

Positioning Iowa to Stand Out in U.S. Site Readiness





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A group of approximately ten people are walking across a vast, open grassy field. They are dressed in casual business attire, including jackets and vests. In the background, a dense line of trees separates the field from a range of low hills under a clear blue sky. The overall scene conveys a sense of exploration and site assessment.

A Global Partner for **Location Strategy**

Since the 1970s, GLS has conducted location strategy, site selection, and incentive negotiations for world-class industrial and manufacturing corporations.



60+ Years of Site
Selection Experience

AEROSPACE

AUTOMOTIVE

CHEMICALS

CLEAN TECHNOLOGY

COMPOSITES

FOOD + BEVERAGE

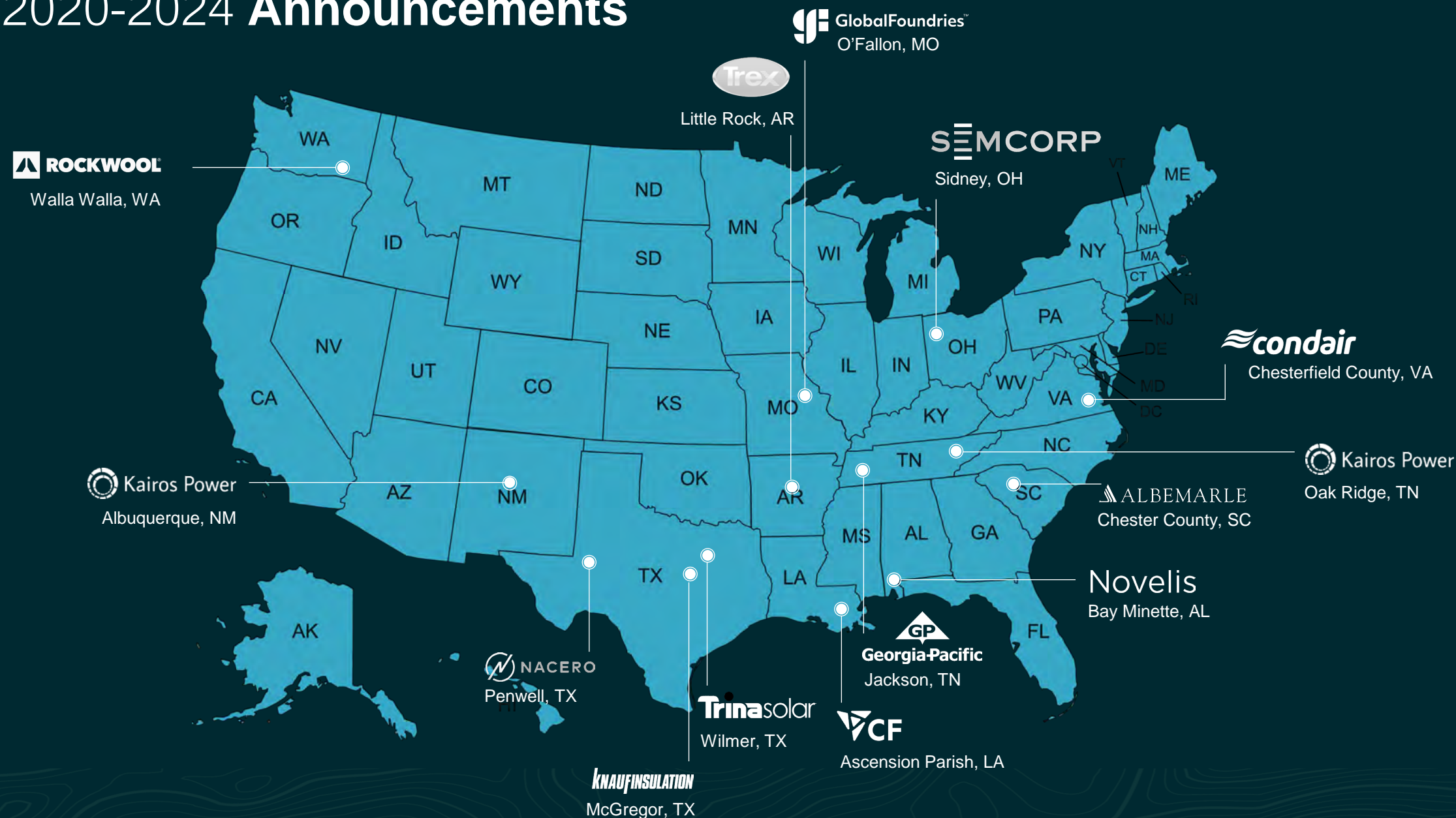
FOREST PRODUCTS

LIFE SCIENCES

METALS

MISSION CRITICAL FACILITIES

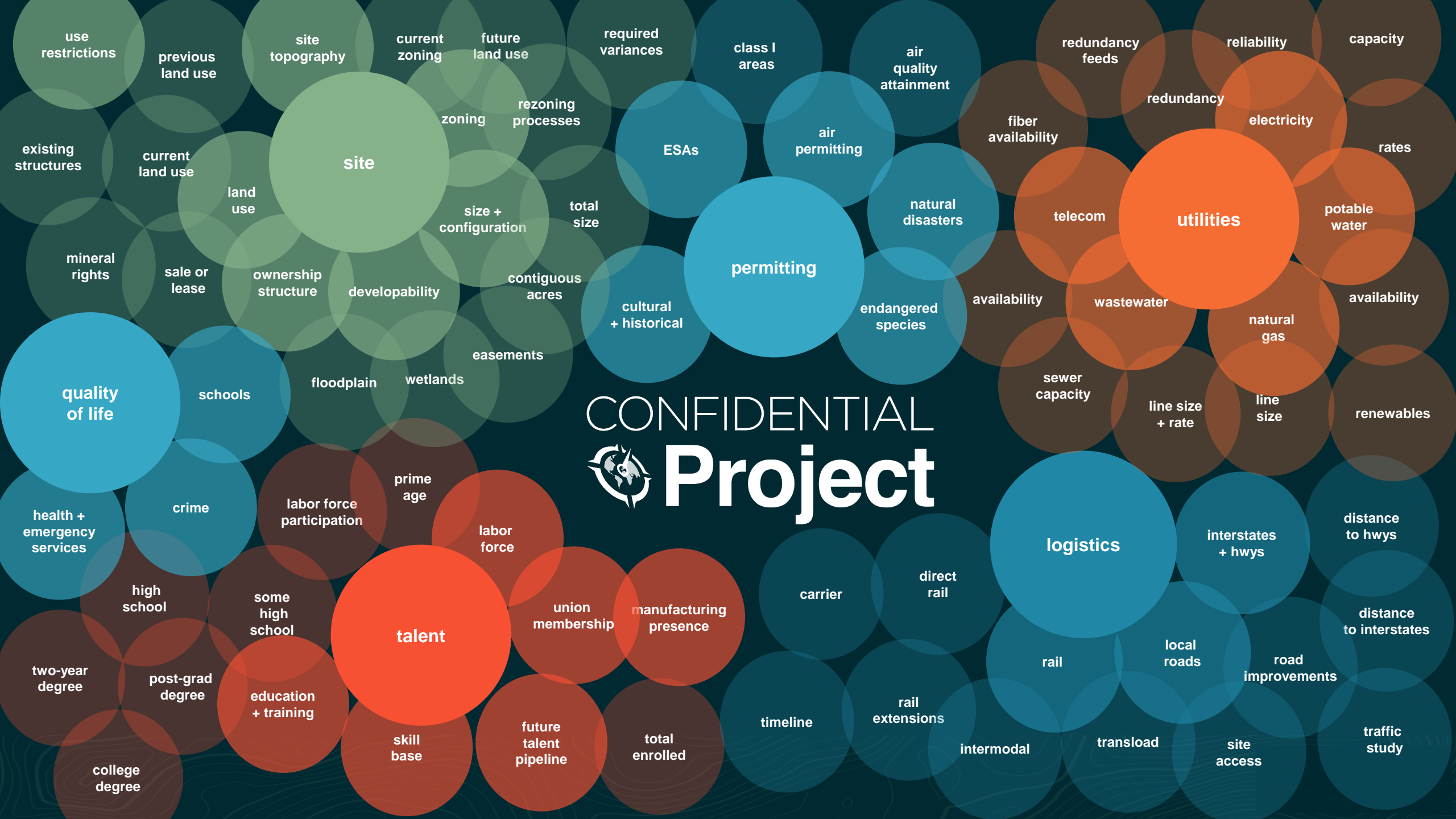
2020-2024 Announcements



What Our Clients Want

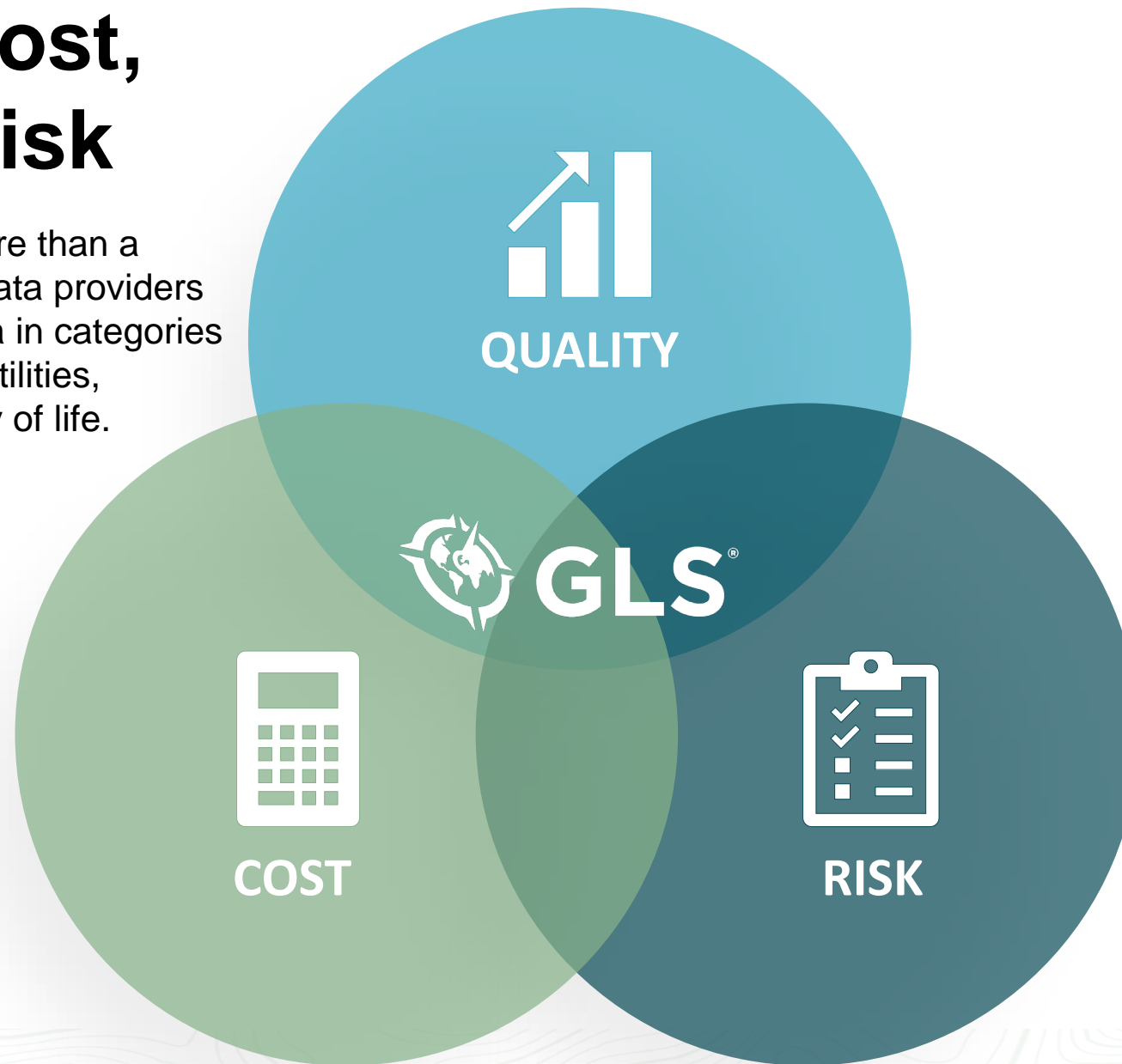
- Large acreage
- Ready-to-go
- Hundreds of Megawatts
- Carbon Free
- New to the World
- Reliable
- Less than 5 cents per kWh



