



# STRAIGHT TALK

FROM REDI



2006 ANNUAL REPORT

REDI Investors:

As I write this, I'm amazed at the success of the REDI organization over the past year. We've worked with the University on the development of the Technology Incubator and Discovery Ridge, we've completed a total transformation of our marketing materials and we've helped a successful Boone County company come one step closer to a multi-million dollar expansion - and the issuance of Chapter 100 Revenue Bonds. One look through this report and you will see that your investment is hard at work. On behalf of the board and staff, thank you for your continued support.

Roger Clark

Chair, REDI Board of Directors

CEO/General Manager, Boone Electric Cooperative



*My favorite thing about Columbia...*

...is the dedication and compassion of the people who call Columbia home. All walks of life demonstrate a true desire to improve the community by donating their time and energy to the organizations that make a significant impact. All this makes Columbia unique!

### **3M**

David Robinson, Plant Manager

### **ABC Laboratories, Inc.**

Byron E. Hill, CEO

### **Allstate Consultants, P.C.**

Ron Shy, President

### **Boone Electric Cooperative**

Roger Clark, CEO/General Manager

### **Boone Hospital Center**

Randy Morrow, COO

### **Boone National Savings & Loan**

Rick Kruse, President/CEO

### **City of Hallsville**

Cheri Reisch, Certified Municipal Clerk

### **Columbia Board of Realtors**

Carol Van Gorp, CEO

### **Columbia Career Center**

Arden Boyer-Stephens, Ph.D., Director



## **OUR INVESTORS**



### **AmerenUE**

Mike Holman, Assistant Manager-  
Missouri Valley Division  
Holly Wipfler, Customer Service Advisor

### **Atkins Investments**

Scott Atkins, President

### **Bank of America**

Thomas Hoiem, Market President/  
Consumer Market Executive

### **Boone Central Title**

Karen Brown, Manager

### **Boone Clinic**

Bob Hofsess, Administrator

### **Boone County National Bank**

Steve Erdel, President/CEO  
Vicki Dunscombe, Executive VP/COO

### **Boone County Regional Sewer District**

Tom Ratermann, Manager

### **Boyce & Bynum Pathology Laboratories, P.C.**

Mike Curry, Medical Director

### **Bulgin Construction**

Jackie Bulgin, President

### **C&C Construction, Inc.**

Rhonda Carlson, Owner

### **Central Missouri Aviation**

Terry Rackers, President

### **CenturyTel**

George Carney, General Manager

### **City of Ashland**

Mike Asmus, Mayor

### **City of Centralia**

Jerry Parmeley, Mayor

### **City of Columbia**

H. William Watkins, III, City Manager

### **Columbia College**

Gerald Brouder, Ph.D., President

### **Columbia Insurance Group**

Ben Galloway, VP-Investments

### **Columbia Water & Light**

David Wollersheim, Chair of the Board

### **Commerce Bank, NA**

James Schatz, Chair of the Board

### **Con-AGG of Missouri, LLC**

Billy Sapp, Co-Manager

### **Cornerstone National Insurance Company**

James French, Chairman/President/CEO

### **Culligan Water Conditioning of Columbia**

Bill Schulz, President

### **Dave Griggs' Flooring America**

Dave Griggs, Owner

## **REDI VICE CHAIR**

Scott Atkins

President, Atkins Investment



**Don L. Landers & Co.**  
Don Landers, Managing Partner

**Emery Sapp & Sons, Inc.**  
Keith Bennett, CFO/Corporate Secretary

**Engineering Surveys & Services**  
Larry Hendren, President

**Executive Hotel Management**  
Edward L. Baker, Executive VP

**Express Personnel Services**  
Michelle Hill-Ishmael, Owner

**Fechtel Beverage & Sales, Inc.**  
Bernie Fechtel, President

**First National Bank & Trust Company**  
Terry Coffelt, Executive VP

**Forum Development Group**  
Jose Lindner, President  
Jay Lindner, Vice President  
Scott Lindner, Vice President

**Gates Corporation**  
Wayne Fletcher, Plant Manager

**Hampton Inn**  
Trisha Hill, General Manager

**Hanna Stanley St. John Advertising**  
Pat Hanna, President/Creative Director  
Connie Stanley, VP/Media Services  
Mitzi St. John, VP/Account Services

**Home Builders Association of Columbia**  
Annie Pope, Executive Officer

**Hubbell Power Systems, Inc.**  
Mike Beckett, Business Unit Director

**Hulett Heating & Air Conditioning**  
George Hulett, President

**J. Louis Crum Corporation**  
Donald Fritz, President

**Joe Machens Ford-BMW**  
Gary Drawing, President

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Marty Siddall, General Manager

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**LeMone-Smith Development Company**  
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Jack Maher, Broker/Officer

