as business leaders, as engaged community members, you're helping us grow the economy in the 10-county Springfield region.

The Springfield Business Development Corporation (SBDC) is the economic development arm of the Springfield Area Chamber of Commerce. We work to create jobs and investment, grow our workforce, and promote economic growth in the 10-county Springfield region.

Creating Jobs & Business Investment

Promoting economic growth benefits every business, paving the way for new economic opportunities for everyone who calls our community home. That's why we provide resources and assistance to new and existing businesses seeking to create jobs and invest in the Springfield region.

1,019 New Jobs

\$36.1M New Payroll

\$73.8M New Capital Investment

592,000 Square Footage
Absorbed or Built

11 Completed Projects:

3M, Asynchrony Labs, Central Marketing Transportation, EFCO,
Everything Kitchens, Global Expedition Vehicles, O'Reilly Auto Parts,
One Call Care Management, SGC Food Services, TeleTech,
Tie & Timber Beer Company

Business Assistance

Our Business Retention & Expansion efforts focus on businesses already employing our residents and contributing to our region's economy. Throughout the year, we meet with company leaders face-to-face to provide a single point of entry for a variety of resources, all with the aim of ensuring their businesses remain and thrive in the Springfield region.

In 2017, economic development staff conducted 181 business visits, with workforce remaining the primary topic of discussion and innovation a reoccurring theme across all industries. Companies are looking at new ways to utilize technology, such as automation and robotics, as well as innovative programs and policies for attracting and retaining talent who fit their needs. To enrich workplace culture, for example, many companies are establishing or expanding employee wellness initiatives. After listening to corporate leaders' needs in this area, staff partnered with the Springfield-Greene County Health Department's Healthy Living Alliance to launch a new digital toolkit at HLAOzarks.com to support these efforts.

The importance of innovation also emerged during each of our Outlook Series events, as well as through the expanded Industry Councils that meet regularly throughout the year. Centered around stainless steel manufacturing, service centers, and safety, these Councils bring together top-level executives to discuss best practices and foster connections among some of the Springfield region's most impactful industries.

Growth and expansion from existing business is the single greatest source of new job creation and business investment in most communities, and that holds true in the Springfield region. In fact, 10 of our 11 completed projects in 2017 were with existing businesses. Highlights include:

Asynchrony Labs, which opened a new facility in downtown Springfield to accommodate rapid growth. The St. Louis-based software firm leased a building in Brick City, part of the IDEA Commons district, to help attract and retain IT talent. Chamber staff assisted local company leaders with their growth efforts while also working with corporate leaders to select Springfield for the expansion.

Everything Kitchens, which announced a new 50,000 square foot warehouse in the Springfield region. When the homegrown gourmet kitchenware company outgrew its existing warehouse, company leaders chose Republic as the site of its new facility, investing \$3.3 million and creating 15 new jobs for the expansion.

3M, which officially announced expansion plans for its Springfield facility following months of public discussion at the local level. Springfield's Partnership for Economic Development worked with 3M leaders for more than eight years to secure this expansion, which includes \$40 million in capital investment, 90 new jobs, and a demonstration of the company's ongoing commitment to the Springfield region.

181
Business Visits in
the Region

140
Consultant
Contacts

48
Qualified
Project Leads

4
Sites Visits
Hosted

Business Attraction

While supporting existing business, we also work to attract new business to the Springfield region primarily by cultivating relationships with the site selection consultants who advise companies on location decisions. In 2017, we interacted with consultants more than 140 times through face-to-face visits and participation in industry conferences. We work closely with local and regional community partners, as well as Missouri Partnership, the statewide business attraction organization, to enhance our exposure at events and in trade publications.

We present our community as the Springfield Regional Economic Partnership (SREP) when meeting with site selection consultants and business attraction prospects. A refreshed SREP brand and new look for SpringfieldRegion.com was rolled out in 2016 to boost marketing efforts and position Springfield as a great place to do business. In 2017, we launched a new marketing video for the website and a promotional piece that highlights Springfield's vibrant regional economy, helping us put our best foot forward.

