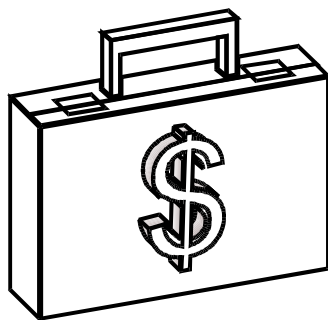

*Community Business
Incentives Survey*



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Created by

POLICOM Corporation

**4300 S US Hwy 1 STE 203-301
Jupiter, FL 33477**

561-744-8187

**www.policom.com
info@policom.com**

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Introduction

Across the United States, local and state government leaders have become more and more active in economic and community development. They have learned in order to improve, maintain, and enhance the economic standard of living for their residents, government must play an active role in the recruitment and retention of businesses which improve the local economy.

As a result, more and more areas in the nation are competing for a limited number of business expansions each year. Over the years, to make their area more competitive, local governments and community organizations have created financial incentives to encourage the relocation and expansion of industry in their communities.

Communities offer incentives for various reasons. Some because their economy is in decline. Others, to enhance and maintain an already strong economy. Still others offer no incentives at all. The following are some of the reasons communities offer incentives to private companies:

- 1) Reduce the initial setup costs for a company in a community.
- 2) Reduce the long-term operating costs for a company.
- 3) Project a “business friendly” image to potential companies.
- 4) Encourage economic or real estate development in blighted areas.
- 5) Overcome geographic disincentives for an area.
- 6) Overcome self-inflicted disincentives for an area.

The purpose of this "Community Business Incentives Survey" is to discover the type of incentives, the frequency of specific incentives, and their perceived importance by prospective companies.

The survey is directed toward what is being offered on a local level. It is assumed most state governments additionally offer incentives. The issue for this survey are incentives being offered on a local basis.

It is not the purpose of the survey to determine whether or not a community should offer incentives or if the incentives are worth the investment by the community. Each area must make this determination for themselves.

Additionally, the survey did not request “criteria” for awarding a specific incentive to a company. It is assumed all communities, which offer incentives, have established employment, wage, and/or capital investment thresholds, which determine if a particular incentive will be provided.

About POLICOM

POLICOM Corporation is an independent economic research firm located in Jupiter, Florida which specializes in analyzing local and state economies. From its research, it determines if an area is growing or declining economically, identifies what is causing this to happen, and offers ideas and solutions to improve or maintain the situation.

POLICOM has created economic research reports for communities in 28 states over the last four years.

Contact POLICOM from the information provided on the cover page of this report.

Types of Incentives

For the purpose of this analysis and survey, an “incentive” is a financial benefit, which reduces the initial, short term, or long-term costs of a private company offered by a community as an inducement to remain in, expand in, or relocate to an area.

There are basically four different types of incentives, which are offered to businesses by communities. These include:

- 1) Tax Abatement
- 2) Low Interest Loans
- 3) Grants or Gifts
- 4) Discounts on Local Fees

Tax Abatement

Some communities reduce or eliminate completely taxes levied by the community as an incentive or inducement for a company to locate or expand in the area. The abatement of the tax might be permanent or for a limited number of years.

One of the most popular business incentives, tax abatement can cost a local community no tax money and at the same time provide a monetary benefit to a company.

Some communities abate all of the taxes available for reduction, as the benefit of the project outweighs the loss of tax revenue. Other areas discount the amount of "new taxes" created by a project, so there is no loss of revenue to the local government as a result of the abatement.

As an example, if a new factory is to be constructed, taxes on the value of the new building might be abated while the taxes on the existing land might not be reduced. If a company constructs a facility on a piece of land which presently yields \$10,000 in property taxes and, as a result of the construction of the building, would yield \$50,000 in taxes, the community might abate only the "new tax" portion (\$40,000).

An abatement might be permanent or for a specific number of years. The above “new tax” portion might be abated for just ten years, after which the company would pay the normal tax. The abatement might also be “phased.” Over a ten-year period, the abatement might begin at 100% of the tax, but be reduced to 90%, 80%, 70% and so forth over a ten-year period.

The legal ability of an area to abate local taxes might also be limited. While in many areas, the county government leads the way in tax abatement, it many times can only affect a small portion of the local taxes. As an example, for most places in the United States, local schools are supported by property taxes. The school tax oftentimes comprises the largest portion of the overall property taxes levied. Most of the time, the county government cannot abate the school tax portion.

Many other local taxes are mandated by the state government and there is no provision in the law to abate or reduce these taxes unless specifically provided by the state legislature.

Low Interest Loans

Many communities have established revolving loan funds to assist in reducing the costs or expediting the process of a company's relocation or expansion.

Low interest loans can be granted for many reasons based upon the needs of the company. Sometimes the loan is used to close a "gap" in the amount a private lender is willing to loan to a company for a project and what is actually needed by the company. As an example, if a company needs \$2,000,000 to be fully operational in a community but its lender will only provide \$1,500,000, the community loan fund might provide the additional \$500,000 and accept a subordinated position to original lender.

Money may also be loaned by the community for items, which would not otherwise be considered by a private lender, such as moving expenses for equipment or environmental mitigation required by government.

Additionally, a community may loan money to a business, which is considered a poor credit risk by private lenders. In such cases, the community weighs the risk of default against the short and long-term benefit the company will provide to the community.

A community may loan a company the full amount of the cost of a project at an interest rate considerably less than a private lender as an incentive. Loans for 1% interest are not uncommon.

The original funding for a loan pool comes from a plethora of sources such as the general fund of the local governments, Federal revenue sharing, community development block grants, or from contributions from local private sector businesses interested in economic growth.

By creating a revolving loan pool, communities have this incentive available for many years. As the loan is paid back to the community, it can be "re-loaned" to another company. By adding to its loan fund a little bit each year, a community can build a fund or bank from which it can make several small loans or large loans to qualified companies.

Grants or Gifts

The ultimate business incentive, direct cash gifts or grants given to companies as an inducement to locate or expand in a community are growing in frequency and importance.

Differing significantly from a low interest loan, a direct cash gift is in essence an investment by the community with the financial return being measured by the social and/or financial benefit to the community over the long or short term, as a result of the presence of the company.

The "return" might be increased tax revenue via property and income taxes. Additionally, the new jobs created contribute to the overall economy of the area and many times help to mitigate socioeconomic problems in the area.

In order to qualify for a direct grant, companies many times must meet strict employment and wage level criteria. Formulas are created which establish the amount and distribution of cash grants.

As an example, a community may offer \$1,000 per new job created which pays 125% of the average annual wage in the area. The distribution of the funds might come over a multi-year period, such as \$200 per job per year for five years.

Each year employment records are audited by the community and disbursement is made after employment and earnings levels are verified.

A unique twist on a "cash grant" program is a "dollar a year" lease of a community owned facility to a company. The "no rent" program is made to a company as long as certain employment and wage levels are maintained. If the company falls short of established criteria, it might be charged "market" rent for that portion of employment or earnings, which did not meet the standards in the agreement.

Additionally, the type of industry also helps to determine the qualification for a gift. Most areas limit cash grants to "primary" or contributory industries, those, which import money to the area.

It is extremely rare a grant is given to a consumptive industry, such as a retail store, unless it is part of a community redevelopment program designed to cure economic blight within a specific geographic pocket in a community.

Cash grants or gifts as an incentive are not as frequent as low interest loans, but have grown significantly in popularity over the last several years.

Discount Local Fees

Most communities levy fees during the land development process for building permits, water meter hookups, and general infrastructure impacts. Additionally, many communities provide potable water, sanitary sewage disposal, solid waste pickup, and even are the local electricity provider.

The totem of these fees and charges can be considerable in some areas of the country. Many areas have elected to reduce or eliminate many of the development fees as an incentive to a company.

Survey Questions

Invitations to participate in the survey were mailed to approximately 3,000 county government, Chambers of Commerce, and economic development offices in the United States. Participants were directed to go to POLICOM Corporation's web site and complete the incentive survey. The actual survey will be posted for review until June 1, 2001 at the following location:

www.policom.com/survey.htm

Participants, representing either a county or a municipality, were asked a series of questions as to whether specific business incentives are offered within their specific county or city.

For each incentive, the participant was asked to rank "**How important is this incentive**" to their clients in during the site selection process. The ranking was based upon a 1-10 scale: 1 = not important at all to our clients. 5 = moderately important to our clients. 10 = absolutely needed for our economic development efforts. If the area does not offer a particular incentive, "0" was the default answer.

The questions were grouped into clusters as follows:

1. Is tax abatement, full or partial, available anywhere in the area for....

- Real property taxes (land & building)?
- Personal property taxes (equipment)?
- Sale tax on purchase of equipment?
- Intangibles tax?
- Local personal income tax?
- Gross receipts tax?
- Franchise tax?

For each of the above questions regarding tax abatement, the following answer options were available:

- Tax not levied in our area.
- No
- Yes – New Companies Only
- Yes – Existing Companies Only
- Yes – Both New and Existing

2. Are low interest loans, excluding IRB's, available anywhere in the area for a company's costs for the following:

- Relocating equipment?
- Relocating key employees?
- Purchase or lease of land or building?
- Purchase of equipment?
- Environmental mitigation?
- Employee training?
- Onsite infrastructure improvements?
- Required offsite infrastructure improvements?

For each of the above questions regarding low interest loans, the following answer options were available:

- No
- Yes – New Companies Only
- Yes – Existing Companies Only
- Yes – Both New and Existing

3. If low interest loans are available for any of the above, check the sources of the funding for the loans. Participants were given the following options, from which they could pick any or all:

- Federal Government Programs
- State Government Programs
- County Government General Fund
- County Government Special Tax Source
- City Government General Fund
- City Government Special Tax Source
- Private Sector contribution or investment

4. Are direct cash gifts, grants, or reimbursements available for a company's costs for the following: (a "dollar a year" lease should be considered a gift).