**Marshall Engineering & Surveying, Inc.**  
Brian Marshall, Business Manager

**Merchants and Farmers Bank**  
Ronald Schepker, Senior VP

**MFA Oil Company**  
Jerome Taylor, President

**Mid-City Lumber Company, Ltd.**  
Brent Gibson, General Manager

**Mid-Missouri Electric, Inc.**  
Larry Slates, President

**Miller's Professional Imaging**  
Richard Miller, Owner

**Missouri Employers Mutual Insurance**  
Shirley Johnson, Public Affairs Manager

**Missouri Heart Center**  
Jerry Kennett, M.D., President

**Missouri Innovation Center**  
Jake Halliday, Ph.D., Executive Director

**Missouri Research Park**  
Rick Finholt, Ph.D., Executive Director

**Mizzou Credit Union**  
Hal James, President/CEO

**Moore & Shryock, LLC**  
Allan Moore, Partner  
Tom Shryock, Partner

**N.H. Scheppers Distributing Co.**  
Joe Priesmeyer, VP of Sales

**Option Care/Missouri River Hospice**  
Curt Hatcher, General Manager

**Orscheln Properties Co. L.L.C.**  
John VanCleve, Executive  
VP/General Manager

**OTSCON**  
Shogo Kotobuki, President

**Parkade Center**  
Bob Curnutte, Leasing Manager

**Paternity Testing Corporation**  
Joe Gorman, General Counsel



## REDI SECRETARY

**Bob Black**

Corporate Development, SIRCAL Contracting Inc.

**Perry Chevrolet**  
Justin Perry, President

**Plaza Real Estate Services**  
Paul Land, VP-Commercial Division

**Premier Bank**  
Steve Smith, President

**Premier Marketing Group**  
John Ott, General Manager

**Prime Development**  
Rob Smith, President

**Professional Contractors & Engineers**  
Craig Simon, President/CEO

**Prost Builders**  
Vaughn Prost, Owner

**RE/MAX Boone Realty**  
Richard Mendenhall, President

**Regions Bank**  
Brett Burri, President

**Riback Supply Company**  
Ernie Gaeth, Executive VP

**River City Construction, LLC**  
John Sutherland, Missouri Area Manager

**Septagon Construction Co., Inc.-Columbia**  
Eric Peterson, President

**Shelter Insurance Companies**  
Don Duello, President  
Joe Moseley, VP of Public Affairs

**Simon Oswald Associates, Inc.**  
Shelley Simon, Architect/Principal

**SIRCAL Contracting Inc.**  
Bob Black, Corporate Development

**State Farm Insurance Companies**  
Mike Staloch, VP of Operations

**Stephens College**  
Wendy Libby, Ph.D., President

**The Harold E. Johnson Companies, Inc.**  
Larry Moore, CEO

**The Insurance Group**  
Charlie Digges, Jr., President

**Tom Bass Properties, LLC**  
Tom Bass, Owner

**Tribune Publishing Company**  
Henry J. Waters, III, Editor & Publisher

**University of Missouri-Columbia**  
Jacquelyn Jones, Vice Chancellor-Administrative Services

**US Bank**  
Steve Burch, President

**Van Matre, Harrison & Volkert, P.C.**  
Craig Van Matre, President

**Williams-Keepers LLC**  
Russell Starr, Managing Member

**Winter-Dent & Company**  
Louis Landwehr, President

## MARKETING ACTIVITIES

### Trade Shows and Events

National trade shows and marketing trips provide REDI with face-to-face interaction with potential prospects and with national site selection consultants. The following activities were approved this year by the REDI Board of Directors:

Chicago, IL	IEDC Annual Conference	September 2005
Columbia, MO	DED Appreciation Day	October 2005
Las Vegas, NV	CoreNet	October 2005
Columbia, MO	Economic Outlook Conference	December 2005
Tampa, FL	IEDC Leadership Summit	January 2006
St. Louis, MO	ICSC Midwest Idea Exchange	April 2006
Chicago, IL	BIO Show	April 2006
Chicago, IL	Area Development Consultants Forum	June 2006
Chicago, IL	National Plastics Expo	June 2006

*My favorite thing about Columbia...*

...is that we're a small big city where citizens care for each other as demonstrated by the time, talents and dollars they give to support community organizations. We have so much to be thankful for.

## REDI TREASURER

George Carney

General Manager, CenturyTel



## DISCOVERY RIDGE

The University announced in May 2006 that 114 acres of the 1452-acre South Farm will be developed in the initial phase of the University's research park, Discovery Ridge.

The park, located along US Highway 63 at Gans Creek Road, will provide a place for high-tech companies

to locate where they can collaborate with University researchers and other private businesses. The remaining acreage will continue to be used by the College of Agriculture, Food and Natural Resources as a research facility and will demonstrate the latest in agricultural stewardship that maintains green space and the

integrity of the watershed. Discovery Ridge and its occupants will likely focus on the life sciences, but the park will serve as a site for discoveries from all of MU to do business. Discovery Ridge is a joint effort between the University of Missouri Office of Research and Economic Development and the University of Missouri-Columbia.

