

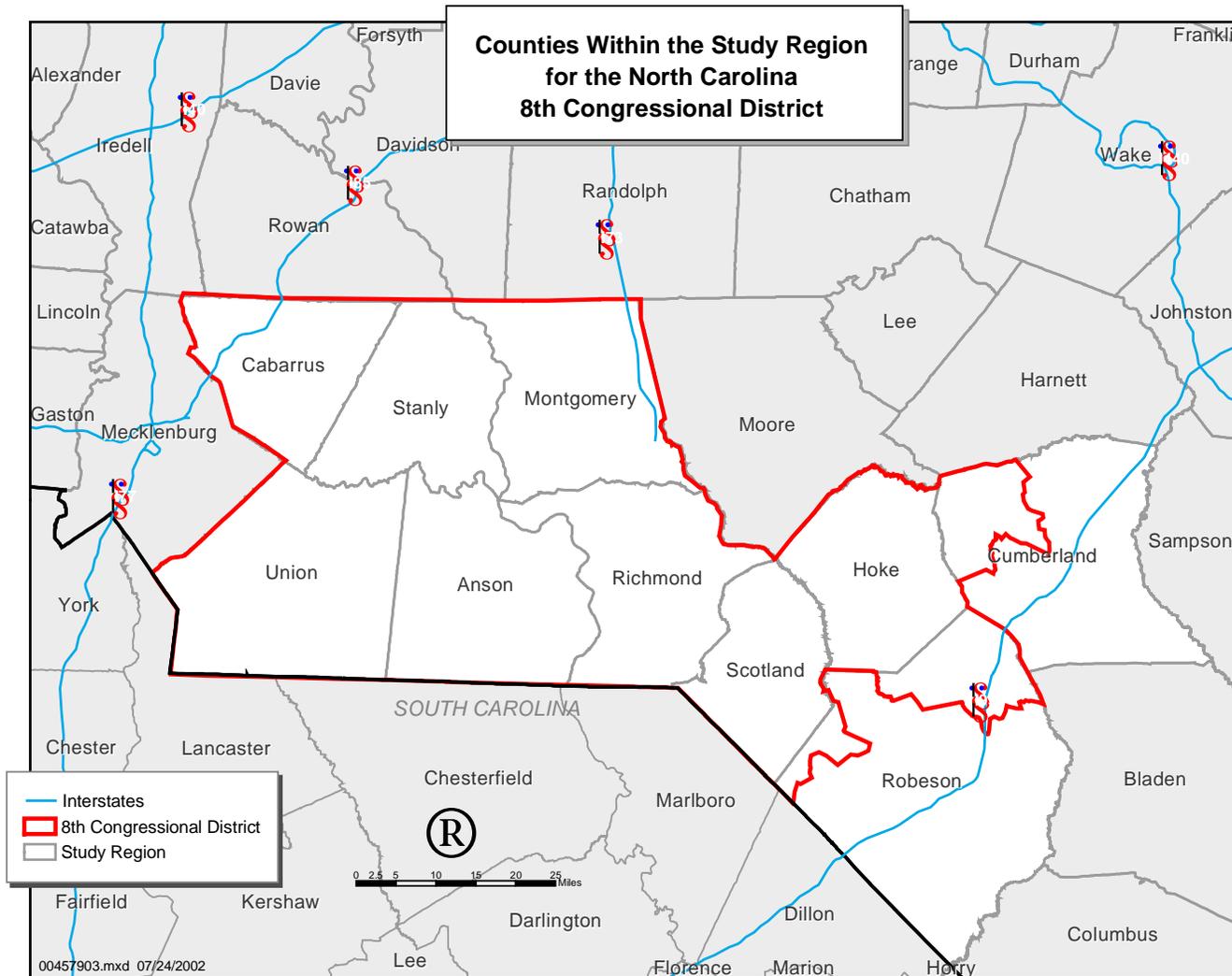
# Anson County Strategic Plan for Economic Development