5. The answer options and the question regarding funding was the same for grants as for loan interest loans.

The following questions required a "Yes-No" answer. Participants were asked to rank the incentive when appropriate.

6. Are Industrial Development Revenue Bonds (IRB's) available in the area?

7. Does any level of government or community "non-profit" organization in the area own an industrial "zone" or park?

7. A. If Yes, will the government or organization discount (from fair market value) the sale or lease price of the land to a new or existing company as an "incentive?"

8. Has any level of government or community "non-profit" organization in the area constructed or purchased existing "speculative" buildings?

8. A. If Yes, will the government or organization discount (from fair market value) the sale or lease price of the "speculative" building to a new or existing company as an incentive?

9. Does any level of government levy impact fees (such as traffic, roads, school, and parks) on new development?

9. A. If Yes, can the impact fee be reduced or abated as an incentive to a new or existing company?

9. B. If any level of government levies impact fees in the area, do you believe the impact fees are a "disincentive" to your clients?

10. As an incentive, are there provisions to reduce or abate entirely locally levied development fees such as building permit, water meter installation, et al. for new or existing companies?

11. Can a company's monthly usage fees for government owned utilities, such as water or sewer, be reduced or abated as an incentive?

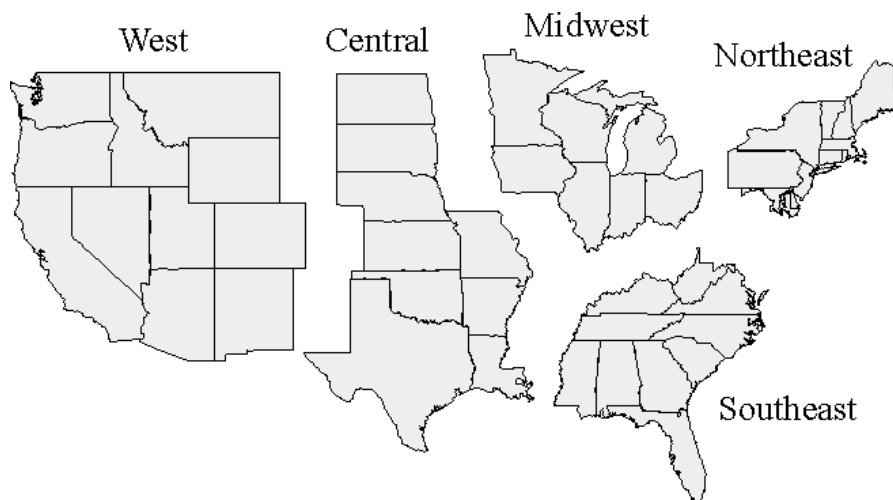
Survey Results Format

Results to the survey questions are provided in this report by population size and region of country.

Responses are tabulated for six population groups:

- Over 1,000,000
- 500,000 to 1,000,000
- 100,000 to 499,999
- 50,000 to 99,999
- 25,000 to 49,999
- under 25,000

Responses are also tabulated into five Regions of the country to identify geographic trends or characteristics. The following map identifies the Regions.



Data for both counties and municipalities is included in the population groups and Regions. However, a separate line for the total data for municipalities is provided.

Survey Participants

Economic development is inherently a local activity, even though state governments are very active. The target participants for the survey, therefore, are local areas, counties and cities.

A total of 353 areas participated in the survey from 46 states. (There was no response from New Hampshire, Connecticut, Hawaii, or Oklahoma.)

Of the 353 areas, 281 are counties and 72 are municipalities. The 281 counties represent a little more than 9% of the 3,110 counties in the United States. When broken down by size of county, however, there is a much greater participation rate among the larger counties than the smallest areas.

Twenty-four percent of the counties in the country with a population greater than 1,000,000 and 23% of the counties with a population between 500,000 and 1,000,000 participated in the survey.

Fifty-one percent of the counties in the United States (1,588) have a population fewer than 25,000. The greatest number of county participants in the survey fell into this group (131 participants). However, the participants represent only 6% of the counties of this population size.

One fourth of all the counties in the United States have fewer than 10,000 people. It is likely a vast majority of these areas do not have an economic development program and/or was not invited to participate in the survey.

Data for the 72 municipalities is included in the population groups and the Region totals. However, separate data was created for the 72 municipalities who participated, but a population breakdown for cities was not created.

The following chart shows the percentage of participation for each population group.

	<u>Participants</u>	<u>Percentage of Participants</u>	<u>Percentage of Counties In USA</u>
All Areas	353	100%	
Over 1,000,000	8	2%	24%
500,000-1,000,000	16	5%	23%
100,000-499,999	69	20%	13%
50,000-99,999	59	17%	13%
25,000 to 49,999	70	20%	10%
under 25,000	131	37%	6%
Northeast	39		
Midwest	107		
Southeast	78		
Central	71		
West	58		
Municipalities	72		

Of the 353 participants in the survey, 63% are Economic Development Organizations, 19% Local Government Offices, 8% Chambers of Commerce, and 10% a combination of two or more of these.

1997 Incentives Survey

In October of 1997, POLICOM conducted a similar “Community Business Incentives Survey” in which more than 600 communities in the United States participated. Many of the questions asked in the 1997 survey are the same as the 2001 survey.

When comparing the results of both surveys, several significant changes regarding incentives have occurred over this five-year period.

First of all, the number or volume of incentives offered by communities has increased significantly among all size groups and regions of the country.

As an example, the number of communities, which offer tax abatement for personal property taxes, increased from 41% in 1997 to 61% in 2001. Communities, which offer sales tax abatement for the purchase of new equipment, increased from 38% to 58%.

The frequency of grants for the purchase of land/building or the purchase of new equipment grew from 30% to 45% and 21% to 31% respectively. The number of areas, which have constructed community owned speculative buildings, increased from 27% to 39%.

The number of areas, which have community owned industrial parks, has increased by 25%. Additionally, the number of areas which have community owned “speculative” buildings jumped 33% since the 1997 survey.

However, the most important change has been a dramatic shift toward offering incentives to existing companies. Across the board communities now offer incentives to existing companies almost as often as new companies moving to the area.

In the 1997 survey, approximately 60% of the areas offered incentives to existing companies as often as new companies. However, this has shifted to an average of 80% and in many cases existing companies receive incentives on an equal basis as new companies.

The following are the results of each survey question. The list of participating organizations appears after the last question.

Is tax abatement, full or partial, available in your area for...

Real Property Taxes (land and building)?

One of the most popular business incentives, the full or partial abatement of real property taxes is offered by more than 73% of the communities, which have real property taxes. It is also deemed one of the most important incentives with an overall ranking of 7.5.

More than 87% of the communities with a population greater than 500,000 people offer this incentive with communities greater than 1,000,000 ranking it 8.1 in importance. The incentive is offered most frequently in the Northeast and least frequently in the Southeast and West.

Of the communities, which offer this incentive, 89% provide it for both new and existing companies. Communities in the Central Region have both the highest frequencies of levying and abating this tax.

<u>Real Property Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	93.5%	73.3%	88.8%	10.7%	0.4%	7.5
Over 1,000,000	100.0%	87.5%	100.0%	0.0%	0.0%	8.1
500,000-1,000,000	100.0%	87.5%	100.0%	0.0%	0.0%	7.4
100,000-499,999	94.2%	73.8%	89.6%	8.3%	2.1%	7.9
50,000-99,999	91.5%	64.8%	91.4%	8.6%	0.0%	7.9
25,000 to 49,999	94.3%	84.8%	87.5%	12.5%	0.0%	7.7
under 25,000	92.4%	67.8%	85.4%	14.6%	0.0%	6.9
Northeast	97.4%	86.8%	78.8%	21.2%	0.0%	7.5
Midwest	92.5%	81.8%	97.5%	2.5%	0.0%	7.9
Southeast	89.7%	58.6%	85.4%	14.6%	0.0%	7.3
Central	93.0%	81.8%	90.7%	9.3%	0.0%	7.5
West	96.6%	55.4%	77.4%	19.4%	3.2%	6.7
Municipalities	97.2%	68.6%	87.5%	10.4%	2.1%	7.4

Is tax abatement, full or partial, available in your area for...

Personal Property Taxes (equipment)?

Fewer communities levy Personal Property Taxes as Real Property Taxes. Additionally, of those, which levy the tax, only 61% provide for abatement as an incentive. However, for those who do abate the tax, it is rated (7.5) just as high as the abatement of Real Property Taxes as an incentive.

The frequency and the abatement of the tax occur most often in areas greater than 500,000 people.

<u>Personal Property Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	77.9%	60.7%	88.0%	10.8%	0.6%	7.5
Over 1,000,000	75.0%	83.3%	100.0%	0.0%	0.0%	7.3
500,000-1,000,000	93.8%	80.0%	91.7%	8.3%	0.0%	6.6
100,000-499,999	66.7%	63.0%	93.1%	3.4%	3.4%	8.3
50,000-99,999	81.4%	60.4%	89.7%	10.3%	0.0%	7.6
25,000 to 49,999	77.1%	70.4%	92.1%	5.3%	0.0%	7.6
under 25,000	80.9%	50.9%	79.6%	20.4%	0.0%	7.1
Northeast	59.0%	60.9%	85.7%	14.3%	0.0%	7.3
Midwest	69.2%	60.8%	93.3%	6.7%	0.0%	8.1
Southeast	87.2%	52.9%	83.3%	16.7%	0.0%	7.1
Central	85.9%	72.1%	88.6%	11.4%	0.0%	7.4
West	82.8%	54.2%	88.5%	7.7%	3.8%	6.9
Municipalities	79.2%	50.9%	82.8%	13.8%	3.4%	7.8

Is tax abatement, full or partial, available in your area for...

Sales tax on the purchase of equipment?