## LIFE SCIENCES INCUBATION CENTER

The Life Sciences Business Incubation Center is becoming a reality. Jake Halliday is leading the fundraising effort for the remaining \$2.1 million needed to begin construction on the facility, which will be located on the MU campus near the Research Reactor. The University is attracting unprecedented levels of research funding which in turn is leading to increased levels of discovery and intellectual property creation. The Life Sciences Incubation Center will provide an environment conducive to company growth and a place for these researchers to further develop their research into profitable companies.

Over the past two years, REDI contributed \$15,000 to the incubator fund. REDI staff continues to work with Halliday in marketing, fundraising and overall efforts to complete the incubator. For more information about the incubator, contact Jake Halliday at 573.884.0487.

## NEW VICE PRESIDENT FOR ECONOMIC DEVELOPMENT

The University's new Vice President for Economic Development, John Gardner, will bring life to economic development as the fourth mission of the University. In October 2005, Gardner began his duties, which include fostering the culture of entrepreneurship with students, community and the state, overseeing the process of technology transfer and managing the University's assets - both intellectual and real.

*My favorite thing about Columbia...*

...is that we're a college town. I think it keeps all of us younger, certainly it is the driver of our economic prosperity and it is just plain fun to live where there is a lot going on.



### REDI PAST CHAIR

Vicki Dunscombe

Executive Vice President/COO, Boone County National Bank

REDI staff participated in numerous planning meetings for Discovery Ridge and will market the park as a location for high-tech companies when complete. For more information about Discovery Ridge, see page 7 or contact John Gardner at 573.882.6726.



## LIFE SCIENCES

## NANOTECHNOLOGY CENTER

The MU College of Engineering celebrated the opening of the new Nanotechnology Center in April 2006. The center will research

and develop nanotechnology (highly miniaturized technology) that can be used for both public and government purposes. The College of Engineering has been conducting this research for some time, but the center will allow for research across the campus in numerous academic disciplines. The center will be directed by Shubhra Gangopadhyay, an electrical and computer engineering professor. For more information, contact Shubhra Gangopadhyay at 573.882.4070.

## UNIVERSITY CENTER FOR INNOVATION AND ENTREPRENEURSHIP

The University Center for Innovation and Entrepreneurship (UCIE) assists entrepreneurs, including University faculty, with pre-venture, start-up or existing business and financial management, marketing, technology and product development and commercialization issues. The UCIE also facilitates University/industry partnerships to enable private firms to tap into the institutional expertise at the University to further develop high-technology infrastructure in Missouri.

The UCIE is a partnership of the MU College of Engineering and University of Missouri Extension's Business Development Programs. For more information, contact Mary Paulsell at 573.882.7096.

