

KEEPING **WORKFORCE** ON COURSE

August 4, 2023 – MVCC Utica NY



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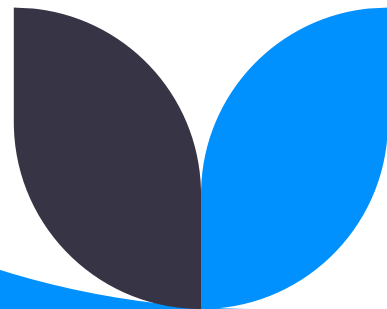


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Mohawk Valley Momentum



OVER **\$2,000,000,000** IN PUBLIC AND PRIVATE INVESTMENT *HAPPENING* IN THE MOHAWK VALLEY

Speakers



Monty Turner
Senior Vice President
Atlanta, GA



Andrew Ratchford
Director
Greenville, SC





AGENDA



Macro Trends



Needs/Wants & Considerations



Case Study



Best Practices



Questions & Comments

MACRO TRENDS





Disruptions & Trends in the Marketplace

Some of our key insights on what's impacting occupiers.



The optimization of talent continues with **location strategy** and analytics on **workforce / labor markets**



Interest rate and pandemic fall out has caused some swift changes in real estate, unique to each market



Uptick in Mega Projects – draining energy grid and labor force



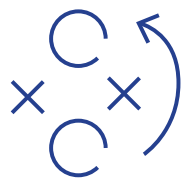
Space demand planning has become critical, understanding the **value of the workplace** to the business and people



Flexible workspace solutions have dramatically **increased options** and **competition** vs. traditional leasing



Supply chain chaos with pent up demand and changes in customer preferences and supply chain risk



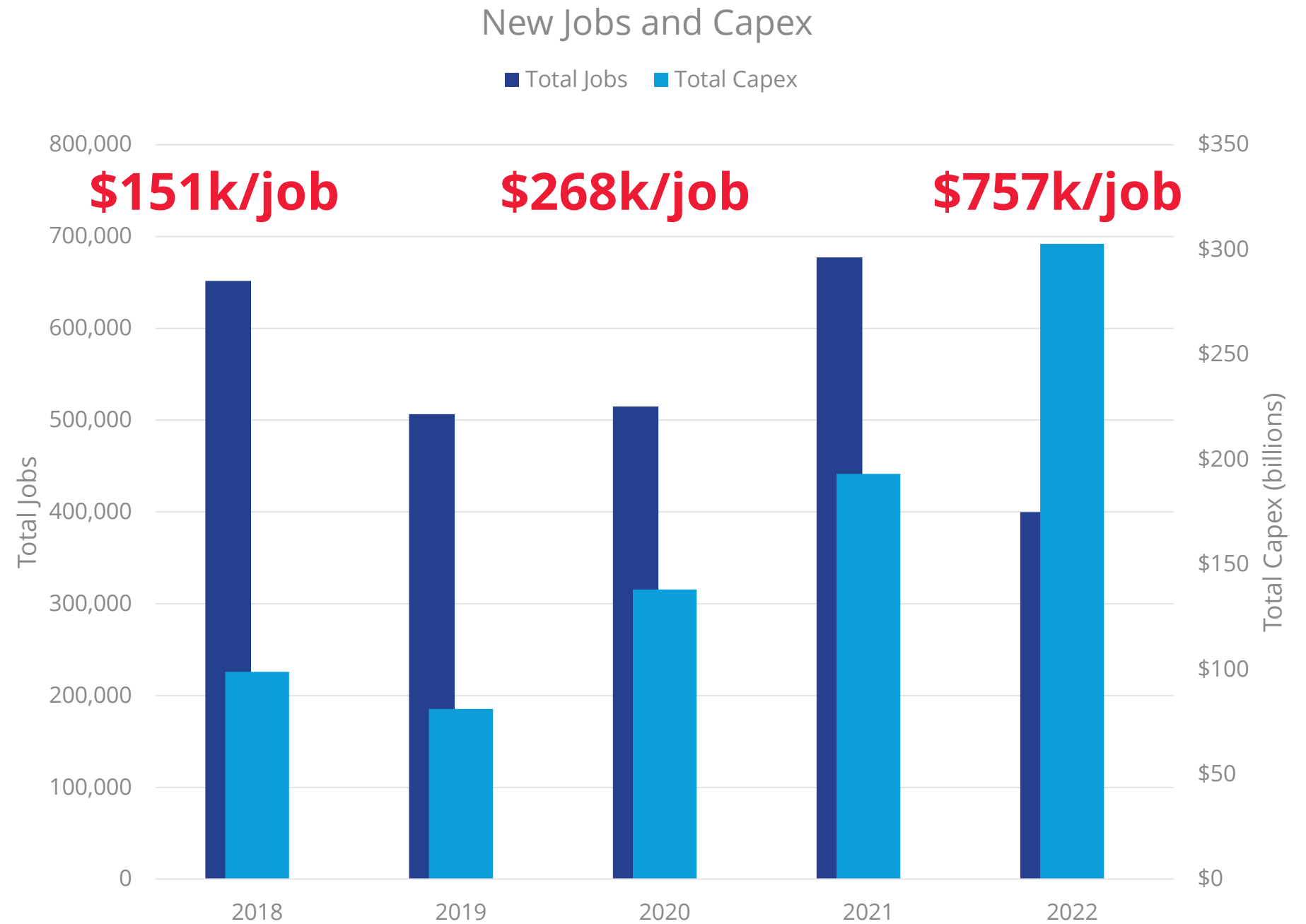
Portfolio and footprint strategy are being reimagined, with **supply chain disruptions, hub and spoke** and **concentration risk**, and **“hybrid” working** considerations



Speed to market has never been so pronounced and **project pipeline** has never been so robust

