

**NORTHWEST PENNSYLVANIA
AS A LOCATION FOR THE
BIOMEDICAL INDUSTRY**



PREPARED BY:

Carter  **Burgess**

July 2004

TABLE OF CONTENTS

| | <u>Page #</u> |
|--|----------------------|
| Introduction | 3 |
| Project Model | 4 |
| Cost Spread Sheet | 5 |
| Total Project Operating Costs | 8 |
| Labor Costs | 8 |
| Build-To-Suit Costs | 11 |
| Taxes | 12 |
| Utilities | 13 |
| Cost of Living | 14 |
| The Medical/Biomedical Industry in NW PA | 15 |
| Incentives | 19 |
| NW PA Strengths | 20 |

Introduction

This report, **Northwest Pennsylvania as a Location for the Biomedical Industry**, identifies business costs and conditions associated with the development of a new biomedical manufacturing facility in Northwest Pennsylvania (NW PA). Biomedical is an emerging industry in the region.

The report compares cost in Northwest Pennsylvania versus select global locations, including:

- San Diego, CA
- Boston, MA
- Philadelphia, PA
- Lille, France
- Obernburg, Germany

Costs are drawn from a hypothetical biomedical project (see model description on page 4), which was based on actual site selection experience. Key site location cost factors are examined in this report including:

- Salary and wages
- Fringe benefits
- Build-to-suit
- Select taxes
- Electric power, and
- Cost of living

The cost comparison spreadsheet follows on pages 5-7. Costs were derived from actual field research in Northwest Pennsylvania and telephone research on competitor communities. The latest available data was used for all cost comparisons.

In addition, other regional conditions related to the medical/biomedical industry are examined.

Carter & Burgess, Inc. is a world-renowned architecture/engineering, real estate and site selection firm based in Fort Worth, Texas and with offices nation-wide. The firm has located and designed over 100,000,000 square feet of commercial/industrial space over the last seven years.

Project Model
Biomedical Device Manufacturer

Purpose: Manufacturing of prosthetics, artificial joints and related.

Hours of Operation: 2 shift 5 days per week

Estimated Labor: **85 total**

Managerial/Engineering

2 – managers

3 – engineers

Sales/Administrative

4 – sales

6 - administration

Skilled Technical

10 – biomedical technicians

10 – prosthetic technicians

Production

30 – semi-skilled machine operators

20 - unskilled: machine helpers/material handlers

Utilities: Electric Power- Demand: 500 KW;
 Energy: 150,000 KwH/month (average)

Building: 60,000 square feet (*5,574 square meters*), 55,000 of manufacturing space; 5,000 square feet of office space

Land: 5 level acres (*2.4 hectares*) in a fully improved industrial park.

Investment: Land/Building: \$3-\$4 million; M&E: \$2 million (R&D equipment – \$250,000); Inventory: \$2 million; Estimated sales (first year): \$10 million; R&D investment (1st year): \$400,000.

Other Critical Factors: Good access to reasonably priced skilled workforce; reliable and economic electric power supply; access to good supplier and medical customer network; good technical college with flexibility in training, good quality of life.

NW PA as a Location for the Biomedical Industry

MEDICAL DEVICE PROJECT

FIRST YEAR OPERATING COSTS

| Labor Costs | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|---|--------------------|--------------------|--------------------|---------------------|--------------------------|-------------------------------|
| <i>Managers</i> | | | | | | |
| Number | 2 | 2 | 2 | 2 | 2 | 2 |
| Annual Salary | \$79,907 | \$91,623 | \$94,877 | \$91,758 | \$71,862 | \$131,117 |
| <i>Engineering</i> | | | | | | |
| Number | 6 | 6 | 6 | 6 | 6 | 6 |
| Annual Salary | \$40,944 | \$47,186 | \$49,510 | \$47,857 | \$36,822 | \$51,827 |
| Total Managerial/Engineering Salary | \$405,478 | \$466,362 | \$486,814 | \$470,658 | \$364,656 | \$573,196 |
| <i>Sales</i> | | | | | | |
| Number | 4 | 4 | 4 | 4 | 4 | 4 |
| Annual Salary | \$34,743 | \$38,457 | \$38,457 | \$38,457 | \$31,245 | \$34,639 |
| <i>Clerical</i> | | | | | | |
| Number | 6 | 6 | 6 | 6 | 6 | 6 |
| Annual Salary | \$18,382 | \$21,421 | \$22,845 | \$21,860 | \$24,098 | \$33,665 |
| Total Sales/Clerical Salary | \$249,264 | \$282,354 | \$290,898 | \$284,988 | \$269,568 | \$340,546 |
| <i>Skilled Technical</i> | | | | | | |
| <i>BioMed Equipment - Technician</i> | | | | | | |
| Number | 10 | 10 | 10 | 10 | 10 | 10 |
| Annual Salary | \$28,105 | \$32,590 | \$34,590 | \$33,272 | \$25,275 | \$46,117 |
| <i>Prosthetics Technician</i> | | | | | | |
| Number | 10 | 10 | 10 | 10 | 10 | 10 |
| Annual Salary | \$23,298 | \$26,476 | \$28,355 | \$27,481 | \$20,952 | \$38,229 |
| Total Skilled Technical Salary | \$514,030 | \$590,660 | \$629,450 | \$607,530 | \$462,270 | \$843,460 |
| <i>Semi-Skilled Machine Operators</i> | | | | | | |
| Number | 27 | 27 | 27 | 27 | 27 | 27 |
| Annual Salary | \$20,917 | \$23,770 | \$25,509 | \$24,690 | \$18,811 | \$34,322 |
| Total Salary | \$564,759 | \$641,790 | \$688,743 | \$666,630 | \$507,897 | \$926,694 |
| <i>Unskilled Machine Helper/Related</i> | | | | | | |
| Number | 20 | 20 | 20 | 20 | 20 | 20 |
| Annual Salary | \$18,994 | \$21,870 | \$23,252 | \$22,445 | \$17,082 | \$31,167 |
| Total Salary | \$379,880 | \$437,400 | \$465,040 | \$448,900 | \$341,640 | \$623,340 |
| Total Annual Salary Costs | \$1,748,877 | \$1,999,390 | \$2,123,641 | \$2,055,905 | \$1,618,197 | \$2,785,867 |
| Fringe Benefits | | | | | | |
| Medical @ 15 % (Germany (GR): 7.6%) | \$317,012 | \$362,785 | \$384,142 | \$371,806 | n/a | \$251,350 |
| Disability @ .133 % | \$2,811 | \$3,217 | \$3,406 | \$3,297 | n/a | n/a |
| FICA @ 7.5 % (GR: Pension: 9.55%) | \$158,506 | \$181,392 | \$192,071 | \$185,903 | n/a | \$315,841 |
| Life @ .5 % | \$10,567 | \$12,093 | \$12,805 | \$12,394 | n/a | n/a |
| Unemployment Ins. Rate | 3.75% | 3.50% | 2.13% | 3.75% | n/a | 3.25% |
| UI Cost | \$25,514 | \$20,825 | \$14,450 | \$25,514 | n/a | \$107,485 |
| Workers Comp Rate-Plant (per \$100) | \$3.78 | \$20.95 | \$1.30 | \$3.78 | n/a | 2% |
| Worker Comp Rate-Office (per \$100) | \$0.47 | \$2.24 | \$0.17 | \$0.47 | n/a | 2% |
| Workers Compensation Cost | \$43,856 | \$274,970 | \$18,459 | \$51,715 | n/a | \$53,678 |
| Fringe Benefit Load Factor | 26.42% | 35.36% | 24.42% | 26.25% | 40.00% | 22.02% |
| Total Annual Fringe Benefits Costs | \$558,264 | \$855,281 | \$625,332 | \$650,627 | \$778,412 | \$728,354 |