### *My favorite thing about Columbia...*

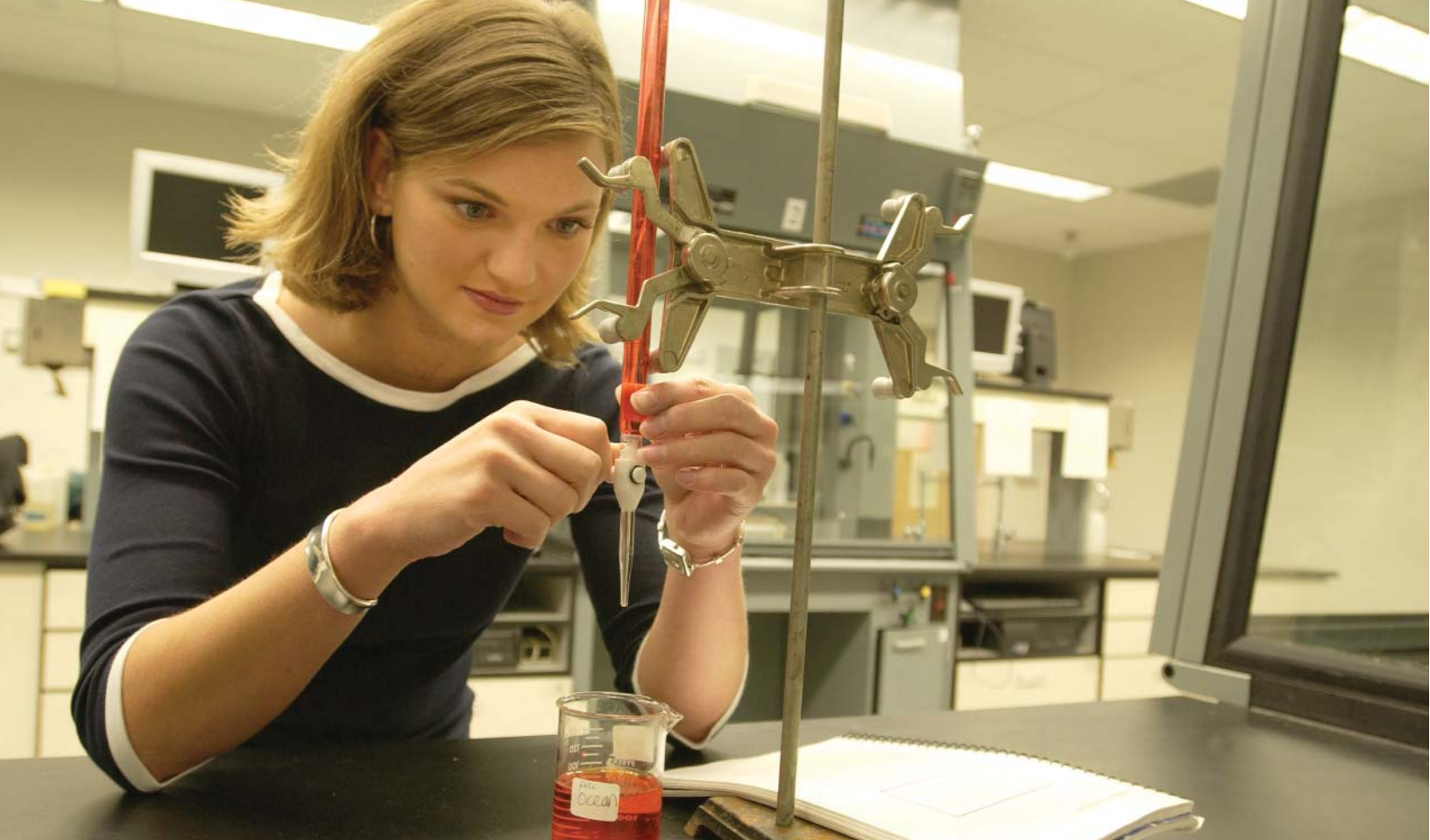
...is the great food, great fun, fantastic venues for cultural entertainment, Mizzou and the Tigers, friendly people, good friends, thriving business opportunities, the list goes on and on. How fortunate we are to live, serve and do business here. Columbia, Missouri is truly my kind of town!



### REDI PAST CHAIR

Dave Griggs

Owner, Dave Griggs' Flooring America



## INCENTIVES APPROVAL

Nearly three years after the REDI Incentives Subcommittee held its first meeting, the Boone County Commission in October 2005 approved a Chapter 100 Revenue Bond Policy for Boone County. The approved policy states that any qualifying business currently located in Boone County must make a minimum \$7.5 million new capital investment to qualify. Companies new to the municipality must be in the life sciences and related high tech field to qualify under the new business criteria, which calls for a minimum \$15 million new capital investment if the company is not currently doing business in Boone County. In May 2006, REDI received an application for the issuance of Chapter 100 Revenue Bonds from ABC Laboratories, Inc., a company currently doing business in Boone County. For more information, see page 7.

The cities of Centralia and Ashland have also approved the Chapter 100 Revenue Bond plan, but to date have received no applications.

### *My favorite thing about Columbia...*

...is the fact that this is a great place to live, work and raise a family. Columbia still has the "small town" feel with all the amenities of a "big city". Schools, art, culture, parks, sports, healthcare and tremendous business and corporate opportunities all create an environment conducive in making this place a great place. However, it is the people of our great community that makes Columbia what it is.



## REDI BOARD MEMBER

Skip Elkin

County Commissioner, Boone County Government

## ABC LABORATORIES

On May 12, REDI joined a "who's who" of University, federal, state and local officials in welcoming Analytical Bio-Chemistry (ABC) Laboratories, Inc. as the first tenant of the University of Missouri's new Discovery Ridge Research Park. The company will relocate its corporate headquarters and pharmaceutical labs from their original site northeast of Columbia to a new, \$15 million facility slated for completion in early 2008. "Signing on as the first tenant at Discovery Ridge is a very tangible way for us to demonstrate our company's commitment to mid-Missouri," said Byron E. Hill, President and CEO. "We are confident that this new research park will become a tremendously valuable asset for the University, our community and our state," he said.

Established in 1968 by chemistry professor, Dr. Charles Gehrke, ABC Laboratories

provides analytical and regulatory support to the global chemical and pharmaceutical industries. Nearly all of its more than \$25 million in revenue this year came from out-of-state sources. At the time of the announcement, ABC employed more than 250 scientists and support personnel, many of them University of Missouri graduates. The company plans to more than double its workforce by 2010.