What are we seeing? Trends

- Fewer jobs
- Higher capex



Note: Data is based on all sectors; new facilities and expansions

2022

Top 15 Projects

Company	Domestic / FDI	Source (World Region)	Source (State/Region)	Destination City	Capex (USD m)	New Jobs	Incentive Package (USD m)
Micron Technology	Domestic	North America	Idaho	Clay (NY)	\$100,000	9,000	\$5,800
Intel	Domestic	North America	California	New Albany (OH)	\$20,000	3,000	\$2,575
Hyundai Motor Company	FDI	Asia-Pacific	Seoul	Savannah (GA)	\$5,500	8,100	\$1,800
Nucor	Domestic	North America	North Carolina	Weirton (WV)	\$2,700	800	\$1,665
Rivian	Domestic	North America	California	Social Circle (GA)	\$5,000	7,500	\$1,470
Starplus Energy	Domestic	North America	Indiana	Kokomo (IN)	\$2,620	1,400	\$1,342
Vingroup	FDI	Asia-Pacific	Hoan Kiem	Greensboro (NC)	\$4,000	7,500	\$1,241
Panasonic Corporation	FDI	Asia-Pacific	Osaka	De Soto (KS)	\$4,000	4,000	\$829
Gotion High-Tech	FDI	Asia-Pacific	Anhui	Big Rapids (MI)	\$2,360	2,350	\$715
Ascend Elements	Domestic	North America	Massachusetts	Hopkinsville (KY)	\$1,000	400	\$490
HIF Global	FDI	Latin America & Caribbean	Magallanes y Antartica Chilena	Bay City (TX)	\$6,000	125	\$435
Honda Motor	FDI	Asia-Pacific	Tokyo	Fayette County (OH)	\$4,200	2,527	\$393
Form Energy	Domestic	North America	Massachusetts	Weirton (WV)	\$760	750	\$290
Ultium Cells	Domestic	North America	Ohio	New Carlisle (IN)	\$2,500	1,600	\$260
Steel Dynamics	Domestic	North America	Indiana	Columbus (MS)	\$2,500	1,000	\$247

40%

FDI Project











33%

Asia-Pacific

\$1.3B

Avg Incentive Package

Capital Markets Expectations (Q1 2023)

	MSCI Quarterly Pricing Direction	Colliers Quarterly Pricing Forecast
 Office		
 Industrial		
 Multifamily		
 Retail		
 Hospitality		

Sources: Colliers, MSCI

Industrial



Office



Hot Industries Trending



Renewables



Metals



EV's



Building Materials



Circular Economy



Food & Beverage

UNDERSTANDING CLIENT'S NEEDs & WANTs

(a peek behind the curtain)





Site Selection Factors Considered



Site Selection Factors Considered



Chinese ownership of Alabama land, resources banned in proposed legislation



A bill in the Alabama Legislature aims to prevent Chinese citizens and entities from purchasing property in the state.