NW PA as a Location for the Biomedical Industry

MEDICAL DEVICE PROJECT (CONT.)

| Build to Suit Costs | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|--------------------------------|--------------|------------------|---------------|---------------------|----------------------|---------------------------|
| Square Feet Office | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Total Square Feet Required | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Cost per Square Foot of Office | \$80.00 | \$128.63 | \$120.00 | \$95.00 | \$105.40 | \$110.00 |
| Cost per Square Foot of Mfg. | \$45.00 | \$73.58 | \$65.00 | \$45.00 | \$58.77 | \$115.00 |
| Total Building Cost | \$2,875,000 | \$4,690,050 | \$4,175,000 | \$2,950,000 | \$3,759,350 | \$6,875,000 |

| Land Costs | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|--------------------------------------|------------------|------------------|------------------|---------------------|----------------------|---------------------------|
| Cost per Acre | \$15,000 | \$200,000 | \$95,000 | \$75,000 | \$113,073 | \$541,683 |
| Acres Required | 5 | 5 | 5 | 5 | 5 | 5 |
| Total Land Cost | \$75,000 | \$1,000,000 | \$475,000 | \$375,000 | \$565,365 | \$2,708,415 |
| Total Building & Land Cost | \$2,950,000 | \$5,690,050 | \$4,650,000 | \$3,325,000 | \$4,324,715 | \$9,583,415 |
| <u>Annual Payment (@ 6%, 15 yrs)</u> | <u>\$303,740</u> | <u>\$585,863</u> | <u>\$478,777</u> | <u>\$342,351</u> | <u>\$445,285</u> | <u>\$986,735</u> |

| Property Tax Costs | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|------------------------------------|------------------|------------------|------------------|---------------------|----------------------|---------------------------|
| Value of Real Estate | \$2,950,000 | \$5,690,050 | \$4,650,000 | \$3,325,000 | \$4,324,715 | \$9,583,415 |
| Assessment Ratio | 100% | 100% | 100% | 100% | n/a | n/a |
| Property Tax Rate | 41.84 | 1.05874 | 24.99 | 3.552 | n/a | 4.50% |
| Real Estate Taxes | \$123,428 | \$60,243 | \$116,204 | \$118,104 | n/a | \$431,254 |
| Machinery & Equipment Value | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 |
| Personal Property Tax Rate | \$0 | \$0 | \$24.99 | \$0 | n/a | n/a |
| Personal Property Tax | \$0 | \$0 | \$164,934 | \$0 | n/a | n/a |
| Value of Inventory | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 | \$2,000,000 |
| Inventory Tax Rate | \$0 | \$0 | \$0 | \$0 | n/a | n/a |
| Inventory Tax | \$0 | \$0 | \$0 | \$0 | n/a | n/a |
| <u>Total Annual Property Taxes</u> | <u>\$123,428</u> | <u>\$60,243</u> | <u>\$281,138</u> | <u>\$118,104</u> | <u>\$23,958</u> | <u>\$431,254</u> |

| Corporate Income Taxes | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|-------------------------------|--------------|------------------|---------------|---------------------|----------------------|---------------------------|
| Adjusted State Taxable Income | \$8,000,000 | \$8,000,000 | \$8,000,000 | \$8,000,000 | \$8,000,000 | \$8,000,000 |
| State Tax Rate | 9.90% | 8.84% | 9.50% | 9.90% | 0.00% | 14.16% |
| Federal Tax Rate | 35.00% | 35.00% | 35.00% | 35.00% | 33.00% | 25.00% |
| Total Corporate Income Taxes | \$3,592,000 | \$3,507,200 | \$3,560,000 | \$3,592,000 | \$2,640,000 | \$3,132,800 |

| Electric Power Costs | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|---|-----------------|------------------|-----------------|---------------------|----------------------|---------------------------|
| KW Demand | 500 | 500 | 500 | 500 | 500 | 500 |
| KwH/Month Usage | 150000 | 150000 | 150000 | 150000 | 150000 | 150000 |
| Cost/KwH | \$0.0358 | \$0.146 | \$0.0221 | \$0.1030 | \$0.0649 | \$0.0887 |
| <u>Total Annual Electric Power Cost</u> | <u>\$64,386</u> | <u>\$262,260</u> | <u>\$39,744</u> | <u>\$185,400</u> | <u>\$116,820</u> | <u>\$159,570</u> |

| Potential Incentives | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|---------------------------------------|--------------------|------------------|------------------|---------------------|----------------------|---------------------------|
| <i>Job Creation (France):</i> | | | | | \$250,000 | |
| <i>R&D & Other Tax Credit</i> | <i>Part of KOZ</i> | \$37,500 | \$85,000 | | \$150,000 | \$25,000 |
| <i>New Worker Tax Rebate (MA)</i> | | | \$67,865 | | | |
| <i>KOZ (PA); TIF (MA)</i> | \$792,000 | | \$164,934 | | | |
| <i>Training</i> | \$472,320 | \$87,626 | \$100,000 | \$557,765 | | \$149,731 |
| <u><i>Total Incentives</i></u> | <u>\$1,264,320</u> | <u>\$125,126</u> | <u>\$417,799</u> | <u>\$557,765</u> | <u>\$400,000</u> | <u>\$174,731</u> |