Fluor Global  
Location Strategies  
February 18, 2003

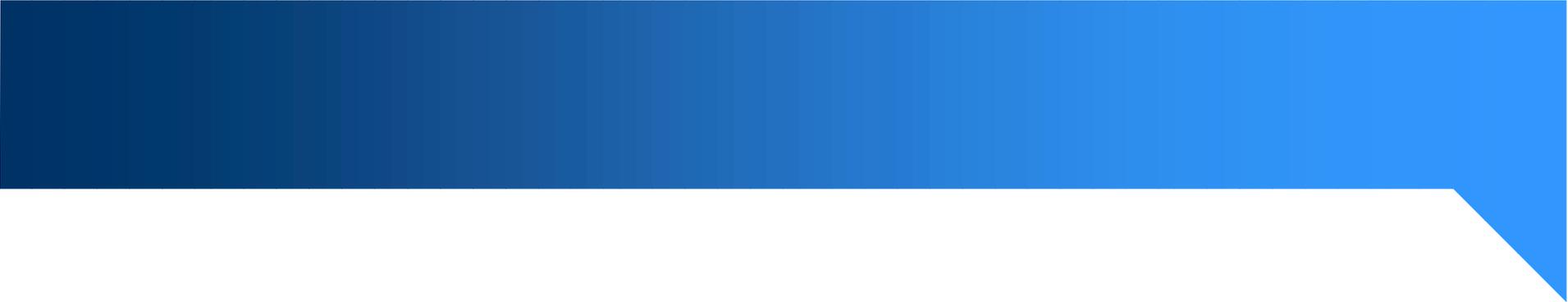


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# North Carolina 8th District Study Region



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# Study Methodology

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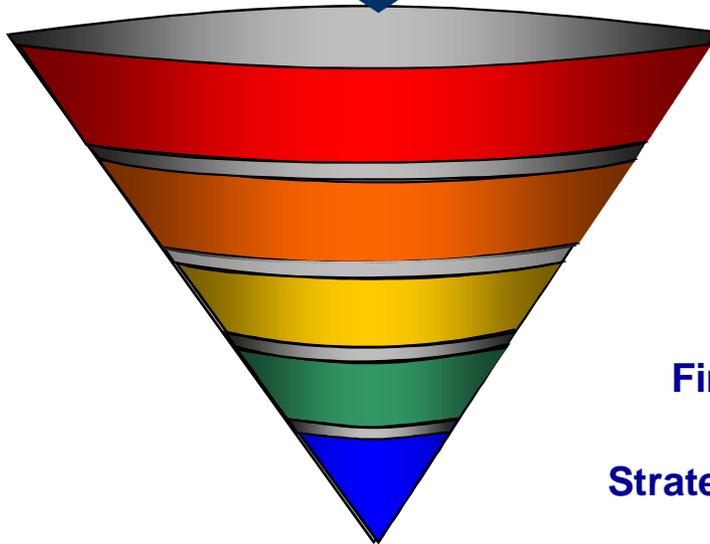
# Study Methodology

- ◆ **Approached study from the perspective of a potential investor in the community**
- ◆ **All study components build upon one another**
  - **Economic Base Analysis**
  - **Real Estate and Infrastructure Analysis**
  - **Target Industry Identification**
  - **Development of Marketing Plans**
  - **Development of Individual Plans**
  - **Identification of Strategic Issues**

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# Fluor GLS Site Selection Process (Conceptual)

Candidate  
Communities



Site Decision

## *Project Activities*

Search Region & Target Areas

Data Collection & Musts Screening

Site & Community Comparative Evaluations

Finalist "Primary" & "Alternate" Site Selection

Strategic Incentive Negotiations

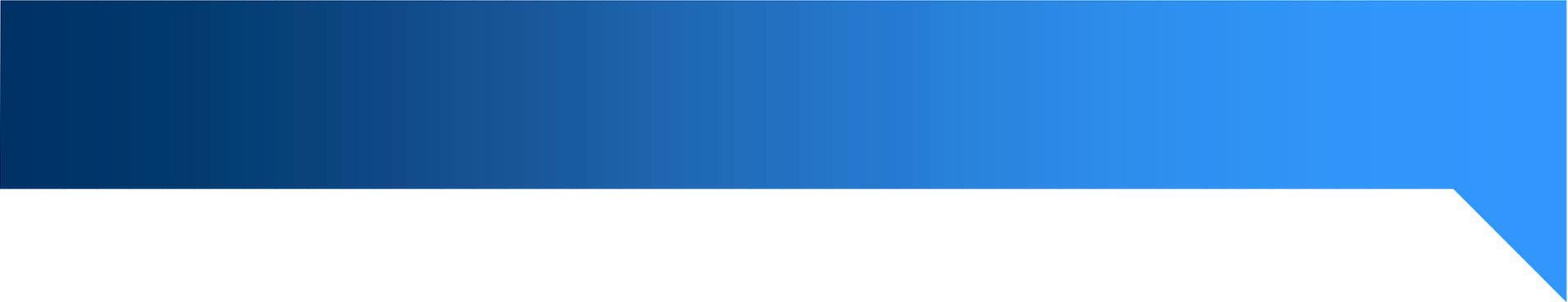
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# Leadership and Employer Interviews