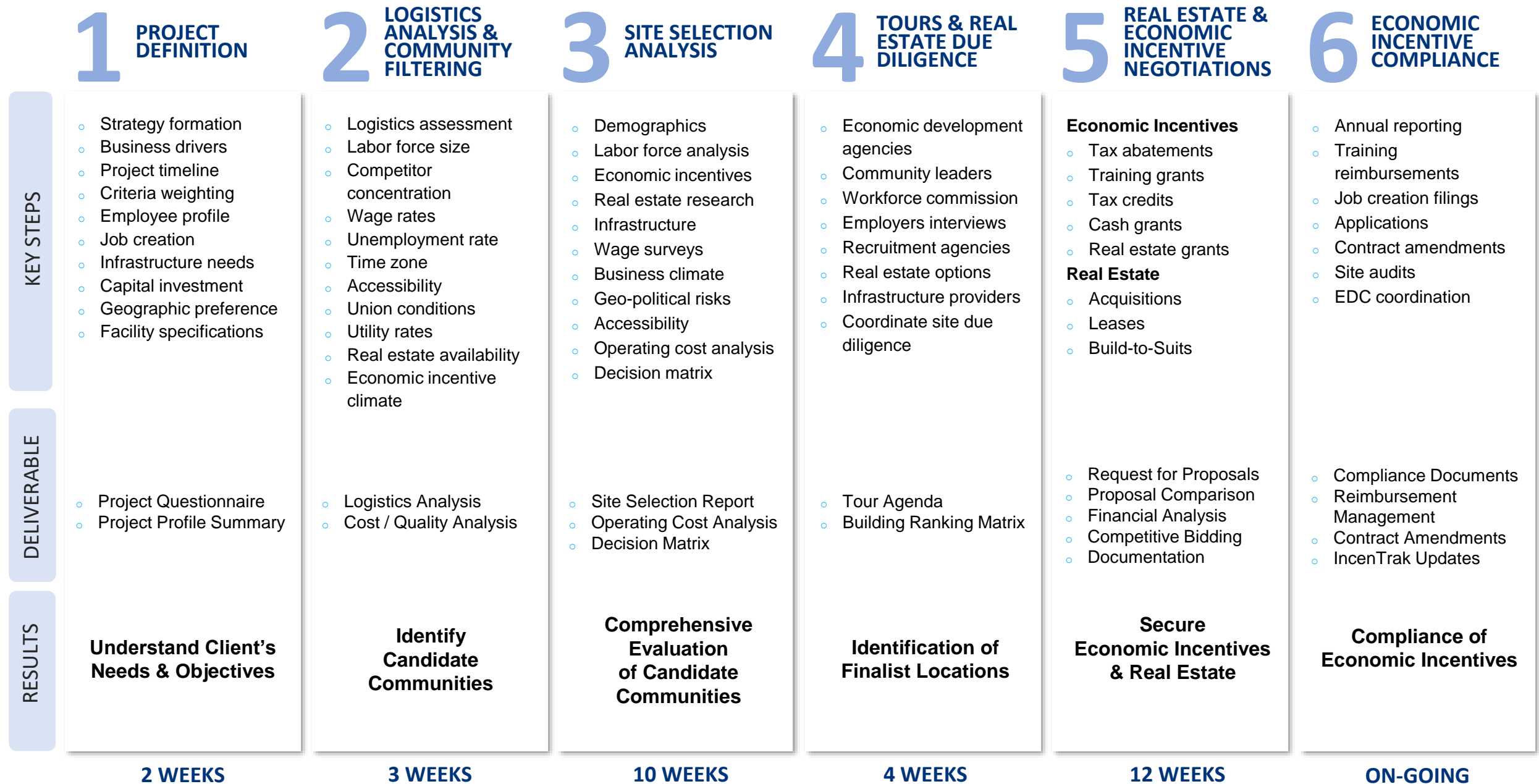
By WSFA 12 News Staff

Published: May. 15, 2023 at 5:11 PM EDT | Updated: 9 hours ago

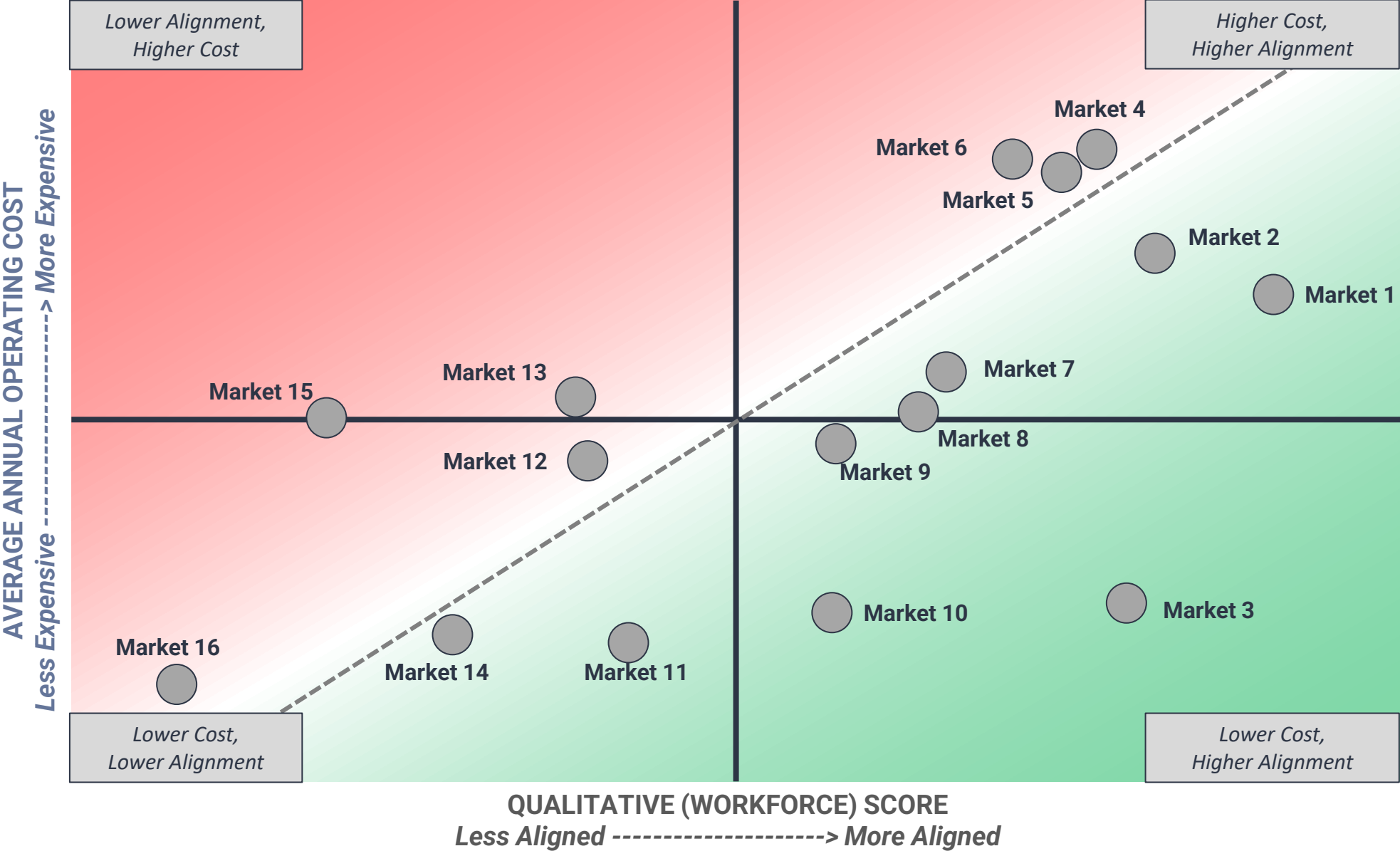
How U.S.-China Tensions Could Affect Who Buys the House Next Door

States are pursuing bills to bar Chinese citizens and companies from purchasing land. In Texas, legislation backed by Gov. Greg Abbott brought opposition from Democrats in the state's growing cities and suburbs.