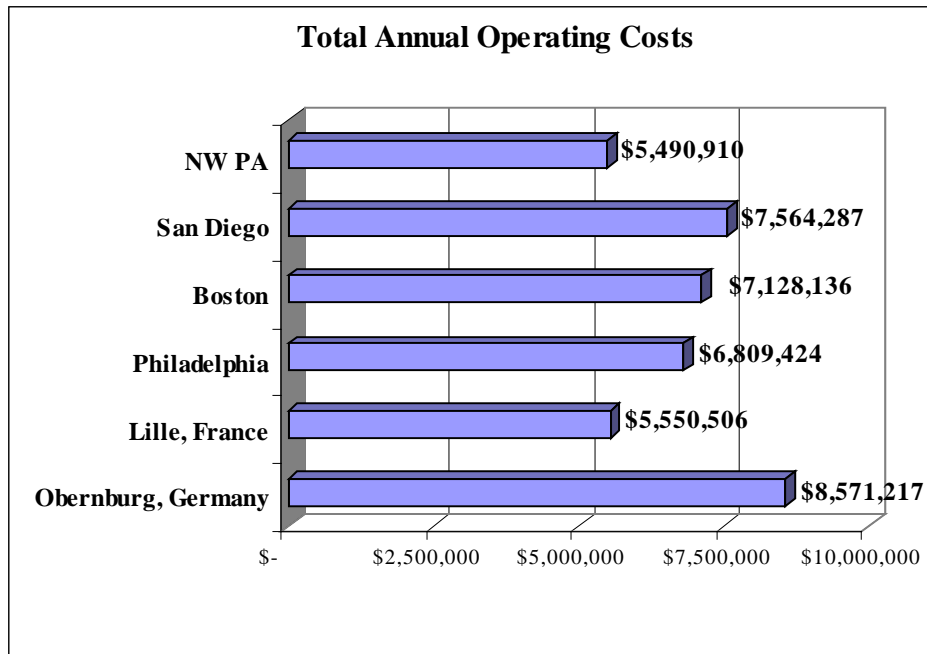
NW PA as a Location for the Biomedical Industry

MEDICAL DEVICE PROJECT (CONT.)

| TOTALS | NW PA | San Diego | Boston | Philadelphia | Lille, France | Obernburg, Germany |
|-------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------------|-------------------------------|
| Annual Operating Costs | \$5,490,910 | \$7,564,287 | \$7,128,136 | \$6,809,424 | \$5,550,506 | \$8,571,217 |
| <i>\$ greater than NW PA</i> | | \$2,073,377 | \$1,637,226 | \$1,318,514 | \$59,596 | \$3,080,307 |
| <i>% greater than NW PA</i> | | 37.8% | 29.8% | 24.0% | 1.1% | 56.1% |

Total Project Operating Costs

Northwest Pennsylvania is the low cost locale for this biomedical device project. More than \$3 million per year could be saved by locating this project in Northwest Pennsylvania versus the highest cost area, Obernburg, Germany. It is also over \$2 million less expensive than San Diego, and more almost \$1.5 million less expensive than Philadelphia.