<u>County</u>	<u>Leadership</u>	<u>Employers</u>	<u>Total</u>
Anson	9	5	14
Cabarrus	13	8	21
Cumberland	24	5	29
Hoke	11	3	14
Montgomery	17	8	25
Richmond	19	4	23
Robeson	24	6	30
Scotland	8	5	13
Stanly	17	5	22
Union	<u>14</u>	<u>7</u>	<u>21</u>
Total to Date:	156	56	212

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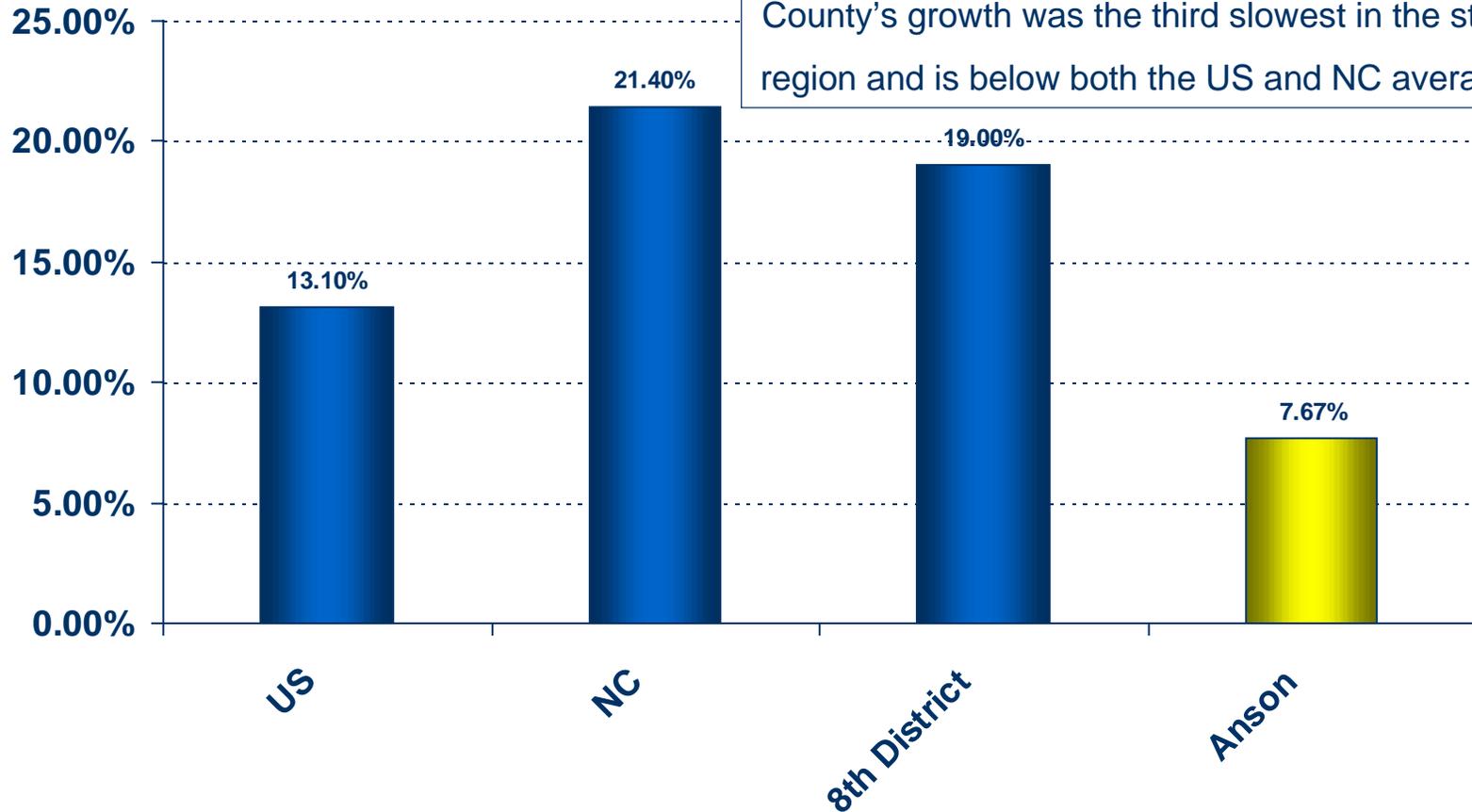