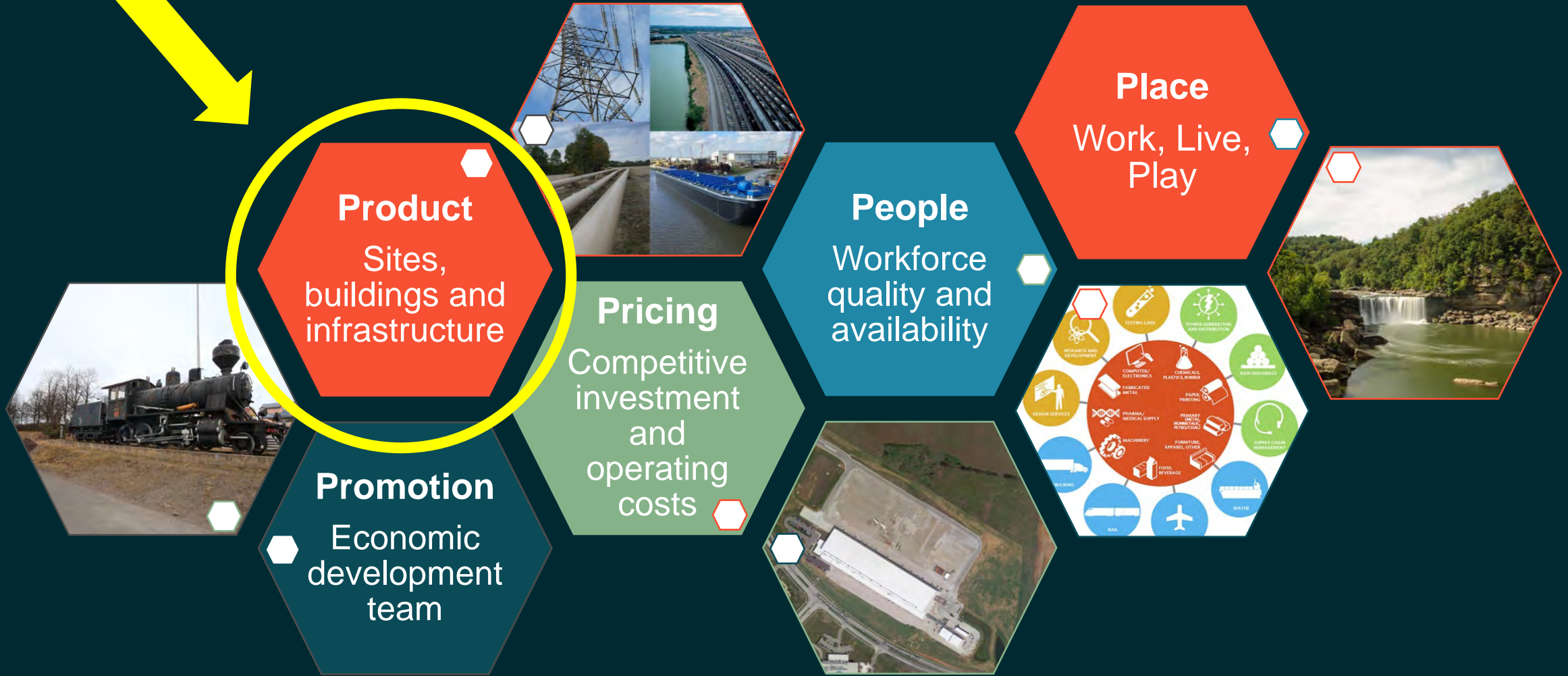


Balancing **Cost**, **Quality** + **Risk**

We combine data from more than a dozen public and private data providers to analyze over 120 criteria in categories including site, permitting, utilities, logistics, talent, and quality of life.