Labor Costs

Wages/Salaries and Fringe Benefits

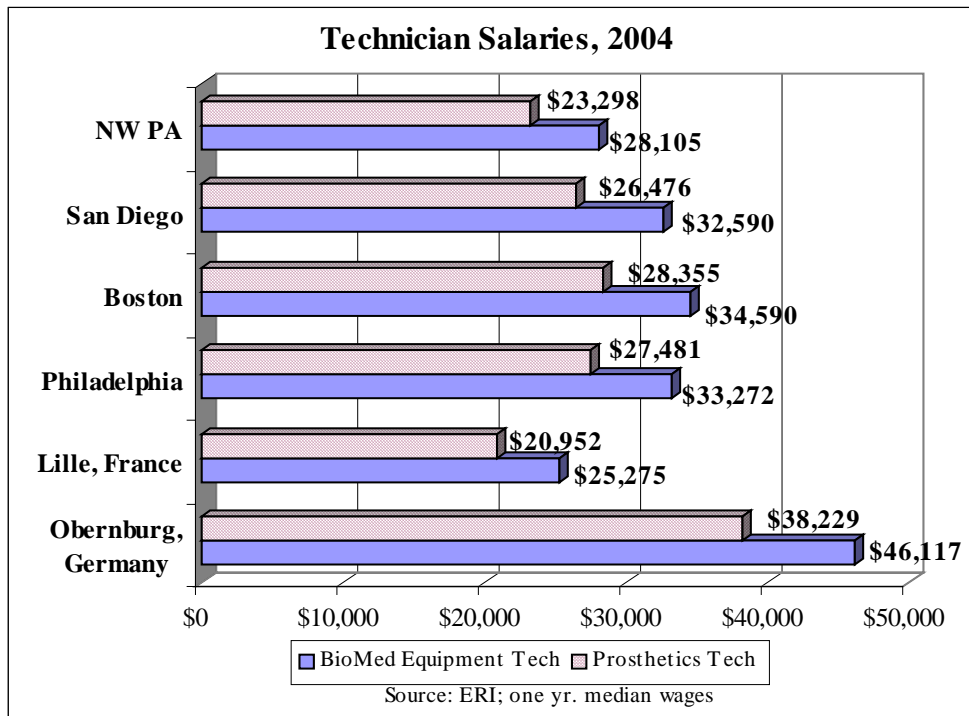
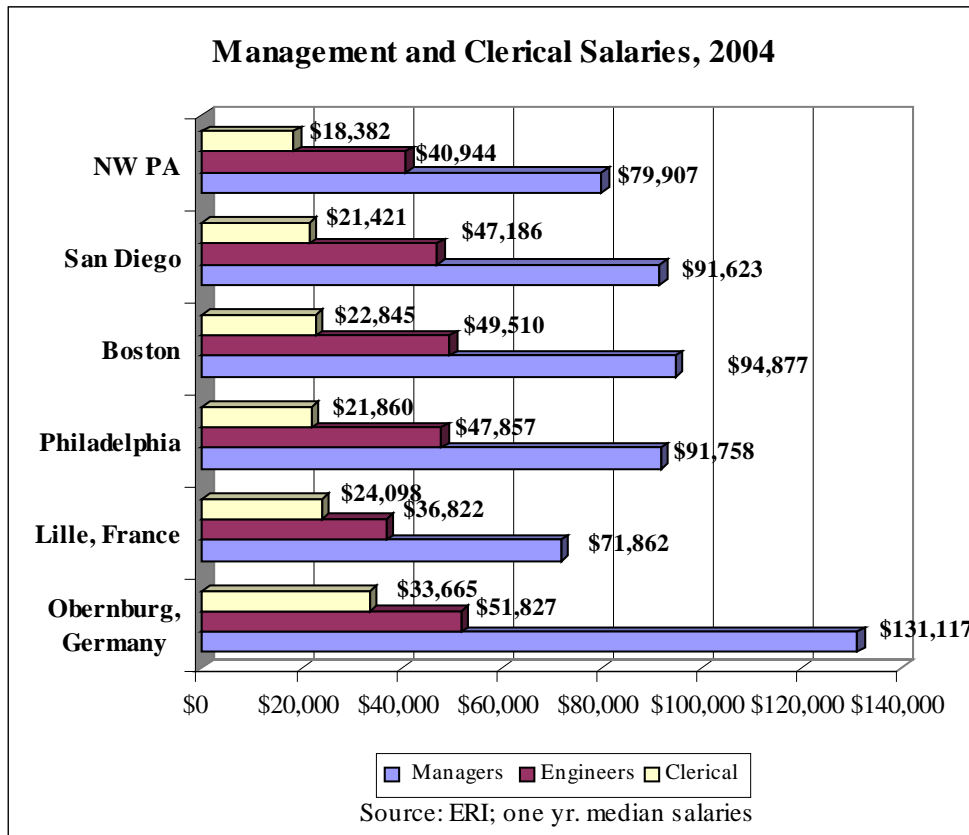
Wage/salary and fringe benefit costs represent up to 60% of the total operating costs for this project (before incentives), depending on the location. This is the largest single cost factor.

Wages and salaries are used in the model are for median salary range positions with one year experience. All wages come from our national data resource (Economic Research Institute (ERI) and actual on-site fieldwork.

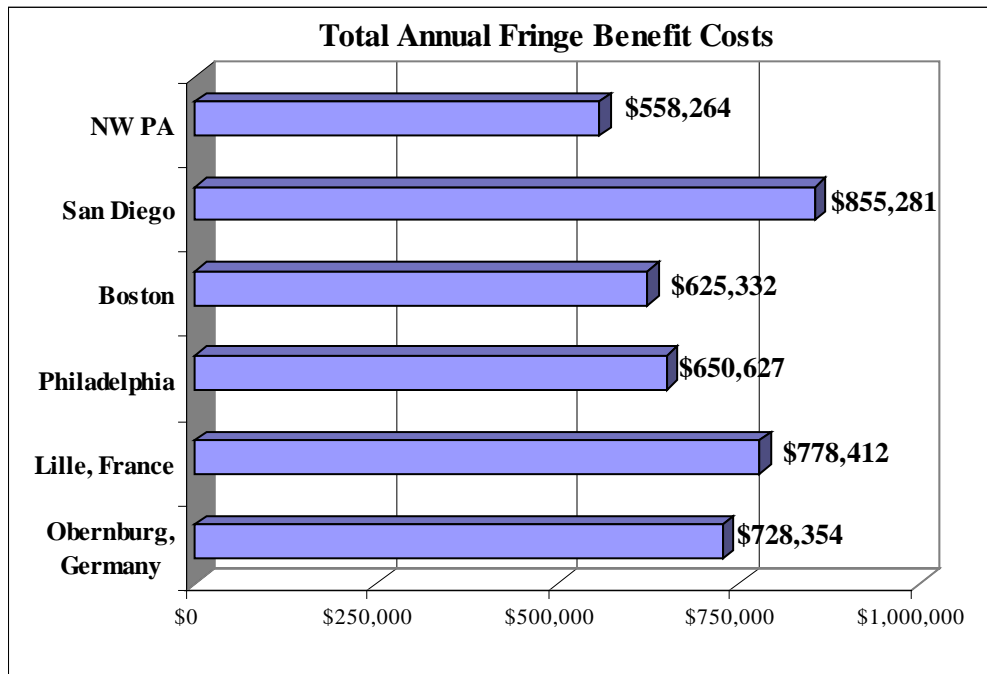
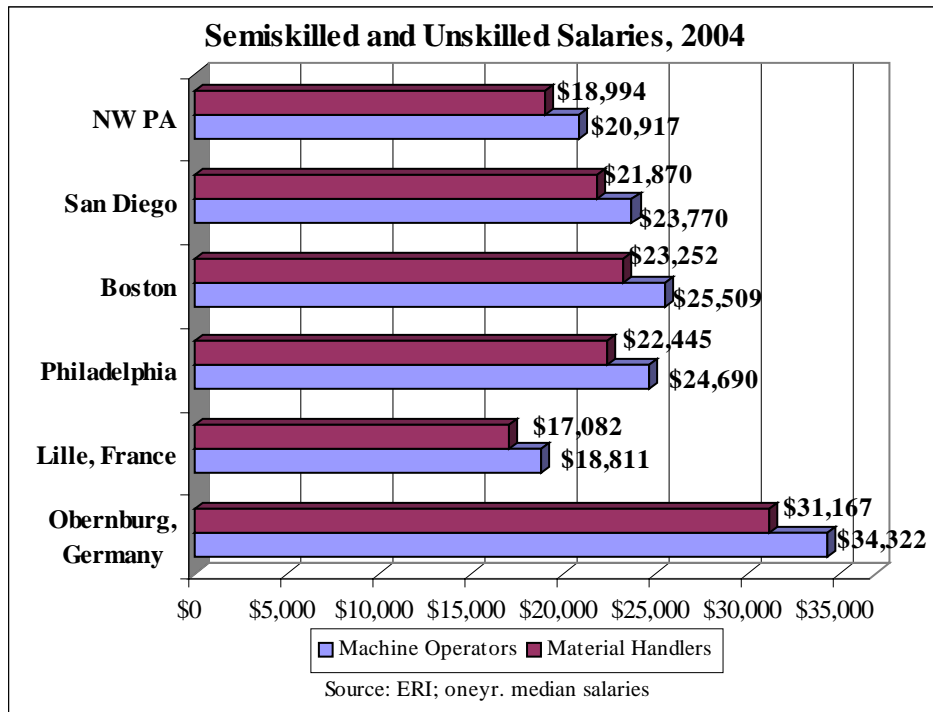
Northwest Pennsylvania has the lowest overall labor costs of the five competing areas. Over \$1.2 million would be saved in wage labor costs annually alone by locating this project in Northwest Pennsylvania instead of Germany, the highest cost locale.