"We applaud REDI, the leadership of the University of Missouri, Governor Blunt, and the various state, county and city representatives, for having the vision and commitment to make this project a reality," Dale Creach, ABC Board Chairman said. "The relocation of ABC's corporate headquarters and pharmaceutical labs to Discovery Ridge will be an important milestone in Missouri's quest to become a hub for life sciences."

### *My favorite thing about Columbia...*

...is our citizens, with their extraordinary willingness to volunteer to help each other and their community. They have a sincere interest in maintaining, and in fact, improving, quality of life by supporting the city's schools, parks, trails, downtown and beauty and seeking economic growth that adds to rather than detracts from that quality of life.

## REDI BOARD MEMBER

Darwin Hindman

Mayor, City of Columbia



## FRITO-LAY/QUAKER OATS

Frito-Lay's Columbia facility, the company's sole producer of its wide range of Quaker rice cake products, is considering adding 30-50 jobs in the near future, possibly bringing total employment to over 200. The additional employees will help the facility meet the strong increase in demand, which according to the company is up 150 percent. Substantial new capital investment is possible as well.

## DANA CORPORATION

Dana Corporation is in the process of completing a multi-million dollar expansion at its Columbia facility. The expansion will increase Dana's employment by approximately 90 new jobs, bringing their total employment to nearly 400 mid-Missourians.

Despite filing for bankruptcy in March 2006, the expansion continued due to Dana's commitment to their customers, to the Columbia area and to their employees. With an estimated completion date in early 2007, the first units should be produced in August 2007. The expansion will allow for the production of rear axles for various Ford models including the Escape, 500, Fusion, Zephyr, Milan and the Edge. Plant Manager Tony James says that the people of the Columbia plant are "proven performers" and they are looking forward to the opportunity to expand the product line.

## LABOR AVAILABILITY ANALYSIS

For the fourth time since 2000, REDI commissioned the Docking Institute to complete a Labor Availability Analysis for the Columbia Labor Basin, which includes portions of Audrain, Boone, Callaway, Cole, Cooper, Howard, Moniteau, Monroe, and Randolph Counties. REDI uses the report to show site selection consultants and company executives a truer picture of

Columbia's labor force using the number of workers in the "Available Labor Pool". The Available Labor Pool represents

those who indicate that they are looking for employment or would consider changing their jobs for the right employment opportunity. Additionally, information from the report is included in REDI marketing materials. The full report is available on the REDI website, [www.columbiaredi.com](http://www.columbiaredi.com)

Highlights from the recent report include:

- ♦ The population of the Columbia Labor Basin is estimated to be

357,935. About 30% of the total population (or 107,928 individuals) is considered to be part of the Available Labor Pool (ALP).

- ♦ Of the ALP, an estimated 8,699 (8.1%) non-working and 19,882 (18.4%) working individuals are looking for new employment, while 12,786 (11.8%) non-working and 66,560 (61.7%) working individuals would consider new and/or different employment for the right opportunities.
- ♦ About 70% of the ALP has at

## REDI UPDATES

least some college experience and 93.7% has at least a high school diploma. The average age for members of the entire ALP is about 42 years and almost 53% of the ALP are women.

- ♦ Majorities of ALP members report having "strong work skills" when it comes to working in groups and interpersonal relations (92%), writing (75%), management and supervision (70%), math (63%) and computers (56%).
- ♦ About 28% of the members (or 30,383 individuals) of the ALP will

commute up to 45 minutes, one way, for an employment opportunity. Slightly more than 74% of the ALP (or 80,264 individuals) will commute up to 30 minutes for employment.

- ♦ The most important desired benefits are good health benefits, good retirement benefits, good salary or hourly pay, and on-the-job training.

## DEPARTING BOARD MEMBERS

The REDI Board of Directors bid farewell this fiscal year to seven fine board members. Leaving mid-term were Jim Kloman of Frito-Lay/Quaker Oats, Ray Beck of the City of Columbia, Kee Groshong of the University of Missouri-Columbia and Tom Sharpe of the University's Office of Technology and Special Projects.

Kloman left Columbia to take a position with Frito-Lay/Quaker Oats in New York. Paul Land of Plaza Real Estate was selected to fill Kloman's board seat.

After serving on the REDI Board of Directors since the organization's inception in 1988, Beck left the



## REDI BOARD MEMBER

Jacquelyn Jones

Vice Chancellor-Administrative Services, University of Missouri-Columbia



REDI board after he retired as Columbia's City Manager. City Manager Bill Watkins was designated by City Council to serve as a City of Columbia representative on the REDI board.

Groshong retired from MU in 2002, but remained on the REDI board until this year when he was replaced by Jackie Jones, MU's new Vice Chancellor of Administrative Services.

Sharpe left the board after he accepted a position with the University of Iowa.