Approximately 76% of the communities have a sales tax on the purchase of new business and industrial equipment and 56% of them provide for abatement of the tax. It is likely such a tax is levied by the state government and is not subject to local control of abatement. State governments oftentimes have the ability to abate this tax.

Of those, which provide for abatement, 92% offer the incentive to new and existing companies.

Sales tax on equipment is levied most frequently in the Central and Southeast Regions, but is abated most frequently in the Northeast Region.

<u>Sales Tax on Equip</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	75.6%	57.7%	91.6%	7.8%	0.0%	6.4
Over 1,000,000	75.0%	66.7%	100.0%	0.0%	0.0%	5.3
500,000-1,000,000	93.8%	80.0%	91.7%	8.3%	0.0%	7.4
100,000-499,999	72.5%	64.0%	93.8%	6.3%	0.0%	6.5
50,000-99,999	74.6%	61.4%	100.0%	0.0%	0.0%	7.4
25,000 to 49,999	70.0%	59.2%	86.2%	10.3%	0.0%	5.7
under 25,000	78.6%	48.5%	88.0%	12.0%	0.0%	6.0
Northeast	71.8%	78.6%	95.5%	4.5%	0.0%	6.8
Midwest	64.5%	37.7%	96.2%	3.8%	0.0%	6.2
Southeast	82.1%	54.7%	91.4%	8.6%	0.0%	6.0
Central	93.0%	74.2%	89.8%	10.2%	0.0%	6.5
West	67.2%	53.8%	90.5%	9.5%	0.0%	6.7
Municipalities	73.6%	54.7%	93.1%	6.9%	0.0%	6.0

Is tax abatement, full or partial, available in your area for...

Intangibles Tax?

Fewer than 37% of the areas levy an Intangibles Tax. It is likely such a tax is levied by the state government and is not subject to local control of abatement.

Of those, only 16% abate the tax as a business incentive. Abating this tax is not viewed as very important (5.0), but few areas levy and abate the tax, so the issue is not likely raised very often.

The tax is levied most frequently in the Southeast Region. Of those, which abate the tax, 76% offer the incentive to both new and existing companies.

<u>Intangibles Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	36.0%	15.7%	80.0%	15.0%	5.0%	5.0
Over 1,000,000	50.0%	25.0%	100.0%	0.0%	0.0%	5.5
500,000-1,000,000	43.8%	28.6%	50.0%	0.0%	50.0%	5.7
100,000-499,999	30.4%	19.0%	75.0%	25.0%	0.0%	7.0
50,000-99,999	33.9%	15.0%	66.7%	33.3%	0.0%	4.1
25,000 to 49,999	37.1%	19.2%	100.0%	0.0%	0.0%	4.1
under 25,000	37.4%	10.2%	80.0%	20.0%	0.0%	4.9
Northeast	23.1%	11.1%	0.0%	100.0%	0.0%	5.3
Midwest	32.7%	2.9%	100.0%	0.0%	0.0%	5.0
Southeast	43.6%	23.5%	100.0%	0.0%	0.0%	5.9
Central	35.2%	16.0%	100.0%	0.0%	0.0%	3.9
West	41.4%	25.0%	50.0%	33.3%	16.7%	4.2
Municipalities	36.1%	3.8%	100.0%	0.0%	0.0%	3.5

Is tax abatement, full or partial, available in your area for...

Local Personal Income Tax?

More than 43% of the areas have a Personal Income Tax and 18% abate this tax as an incentive. High local income tax rates become an issue during recruitment of corporate headquarters.

Areas in the Northeast and Midwest Regions levy the tax most frequently.

<u>Personal Income Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	42.8%	17.2%	84.6%	15.4%	0.0%	5.4
Over 1,000,000	50.0%	0.0%	0.0%	0.0%	0.0%	0.0
500,000-1,000,000	62.5%	20.0%	100.0%	0.0%	0.0%	6.3
100,000-499,999	34.8%	20.8%	100.0%	0.0%	0.0%	5.3
50,000-99,999	44.1%	15.4%	100.0%	0.0%	0.0%	5.4
25,000 to 49,999	38.6%	14.8%	100.0%	0.0%	0.0%	4.8
under 25,000	45.8%	18.3%	63.6%	36.4%	0.0%	5.8
Northeast	46.2%	27.8%	100.0%	0.0%	0.0%	5.7
Midwest	49.5%	13.2%	100.0%	0.0%	0.0%	4.9
Southeast	34.6%	18.5%	80.0%	20.0%	0.0%	6.3
Central	42.3%	23.3%	57.1%	42.9%	0.0%	5.3
West	39.7%	8.7%	100.0%	0.0%	0.0%	5.3
Municipalities	37.5%	7.4%	100.0%	0.0%	0.0%	6.3

Is tax abatement, full or partial, available in your area for...

Gross Receipts Tax?

Over 44% of the areas stated they have a Gross Receipts Tax of which only 20% have provisions to abate the tax. It is likely such a tax is levied by the state government and is not subject to local control of abatement.

A Gross Receipts Tax is most frequent in the Northeast Region, as is the abatement thereof.

<u>Gross Receipts Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	43.9%	19.4%	83.3%	16.7%	0.0%	5.4
Over 1,000,000	62.5%	20.0%	100.0%	0.0%	0.0%	4.3
500,000-1,000,000	62.5%	40.0%	100.0%	0.0%	0.0%	6.8
100,000-499,999	42.0%	34.5%	60.0%	40.0%	0.0%	5.3
50,000-99,999	40.7%	12.5%	100.0%	0.0%	0.0%	5.8
25,000 to 49,999	40.0%	14.3%	100.0%	0.0%	0.0%	5.0
under 25,000	45.0%	13.6%	87.5%	12.5%	0.0%	5.3
Northeast	59.0%	34.8%	75.0%	25.0%	0.0%	6.3
Midwest	43.9%	4.3%	100.0%	0.0%	0.0%	5.4
Southeast	44.9%	28.6%	80.0%	20.0%	0.0%	5.5
Central	33.8%	8.3%	100.0%	0.0%	0.0%	4.9
West	44.8%	30.8%	87.5%	12.5%	0.0%	5.3
Municipalities	43.1%	3.2%	100.0%	0.0%	0.0%	4.8

Is tax abatement, full or partial, available in your area for...

Franchise Tax?

Half the areas stated they have a Franchise Tax in the area and 25% reported they have provisions to abate the tax as a business incentive. A Franchise Tax is levied most frequently in the Central Region but abated most often in the Southeast Region.

<u>Franchise Tax</u>	<u>Levied in your area?</u>	<u>Abatement available?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	49.9%	25.0%	84.1%	13.6%	2.3%	5.0
Over 1,000,000	62.5%	0.0%	0.0%	0.0%	0.0%	0.0
500,000-1,000,000	56.3%	0.0%	0.0%	0.0%	0.0%	0.0
100,000-499,999	46.4%	28.1%	66.7%	22.2%	11.1%	6.0
50,000-99,999	57.6%	29.4%	100.0%	0.0%	0.0%	5.5
25,000 to 49,999	45.7%	40.6%	92.3%	7.7%	0.0%	4.3
under 25,000	48.9%	18.8%	75.0%	25.0%	0.0%	4.8
Northeast	46.2%	27.8%	80.0%	20.0%	0.0%	6.2
Midwest	44.9%	12.5%	83.3%	16.7%	0.0%	5.3
Southeast	48.7%	39.5%	100.0%	0.0%	0.0%	5.0
Central	59.2%	31.0%	69.2%	23.1%	7.7%	4.6
West	51.7%	16.7%	80.0%	20.0%	0.0%	4.6
Municipalities	45.8%	15.2%	80.0%	0.0%	20.0%	5.1

Are low interest loans available in your area for...

Relocating Equipment?

Almost half the areas stated they offer low interest loans for moving equipment. The relocation of equipment many times is an expense for a company, which cannot be “financed.” By offering this loan, a community can overcome one of the major obstacles to moving to their area.

The loans occur most frequently in the Northeast Region and are typically provided to new and existing companies on an equal basis.

<u>Low interest loans for Relocation of Equipment</u>	<u>Available in your area?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	48.4%	91.8%	8.2%	0.0%	5.7
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	5.8
500,000-1,000,000	37.5%	83.3%	16.7%	0.0%	5.1
100,000-499,999	47.8%	97.0%	3.0%	0.0%	5.0
50,000-99,999	45.8%	92.6%	7.4%	0.0%	5.9
25,000 to 49,999	47.1%	90.9%	9.1%	0.0%	5.4
under 25,000	51.9%	89.7%	10.3%	0.0%	6.1
Northeast	59.0%	95.7%	4.3%	0.0%	6.8
Midwest	53.3%	93.0%	7.0%	0.0%	6.0
Southeast	38.5%	83.3%	16.7%	0.0%	5.4
Central	53.5%	94.7%	5.3%	0.0%	5.3
West	39.7%	91.3%	8.7%	0.0%	5.2
Municipalities	45.1%	87.5%	12.5%	0.0%	6.4

Are low interest loans available in your area for...

Relocating Key Employees?

Fewer than 20% of the communities offer this incentive. The relocation of equipment many times is an expense for a company, which cannot be “financed.” By offering this loan, a community can overcome one of the major obstacles to moving to their area. However, few areas view this incentive as being important.

Low interest loans for Relocation of <u>Key Employees</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance of Incentive
All Areas	17.6%	87.1%	12.9%	0.0%	5.0
Over 1,000,000	12.5%	100.0%	0.0%	0.0%	4.7
500,000-1,000,000	12.5%	100.0%	0.0%	0.0%	4.8
100,000-499,999	18.8%	92.3%	7.7%	0.0%	4.7
50,000-99,999	16.9%	70.0%	30.0%	0.0%	5.1
25,000 to 49,999	15.7%	90.9%	9.1%	0.0%	4.9
under 25,000	19.1%	88.0%	12.0%	0.0%	5.2
Northeast	23.1%	77.8%	22.2%	0.0%	6.5
Midwest	19.6%	90.5%	9.5%	0.0%	5.5
Southeast	7.7%	66.7%	33.3%	0.0%	4.9
Central	25.4%	88.9%	11.1%	0.0%	4.2
West	13.8%	100.0%	0.0%	0.0%	4.4
Municipalities	21.1%	73.3%	26.7%	0.0%	5.4

Are low interest loans available in your area for...