Lille, France actually has lower wages, but much higher fringe benefit costs (40% of wage). Pennsylvania's workers compensation rates are higher than those in Massachusetts, but much lower than California.

NW PA as a Location for the Biomedical Industry



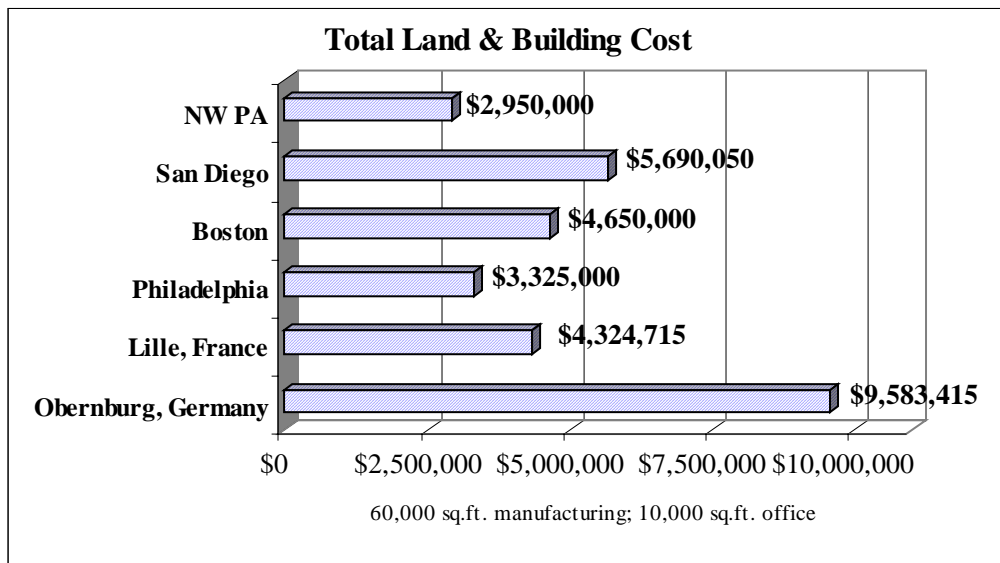
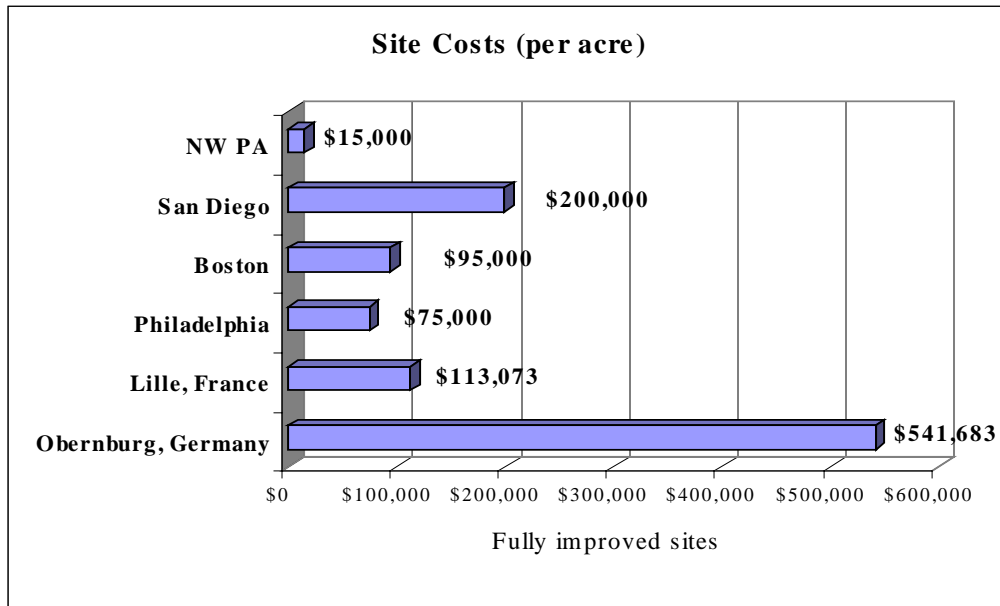
NW PA as a Location for the Biomedical Industry



Build-to-Suit Costs

Annual building and site costs represent approximately 10% of total annual operating costs in the model (this cost is amortized).

Northwest Pennsylvania building related costs lowest primarily due to the low cost of prime industrial sites and lower construction costs.