Typical Project Process – Assessing Client’s Needs/Wants



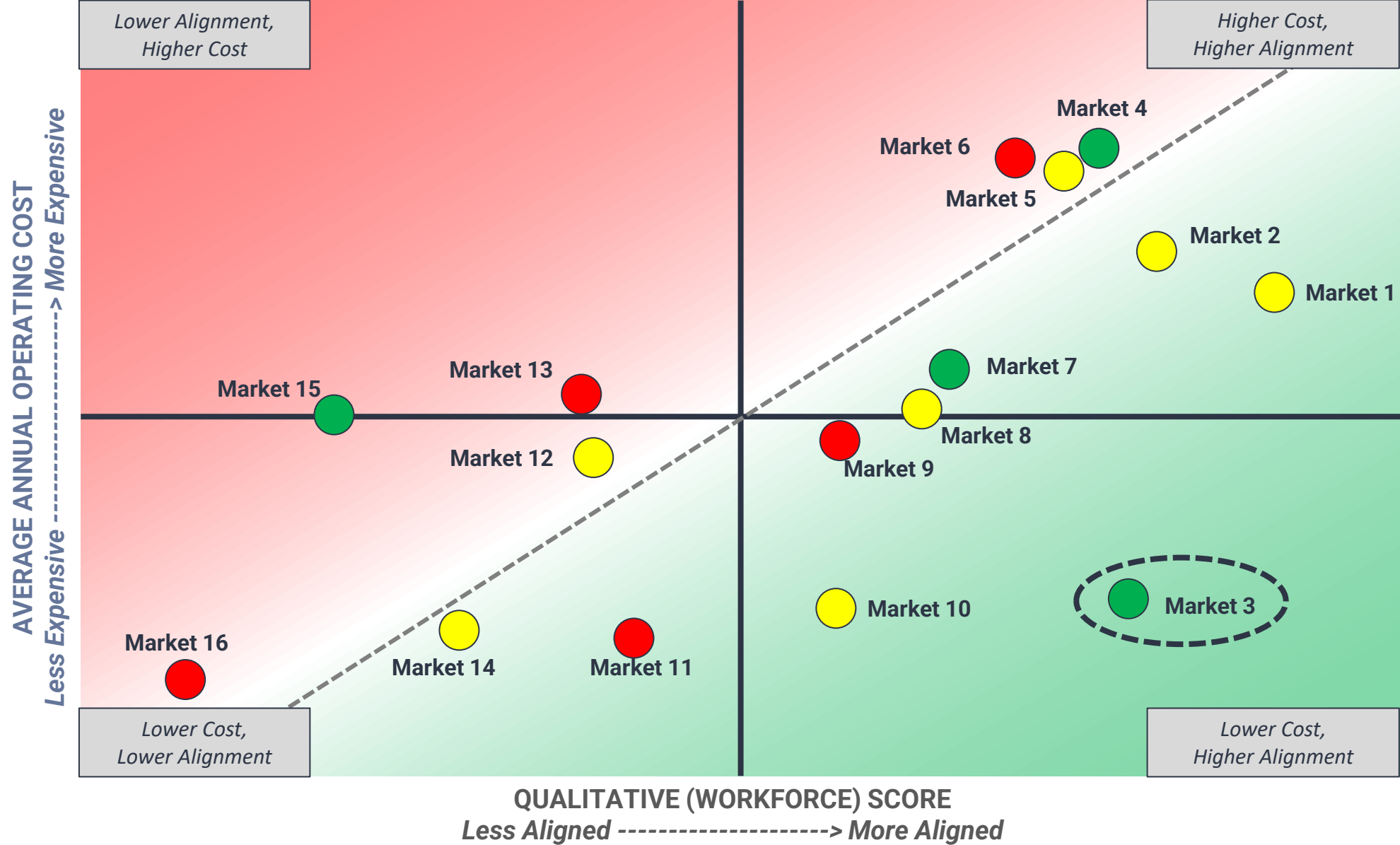
Cost vs. Quality vs. Sites



Where does our client want to fall on this chart?

Where does your community fall on this chart?

Cost vs. Quality vs. Sites



Do you have an aligned site(s)?

- Aligned Site
- Marginal Site
- Poor Site

LOCAL WORKFORCE CONSIDERATIONS

Colliers

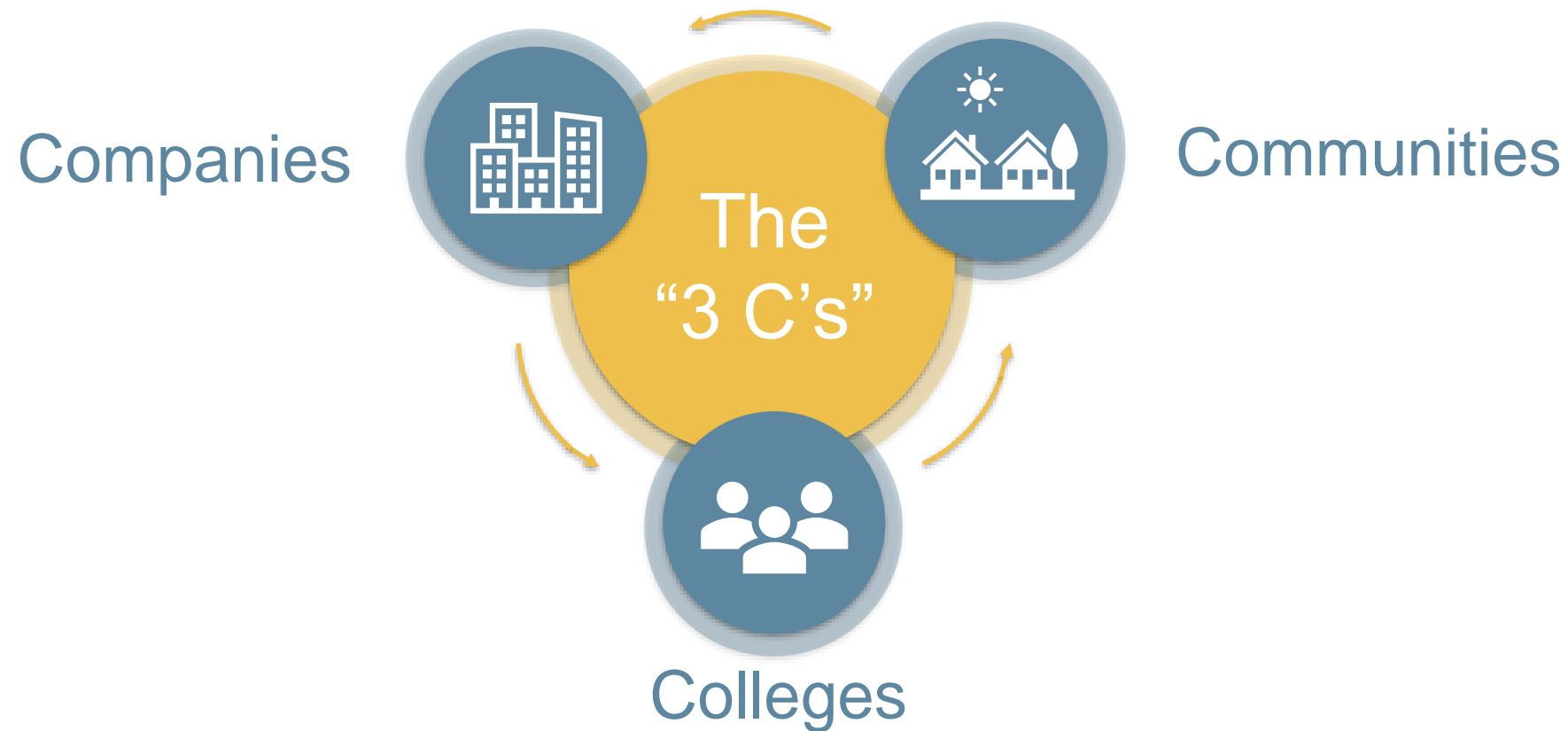




peacock

Big Picture

**Those who effectively integrate the “3 C’s”
will prosper**



Catering to Prospects Needs



Assessing Project Drivers

- Can be industry or project specific:
 - Logistics?
 - Workforce?
 - Site/Infrastructure?
 - Speed-to-market?
 - Public relations / perception issues?



Workforce Pitch

- Pitch needs to be cohesive across organizations.
- Data should not be the leader – layer with anecdotal data and case studies.
- Use meeting locations strategically (technical college)
- Tap different labor pockets



Existing Industry Support

- Showing support goes beyond the ribbon-cutting is key.
- Anecdotes and primary data around existing industry is always compelling.