# **Review of Economic Base Analysis**

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# Population Growth 1990-2000

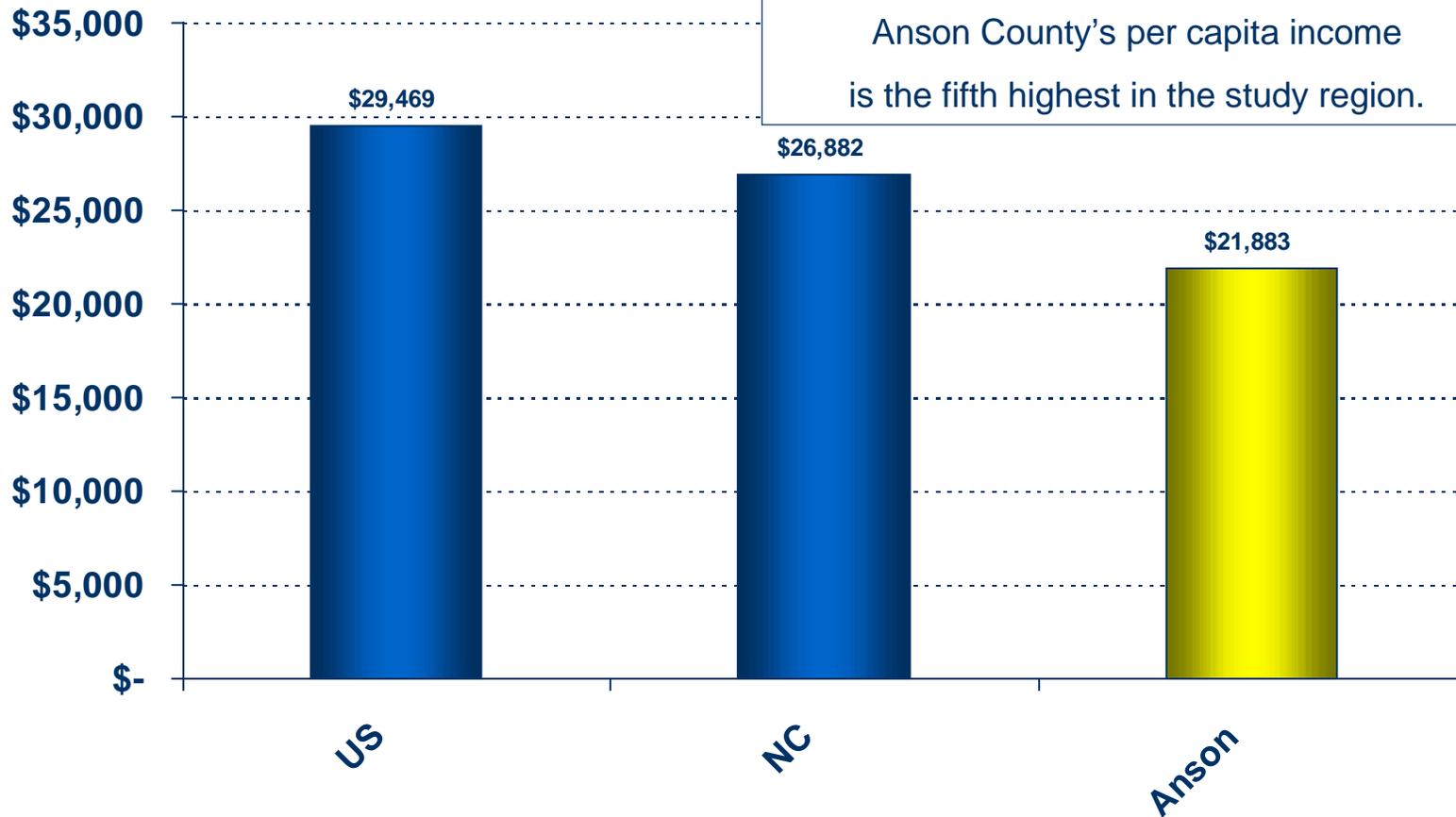
North Carolina's growth between 1990-2000 was 8.3% above the US average. Anson County's growth was the third slowest in the study region and is below both the US and NC averages.