The 5 Ps of Economic Development



Importance of Site Readiness

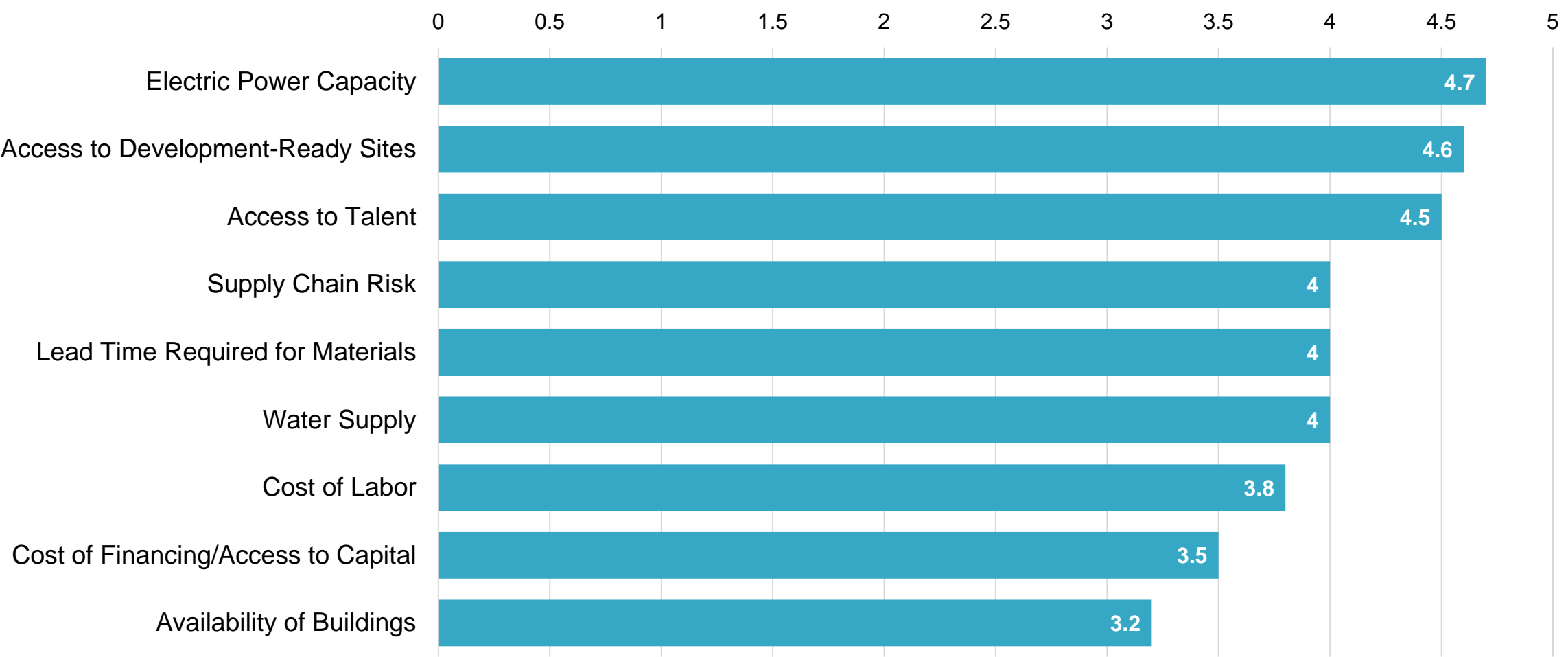
More than dirt

82%

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

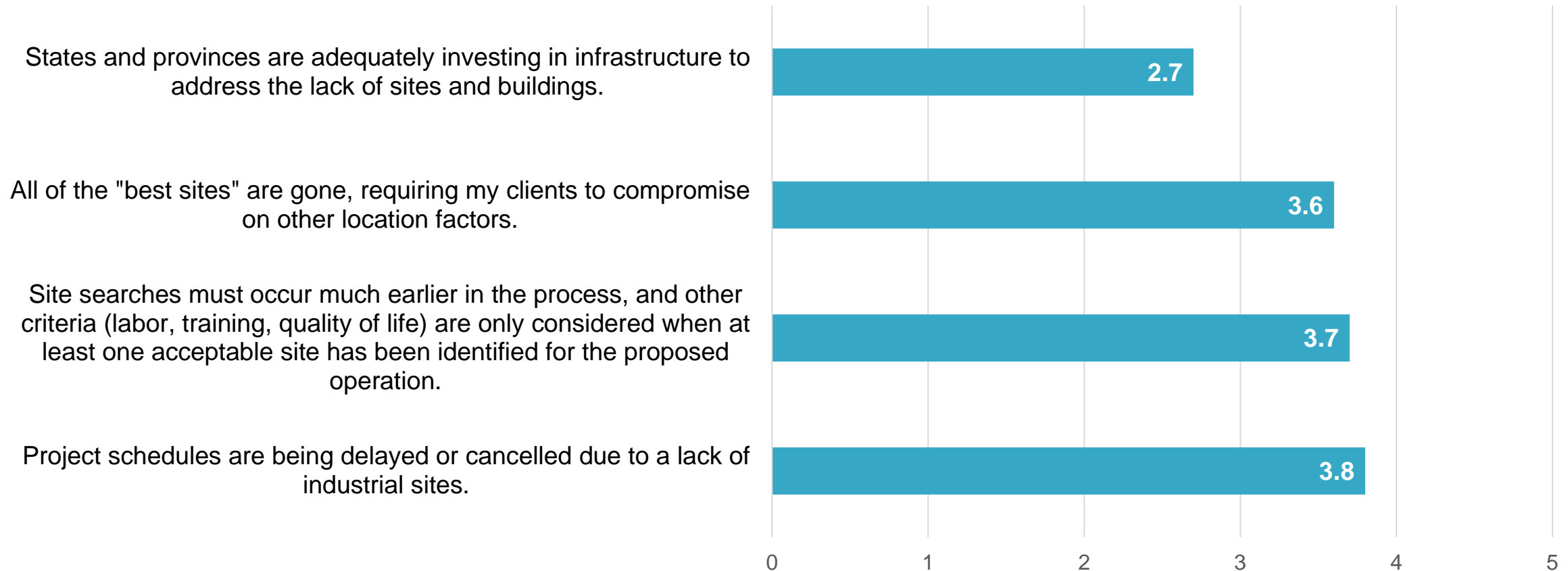
Factors Most Impacting Industrial Projects

(1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)



Industrial Projects: Agreement with Select Statements on Real Estate, Buildings, and Sites

(1 = NO IMPACT, 5 = SIGNIFICANT IMPACT)



Source: State of Site Selection Report, Site Selectors Guild, September 2024

The background of the image is a close-up photograph of dry, cracked red soil. The cracks are deep and irregular, forming a complex, web-like pattern across the entire surface. The color is a rich, earthy red-brown.