Mitigating Risk

Risk comes in many forms!

- Cost risk
- Schedule risk
- Perception risk
- Disruption risk
- Fundraising risk
- Employment risk
- Etc.!

LABOR PIPELINE

Elementary School

Middle School

- Exposed to Different Careers
- Programs for Career Focus

High School

- Internships
- Certifications
- Career Pathways
- Job Fairs

Metrics

- # Schools in 45 mins
- # Graduates/yr
- X % Direct to workforce
- Y % Technical Path
- Z % College or University

Direct To Workforce

- # of Workers

Technical Path

Associates, 2-Year Degree, Technical Programs

- School Name 1, 2, 3
- Key Programs, Degrees, + Certificates
- Stackables
- Onsite + On Campus Training
- State Training Program Support
- Enrollment + Capacity by Key Programs

Colleges + Universities

School Names, List Programs + Degrees, Enrollment + Capacity by Key Programs

Postgraduate

School Names, List Programs + Degrees, Enrollment + Capacity by Key Programs

Internships + Apprenticeships

of Participants/yr & # of Placements/yr

Degrees

of Graduates/Yr/Program

Certifications

of Certificates/Yr/Program

Degrees

of Graduates/Yr/Program

Certifications

of Certificates/Yr/Program

Available Workforce

Direct Workforce

Internships + Apprenticeships

Technical Path

Colleges + Universities

Postgraduate

Attracted + Relocated

Labor Attraction + Relocation

- Company or Community Driven
- Features: Housing, Cost of Living, Quality of Life, Education, Safety


Weaving Data and Narratives













Quantitative & Secondary Data Sources

- Multiple best-in-class sources.
- Comparable to other markets.
- Main driver of Demographics, and Occupational Dynamics sections.
- Support for Education & Training section.

Primary & Secondary Data Sources

- Local labor surveys.
- Existing industry interviews.
- Recent job posting data and tracking (tech college, job fairs, etc.).
- Supplements data noted above.
- Provides significant insight into workforce and community dynamics that are lost in the data.



**Data Driven
Workforce Analysis
(reality AND perception)**

(you have to have both!)

**Story Driven
Workforce Analysis**

TRENDS

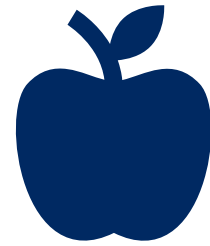


Existing Business & Community Health - Trends



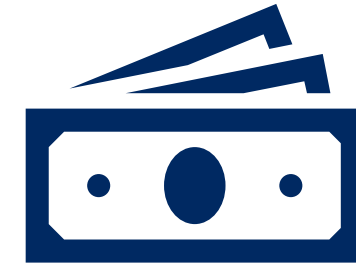
Return To/Remote Work

- Flexibility is key when possible.
- Hybrid is becoming the norm
- Remember that remote work is not possible in some industries.



Amenities

- Daycare & Afterschool programs
- Self-care and Health care facilities
- Culinary Opportunities
- Recreation Opportunities
- Transportation



Benefits & Wage

- Signing & Retention bonuses
- Healthcare (improved and alternative)
- Maternity/paternity leave
- Alternative schedules
- Relocation fund
- Fund to buy down rent or mortgage rates
- Continuing education

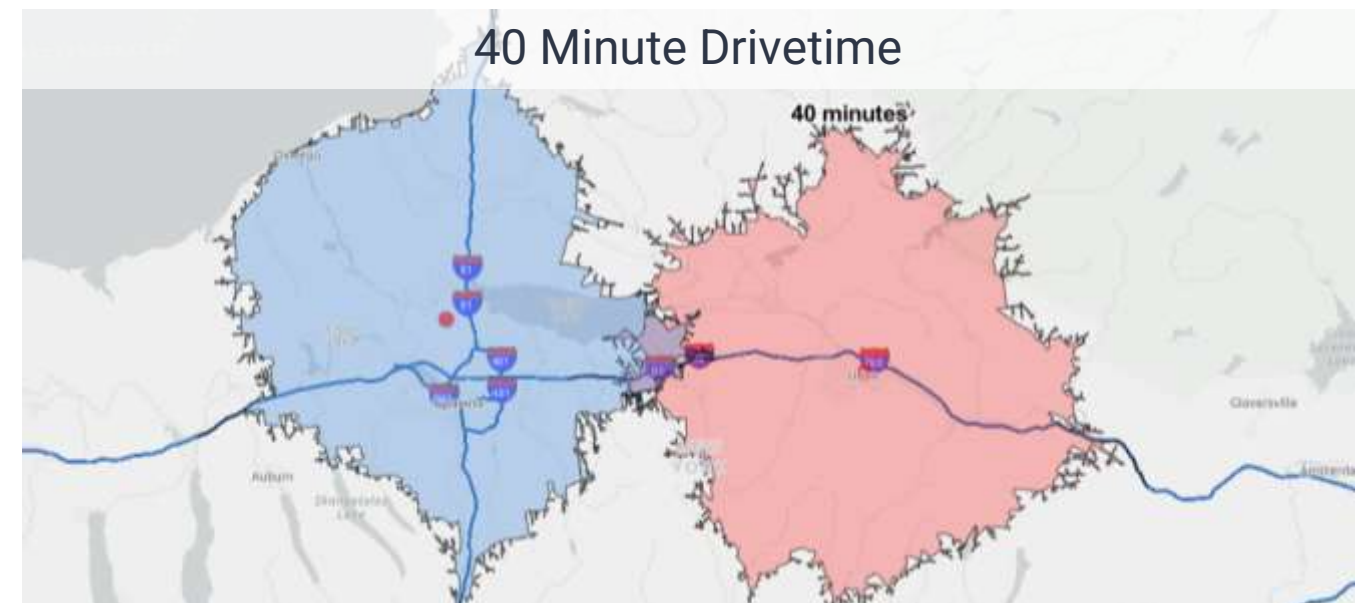
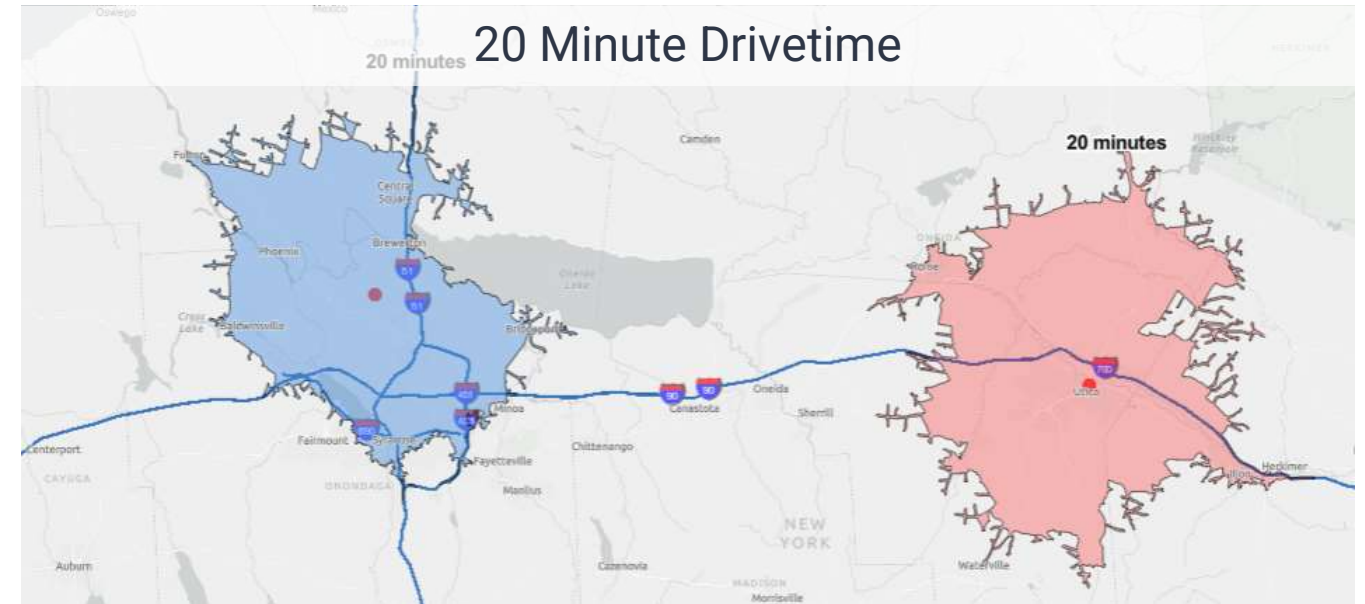
CASE STUDY