When a company decides to expand its operations, Springfield is competing not only with other communities for that investment, but also with the company's existing facilities in the U.S. or abroad. During this process, Chamber staff and partners work to respond quickly and effectively, demonstrating that the Springfield region has the business climate, infrastructure and workforce to best fit that company's needs. In 2017, during their visits to Springfield, company leaders from Jacksonville, FL-based One Call Care Management were impressed with our region's assets and collaborative attitude. One Call, a leading provider of worker's compensation care management services, evaluated more than 100 cities before selecting Springfield to expand their operations. Enticed by a move-in ready 65,000 square foot building, our central location and established health care industry, One Call has already created and filled more than 100 new full-time jobs with benefits in Springfield, with additional growth expected in the near future.

#1 7 Cities You Didn't Expect To Be Great For Business – *Forbes*

#11 Best Large Cities To Start A Business – *WalletHub*

#25 Cities Where You Can Live Comfortably On A \$50,000 Salary –
FOX Business Network

#9 Best Cities for Hispanic Entrepreneurs – *WalletHub*



Start-up Growth

In recent years, the Springfield area has been nationally recognized as a start-up friendly community. Many organizations, including the Chamber and SBDC, have made intentional efforts to foster this entrepreneurial climate because start-up growth is an important source of job creation. Centered around The eFactory at Missouri State University and involving a variety of community, business, and education partners, Springfield's entrepreneurial ecosystem is thriving.

Resources are now in place to help everyone from budding entrepreneurs with a new idea to established small businesses seeking guidance and investment. In 2017, we continued to financially support The eFactory Accelerator and Seed Capital Fund, designed to attract and retain start-ups with scalable growth potential. We also support the Springfield Entrepreneurial and Innovation Network, a new group designed to harness the entrepreneurial spirit of existing organizations and their employees. Meeting monthly to share ideas, the group's goal is to enhance the innovative culture and outcomes of some of Springfield's major employers.

In 2017, we began working with Missouri State University, the City of Springfield and private developers to discuss the feasibility of new development in the IDEA Commons district. Together with the Jordan Valley Innovation Center, The eFactory, and Brick City, this potential development could help attract new jobs and investment to downtown Springfield, specifically among IT firms already interested in our market. With space for new research labs, offices, and retail, this project could provide a focal point for a flourishing center city area.

Growing Our Workforce

Collaboration is essential to creating a better workforce. We bring together stakeholders from business and education from around the region to design and implement innovative solutions for ongoing workforce challenges. Our focus is to ensure the Springfield region has a steady pipeline of talent qualified for today's jobs and those on the horizon.

Developing Talent

Developing a quality talent pool is as important to securing job creation and investment as our efforts to assist and attract businesses. To succeed in those efforts, we work to ensure Springfield is producing the educated workforce our employers need.

Over the past three years, the GO CAPS program has become a valuable tool for reinforcing the idea among both students and teachers that rewarding job opportunities can be found right here in the Springfield region. GO CAPS enables high school juniors and seniors to test drive their future careers in some of our community's most in-demand fields like health care, manufacturing and IT. In 2017, GO CAPS placed 238 students from 24 area high schools directly on-site with more than 200 business partners for part of each school day to learn real-life skills and complete hands-on projects. With higher overall student enrollment for the 2017-18 academic year, the program also added a new classroom and new regional affiliates.

In 2017, we also provided an opportunity for nearly 70 teachers from 15 school districts to see local business in action through the GO CAPS Teacher Externship program. Combined, these teachers made more than 300 business connections and spent more than 1,600 hours in a business setting. These externships help teachers better prepare their students, while allowing business partners to gain valuable insight into the local educational system and their own future workforce.

To further support manufacturing employers in 2017, we worked alongside partners at Ozarks Technical Community College, the Missouri Career Center, and Springfield Public Schools to increase local participation in Manufacturing Day. This national celebration occurs each October to help build enthusiasm for careers in modern manufacturing. More than 30 manufacturers participated, hosting tours for middle school and high school students and providing guest speakers for educational sessions. We promoted the benefits of tuition assistance, helped host an education fair, and highlighted positive aspects of the industry on social media to help create awareness.

Attracting Talent

As the region's workforce demands continue to grow, we must attract experienced new talent to our community while developing the workforce emerging from our educational institutions. Our role in this effort is to support local employers in their recruitment efforts, and in 2014 we unveiled the Talent Attraction Initiative (TAI) in direct response to their needs.