**We need sites.
We don't just need dirt.**

Risk Minimization

From parcel to desired site

- Property Control
- Developability
- Due diligence
- Zoning
- Permitting
- Transportation infrastructure
- Utility infrastructure and capacities



Today's Site Readiness Program Elements



SITE IDENTIFICATION

Research and mapping of available land for new potential sites with specific parameters, i.e., location, acreage, zoning.



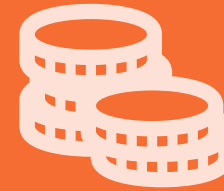
SITE EVALUATION

Assessment of identified sites to determine development suitability, i.e., soil quality, environmental impact, availability of infrastructure.



SITE CERTIFICATION

Formalized process by which a site is verified to meet certain pre-established criteria for certification designation.



SITE READINESS FUND

Allocation of financial resources to prepare a site for development, i.e., infrastructure improvements, environmental remediation.



MARKETING

Promoting identified, evaluated, and certified sites to potential developers and investors, i.e., collateral, sites and buildings database listing.

Site Identification

Where is your next site?

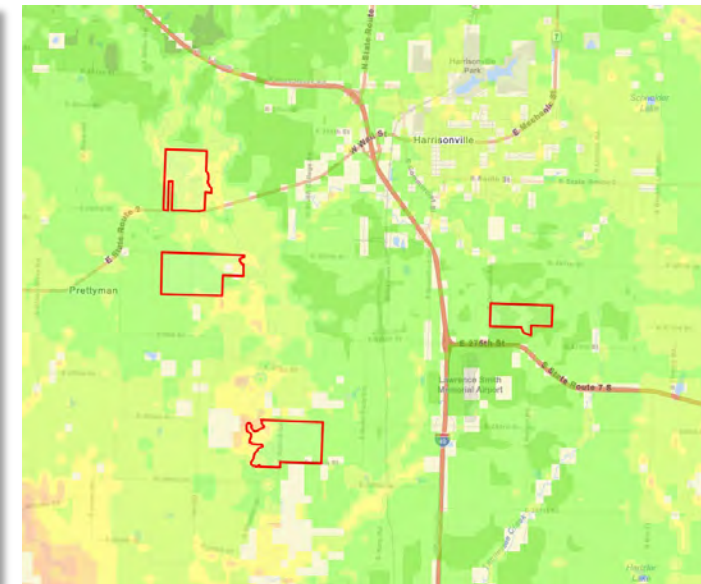
Site Identification

Use Case: Replenishing property portfolios when all the “good sites” are gone

Strategically filling gaps

- Variety of site sizes
- Rail-served vs. non-rail
- Heavy vs. lighter uses
- Etc.

Landowner engagement is a key element of site identification










Criteria	County 1	County 2	County 3	County 4	Total
Total # of Sites	2	7	8	7	24
Size					
< 1000 Acres	2	2	2	6	12
1,000+ Acres	-	5	6	1	12
Rail					
Within 1 Mile	2	5	7	7	21
Interstate					
Within 1 Mile	-	-	-	1	1
Within 1-5 Miles	1	4	-	1	6
Within 5-10 Miles	1	3	2	4	10
Greater Than 10	-	-	6	1	7

Site Evaluation

How does your site stack up?

Site Evaluation

Use Case: Further exploration into the site's developability characteristics and availability of utilities and capacities

	Strengths	Weaknesses	Opportunities	Threats
Site Size				
Site Ownership				
Site Access				
Zoning				
Surrounding Uses				
Rail				
Utilities				