Three other board members will leave the board at the end of FY06 as their terms expire on September 30: Past Chair Vicki Dunscombe of Boone County National Bank, Chair Roger Clark of Boone Electric Cooperative and Vice Chair Scott Atkins of Atkins Investments.

REDI staff certainly wishes these former board members the best. Thanks to all current and previous board members for their time, dedication and leadership.

## COLUMBIA REGIONAL AIRPORT

Longtime City of Columbia employee Kathy Frerking took over as manager of the Columbia Regional Airport in March 2006 - and hit the ground running. Just a few days later, the REDI Board of Directors voted to pay \$8,000 towards the funding needed to retain Meade and Hunt, a consulting firm that specializes in municipal airports and air service development. Frerking and the consultants submitted a Small Communities Air Service grant through the Department of Transportation (DOT). The DOT in June 2006 announced that it had selected

Mesa Air Group, Inc. to provide essential air service to the Columbia Regional Airport, with annual subsidies of \$598,751. Mesa will provide 12 nonstop round trip flights to Kansas City International Airport and 12 nonstop round trip flights to Lambert St. Louis International Airport each week.

## MID - MO BIO

[www.mid-mobio.com](http://www.mid-mobio.com)

REDI continued its membership in Mid-MO BIO, a collaborative economic development effort focusing on the life sciences attraction and retention in the Mid-Missouri area. Participating communities include Columbia, Jefferson City, Fulton, Boonville and Fayette. The consortium recently donated \$5000 to the technology incubator fund. The group's redesigned website promotes mid-Missouri as a life sciences business destination cluster. Future plans include a direct mail project.

*My favorite thing about Columbia...*

...is that we're big enough to be anonymous when you need to be anonymous, yet small enough to allow you to make a difference in a specific cause and get involved in the community.

## REDI BOARD MEMBER

Paul Land

Vice President-Commercial Division, Plaza Real Estate Services



## 2ND ANNUAL ECONOMIC OUTLOOK CONFERENCE

December 1, 2005

Co-hosted by REDI and the Columbia Chamber of Commerce, the Economic Outlook Conference featured panelists and experts from local, state and national economies. A Local Energy Outlook from Boone Electric CEO/General Manager Roger Clark and three panel discussions, The Commercial Potential of Columbia, The Housing Industry in Columbia and University Economic Development Initiatives provided attendees with insight into many aspects of the local economy. MO DED Director Greg Steinhoff gave the Missouri Economic Forecast. Featured speaker Gary Rainwater, Chairman, CEO and President of Ameren Corporation, presented a National Energy Outlook for 2006. Rainwater surprised attendees when, during his talk, he announced that Ameren is "seriously considering" a second nuclear power unit at the Callaway County facility. The addition, which could be online by 2017, would take about five years to complete, cost approximately \$2 billion and require a staff of 300 to run. Ameren will spend the next 18 months making a decision regarding the second unit. The 3rd Annual Economic Outlook Conference is scheduled for Tuesday, November 28, 2006.

Thanks to our event sponsors: Presenting Sponsor Williams Keepers, LLC; Gold Sponsors First National Bank and Trust Company, MU College of Business and Homkor Companies; Silver Sponsor Columbia Daily Tribune; Location Sponsor Stoney Creek Inn and Conference Center and Break Sponsor AmerenUE.

## SPARC

### The Quarterly FUN event

REDI continued its sponsorship of SPARC, the Scientific Partnership and Resource Connection. Since the first SPARC in April 2003, average attendance has grown from around 60 to over 120. SPARC continues to meet its goal of bringing MU scientists together with business and financial experts to encourage new technology companies.

"...event combines great topics of local interest with knowledgeable, entertaining speakers. The information keeps business and community leaders ahead of the game where our economy is concerned."

- Terry Coffelt, Executive VP, First National Bank and Trust Company

### *My favorite thing about Columbia...*

...is that we have all the sophistication of a big city but none of the hassles. We can leave our house 20 minutes before a play and be in a free parking spot and in our reserved seats with time to spare. Although restaurants, shops and movies are busier when the students are in town, we never encounter the kind of delays and difficulties one would find in a major city -- and yet the quality is topnotch!



## REDI BOARD MEMBER

Wendy Libby, Ph.D.

President, Stephens College

## A MESSAGE FROM OUR MARKETING DIRECTOR

Dear REDI Investors:

REDI staff strives to bring quality businesses to Columbia/Boone County. Part of our job is to assist those companies with location decisions. One important service we offer, and a major part of our overall marketing efforts, is a current, online inventory of available industrial and office buildings, as well as industrial land. We list all investor properties that meet a specific list of criteria. If you have sites and/or buildings that fit, send us more information about those properties. By providing the necessary information, you can help the REDI team be a more effective marketing tool for your property.