Just a year after launching TAI, we won two awards from the International Economic Development Council for our website, LiveInSpringfieldMO.com, and the initial video series highlighting what it's like to live, work, play, and learn in the Springfield region. In 2017, IEDC presented us with another award, this time recognizing the entire initiative and its success. This Silver Excellence in Economic Development award carried special significance because it was reserved for existing programs, meaning the TAI was lauded by our industry peers for its ability to remain effective and useful more than three years after its debut.

To keep our talent attraction resources fresh going forward, we made several updates throughout 2017. Early in the year we published the newest edition of Springfield's Guide to Enjoying the Life You Want. A partnership with *417 Magazine*, this relocation guide is designed to complement the look and feel of the TAI and provide valuable information for anyone considering Springfield as their new home.

For LiveInSpringfieldMO.com, we added features to make it even easier to navigate. A new resource bar at the top directs users to a digital version of the relocation guide, a new national recognition page, and a new page to house our growing collection of videos. The video library includes new quality of life videos highlighting our region's diverse seasons, quality education systems, housing options, short commute times, and other advantages to living and working here. We also feature videos by the Springfield Convention & Visitors Bureau and links to its social media channels as we work together to market the Springfield region to our respective audiences around the world.

Retaining Talent

Retaining young professionals and keeping recent college graduates in Springfield as they enter the workforce is key to addressing our community's long-term talent needs. Our existing workforce development efforts already complement and aid retention by encouraging employers to offer tuition assistance, establish corporate wellness programs, and undertake other activities and policies that nurture positive workplace environments.

In 2017, we restructured a staff role to expand our talent retention initiatives, including The Network for Springfield's Young Professionals. We will continue to engage young professionals through Chamber programs and encourage them to seek leadership positions in the community, while we identify new ways to engage with college students during their academic career.

In conjunction with The Network's 10th anniversary in 2017, we unveiled a new brand to strengthen the mission of retaining young talent in the Springfield region. Starting with an updated logo, the new look will be rolled out across social media platforms, on The Network website, and in a new video in the near future. The new brand is designed to help encourage members to use their voice and tell their story of why Springfield is a great place for young professionals.

SBDC Investors

The SBDC's economic and workforce development activities are only accomplished through the support of investors and regional partners. By going above and beyond their Chamber membership, these businesses and organizations are making it possible for us to promote economic growth in the Springfield region.

In 2017, we expanded the Outlook Series to provide our investors with insight into industry trends and to highlight innovation at the local level in education, health care, and manufacturing, and the national economy. With new sponsorship opportunities and increased promotion, we reached an unprecedented number of investors and Chamber members, with a combined attendance of nearly 1,500 people across the series.

We also communicated with our investors regularly through email with the monthly SBDC Investor Brief newsletter, breaking project announcements, and invitations to topical investor meetings. In 2017, we sent 41 of these communications to more than 600 investor contacts.

Legacy Investors

\$50,000 and above

City of Springfield City Utilities CoxHealth

Summit Investors

\$20,000 and above

Bass Pro Shops BKD, LLP Great Southern Bank Mercy

Cornerstone Investors

\$15,000 and above

Bancorsouth Greene County

Anchor Investors

\$10,000 and above

Arvest Bank**	John Deere Reman**	Springfield-Branson National Airport
Central Bank of the Ozarks	Kraft Heinz Company	Springfield Public Schools
Gilmore & Bell	Missouri State University	SRC Holdings Corporation
Husch Blackwell, LLP	Ozarks Technical Community College	

Sustaining Investors

\$5,000 and above

American Dehydrated Foods, Inc.	Guaranty Bank	Positronic Industries, Inc.
AmProd Holdings, LLC	Hunter Chase & Associates, Inc.	Simmons Bank*
AT&T*	Jared Enterprises, Inc.	SMC Packaging Group
BNSF Railway Company	J.E. Dunn Construction Co.	SVN/Rankin Company
Commerce Bank**	JP Morgan Chase	The Bank of Missouri
Community Foundation of the Ozarks	Med-Pay, Inc.	Tillman Redevelopment, LLC
Davis Properties	Olsson Associates	US Bank
Digital Monitoring Products, Inc.	O'Reilly Auto Parts	
Esterly, Schneider & Associates, AIA	Paul Mueller Company	