Site Certification

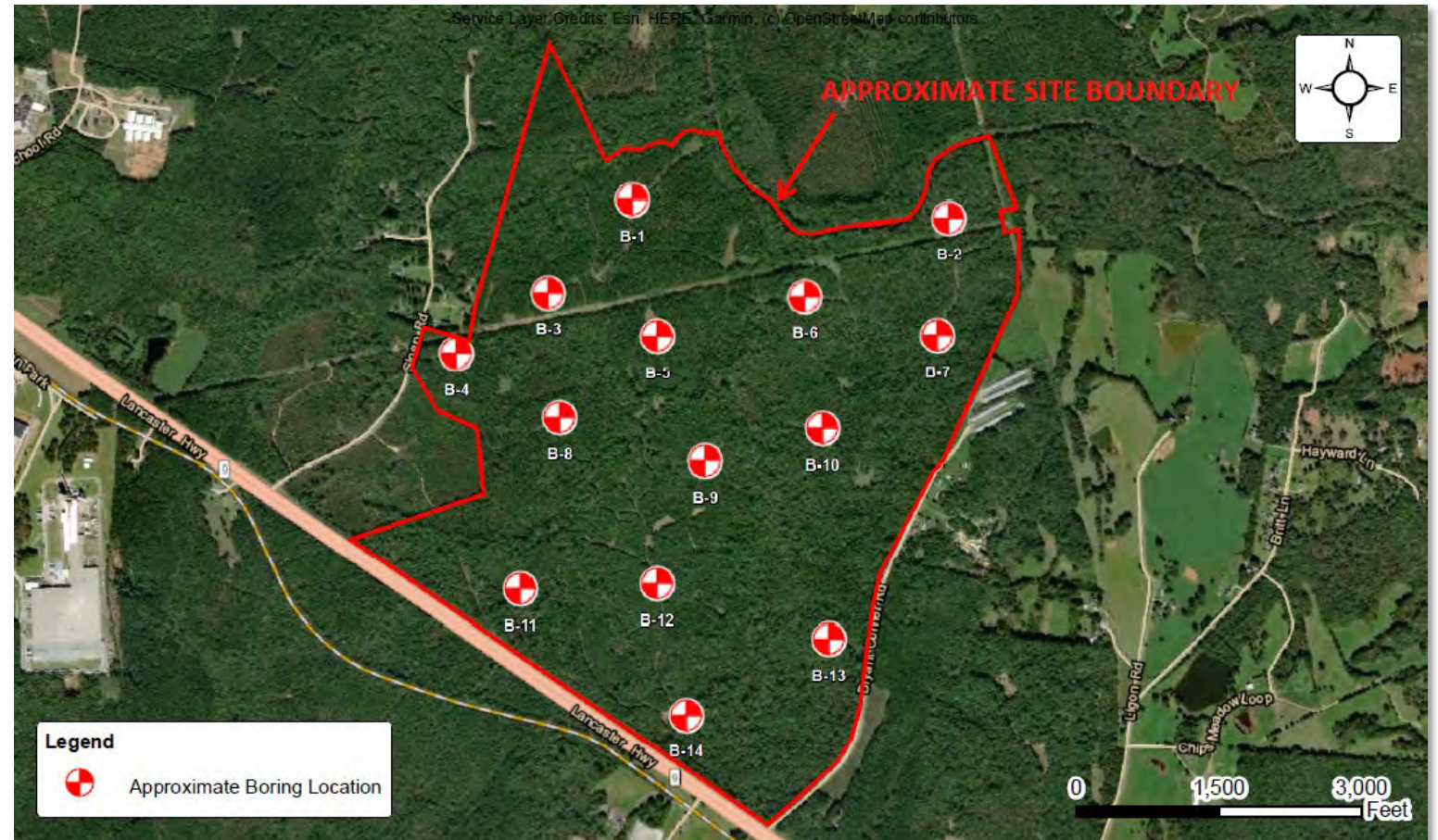
Complete the pie

Site Certification

Use Case: Typically a minimum criteria for meeting a designated standard

Environmental due diligence studies usually required

- Phase I ESA
- Wetlands
- Geotechnical
- Protected species
- Archaeological/cultural



Site Readiness Funds

Put dollars to use

Site Readiness Fund

Use Case: Allocation of financial resources to prepare a site for development

Examples of fund use

- Site work
- Completing due diligence
- Infrastructure improvements
- Public acquisition of properties