How does a Mega project impact existing businesses?

An attractive new opportunity may:

- Cannibalize from the existing workforce.
- Draw new workers to the area.
- Attract new businesses to support the new project.
- Most employees come from 20- and 40-minute drivetimes.

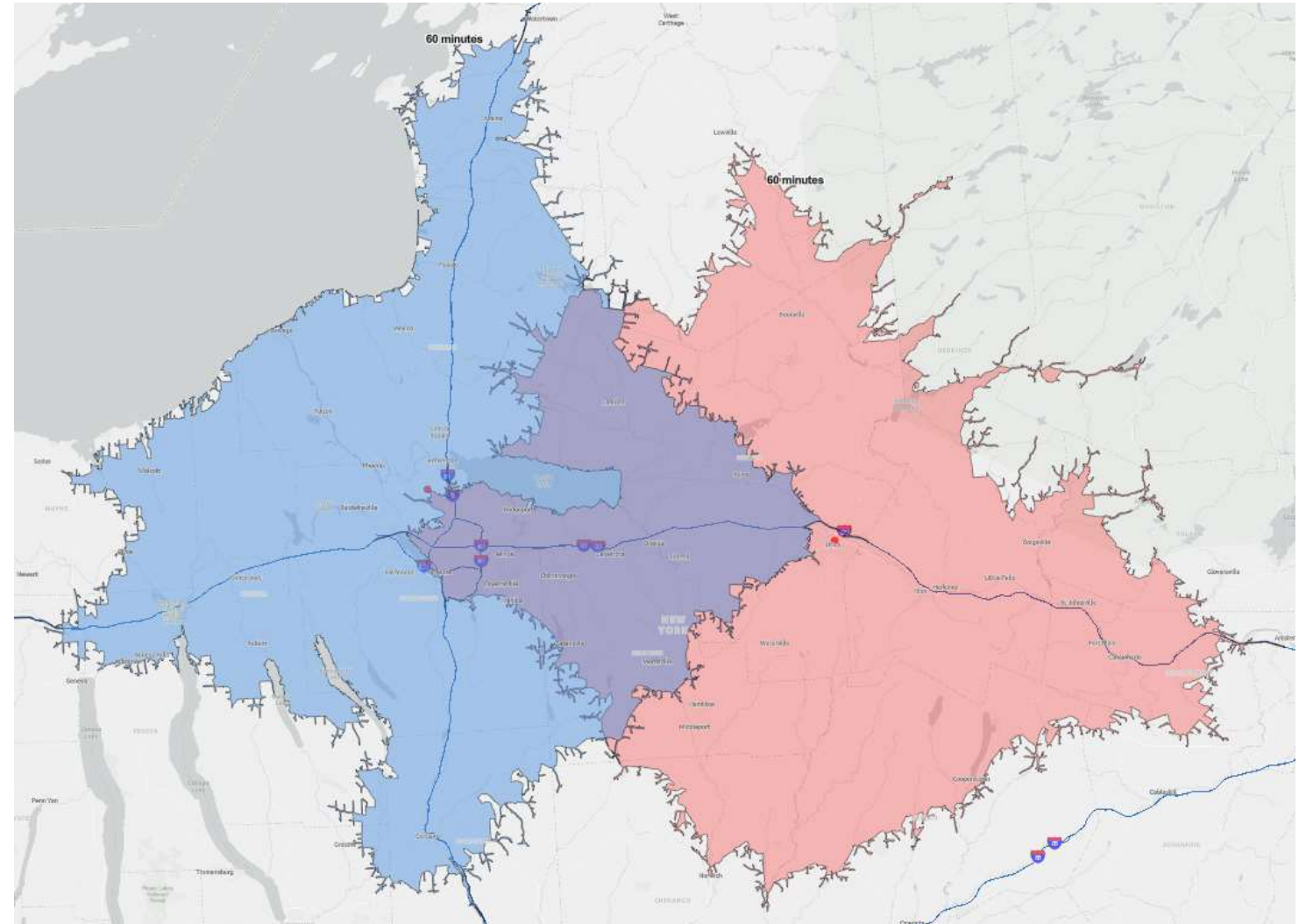


	Micron			Utica, NY		
	20	40	60	20	40	60
Population	154,589	549,119	863,759	142,949	288,054	688,947
5yr % growth	1.7%	1.1%	0	0.4%	0.0%	0
Labor Force	75,561	253,770	399,759	60,839	127,629	310,744
Prime Age Labor Force	61,792	203,742	313,839	51,963	103,451	249,672
Participation rate	60.4%	56.8%	56.6%	52.6%	54.4%	55.3%
Unemployment rate	3.8%	4.3%	4.7%	4.0%	4.5%	4.6%