REDI has set forth the following parameters for inclusion in the online database and on marketing fliers:

- ♦ Any industrial or office space measuring 5,000 contiguous square feet or more, or
- ♦ Manufacturing or office zoned property of five contiguous acres or more, or
- ♦ Platted industrial parks with five or more available acres

REDI's marketing focus is industrial, back-office and life science firms that build our tax base, create new jobs and bring economic opportunities to Columbia and Boone County. Retail facilities that cannot be used for this type of business will not be added to the database.

You may submit as many sites and/or buildings as you like, as long as they meet the above criteria. Please contact me for further information.

Sincerely,



David H. Meyer, Marketing Director

## PROSPECT NEWS

REDI staff continued to respond to a number of prospect calls in FY06. Calls differ from day to day, but the majority focused on locations for warehouse/distribution space, large industrial space and large office space. The need for rail sites for industrial property significantly increased this year. From October 2005 to May 2006 REDI responded to nearly 900 inquiries on Columbia/Boone County and sent out over 5100 fact books and other marketing materials. Nearly 10,000 visits to the REDI website have been logged in that same time. REDI staff maintains current area demographic information and an updated inventory of available sites and buildings on its website, [www.columbiaredi.com](http://www.columbiaredi.com). REDI also utilizes the internet resources designed for site selectors and relocation consultants to view available sites and buildings throughout Boone County on the websites of Location One, Location Management Services, LLC and Fastfacility.

## MARKETING MATERIALS

REDI staff worked with investors Hanna Stanley St. John Advertising on a complete revamp of REDI's marketing materials, including a new demographic fact book, website and presentation materials. When the new fact book became available in March 2006, over 2200 books were sent to site selectors, corporate Realtors and company executives. Several recipients responded positively with phone calls or emails to Marketing Director David Meyer. REDI's fact book is updated annually; the next book will be available in March 2007.



## REDI BOARD MEMBER

H. William Watkins, III

City Manager, City of Columbia

**EXPENDABLE TRUST FUNDS**

Comparative Combining Statements of Revenues, Expenditures and Changes in Fund Balance  
For the Years Ended September 30, 2004 and 2005

	REDI TRUST FUND	
	2004	2005
<b>Revenues</b>		
Investment Revenue	\$7,081	\$8,119
Miscellaneous	189,064	190,952
<b>TOTAL REVENUES</b>	<b>196,145</b>	<b>199,071</b>
<b>Expenditures</b>		
Policy Development and Administration	209,953	183,731
<b>TOTAL EXPENDITURES</b>	<b>209,953</b>	<b>183,731</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(13,808)</b>	<b>15,340</b>
<b>Excess (Deficiency) of Revenues and Other Financing Sources Over Expenditures and other Financing Uses</b>	<b>(13,808)</b>	<b>15,340</b>
Fund Balance, Beginning of Period	209,713	195,905
Equity Transfers to Other Funds	0	0
<b>FUND BALANCE, END OF PERIOD</b>	<b>\$195,905</b>	<b>\$211,245</b>

**EXPENDABLE TRUST FUNDS**

Comparative Detail Schedules of Revenues and Expenditures  
For the Years Ended September 30, 2004 and 2005

	REDI TRUST FUND	
	2004	2005
<b>Revenues</b>		
Contributions - Private	\$2,000	\$2,000
Contributions - Chamber	114,400	117,900
Contributions - City	20,000	20,000
Contributions - County	35,000	35,000
Contributions - University	15,000	15,000
Investment Revenue	7,081	8,119
Miscellaneous	2,664	1,052
<b>TOTAL REVENUES</b>	<b>196,145</b>	<b>199,071</b>
<b>Expenditures</b>		
Policy Development and Administration:		
Materials Supplies	27,656	23,652
Travel and Training	22,384	18,690
Intragovernmental Charges	182	200
Utilities, Services and Miscellaneous	159,731	141,189
<b>TOTAL EXPENDITURES</b>	<b>209,953</b>	<b>183,731</b>
<b>Excess (Deficiency) of Revenues Over Expenditures</b>	<b>(13,808)</b>	<b>15,340</b>

\*REDI staff serves as REDI and City of Columbia Dept of Economic Development employees. Three full-time positions are fully funded by the city and include personnel services, travel and training allocations and computer support at a net city contribution of \$254,000, bringing REDI's total community-wide resources for economic development to \$449,000.