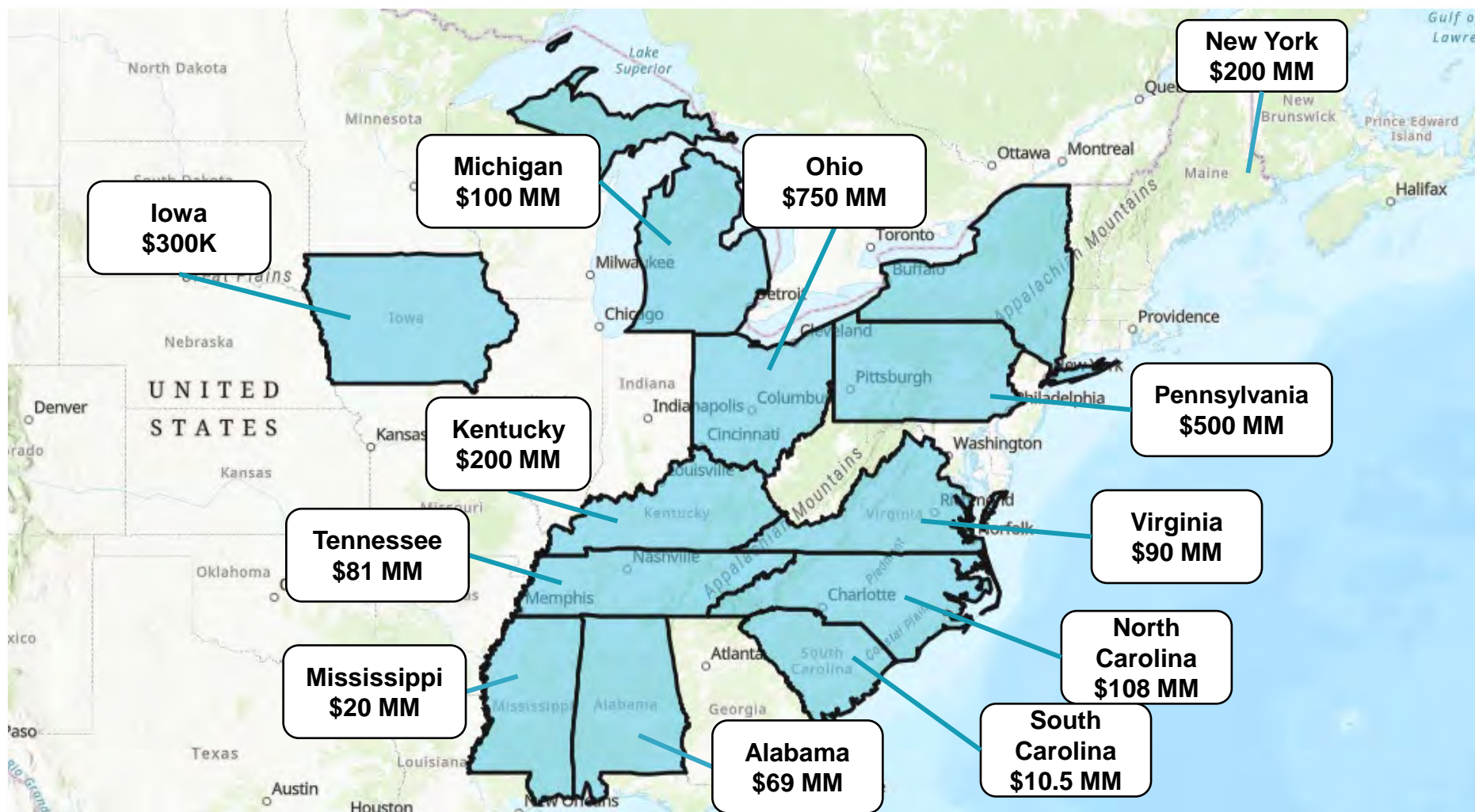
Get Creative

Funds typically for site development or public infrastructure

More aggressive programs may allow property acquisition



State Site Readiness Funding



Marketing

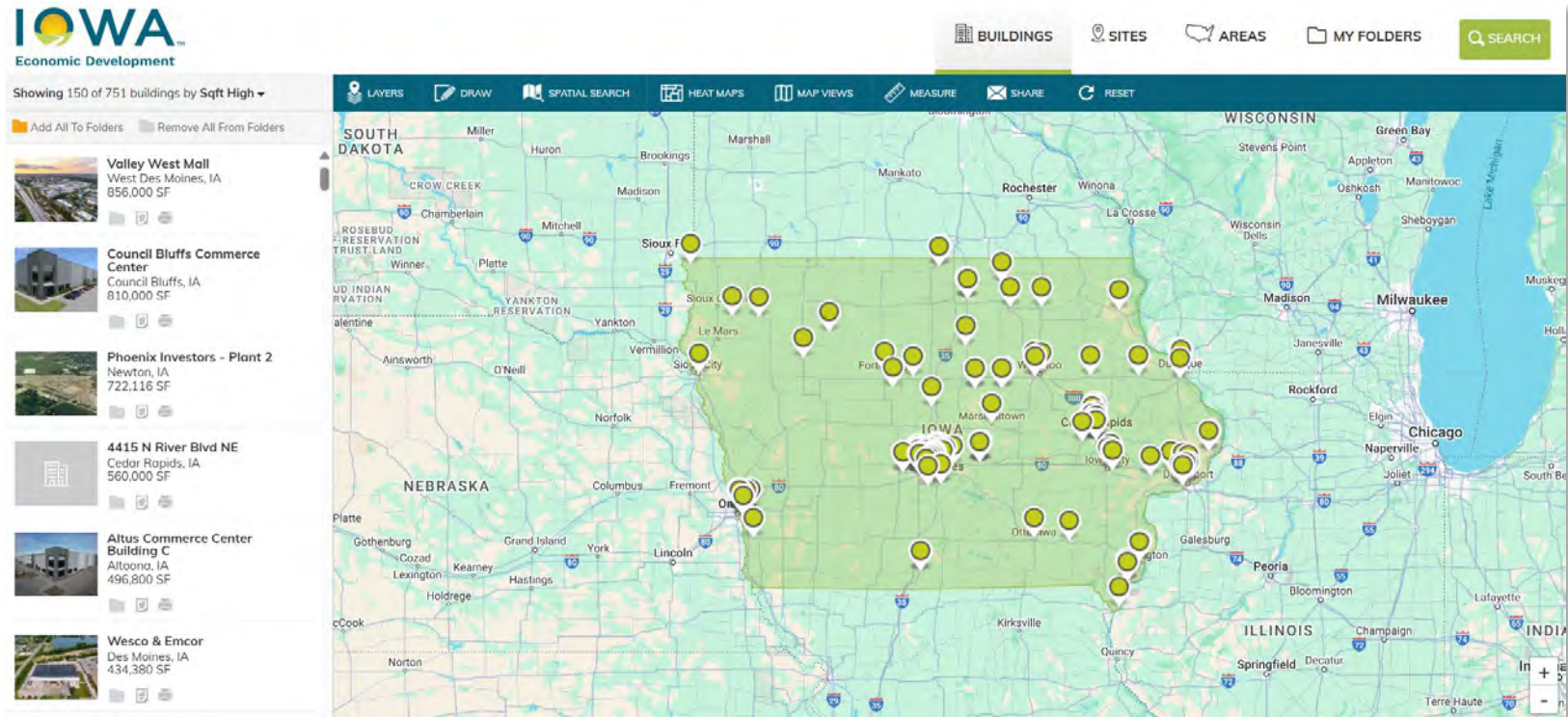
Bragging rights

Marketing

Use Case: Promoting sites to potential developers and investors

Examples of tactics

- Site branding
- Microsite
- Site databases
- Program marketing



Case Study

Project Skyfall

Baldwin County Mega Site

Bay Minette, Alabama

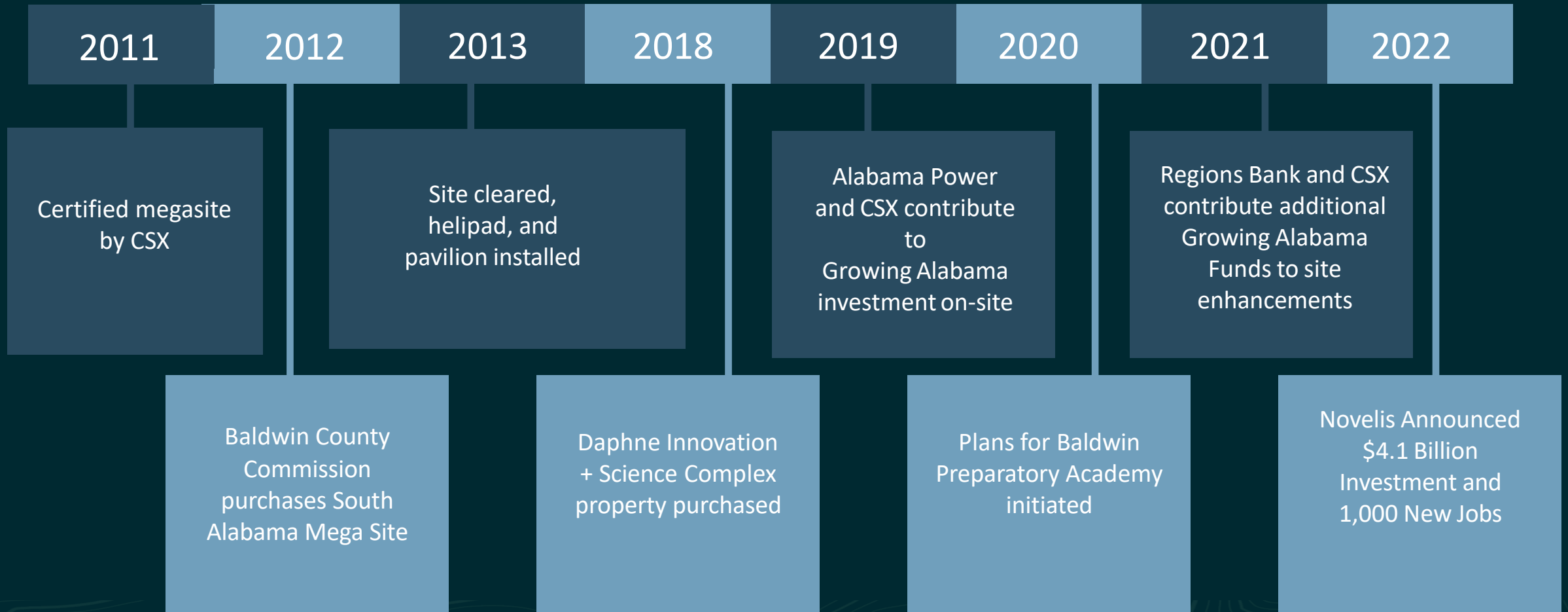
City Population: 8,277

County Population: 246,435



2008

Site Readiness Timeline





2013



2020

1.5 MILLION SF
BUILDING PAD





ON-SITE
RAIL BED

ON-SITE RAIL BED



Economic Development

Site Selection

2011-2021



Site certified by
CSX

Baldwin
County
Commission
purchases
South Alabama
Mega Site

Ongoing
investment in
site readiness

2022

FEBRUARY

FLUOR

4 - Novelis
contacts GLS
team via Fluor



18 - GLS
delivers
preliminary
review of 96
sites based on
specifications
supported by
Fluor

MARCH

18 - GLS
delivers
recommendation
of primary
alternate site
following Virtual
Site Visits

APRIL

Electricity, Rail,
and State/Local
Negotiations

1 - First Site
Visit to
Recommended
Alternate Site;
includes Fluor
and Novelis

11 - Meeting
with Leadership
and Pivot to
"Path B" as
Primary

MAY

11 - Novelis
announced its
selection of
Bay Minette,
Baldwin
County,