60 Minute Drivetime

- < 20% of a workforce usually comes from 60-minute drivetime.
- Roughly 1,800 employees or 1 employee for every 240
- 62.6% of the 60 min population is shared between the drivetimes.
- Indicates a need for regional coordination

	Overlap	
	40	60
Population	6,958	431,404
5yr % growth	-0.3%	0.7%
Labor Force	3,169	195,467
Prime Age Labor Force	2,571	158,938
Participation rate	56.7%	55.5%
Unemployment rate	5.1%	4.8%



How does a Mega project nearby impact existing businesses?

Results

- Increased employee choice requiring higher wages and benefits
- Increased demand for housing
- Increased demand for civic services
- Increased tax base for services
- Increased population to justify additional commercial investment (restaurants, retail, events, etc.)



Employer of Choice

What is an Employer of Choice?

- Preferred employer in the area.

Why does a company want to be an Employer of Choice?

- Allows the employer to staff up quickly by deploying new capital to ensure start up and productivity risk is minimized.



Common methods to be an employer of choice

- Signing bonuses
- Potentially higher wages and better benefits than area employers
- More time off or schedule flexibility
 - i.e., night shift workers may move to have a shot at day work & maternity/paternity leave
- Schedule Certainty
- Potentially more attractive work environment or culture
- Amenities - culinary, health and wellness, and recreation opportunities onsite



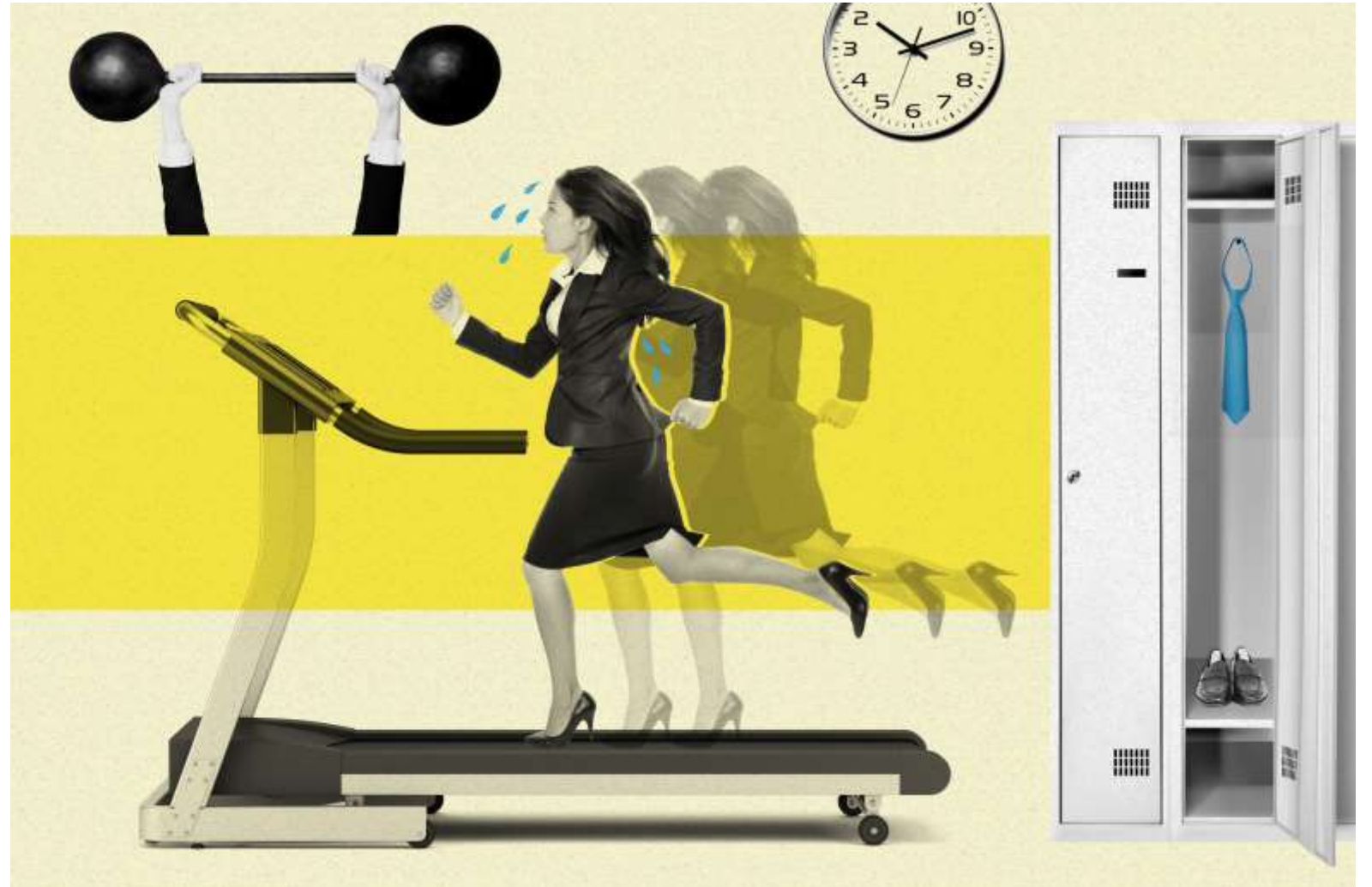
BEST PRACTICES



Best Practices – Amenities

AMENITIES

- Daycares & Afterschool programs
- Self-care programs onsite or subsidized
 - Gyms/spas, counselling, nutrition coaches, etc.
- Recreation opportunities



Best Practices – Training

- Coordinate a cohesive training and education pipeline
- Develop stackable certification programs for CTE and professional roles.
- Develop targeted training programs and training centers for specific skill as demanded by industry
- Develop training facilities in business parks or other strategic locations
- Strategic expansion support
 - Training support and funding, housing and relocation support, recruitment and hiring support etc.