Purchase or Lease of Land and Buildings?

Almost three-fourths of the areas have a low interest loan program available for the purchase of a parcel of land or an existing building. It is the 3rd most frequent incentive offered.

Of those, which offer the incentive, a whopping 95% provide it to both new and existing companies.

Providing low interest loans for this purpose has been a traditional business incentive for many years. As a result, many communities have built sizeable revolving loan funds.

Areas in the Northeast Region provide these loans most frequently.

Low interest loans for Purchase-Lease of <u>Land & Buildings</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance <u>of Incentive</u>
All Areas	73.7%	95.4%	3.8%	0.8%	6.9
Over 1,000,000	62.5%	100.0%	0.0%	0.0%	6.1
500,000-1,000,000	56.3%	100.0%	0.0%	0.0%	6.0
100,000-499,999	76.8%	96.2%	0.0%	3.8%	6.7
50,000-99,999	66.1%	97.4%	2.6%	0.0%	6.6
25,000 to 49,999	74.3%	98.1%	1.9%	0.0%	6.8
under 25,000	77.9%	92.2%	7.8%	0.0%	7.4
Northeast	87.2%	100.0%	0.0%	0.0%	7.8
Midwest	81.3%	97.7%	2.3%	0.0%	6.9
Southeast	61.5%	91.7%	6.3%	2.1%	6.7
Central	71.8%	98.0%	2.0%	0.0%	6.9
West	69.0%	87.5%	10.0%	2.5%	6.6
Municipalities	74.6%	96.2%	1.9%	1.9%	7.2

Are low interest loans available in your area for...

Purchase of Equipment?

More than 70% of the areas provide low interest loans for the purchase of equipment. More than 90% of the areas in the Northeast have this incentive as these communities also rank the incentive (8.0) very important.

Low interest loans for: Purchase of Equipment	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	72.2%	96.1%	3.5%	0.4%	6.8
Over 1,000,000	62.5%	100.0%	0.0%	0.0%	6.6
500,000-1,000,000	62.5%	90.0%	10.0%	0.0%	5.5
100,000-499,999	75.4%	98.1%	0.0%	1.9%	7.0
50,000-99,999	66.1%	97.4%	2.6%	0.0%	6.7
25,000 to 49,999	71.4%	96.0%	4.0%	0.0%	6.6
under 25,000	75.6%	94.9%	5.1%	0.0%	7.1
Northeast	92.3%	100.0%	0.0%	0.0%	8.0
Midwest	79.4%	98.8%	1.2%	0.0%	7.0
Southeast	66.7%	94.2%	5.8%	0.0%	6.2
Central	64.8%	95.7%	4.3%	0.0%	6.6
West	62.1%	88.9%	8.3%	2.8%	6.6
Municipalities	71.8%	98.0%	0.0%	2.0%	7.3

Are low interest loans available in your area for...

Environmental Mitigation?

Fewer than 1/3rd of the areas offer low interest loans for environmental mitigation. They are most frequent in the Northeast Region where their importance (6.5) is also the highest. Few areas in the Central Region (17%) offer this incentive.

Low interest loans for Environmental Mitigation	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	32.3%	93.9%	2.6%	3.5%	5.2
Over 1,000,000	37.5%	100.0%	0.0%	0.0%	5.0
500,000-1,000,000	31.3%	80.0%	0.0%	20.0%	5.5
100,000-499,999	42.0%	93.1%	0.0%	6.9%	5.2
50,000-99,999	28.8%	100.0%	0.0%	0.0%	5.6
25,000 to 49,999	30.0%	90.5%	9.5%	0.0%	5.2
under 25,000	29.8%	94.9%	2.6%	2.6%	5.0
Northeast	61.5%	100.0%	0.0%	0.0%	6.5
Midwest	35.5%	89.5%	5.3%	5.3%	5.5
Southeast	26.9%	95.2%	4.8%	0.0%	4.1
Central	16.9%	100.0%	0.0%	0.0%	4.5
West	32.8%	89.5%	0.0%	10.5%	5.0
Municipalities	23.9%	88.2%	0.0%	11.8%	5.7

Are low interest loans available in your area for...

Employee Training?

More than half the areas offer low interest loans for employee training. Offering this incentive is also rated very high (7.0) overall.

Employee training is one of the most important components of economic development today. It is likely additional training loans are provided by the state government and that data is not included as a “local” incentive.

Low interest loans for Employee Training	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	57.2%	95.0%	4.0%	1.0%	7.0
Over 1,000,000	25.0%	100.0%	0.0%	0.0%	8.0
500,000-1,000,000	50.0%	100.0%	0.0%	0.0%	7.1
100,000-499,999	59.4%	97.6%	0.0%	2.4%	7.4
50,000-99,999	47.5%	96.4%	3.6%	0.0%	7.4
25,000 to 49,999	58.6%	95.1%	4.9%	0.0%	6.7
under 25,000	62.6%	92.7%	6.1%	1.2%	6.7
Northeast	76.9%	100.0%	0.0%	0.0%	7.1
Midwest	57.9%	100.0%	0.0%	0.0%	7.3
Southeast	47.4%	91.9%	5.4%	2.7%	7.4
Central	60.6%	93.0%	7.0%	0.0%	6.5
West	51.7%	86.7%	10.0%	3.3%	6.5
Municipalities	53.5%	94.7%	2.6%	2.6%	7.1

Are low interest loans available in your area for...

Onsite Infrastructure Improvements?

When a new company builds a facility, there are many costs relative to site development, such as fill, grading, and clearing. Almost 65% of the areas provide low interest loans for onsite improvements.

The loans are most frequent in areas between 25,000 to 49,999 in size and 85% of the communities in the Northeast Region offer this incentive.

<u>Low interest loans for Onsite Improvements</u>	<u>Available in your area?</u>	<u>New & existing companies?</u>	<u>New companies only?</u>	<u>Existing companies only?</u>	<u>Importance of Incentive</u>
All Areas	64.9%	95.2%	3.9%	0.9%	6.7
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	6.2
500,000-1,000,000	56.3%	100.0%	0.0%	0.0%	6.1
100,000-499,999	68.1%	89.4%	6.4%	4.3%	6.6
50,000-99,999	64.4%	97.4%	2.6%	0.0%	6.4
25,000 to 49,999	70.0%	93.9%	6.1%	0.0%	6.3
under 25,000	62.6%	97.6%	2.4%	0.0%	7.1
Northeast	84.6%	93.9%	6.1%	0.0%	7.8
Midwest	72.0%	94.8%	3.9%	1.3%	6.6
Southeast	59.0%	97.8%	2.2%	0.0%	6.0
Central	59.2%	97.6%	2.4%	0.0%	6.7
West	62.1%	91.7%	5.6%	2.8%	6.6
Municipalities	63.4%	88.9%	6.7%	4.4%	7.0

Are low interest loans available in your area for...

Required Offsite Infrastructure Improvements?

Many times to mitigate the impact of the construction of a new facility, new roadways, sewer lines, or other utilities need to be constructed to serve the site. Some communities, by policy, require the company to pay for these offsite improvements.

Forty-four percent of the areas have low interest loan programs to pay for these offsite improvements.

Low interest loans for Required Offsite Improvements	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	44.2%	92.3%	6.4%	1.3%	6.3
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	4.8
500,000-1,000,000	50.0%	100.0%	0.0%	0.0%	6.1
100,000-499,999	50.7%	94.3%	2.9%	2.9%	6.0
50,000-99,999	39.0%	95.7%	4.3%	0.0%	6.6
25,000 to 49,999	51.4%	86.1%	13.9%	0.0%	6.6
under 25,000	38.2%	92.0%	6.0%	2.0%	6.2
Northeast	56.4%	95.5%	4.5%	0.0%	7.1
Midwest	47.7%	96.1%	3.9%	0.0%	6.3
Southeast	44.9%	97.1%	2.9%	0.0%	5.9
Central	40.8%	86.2%	10.3%	3.4%	5.9
West	41.4%	83.3%	12.5%	4.2%	6.3
Municipalities	35.2%	88.0%	8.0%	4.0%	6.2

If low interest loans are available in your area, what are the sources of funding for the loans?

For communities which offer low interest loans, a vast majority secure the funding for the loan programs from either the Federal or state government.

However, a full 23% have created the loan programs from private sector contributions and investment with half the areas greater than 1,000,000 using private sector money for funding.

Funding Source:	Federal	State	County	County	City	City	
Low Interest	Government	Government	General	Special	General	Special	Private
<u>Loans</u>	<u>Programs</u>	<u>Programs</u>	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Sector</u>
All Areas	75.0%	82.2%	15.1%	11.8%	16.1%	18.4%	22.7%
Over 1,000,000	83.3%	83.3%	16.7%	16.7%	16.7%	0.0%	50.0%
500,000-1,000,000	72.7%	81.8%	27.3%	0.0%	18.2%	18.2%	18.2%
100,000-499,999	67.2%	78.7%	11.5%	11.5%	21.3%	14.8%	19.7%
50,000-99,999	79.6%	77.6%	14.3%	6.1%	16.3%	14.3%	28.6%
25,000 to 49,999	74.2%	87.1%	19.4%	16.1%	14.5%	16.1%	16.1%
under 25,000	77.4%	83.5%	13.9%	13.0%	13.9%	24.3%	24.3%
Northeast	68.3%	85.4%	17.1%	7.3%	12.2%	7.3%	22.0%
Midwest	72.9%	80.2%	15.6%	19.8%	27.1%	25.0%	21.9%
Southeast	77.3%	86.4%	15.2%	6.1%	9.1%	3.0%	18.2%
Central	72.7%	81.8%	7.3%	10.9%	10.9%	36.4%	34.5%
West	84.8%	78.3%	21.7%	8.7%	13.0%	15.2%	17.4%
Municipalities	66.1%	83.1%	10.2%	10.2%	23.7%	27.1%	23.7%

Are direct cash grants or gifts available in your area for...