Alabama for its
\$2.5 billion
integrated
rolling mill

Project Skyfall

Key Project Drivers

Capital-Intensive: \$2.5 MM
invested per 1 job created

- Likely focus on ability to
meet technical and
permitting requirements

Significant acreage and utility
requirements

- Unlikely to be many feasible
location options

Requirements	Cumulative
Capital Investment	\$2 B+
Direct Employment	800
Site Size Required	1,000 acres
Zoning	Industrial
Electrical Operating Load	>200 MW
Natural Gas	> 500 MCF/ hr. Peak > 1000 MCF/ hr.
Water	> 1 MGD
Sewer	Moderate User
Logistics	Heavy Truck Rail Required

Novelis

PROJECT IMPACT



AREA DEVELOPMENT
Manufacturing
Project
of the Year



MORE THAN
\$4.1 BILLION in
capital investment in
Baldwin County

\$5 MILLION PER
YEAR in property tax
revenues for Baldwin
Schools

AVERAGE ANNUAL
WAGES OF \$65,000 PER
YEAR

35% HIGHER than the current
average wage for a Baldwin
County worker

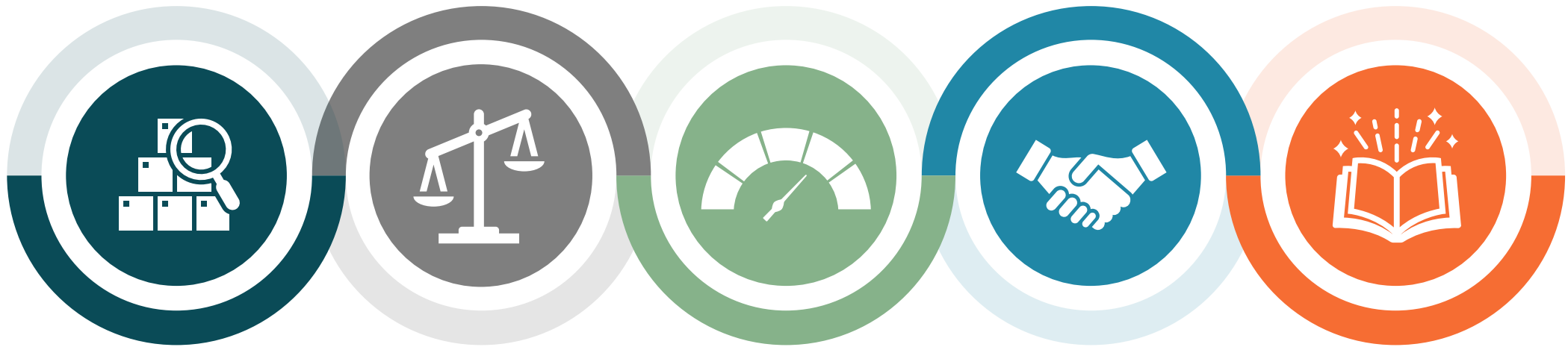


1,000 NEW DIRECT
JOBS in
Baldwin County



900 NEW
PERMANENT
INDIRECT JOBS
in the region

Investment Readiness is a Journey



**Identifying Your
Asset Inventory**

**Determining Your
Competitive
Strengths**

**Optimizing
Your Assets**

**Aligning Your
Community**

Telling Your Story

Q + A

**Want industry-leading news delivered
directly to your inbox?**

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stay in touch.



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