Investors

\$2,500 and above

417 Magazine*	JMARK Business Solutions, Inc.	Ozarks Coca-Cola/Dr Pepper Bottling Co.
Anderson Engineering, Inc.	Joe Costello Company	Palmerton & Parrish, Inc.
Associated Electric Cooperative, Inc.	Jordan Valley Community Health Center*	Paragon Architecture, Inc.
Associated Wholesale Grocers	KOZL TV-OzarksFirst.com	Q & Company, LLC
Barker Phillips Jackson, Inc.	KPM CPAs & Advisors	R.B. Murray Co.
Branco Enterprises, Inc.	KY3, Inc.	Rich Kramer Construction, Inc.
Bryan Properties	Larry Snyder & Co.	Roberts, McKenzie, Mangan & Cummings
Butler, Rosenbury & Partners, Inc.	Lathrop Gage	RMI
Carnahan, Evans, Cantwell & Brown, PC	Mattax-Neu-Prater Eye Center	Spencer Fane, LLP
CSI	Meeks Building Centers	Springfield Business Journal
Connelly Plumbing Co.	Mid-Missouri Bank	Springfield Convention & Visitors Bureau
Crawford, Murphy & Tilly, Inc.	Missouri University of Science & Technology*	Springfield First Community Bank
Dake Wells Architecture	Morelock-Ross Builders	Springfield News-Leader
DeWitt & Associates, Inc.*	Multi-Craft Contractors	Springfield Underground, Inc.*
Don Wessel Honda, Inc.	Murney Associates, REALTORS	Tank Components Industries
Drury Properties	N • FORM Architecture	TransLand*
Drury University	O'Bannon Bank	Tuthill Vacuum & Blower Systems
Emery Sapp & Sons, Inc.	Old Missouri Bank	UMB Bank
Empire District	Ollis/Akers/Arney Insurance & Business Advisors	Wendy's of Missouri, Inc.
Evangel University		Hamra Enterprises
Evans & Dixon, LLC		
Jim Hutcheson Realtors		

Regional Partners

\$5,000 and above

Bolivar	Hollister	Republic
Branson	Marshfield	Rogersville
Cassville	Mt. Vernon	Springfield
Dallas County	Nixa	Stone County
Greene County	Ozark	Strafford

* denotes new investor in 2017 ** denotes increased investor in 2017

2018 Action Plan

With the support of SBDC Investors and Regional Partners, and under the guidance of the SBDC Board of Directors, economic development staff has developed an action plan to highlight new initiatives and strategic priorities in 2018. Existing programs and tasks essential to our economic development work are not detailed here, but will of course continue to move forward.

Community Visioning

The Chamber-initiated visioning process to dream big about Springfield's future economic prosperity is already in full swing. As work continues to gather feedback and recommendations, the Chamber and SBDC will be focused on ensuring these recommendations are supported by the community. Economic development staff will work to make sure identified initiatives and projects are realized.

Creating Jobs & Business Investment

Our economic development efforts are all designed to create new jobs and investment for the Springfield region. To do this, we listen to our existing companies, work with our regional partners, and compete to win more business expansion and attraction projects.

Assist

Meet with local executives in direct business visits, and expand the existing business support program by working with local and regional partners to conduct additional business visits.

Work with local company leadership and community leaders to arrange out-of-market corporate headquarters visits, with the aim to establish better relationships with corporate decision-makers and ultimately grow Springfield operations.

Attract

Meet with site selection consultants in one-on-one, in-person interactions.

More aggressively pursue the creation of development-ready site and speculative buildings throughout the region by working with public sector developers.

Start-Up

Work with participating lending institutions to dissolve the Ozarks Regional Community Development Corporation and pursue options for those funds to be reinvested into The eFactory Accelerator and Seed Capital Fund.

Assist Missouri State University, the City of Springfield, and private developers on the construction of real estate options for startups and IT operations in the IDEA Commons area.

Growing Our Workforce

In recent years, we have created innovative new programs and approaches by bringing together regional entities involved in workforce development. These efforts are designed to ensure companies in the Springfield region have access to the talent they need to grow now and in the future.

Develop

Expand the GO CAPS Teacher Externship and the GO CAPS student programs by increasing penetration into area school districts.

Develop employer-focused workforce events to provide businesses with resources that encourage worker training and promote healthy workplace culture.

Attract

Implement targeted marketing campaign focused on reaching individuals who are from Springfield, or spent a period of time in the region, to promote the community as a top place to live and work.