Relocating Equipment?

More than 1/4th of the areas provide grants or gifts for moving equipment. As previously mentioned the relocation of equipment many times is an expense for a company, which cannot be “financed.” By offering this grant, a community can overcome one of the major obstacles to moving to its area.

Grants-Gifts for: Relocation of Equipment	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	26.1%	85.9%	14.1%	0.0%	5.9
Over 1,000,000	37.5%	100.0%	0.0%	0.0%	5.5
500,000-1,000,000	31.3%	100.0%	0.0%	0.0%	5.7
100,000-499,999	30.4%	85.7%	14.3%	0.0%	6.8
50,000-99,999	23.7%	92.9%	7.1%	0.0%	5.0
25,000 to 49,999	25.7%	83.3%	16.7%	0.0%	5.8
under 25,000	23.7%	80.6%	19.4%	0.0%	6.0
Northeast	35.9%	78.6%	21.4%	0.0%	6.3
Midwest	17.8%	78.9%	21.1%	0.0%	6.2
Southeast	32.1%	88.0%	12.0%	0.0%	5.9
Central	35.2%	92.0%	8.0%	0.0%	6.4
10.0%	15.5%	88.9%	11.1%	0.0%	4.4
Municipalities	16.9%	75.0%	25.0%	0.0%	6.8

Are direct cash grants or gifts available in your area for...

Relocating Key Employees?

Fewer than 18% of the communities offer this incentive. The relocation of equipment many times is an expense for a company, which cannot be “financed.” By offering this loan, a community can overcome one of the major obstacles to moving to its area. However, few areas view this incentive as being important.

Grants-Gifts for: Relocation of <u>Key Employees</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance of Incentive
All Areas	17.3%	77.0%	23.0%	0.0%	5.2
Over 1,000,000	25.0%	100.0%	0.0%	0.0%	5.3
500,000-1,000,000	31.3%	60.0%	40.0%	0.0%	4.2
100,000-499,999	23.2%	68.8%	31.3%	0.0%	5.6
50,000-99,999	16.9%	90.0%	10.0%	0.0%	4.6
25,000 to 49,999	15.7%	72.7%	27.3%	0.0%	5.4
under 25,000	13.0%	82.4%	17.6%	0.0%	5.3
Northeast	25.6%	70.0%	30.0%	0.0%	5.9
Midwest	13.1%	78.6%	21.4%	0.0%	5.3
Southeast	14.1%	72.7%	27.3%	0.0%	5.0
Central	25.4%	77.8%	22.2%	0.0%	5.2
West	13.8%	87.5%	12.5%	0.0%	4.6
Municipalities	11.3%	100.0%	0.0%	0.0%	5.3

Are direct cash grants or gifts available in your area for...

Purchase or Lease of Land and Buildings?

Ranked the fifth most important incentive by those who offer it, providing money, as a gift toward the purchase or lease of land or buildings, is available in 45% of the areas.

The incentive is most frequent in the Central Region with 54% of the areas offering the incentive.

Grants-Gifts for: Purchase-Lease of <u>Land & Buildings</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance of Incentive
All Areas	44.8%	84.8%	13.9%	1.3%	7.4
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	6.5
500,000-1,000,000	37.5%	83.3%	16.7%	0.0%	7.6
100,000-499,999	49.3%	85.3%	14.7%	0.0%	8.0
50,000-99,999	44.1%	92.3%	3.8%	3.8%	7.0
25,000 to 49,999	44.3%	80.6%	16.1%	3.2%	7.6
under 25,000	43.5%	82.5%	17.5%	0.0%	7.3
Northeast	43.6%	76.5%	17.6%	5.9%	7.8
Midwest	40.2%	79.1%	20.9%	0.0%	7.4
Southeast	50.0%	89.7%	10.3%	0.0%	7.7
Central	53.5%	89.5%	7.9%	2.6%	7.7
West	36.2%	85.7%	14.3%	0.0%	6.3
Municipalities	35.2%	88.0%	12.0%	0.0%	7.5

Are direct cash grants or gifts available in your area for...

Purchase of Equipment?

As with low interest loans for the purchase of equipment, grants for the same purpose occur most frequently in communities in the Northeast who rank this incentive (7.9) as very important.

Grants-Gifts for: Purchase of Equipment	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	31.4%	90.1%	7.2%	2.7%	6.9
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	6.3
500,000-1,000,000	31.3%	100.0%	0.0%	0.0%	7.6
100,000-499,999	36.2%	88.0%	12.0%	0.0%	7.5
50,000-99,999	30.5%	94.4%	5.6%	0.0%	5.8
25,000 to 49,999	27.1%	94.7%	0.0%	5.3%	7.1
under 25,000	30.5%	85.0%	10.0%	5.0%	7.0
Northeast	43.6%	82.4%	11.8%	5.9%	7.9
Midwest	26.2%	89.3%	10.7%	0.0%	7.1
Southeast	34.6%	96.3%	0.0%	3.7%	6.7
Central	42.3%	90.0%	6.7%	3.3%	7.2
West	15.5%	88.9%	11.1%	0.0%	5.4
Municipalities	25.4%	94.4%	5.6%	0.0%	6.9

Are direct cash grants or gifts available in your area for...

Environmental Mitigation?

Fewer than 1/4th of the areas provide grants for environmental mitigation. However, many times mitigation is a requirement of the Federal government and funding sometimes is available from that source.

Grants-Gifts for: Environmental <u>Mitigation</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance <u>of Incentive</u>
All Areas	21.5%	88.2%	10.5%	1.3%	5.7
Over 1,000,000	25.0%	100.0%	0.0%	0.0%	6.3
500,000-1,000,000	43.8%	100.0%	0.0%	0.0%	5.5
100,000-499,999	29.0%	85.0%	15.0%	0.0%	5.9
50,000-99,999	23.7%	85.7%	7.1%	7.1%	4.9
25,000 to 49,999	21.4%	80.0%	20.0%	0.0%	6.4
under 25,000	13.7%	94.4%	5.6%	0.0%	5.5
Northeast	33.3%	92.3%	7.7%	0.0%	5.6
Midwest	25.2%	85.2%	11.1%	3.7%	6.4
Southeast	19.2%	100.0%	0.0%	0.0%	5.1
Central	18.3%	84.6%	15.4%	0.0%	5.2
West	13.8%	75.0%	25.0%	0.0%	5.5
Municipalities	15.5%	90.9%	9.1%	0.0%	6.0

Are direct cash grants or gifts available in your area for...

Employee Training?

Ranked the 2nd most important incentive, grants for training are available in 56% of the areas. As with low interest loans, it is likely state training programs are additionally available to prospective employers as worker training is one of the most important needs of companies today.

Grants-Gifts for: Employee <u>Training</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance <u>of Incentive</u>
All Areas	56.1%	96.0%	3.5%	0.5%	7.6
Over 1,000,000	37.5%	100.0%	0.0%	0.0%	6.8
500,000-1,000,000	68.8%	100.0%	0.0%	0.0%	8.0
100,000-499,999	60.9%	95.2%	4.8%	0.0%	8.0
50,000-99,999	61.0%	91.7%	5.6%	2.8%	8.0
25,000 to 49,999	61.4%	95.3%	4.7%	0.0%	7.7
under 25,000	48.1%	98.4%	1.6%	0.0%	7.2
Northeast	61.5%	91.7%	8.3%	0.0%	7.6
Midwest	54.2%	98.3%	1.7%	0.0%	7.6
Southeast	64.1%	98.0%	0.0%	2.0%	8.1
Central	56.3%	97.5%	2.5%	0.0%	7.4
West	44.8%	88.5%	11.5%	0.0%	7.3
Municipalities	38.0%	100.0%	0.0%	0.0%	7.0

Are direct cash grants or gifts available in your area for...

Onsite Infrastructure Improvements?

Almost half of the areas offer grants for onsite infrastructure improvements. Ranked as an important incentive (7.2) by those who offer it, grants occur most frequently in the Southeast Region and least frequently in the West Region.

Grants-Gifts for: Onsite <u>Improvements</u>	Available in your area?	New & existing <u>companies?</u>	New companies <u>only?</u>	Existing companies <u>only?</u>	Importance <u>of Incentive</u>
All Areas	47.9%	88.2%	8.9%	3.0%	7.2
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	5.7
500,000-1,000,000	50.0%	100.0%	0.0%	0.0%	6.6
100,000-499,999	60.9%	88.1%	11.9%	0.0%	7.2
50,000-99,999	49.2%	89.7%	6.9%	3.4%	7.2
25,000 to 49,999	47.1%	81.8%	12.1%	6.1%	7.3
under 25,000	40.5%	88.7%	7.5%	3.8%	7.3
Northeast	51.3%	85.0%	10.0%	5.0%	7.3
Midwest	42.1%	88.9%	11.1%	0.0%	7.8
Southeast	61.5%	87.5%	4.2%	8.3%	6.7
Central	49.3%	91.4%	8.6%	0.0%	7.3
West	36.2%	85.7%	14.3%	0.0%	6.7
Municipalities	35.2%	88.0%	8.0%	4.0%	7.3

Are direct cash grants or gifts available in your area for...

Required Offsite Improvements?

Also considered an important incentive (7.0), 36% of the areas offer grants for offsite infrastructure improvements. Many states have incentive funds for this purpose, especially roadway construction, and the amount of money available to companies is much greater than that being offered on a local basis.