Taxes

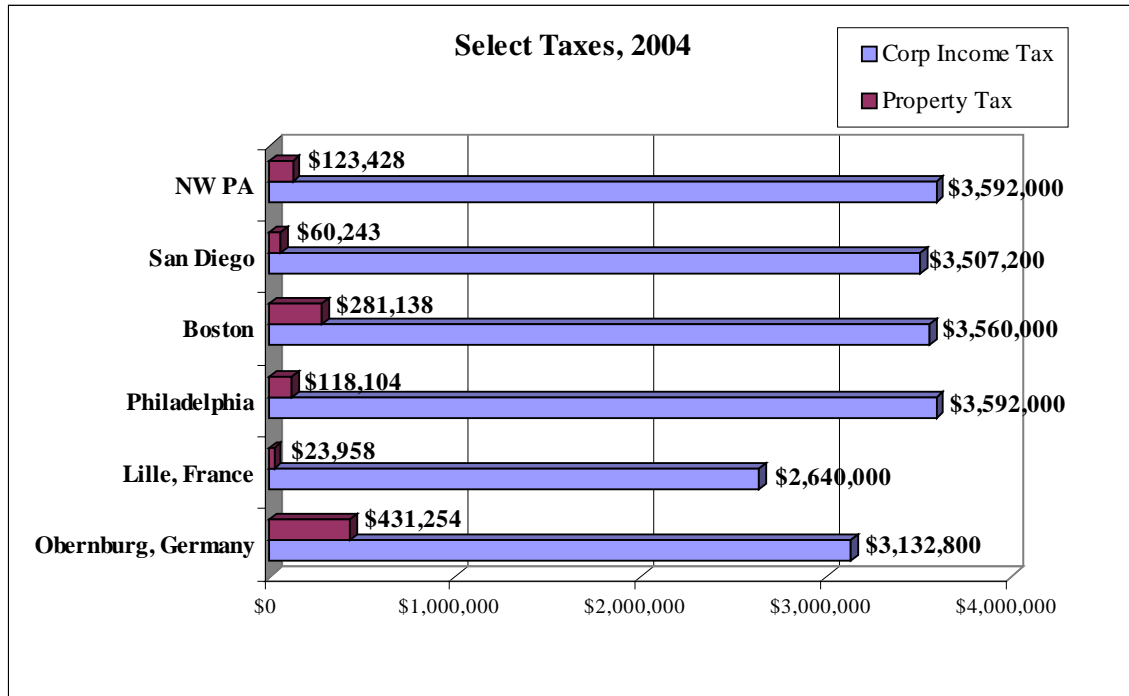
Property Taxes

Property taxes consist of real estate and personal property taxes, which may include taxes on machinery and equipment. Northwest Pennsylvania property taxes are modest compared to Boston and the European cities and will be zeroed out since this project will be located in a Keystone Opportunity Zone (KOZ).

Corporate Income Taxes

Pennsylvania's state income tax rate is 9.90%, the highest of the domestic cities. However, the NW PA rate will be zeroed out since this project will be located in a Keystone Opportunity Zone (KOZ).

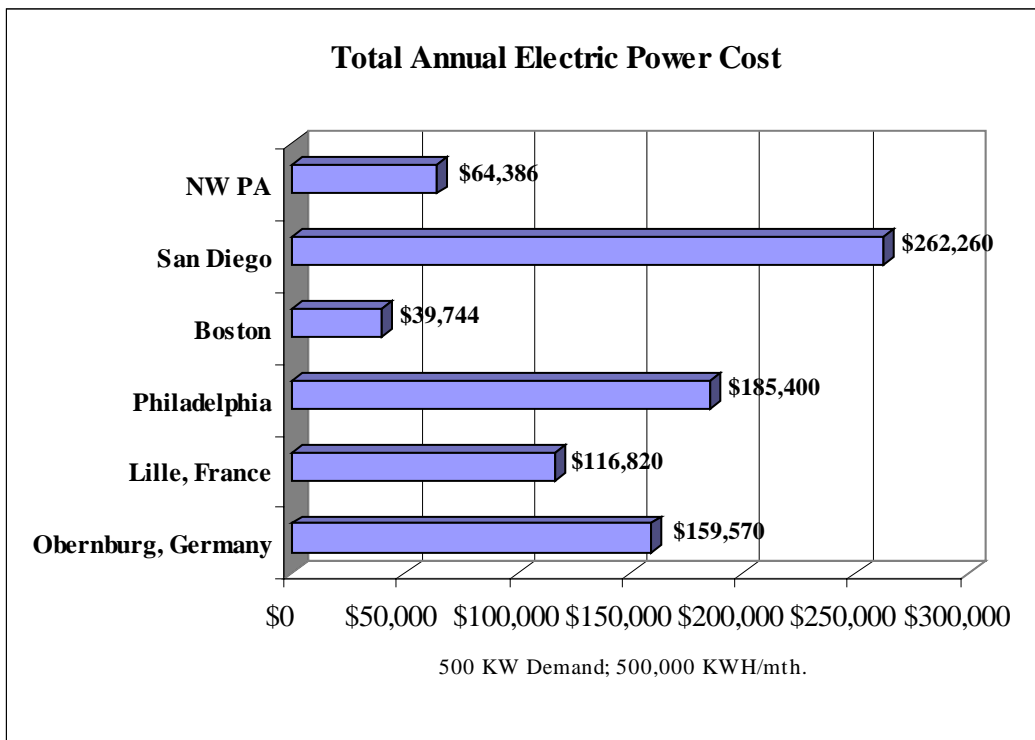
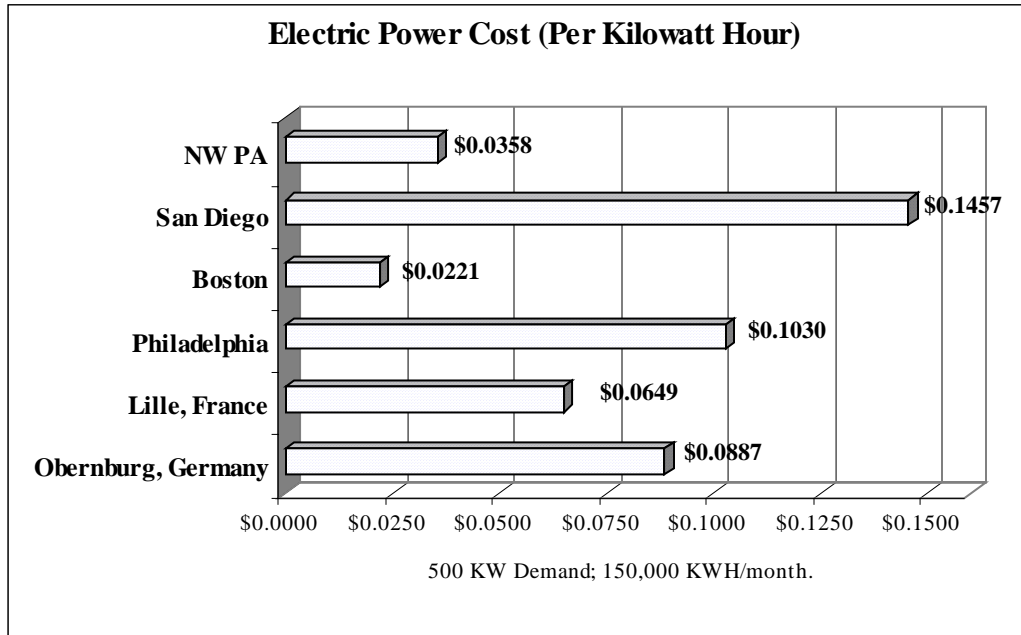
U.S. Federal corporate income tax is higher (35% of adjusted net income) than France (33%) and Germany (25%).