Best Practices

BE PROACTIVE

- Identify trends coming in your industry or industries with similar labor sheds/pipelines and potential offerings by new market entrants.

GROW THE WORKFORCE

- Housing and relocation grants/funding for workforce attraction
- Encourage Additional housing development across the demand spectrum.
- Growth is a chicken and the egg problem. Should jobs or people come first? Both answer the other should come first.



“A great place to run out of gas.”

Up to \$15,000 gross in funds in the first year of a candidate’s move; \$10K for renting, or \$15K for a home purchase



You're looking for something new.
We're looking for great people to join the Tulsa community.

WE'VE GOT A LOT TO SHARE:



\$10,000
Cash



Free Desk
Space



Low Cost
of Living



Welcoming
Community



Center for Manufacturing Innovation, Greenville County, SC



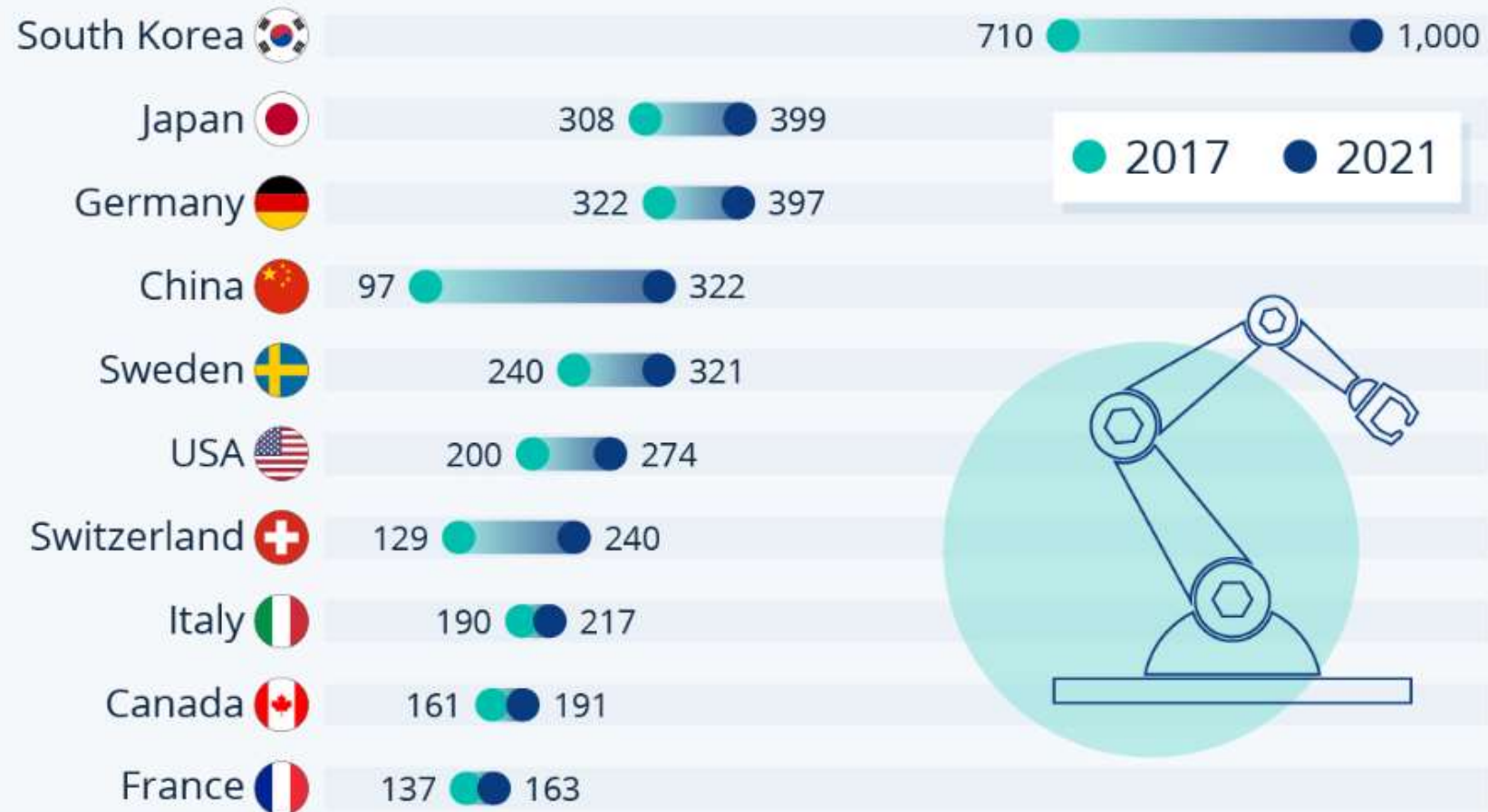
Patrick Henry Community College, Martinsville, Virginia



Commonwealth Centre for Advanced Training, Henry County, VA

The Countries With The Highest Density Of Robot Workers

Number of robots installed per 10,000 employees in the manufacturing industry



Selected countries. Worldwide average: 141 per 10,000 employees in 2021.
Source: International Federation of Robotics

MVCC – Advanced Manufacturing Training Center

Michigan Electric Vehicle Jobs Academy

EV Jobs Academy Employer-Led Collaborative

- Michigan Department of Labor and Economic Opportunity
- Workforce Intelligence Network
- Southeast Michigan Community Alliance
- Michigan Alliance for Great Mobility Advancement
- Michigan Works! Network
- Center for Automotive Research
- MICHAuto
- Southeast Michigan Council of Governments
- National Advanced Mobility Consortium
- Detroit Regional Chamber of Commerce
- Workforce Development Institute
- Center for Advanced Automotive Technology
- Michigan Community College Association
- Wayne County College Access Network

Original Equipment Manufacturers (OEM's)

- Ford Motor Company
- General Motors
- Nissan
- Stellantis
- Toyota

Automotive Suppliers

- BorgWarner
- GKN Automotive
- Robert Bosch
- Roush
- ZF TRW Automotive

Industry Stakeholder Partners

- Economic Growth Institute — University of Michigan
- Macomb Community College
- Michigan Technological University
- SAE International
- State of Michigan
- Southeast Michigan Community Alliance — SEMCA
- University of Detroit Mercy
- Wayne State University

Electric Vehicle Jobs Academy - Michigan



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Questions & Comments