Grants-Gifts for: Offsite Improvements	Available in your area?	New & existing companies?	New companies only?	Existing companies only?	Importance of Incentive
All Areas	36.3%	87.5%	9.4%	3.1%	7.0
Over 1,000,000	50.0%	100.0%	0.0%	0.0%	6.3
500,000-1,000,000	56.3%	100.0%	0.0%	0.0%	6.0
100,000-499,999	43.5%	86.7%	10.0%	3.3%	6.6
50,000-99,999	33.9%	95.0%	5.0%	0.0%	7.5
25,000 to 49,999	38.6%	74.1%	22.2%	3.7%	7.4
under 25,000	29.0%	89.5%	5.3%	5.3%	7.2
Northeast	43.6%	82.4%	11.8%	5.9%	6.7
Midwest	38.3%	90.2%	7.3%	2.4%	7.6
Southeast	38.5%	90.0%	3.3%	6.7%	7.0
Central	33.8%	87.5%	12.5%	0.0%	6.9
West	27.6%	81.3%	18.8%	0.0%	6.4
Municipalities	25.4%	83.3%	11.1%	5.6%	7.6

If cash grants or gifts are available in your area, what are the sources of funding for the loans?

While 75% of the areas used Federal government funds for low interest loan programs, state and local funding sources are used more often for grant programs.

Communities in the Central Region rely the most upon the private sector for funding than the other Regions. Communities in the Northeast are heavily dependent upon state government for this money.

Funding Source:	Federal	State	County	County	City	City	
Grants	Government	Government	General	Special	General	Special	Private
<u>Gifts</u>	<u>Programs</u>	<u>Programs</u>	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Fund</u>	<u>Sector</u>
All Areas	57.1%	81.4%	29.1%	10.5%	27.1%	19.8%	21.5%
Over 1,000,000	100.0%	100.0%	50.0%	75.0%	25.0%	25.0%	25.0%
500,000-1,000,000	41.7%	83.3%	50.0%	8.3%	33.3%	8.3%	25.0%
100,000-499,999	48.3%	77.6%	25.9%	6.9%	31.0%	19.0%	22.4%
50,000-99,999	50.0%	77.5%	37.5%	5.0%	32.5%	10.0%	27.5%
25,000 to 49,999	58.8%	80.4%	33.3%	9.8%	19.6%	15.7%	11.8%
under 25,000	65.9%	85.4%	20.7%	13.4%	25.6%	29.3%	23.2%
Northeast	64.3%	92.9%	17.9%	3.6%	10.7%	3.6%	14.3%
Midwest	56.9%	86.1%	22.2%	16.7%	30.6%	26.4%	18.1%
Southeast	48.4%	78.1%	56.3%	9.4%	32.8%	4.7%	18.8%
Central	55.3%	76.6%	14.9%	6.4%	29.8%	36.2%	38.3%
West	69.4%	77.8%	22.2%	11.1%	19.4%	25.0%	16.7%
Municipalities	52.3%	75.0%	13.6%	4.5%	31.8%	36.4%	18.2%

Are Industrial Development Revenue Bonds (IRB's) available in the area?

One of the most “traditional” business incentives, communities have been issuing IRB’s for almost forty years. While the most frequent business incentive, it does not rank as high in importance as many of the other programs.

The issuance of IRB’s is most frequent in the Southeast Region.

<u>Industrial Revenue Bonds Available?</u>	<u>IRB's</u>	<u>Importance of Incentive</u>
All Areas	80.7%	6.0
Over 1,000,000	100.0%	6.6
500,000-1,000,000	100.0%	6.9
100,000-499,999	88.4%	5.3
50,000-99,999	79.7%	6.2
25,000 to 49,999	87.1%	5.9
under 25,000	70.2%	6.3
Northeast	76.9%	6.6
Midwest	82.2%	6.0
Southeast	93.6%	6.0
Central	74.6%	5.9
West	70.7%	5.8
Municipalities	70.8%	5.6

Does any level of government or community “non-profit” organization in the area own an industrial “zone” or park?

More and more areas are creating community owned industrial parks financed either by local government and/or private sector contributions. The availability of improved, approved land is the single most important component of an economic development program.

Community owned industrial parks are most frequent in the smaller areas as they likely lack the presence of private real estate development companies who will take on a project of this nature.

If Yes, will the government or organization discount (from fair market value) the sale or lease price of the land to a new or existing company as an “incentive?”

Of the communities, which have community owned industrial parks, 89% of them discount the sale or lease price of the land as an incentive. **This is identified as the most important incentive offered by communities (7.6).**

	Community Owned Industrial Park?	Discount Price as an Incentive?	Importance of Incentive
All Areas	70.5%	89.2%	7.6
Over 1,000,000	62.5%	100.0%	8.2
500,000-1,000,000	62.5%	70.0%	6.9
100,000-499,999	63.8%	84.1%	8.0
50,000-99,999	76.3%	84.4%	7.6
25,000 to 49,999	77.1%	96.3%	7.4
under 25,000	69.5%	91.2%	7.5
Northeast	74.4%	75.9%	8.0
Midwest	74.8%	87.5%	7.4
Southeast	75.6%	94.9%	7.7
Central	64.8%	100.0%	7.5
West	58.6%	82.4%	7.5
Municipalities	50.0%	97.2%	8.1

Has any level of government or community “non-profit” organization in the area constructed or purchased a “speculative” building?

As with community owned industrial parks, the number of areas which have community owned “speculative” buildings has increased significantly. Almost half of the areas in the Midwest Region have speculative buildings. Speculative buildings are found most often in the small areas as they typically do not have private industrial developers available to take on such a project.

If Yes, will the government or organization discount (from fair market value) the sale or lease price of the speculative building to a new or existing company as an “incentive?”

Of those, which have community owned speculative buildings, 77% of them discount the sale or lease price from market value as an incentive. This is ranked the 5th most important incentive offered.

	Community Owned Speculative Building?	Discount Price as an Incentive?	Importance of Incentive
All Areas	38.5%	76.5%	7.3
Over 1,000,000	0.0%	0.0%	1.0
500,000-1,000,000	18.8%	66.7%	9.5
100,000-499,999	42.0%	65.5%	7.8
50,000-99,999	39.0%	69.6%	7.0
25,000 to 49,999	34.3%	91.7%	7.7
under 25,000	43.5%	78.9%	7.0
Northeast	33.3%	76.9%	7.6
Midwest	47.7%	68.6%	7.5
Southeast	43.6%	82.4%	7.7
Central	38.0%	85.2%	7.1
West	19.0%	72.7%	5.9
Municipalities	30.6%	77.3%	7.2

Does any level of government levy impact fees (such as traffic, roads, school, and parks) on new development?

Some communities have levied “impact” fees on new development to generate funds to pay for government services. Sometimes these fees can add as much as \$2.00 - \$3.00 per square foot to construction costs on large buildings and much more on smaller buildings. Approximately 30% of the areas stated they have some form of impact fees. Impact fees are most prevalent in the largest areas and in the West Region.

If Yes, can the impact fees be reduced or abated as an incentive to a new or existing company?

To overcome the costs of impact fees for companies, which the community is attempting to recruit or retain in an area, the impact fees are reduced or abated entirely. Approximately 55% of the communities, which levy impact fees, provide a reduction or abatement of the fees as an incentive. Abatement occurs in the largest areas and in the West Region most frequently, which are also the areas where impact fees occur the most.

The abatement of impact fees is also regarded as a very important incentive for those areas, which levy them the most.

If any level of government levies impact fees in the area, do you believe the impact fees are a “disincentive” to your clients?

More than half of the participants regard having impact fees a disincentive to their economic development efforts.

<u>Impact Fees</u>	<u>Does the area levy Impact Fees?</u>	<u>Can Impact Fees Be abated?</u>	<u>Importance of Incentive</u>	<u>Are Impact Fees a Disincentive?</u>
All Areas	30.0%	54.7%	6.1	52.8%
Over 1,000,000	50.0%	75.0%	7.0	75.0%
500,000-1,000,000	56.3%	22.2%	7.5	33.3%
100,000-499,999	47.8%	63.6%	6.5	45.5%
50,000-99,999	32.2%	42.1%	6.1	47.4%
25,000 to 49,999	30.0%	61.9%	5.8	47.6%
under 25,000	15.3%	55.0%	5.9	80.0%
Northeast	33.3%	38.5%	7.3	61.5%
Midwest	15.9%	52.9%	5.4	52.9%
Southeast	28.2%	77.3%	6.5	63.6%
Central	23.9%	41.2%	6.0	47.1%
West	63.8%	54.1%	6.1	45.9%
Municipalities	33.3%	33.3%	5.9	62.5%

As an incentive, are there provisions to reduce or abate entirely locally levied development fees such as building permit, water meter installation, et. al. for new or existing companies?

Development fees can add to the initial “start-up” costs to a company. 35% of the areas have a provision to reduce or abate fees for such things as building permits and water hookups.

Development Fees	Can Development Fees be abated?	Importance of Incentive
All Areas	35.1%	6.0
Over 1,000,000	50.0%	5.8
500,000-1,000,000	43.8%	6.7
100,000-499,999	37.7%	6.3
50,000-99,999	32.2%	6.1
25,000 to 49,999	41.4%	6.2
under 25,000	29.8%	5.5
Northeast	28.2%	6.7
Midwest	25.2%	5.5
Southeast	43.6%	6.3
Central	43.7%	5.8
West	36.2%	6.0
Municipalities	26.4%	6.5

Can a company’s monthly usage fees for government owned utilities, such as water or sewer, be reduced or abated as an incentive?

Many times the cost of utilities is important to a company. An enterprise, which uses large amounts of water or electricity, will look for areas where these cost less. Sometimes areas are able to reduce the costs of these items as an incentive for relocation.