Utilities

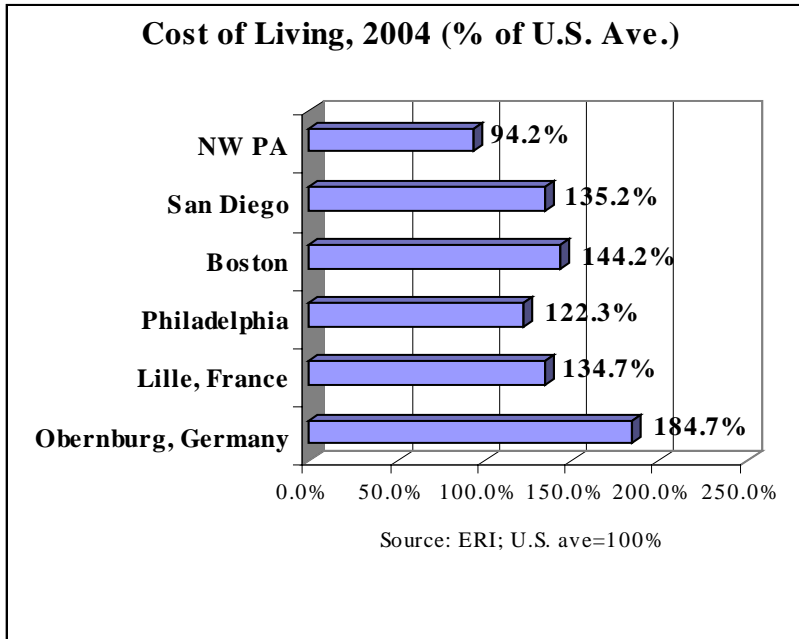
Electric Power

Power costs are a relatively minor cost in this model, anywhere from 2-5% of total operating costs. NW PA has the second to lowest electric power rates.



Cost of Living

The cost of living will influence relocation of key personal to the project city. It should be relatively easy to sell employees on NW PA's lower costs, the only comparison area under the U.S. average.



The Medical/Biomedical Industry in Northwest Pennsylvania

Introduction

A starting point in ascertaining the Northwest Pennsylvania Region's (NW PA) competitiveness to grow its Medical/Biomedical Equipment and Supplies Industry (NAIC 339100) is the region's general competitiveness for manufacturing. A recent report prepared by Deloitte Consulting for the Industrial Resource Centers (IRC's) of Pennsylvania and the Pennsylvania Department of Community and Economic Development contains the following observations about manufacturing development and competitiveness in the NWR¹:

1. Regional manufacturing output was \$5.5 billion in 2003. During the 1993-2003 period, this output grew by 2.0%.
2. Manufacturing output represents 26% of the region's total economic output. 8.2% of Pennsylvania's total manufacturing output is produced in the NW PA, which is about the same as 1993.
3. 77,292 manufacturing jobs exist in NW PA.
4. According to the Deloitte analysis, the 2003 output location quotient² for Medical Equipment Manufacturing was 2.0, reflecting a relatively high level of concentration of the industry in the NW PA. This is a positive sign in terms of the region's competitiveness as a location for medical equipment and device manufacturing companies.
5. Four key supplier industries to the Medical Equipment and Supplies Industry are well represented in the NW PA. These include: plastics processing; tool and die; precision machining; and other fabricated metal products.

Medical/Biomedical Equipment Industry in Pennsylvania

Pennsylvania has been relatively successful in developing its Medical Equipment manufacturing sector, according to the Deloitte study. The report says that medical equipment manufacturers have typically chosen to locate in Pennsylvania due to the proximity to other related industries (e.g. pharmaceuticals).

Pennsylvania is also centrally located for distribution to major customer markets in the Northeast, Mid-Atlantic, and Midwestern regions. The NW PA's close proximity to major medical/biomedical centers like Pittsburgh, Cleveland, Buffalo, and Ontario, Canada are especially important to the location of medical/biomedical equipment manufacturers in Northwest Pennsylvania.

¹ For the Deloitte study, NW Region consists of 13 counties: Cameron; Clarion; Clearfield; Crawford; Elk; Erie; Forest; McKean; Mercer; Jefferson; Potter; Venango; and Warren. If those listed, the Northwest Commission serves only seven of these counties. Source: *Manufacturing Pennsylvania's Future: Regional Strategies that Build from Current Strengths and Address Competitive Challenges*, Deloitte Consulting, January 2004.