Engage directly with area employers to ensure full utilization of the Talent Attraction Initiative resources and find ways to strategically partner to aid in their recruitment efforts.

Retain

Undertake focused college student outreach in targeted fields and demographics to promote the retention of young professionals.

Develop a talent attraction and retention video targeted at college students and young professionals.

SBDC Board of Directors

2017 Executive Committee



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Jay Titus
BancorpSouth



Board Vice President
Kevin Ausburn
SMC Packaging Group



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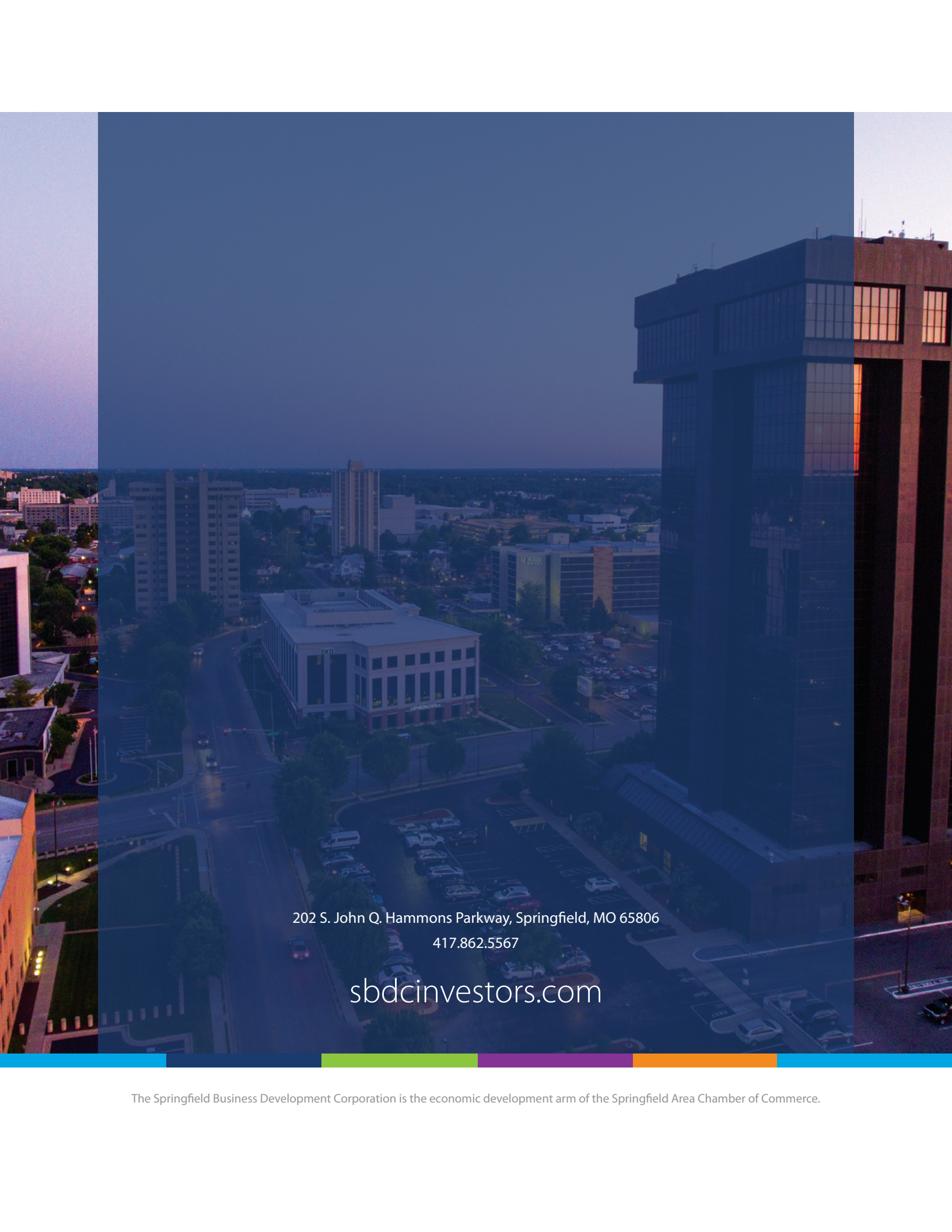
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The Springfield Business Development Corporation is the economic development arm of the Springfield Area Chamber of Commerce.