The opposite can also occur. Sometimes communities add surcharges to businesses, which use large amounts of water or electricity, to generate additional revenue and keep the costs to the residential community low. In this case, the community has created a “disincentive” for the company.

Usage Fees	Can Usage Fees be abated?	Importance of Incentive
All Areas	21.2%	5.6
Over 1,000,000	25.0%	7.0
500,000-1,000,000	12.5%	7.0
100,000-499,999	15.9%	5.7
50,000-99,999	13.6%	5.3
25,000 to 49,999	24.3%	5.4
under 25,000	26.7%	5.6
Northeast	17.9%	5.8
Midwest	23.4%	5.4
Southeast	16.7%	5.4
Central	32.4%	6.0
West	12.1%	5.3
Municipalities	15.3%	5.1

List of Participants

The following is the list of organizations and the area they represent who participated in the survey. They are presented alphabetically by state.

Fairbanks North Star Borough	Fairbanks North Star Borough	AK
Matanuska-Susitna Borough	Matanuska-Susitna Borough	AK
Limestone County Economic Development Association	Limestone County	AL
Prescott Nevada County Economic Development Office	Nevada County	AR
City Of Apache Junction	City of Apache Junction	AZ
Greater Flagstaff Economic Council	Coconino County	AZ
City of Glendale	Glendale	AZ
Amador EDC	Amador County	CA
Catalina Island Visitors Bureau & Chamber of Commerce	Avalon	CA
City of Escondido	City of Escondido	CA
City of Long Beach, ED Bureau	City of Long Beach	CA
Glenn Economic Development Corporation	Glenn County	CA
Redwood Region Economic Development Commission	Humboldt County	CA
Lake County Community Development Department	Lake County	CA
Antelope Valley Board of Trade	Los Angeles & Kern Co.	CA
Madera County EDC	Madera County	CA
Monterey County Office of Economic Development	Monterey County	CA
Orange County Business Council	Orange County	CA
Oxnard Economic Development Corporation	Oxnard	CA
County of Placer	Placer County	CA
Riverside County Economic Development Agency	Riverside County	CA
EDC of San Benito Co.	San Benito County	CA
Yuba County	Yuba County	CA
Parker ED Council	Douglas County	CO
Fort Collins EDC	Fort Collins	CO
Fremont Economic Development Corp.	Fremont County	CO
Morgan County EDC	Morgan County	CO
Pueblo West Metro District	Pueblo West	CO
Greeley/Weld Economic Development	Weld County	CO
Central Delaware Economic Development Council	Kent County	DE
The Broward Alliance	Broward County	FL
Clay County Development Authority	Clay County	FL
De Soto County Economic Development Council	DeSoto County	FL
Jacksonville Economic Development Commission	Duval County	FL
Pensacola Area Chamber of Commerce	Escambia & Santa Rosa Counties	FL
Hendry County Economic Development Council	Hendry County	FL
Highlands County IDA/EDC	Highlands County	FL
Indian River Chamber of Commerce	Indian River County	FL
Jackson County Community Development Department	Jackson County	FL
Lake County Development Office	Lake County	FL
Lee County Economic Development Office	Lee County	FL
Miami-Dade County	Miami-Dade County	FL
Economic Development Council of Okaloosa County	Okaloosa County	FL
Osceola county Economic development Department	Osceola County	FL
Pasco EDC	Pasco County	FL
Pinellas County Economic Development	Pinellas County	FL
Bibb County Development Office	Bibb County	GA
Bulloch County	Bulloch County	GA

Savannah Economic Development Authority	Chatham County	GA
Cobb County Office of Economic Development	Cobb County	GA
DeKalb County Economic Development	DeKalb County	GA
City of Forest Park	Forest Park	GA
Madison-Morgan County Chamber of Commerce	Morgan County	GA
Rabun County Development Authority	Rabun County	GA
Bettendorf Chamber of Commerce	Bettendorf	IA
Cedar Valley Economic Development Corp.	Black Hawk County	IA
Buchanan County Economic Development	Buchanan County	IA
Storm Lake Area Development Corp.	Buena Vista County	IA
City of Cedar Falls	Cedar Falls	IA
City of Des Moines	City of Des Moines	IA
New Hampton Economic Development	City of New Hampton	IA
Clarke County Development Corporation	Clarke County	IA
Davis County Development Corporation	Davis County	IA
Burlington/West Burlington Area Chamber of Commerce	Des Moines County	IA
Franklin County Development Association	Franklin County	IA
Eldora Area Chamber & Development Council	Hardin County	IA
Jasper County Econ. Dev. Corp.	Jasper County	IA
Osceola County Economic Development Commission	Osceola County	IA
Plymouth County Economic Development	Plymouth County	IA
Washington Economic Development Group	Washington County	IA
Wayne County Development Corp.	Wayne County	IA
The Siouxland Initiative	Woodbury County	IA
Latah County	Latah County	ID
Champaign County RPC	Champaign County	IL
Taylorville/Christian County EDC	Christian County	IL
County of Grundy	Grundy County	IL
Iroquois Industrial Dev Assn	Iroquois County	IL
Lake County Partners	Lake County	IL
EDC of Bloomington-Normal	McLean County	IL
The Economic Development Council for Central Illinois	Peoria MSA	IL
Randolph County Progress Committee Inc.	Randolph County	IL
The Greater Springfield Chamber of Commerce	Sangamon County	IL
Office of Planning and Economic Development	Springfield	IL
Village of Orland Park	Village of Orland Park	IL
Fairfield-Wayne Count Area Development Commission	Wayne County	IL
Whiteside/ Carroll County	Whiteside - Carroll County	IL
Joliet/Will County Center for Econ. Dev.	Will County	IL
Auburn Chamber of Commerce	Auburn	IN
Economic Development Board	Bartholomew County	IN
Fulton Economic Development Corporation	Fulton County	IN
City of Garrett	Garrett	IN
Greene County Economic Development Corp	Greene County	IN
Town of Hamilton	Hamilton	IN
Huntington County Un. Econ. Dev. Corp.	Huntington County	IN
Kendallville Chamber of Commerce	Kendallville	IN
Kosciusko Development Inc.	Kosciusko County	IN
Chamber of Commerce	LaGrange County	IN
Tipton County Economic Development Corp.	Tipton County	IN
Town of Albion	Town of Albion	IN
Vermillion County Economic Development Council	Vermillion County	IN
Washington County Economic Growth Partnership, Inc.	Washington County	IN
Wells County Chamber of Commerce	Wells County	IN

White County Industrial Foundation	White County	IN
Whitley County Economic Development Corporation	Whitley County	IN
Chamber of Commerce	Atchison County	KS
Barton County	Barton County	KS
Butler County Econ. Dev.	Butler County	KS
Larwence Chamber of Commerce	Douglas County	KS
Edwards County Economic Development Corp.	Edwards County	KS
Ellsworth County Economic Development, Inc.	Ellsworth County	KS
Finney County Economic Development Corporation	Finney County	KS
Ottawa/Franklin County Economic Development, Inc.	Franklin County	KS
EDC	Geary County	KS
Hamilton County	Hamilton County	KS
Harvey County Economic Development Council, Inc.	Harvey County	KS
Jefferson county Economic Development	Jefferson County	KS
Linn County Economic Development	Linn County	KS
Rooks County Economic Development	Rooks County	KS
Rush County Economic Development	Rush County	KS
Russell County Economic Development Committee	Russell County	KS
Wichita Area Chamber of Commerce	Sedgwick County	KS
Shawnee Economic Development Council	Shawnee	KS
Washington County	Washington County	KS
Wichita County Economic Development, Inc.	Wichita County	KS
Cumberland Valley ADD	Bell County	KY
Ashland Alliance	Boyd - Greenup Counties	KY
Winchester & Clark County Industrial Authority	Clark County	KY
Fulton County Economic Development Partnership	Fulton County	KY
Mayfield-Graves County Local Development Corporation	Graves County	KY
Jessamine Co Econ. Dev Authority	Jessamine County	KY
Monroe County Economic Development Center	Monroe County	KY
Strategic Research and Planning	Bogalusa Parish	LA
Ruston-Lincoln Chamber of Commerce	Lincoln Parish	LA
Livingston Economic Development Council, Inc.	Livingston County	LA
Washington Industrial Development Foundation	Washington Parish	LA
City of Easthampton	Easthampton	MA
City of Takoma Park	City of Takoma Park	MD
Kent County Economic Development Office	Kent County	MD
Montgomery County, MD Department of Economic Development	Montgomery County	MD
Hagerstown-Washington County Economic Development Commission	Washington County	MD
Town of Lincoln	Lincoln	ME
ACEDA	Allegan County	MI
Berrien County Economic Development	Berrien County	MI
City of Novi	City of Novi	MI
City of Eastpointe	Eastpointe	MI
Flint Genesee Economic Growth Alliance	Genesee County	MI
Iron County EDC	Iron County	MI
Lenawee Tomorrow	Lenawee County	MI
Mackinac County	Mackinac County	MI
Mason County Economic Development	Mason County	MI
Muskegon Area First	Muskegon County	MI
EDC - Ogemaw County	Ogemaw County	MI
Osceola Economic Alliance	Osceola County	MI
Economic Development Corporation of Presque Isle County	Presque Isle County	MI
Sanilac County Economic Development Corp.	Sanilac County	MI
Sault Ste. Marie EDC	Sault Ste. Marie	MI