*My favorite thing about Columbia...*

*...is our outstanding quality of life!*

**REDI EX-OFFICIO BOARD MEMBER**

**Tom Sharpe, Ph.D.**

Executive Director, Office of Technology and Special Projects

**EXPENDABLE TRUST FUNDS**

Comparative Combining Balance Sheets  
September 30, 2004 and 2005

	REDI TRUST FUND	
	2004	2005
<b>Assets</b>		
Cash and Cash Equivalents	\$203,026	\$226,590
Accrued Interest	682	837
Other Assets	2,958	2,958
<b>TOTAL ASSETS</b>	<b>206,666</b>	<b>230,385</b>
<b>Liabilities and Fund Equity</b>		
Accounts Payable	663	10,235
Other Liabilities	10,098	8,905
<b>TOTAL LIABILITIES</b>	<b>10,761</b>	<b>19,140</b>
<b>Fund Equity</b>		
Unreserved Balance:		
Designated - Unrealized Gains	3,137	0
Unreserved undesignated	192,768	211,245
<b>TOTAL FUND EQUITY</b>	<b>195,905</b>	<b>211,245</b>
<b>TOTAL LIABILITIES AND FUND EQUITY</b>	<b>\$206,666</b>	<b>\$211,245</b>

**FY06 REDI BUDGET**

<b>TOTAL REVENUES</b>	<b>\$195,000</b>
Chamber "Class B" Investors	\$119,000
City of Columbia*	\$20,000
Boone County	\$35,000
University of Missouri	\$15,000
Interest Income	\$5,000
Miscellaneous	\$1,000
<b>TOTAL EXPENSES</b>	<b>\$195,000</b>
<b>Operations</b>	<b>\$88,000</b>
Personnel/Transfers	\$64,000
Office Supplies	\$7,500
Printing/Copier	\$1,700
Postage	\$4,000
Books/Subscriptions	\$2,000
Food	\$1,750
Equipment	\$3,000
Legal/Audit	\$1,550
Insurance	\$2,500
<b>Occupancy</b>	<b>\$22,000</b>
Telephone	\$6,500
Building Rental	\$12,500
Miscellaneous Contractual	\$3,000
<b>Program</b>	<b>\$85,000</b>
Printing	\$7,000
Travel	\$5,000
Economic Related (Hospitality/Training)	\$15,000
Dues	\$3,000
Advertising/Public Relations	\$20,000
Miscellaneous Contractual	\$15,000
Special Projects	\$20,000

## ASHLAND

Ashland continues to see strong residential growth with 110 new housing units constructed in 2005. The city's population has grown to over 3,000 people and the traffic count on Highway 63 at Ashland has increased to over 24,000 vehicles per day.

Recent announcements include: a new River City Construction office, Dollar General store, new library facility, new Chinese restaurant and a Pizza Hut restaurant. Currently under construction are Home Movie Depot's new 10,000 square foot facility and the new Ashland Industrial Park Subdivision on Angel Lane near the Columbia Regional Airport. Ashland and University Hospital have partnered to locate an ambulance service in Ashland, which will reduce response times by approximately 15 minutes. Through local donations of cash and labor, the new home for the ambulance should be complete in late 2006.

Southern Boone County School District voters approved two tax issues in April 2006. The district will construct another elementary school and update several existing buildings to keep up with the area's growing population. The district was named a School of Distinction for the fifth consecutive year.

The Planning and Zoning Commission and the Board of Aldermen continue to work on various ordinances to improve the quality of development in the area. Ashland hired a Public Works Director to help manage utility services and better regulate new development.

*Submitted by Ken Eftink, City of Ashland*

## AROUND THE COUNTY

## CENTRALIA

Housing construction was a bright light in Centralia's economy in 2005. Building permits were issued for two new duplexes and 27 single family residences. Permits for 2006 are on the same strong track. Most of the construction occurred within subdivisions platted in the last three years, but there has also been "infill" in the older parts of the city. Work on infrastructure for Hunter's Ridge Subdivision was completed. This development contains lots for duplex residential units and also for the new Redfield Center strip mall. The mall's first tenant has already moved in and several other storefronts are available. A Sonic Drive-in opened on Highway 22 and construction is also proceeding for an automobile oil and lubrication service.

The City recently sold five acres to Midwest Custom Timber Frame, L.L.C. for construction of a small fabrication and storage facility. This leaves about 34 adjacent acres zoned and available for industrial development. The City and REDI have met with Hubbell Power Systems to discuss the availability of Chapter 100 bonding for possible equipment additions and upgrades.

Centralia's park system has been enhanced by two upgraded and enlarged playgrounds. A new shelter house was installed on North Allen Street, which makes use of timbers and roof tiles from the City's former train depot. A local committee formed to study the potential for a community recreation center.

*Submitted by Lynn Behrens, City of Centralia*

## HALLSVILLE

Hallsville heads into the next year with many reasons for optimism. The community continues to work toward being proactive, not reactive. From a very active Chamber of Commerce to the Hallsville Community Development Association, who continue to provide a premier fairgrounds facility, the area has a bright future. Thanks to the vision of local investors and their faith in the community, all areas of development continue to grow. With the continued expansion of Hallsville Public Schools, the community looks toward even more enhanced youth opportunities.

*Submitted by Pete Herring, City of Hallsville*

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ANDREWS**

President



**DAVID  
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