² The output location quotient (OLQ) is a measure of how specialized (competitive) the NWR is in an industry relative to the United States as a whole.

Pennsylvania's Life Sciences Connection

Pennsylvania's strong position in the life sciences is a plus to developing medical and biomedical equipment manufacturing in the NW PA. Here are some key facts about the Commonwealth's life science sector³:

1. 66,000 Life Sciences-related employees.
2. 413 research and development companies employing over 7,000 people, 454 testing laboratories employing nearly 5,000 people, and 285 research organizations employing over 3,500 people.
3. Ranks second nationally in pharmaceutical employment with nearly 30,000 employees, third in biotech employment and fourth in medical device employment.
4. Since 1995, Pennsylvania's Life Sciences entrepreneurs have attracted more than \$1.1 billion in venture funding.
5. Committed over \$2 billion in funding from its share of the national tobacco settlement for the growth of the Life Sciences industry – one of the largest such initiatives ever funded by a single state.
6. Regenerative medicine industry has a market capitalization of \$4.3 billion.
7. Home of the second-largest health education research center in the U.S.
8. Home of the largest breast cancer tissue bank in the U.S.
9. Home to such breakthroughs as the rubella and polio vaccines, human interleukin-12, the first location for robotic surgery and the first fully implantable left ventricular heart assist system.

Higher Education, Advanced Training and Other Biomedical Advantages

Northwest Pennsylvania offers outstanding opportunities for biomedical companies.

Regional research and development strengths focus in the areas of biomedical, nanotechnology, agrario/agraforest, environmental and medical devices.

- **Knowledge Park in Erie:** a 200-acre campus reserved for knowledge-based companies. It is located near the Penn State Behrend campus which allows easy access to the university's technology transfer, applied research, education and outreach services.
- **University Of Pittsburgh Medical Center:** A new \$75 million center.
- **Lake Erie Research Institute:** Offers start-up assistance to biomedical research and business ventures.

³ Source: InventPA (www.inventpa.com)

NW PA as a Location for the Biomedical Industry

- **Clarion University in Clarion:** A new research park, Trinity Park with the new Biotechnology Business Development Center, is under construction and will enhance corporate access to biomedical research, technology transfer and graduates. Clarion University offers a B.S. degrees in Medical Technology and Biotechnology/Molecular Biology and an M.S. degree in Biological Sciences under its respected Biology Department.
- **The Plastics Technology Center (PTC)** in partnership with Penn State Erie and The Behrend College provides product design and development services within the US for both business start-ups and existing small manufacturers.
- **Allegheny College** was selected to receive the Council's fourth annual Heuer Awards for Outstanding Achievement in Undergraduate Science Education according to The Council of Independent Colleges (CIC). The College received this award for its Neuroscience major, which is a joint venture of the biology and psychology departments.
- **Edinboro University** offers B.S. degrees in Medical Technology, Nuclear Medicine Technology, Nutrition, and Pre-Medicine and the Healing Arts, and a M.S. in Biology and an M.S. in Nursing (joint program with Slippery Rock and Clarion Universities) through its respected Biology and Health Sciences Department.
- **Gannon University** offers B.S. degrees in Medical Technology, Nursing, and a wide array of allied medical fields. In addition, the university offers an M.S. degree in Nursing and Med-Surgical Nursing.
- **The Northwest Pennsylvania Industrial Resource Center** is a valuable technology resource to companies in various industries, including those working to improve medical equipment products and manufacturing processes. A wide variety of advanced manufacturing and workforce development programs are offered by the Center based in Erie.
- **The Technology Council of Northwest Pennsylvania** is a valuable resource to medical equipment manufacturers by offering a variety of education, awareness, and networking opportunities for technology-oriented businesses in the region. The Council could be especially helpful to medical and biomedical companies in acquiring grants to support R&D on new products and manufacturing process innovations.

Medical/Biomedical Industry Presence

There are a number of medical/biomedical manufacturing companies in the NW PA region, including:

- Nagle Dental Labs, Hermitage.
- Bashlin Industries, Grove City.
- Carter Orthopedics, Titusville.
- Custom Artificial Limb and Brace, New Castle.
- Hall Safety Equipment, Grove City.
- Pennsylvania Artificial Limb, Erie.
- Kinetic Biomedical Services, Erie.
- Sterilizer Refurbishing Services, Erie.
- Buffalo X-ray Company, Erie.
- Greenville X-ray, Greenville.
- Shroeck Optical Laboratories, Erie.

Incentives

The Northwest Commission can facilitate excellent incentive packages to qualified biomedical businesses. Major programs include:

- **Keystone Opportunity Zones (KOZ):** Keystone Opportunity Zones represent the boldest, most forward-thinking economic development program in the nation. Through credits, waivers, and comprehensive deductions, total taxes on economic activity in Keystone Opportunity Zones are reduced to almost zero. And these tax abatements remain in effect through 2013. The Northwest Pennsylvania region has numerous designated zones.
- **Customized Training Programs:** The third largest program in the nation, the Customized Job Training program is responsive to employer needs by providing grant funds for specialized job training to existing or newly-hired employers
- **Guaranteed Free Training Program:** Through the Workforce and Economic Development Network of Pennsylvania (WEDnetPA), qualified companies may receive free job training for basic entry-level skills and advanced information technology skills for their employees. Pennsylvania is the first state to offer advanced technology and business training online.
- **R&D Tax Credits** – Corporate income tax reductions for firms investing in research and development.

Northwest Pennsylvania's Strengths for Biomedical Firms

- **The low cost area versus all comparison cities.**
- Excellent proximity to regional biomedical centers.
- Growing presence of biomedical operations.
- Outstanding educational and training resources.
- Good site and build-to-suit opportunities
- Great financial and training incentives to help firms with startup and expansion.
- Outstanding professional resources that are ready, willing and able to assist firms.
- Reasonable cost of living.

For More Information Regarding This Report, Please Contact:

Mr. Jack Allston
Executive Director
Northwest Commission
(814) 677-4800
jacka@nwcommission.org

or

Mr. Deane C. Foote
Senior Project Manager
Carter & Burgess, Inc.
(602) 650-4982
footedc@c-b.com