Shiawassee County Community Development Dept.	Shiawassee County	MI
South Haven Chamber of Commerce	Van Buren/Allegan Counties	MI
Crow Wing County	Crow Wing County	MN
Benton County	Benton County	MN
City of Brooklyn Park	City of Brooklyn Park	MN
Clearwater Economic Development Organization	Clearwater County	MN
Alexandria Area Economic Development Commission	Douglas County	MN
economic development authority	East Grand Forks	MN
Granite Falls Economic Development Authority	Granite Falls	MN
Economic Development Office	Jackson	MN
Pipestone County EDA	Pipestone County	MN
Southwest Regional Development Commission	Southwest Region	MN
Windom Area Chamber	Windom	MN
REDI	Boone County	MO
Jackson County Department of Economic Development	Jackson County	MO
Economic Development Corporation	Jefferson County	MO
Lincoln County Services	Lincoln County	MO
Pike County Development Authority	Pike County	MO
StLouis County Economic Council	St. Louis County	MO
Worth County	Worth County	MO
Attala Industrial Development Corporation	Attala County	MS
Economic Development Authority of Jones County	Jones County	MS
Oxford-Lafayette Co. EDF	Lafayette County	MS
Lawrence County CDA	Lawrence County	MS
Pearl River County Development Association	Pearl River County	MS
City and County of Butte-Silver Bow	Butte Silver Bow County	MT
Jobs Now Inc./Flathead County Economic Development	Flathead County	MT
GAIN, Inc.	Glacier County	MT
Community Development and Planning	Lewis and Clark County	MT
Town of West Yellowstone	West Yellowstone	MT
Cherokee County Economic Development Commission	Cherokee County	NC
Asheville Area Chamber of Commerce	Buncombe County	NC
Carteret County Economic Development Council	Carteret County	NC
Caswell County	Caswell County	NC
Cleveland County EDC	Cleveland County	NC
Duplin County Economic Development Commission	Duplin County	NC
Durham Chamber of Commerce	Durham County	NC
Granville EDC	Granville County	NC
Haywood County Economic Development Commission	Haywood County	NC
The County of Jones, North Carolina, ED Office	Jones County	NC
Lincoln Economic Development Association	Lincoln County	NC
Mitchell County Economic Development Commission	Mitchell County	NC
Orange County Economic Development Commission	Orange County	NC
Randolph County EDC	Randolph County	NC
Rockingham County Economic Development Commission	Rockingham County	NC
Stokes County EDC	Stokes County	NC
Surry County Economic Development Partnership	Surry County	NC
Wilson County	Wilson County	NC
Bismarck-Mandan Development Assn.	Bismarck MSA	ND
Northwest Jobs Development Authority	Burke - Divide Counties	ND
Minot Area Development Corp.	Minot & NW North Dakota	ND
Slope County	Slope County	ND
Wahpeton Economic Development	Wahpeton	ND
Hastings Economic Development Corporation	Adams County	NE

Colfax County	Colfax County	NE
Cuming County	Cuming County	NE
The Siouxland Initiative	Dakota County	NE
Grand Island Area Economic Development Corporation	Hall County	NE
JCEDC	Jefferson County	NE
City of Kimball	Kimball	NE
Development Corporation of North Platte	Lincoln County	NE
Nemaha County Development Alliance	Nemaha County	NE
Greater Omaha Chamber of Commerce	Omaha Region	NE
Cherry Hill Township	Cherry Hill Township	NJ
Kearny Urban Enterprise Zone Program	Kearny	NJ
City of Vineland	Vineland	NJ
Albuquerque Economic Development, Inc.	Albuquerque	NM
SIGRED	Grant County	NM
LACDC	Los Alamos County	NM
Deming-Luna co. Chamber of Commerce	Luna County	NM
NNDA	Carson City	NV
Economic Development Authority of Western Nevada	Washoe County	NV
White Pine County Economic Diversification Council	White Pine County	NV
City of Auburn	Auburn	NY
City of Oneida	City of Oneida	NY
Delaware County Dept. of Economic Development	Delaware County	NY
Dutchess County Economic Development Corporation	Dutchess County	NY
Hamilton County Economic Development	Hamilton County	NY
Greece Chamber of Commerce	Monroe County	NY
Otsego County Economic Development	Otsego County	NY
Schoharie County Planning and Development Agency	Schoharie County	NY
Seneca County Industrial Development Agency	Seneca County	NY
Ulster County Development Corporation	Ulster County	NY
Wayne Economic Development Corp.	Wayne County	NY
Yates County Industrial Development Agency	Yates County	NY
Office of Economic Development	Yonkers	NY
City of Dayton - Econ Dev	Dayton	OH
Defiance County Community Improvement Corp.	Defiance County	OH
Franklin County Community and Economic Development	Franklin County	OH
Licking County Planning Commission	Licking County	OH
Youngstown/Warren Regional Chamber	Mahoning /Trumbull Counties	OH
Medina County Economic Development Corporation	Medina County	OH
Ross County CIC	Ross County	OH
Sandusky County EDC	Sandusky County	OH
Tuscarawas County Community & Economic Development	Tuscarawas County	OH
WEDCO	Williams County	OH
Wood County EDC	Wood County	OH
Albany-Millersburg EDC	Albany	OR
City of Baker City	Baker County	OR
Gold Beach Chamber of Commerce	Central Curry County	OR
Columbia County Economic Development Department	Columbia County	OR
Cottage Grove Area Chamber of Commerce	Cottage Grove	OR
City of Eugene, Planning & Development	Eugene	OR
Hood River County	Hood River County	OR
Josephine County, OR.	Josephine County	OR
SEDCOR (Salem Economic Development Corp.)	Marion and Polk	OR
Portland Development Commission	Portland- PMSA	OR
Allegheny County	Allegheny County	PA

Armstrong County IDC	Armstrong County	PA
Butler County Chamber of Commerce & Tourism	Butler County	PA
Clarion County Economic Development Corporation	Clarion County	PA
Dauphin County Community & Economic Development	Dauphin County	PA
Economic Development Company of Lancaster County	Lancaster County	PA
Lehigh Valley Economic Development Corporation	Lehigh and Northampton	PA
Greenville Chamber of Commerce	Mercer County	PA
MCIDC	Mifflin County	PA
North East Area Chamber of Commerce	North East	PA
Northumberland County Planning Commission	Northumberland County	PA
SEDCO	Schuylkill County	PA
Susquehanna County Dept. of Economic Development	Susquehanna County	PA
City of Cranston	Cranston	RI
Kershaw County Economic Development Office	Kershaw County	SC
Econ Dev Commission	Oconee County	SC
Centerville ec dev corp	Centerville Region	SD
Greater Huron Dev. Corp	Huron County	SD
The Siouxland Initiative	Union County	SD
Focus Watertown	Watertown County	SD
Yankton Office of Economic Development	Yankton County	SD
fentress co. chamber of commerce	Fentress County	TN
Pulaski Giles County EDC	Giles County	TN
Hardeman County, TN	Hardeman County	TN
Hoh/Lewis Co. Economic Development Council	Lewis County	TN
Maury Alliance	Maury County	TN
McMinn County Economic Development Authority	McMinn County	TN
Economic Development Board	Washington County	TN
Killeen Chamber of Commerce	Bell	TX
Bell County	Bell County	TX
Bryan-College Station Economic Development Corporation	Brazos County	TX
Brownsville Economic Development Council	Brownsville	TX
Denton County	Denton County	TX
Odessa Chamber of Commerce	Ector County	TX
Graham Industrial Assoc.	Graham	TX
Irion County	Irion County	TX
Jasper Economic Development Corporation	Jasper	TX
Matagorda County ED Corp	Matagorda County	TX
Midland Chamber of Commerce	Midland County	TX
Pearland Economic Development Corporation	Pearland	TX
PEDB	Plano	TX
Canyon Chamber of Commerce	Randall County	TX
City of Rosenberg, Texas	Rosenberg	TX
Economic Development Corporation	South Padre Island	TX
Development Corp of Stamford	Stamford	TX
Temple Economic Development Corp.	Temple	TX
Town of Flower Mound	Town of Flower Mound	TX
Weatherford/Parker County Eco. Dev.	Weatherford County	TX
City of Whitesboro Texas	Whitesboro	TX
Moab Area Economic Development	Grand County	UT
Sevier County Corporation	Sevier County	UT
Department of Economic Development	Arlington County	VA
Campbell County	Campbell County	VA
County of Goochland	Goochland County	VA
IDA of Halifax County	Halifax County	VA

Foundation for Regional Excellence	New Century Region	VA
Economic Development	Orange County	VA
County of Patrick	Patrick County	VA
Pittsylvania Economic Development Organization	Pittsylvania County	VA
Winchester-Frederick Co. E.D.C.	Winchester County	VA
Wythe County	Wythe County	VA
Bennington County Industrial Corporation	Bennington County	VT
Colchester Community Development Corp.	Colchester	VT
Grays Harbor EDC	Grays Harbor County	WA
Skamania County EDC	Skamania County	WA
ACRIDC	Adams County	WI
Bayfield County Economic Development Corp. Inc.	Bayfield County	WI
City of Eau Claire	City of Eau Claire	WI
City of Madison--Office of Business Assistance	City of Madison	WI
City of Omro	City of Omro	WI
City of St. Croix Falls	City of St. Croix Falls	WI
Dodge County Planning and Development Department	Dodge County	WI
Fond du Lac County EDC	Fond du Lac County	WI
Forest County	Forest County	WI
Grant County EDC	Grant County	WI
Juneau Community Development Authority	Juneau	WI
Milwaukee County Econ. Development Division	Milwaukee County	WI
City of New Richmond	New Richmond	WI
Prentice IDC	Prentice	WI
Rusk County Development	Rusk County	WI
VIROQUA DEVELOPMENT ASSOC.	Viroqua	WI
River Cities Development Corp	Wisconsin Rapids	WI
Berkeley County Development Authority	Berkeley County	WV
Pocahontas County	Pocahontas County	WV
Roane Co. EDA	Roane County	WV
Tucker County Development Authority	Tucker County	WV
Glendo Economic Dev. Assoc.	Glendo	WY
Greater Cheyenne Chamber of Commerce	Laramie County	WY
Worland Chamber of Commerce	Washakie County	WY
Wheatland Area Development Corporation	Wheatland	WY