Source: US Census Bureau

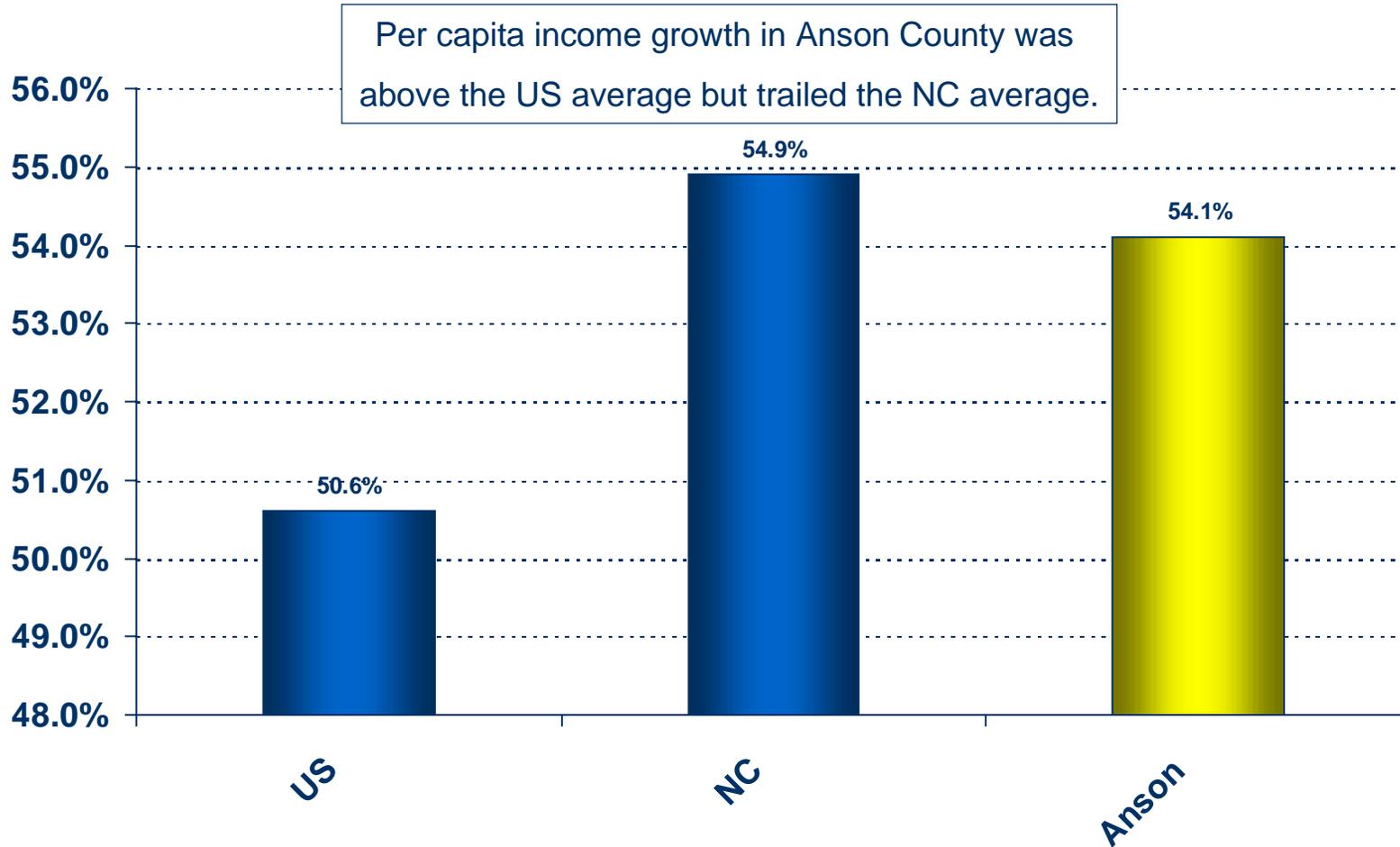
# 2000 Per Capita Income

Every county in the study region was below the US average for per capita income in 2000. Anson County's per capita income is the fifth highest in the study region.



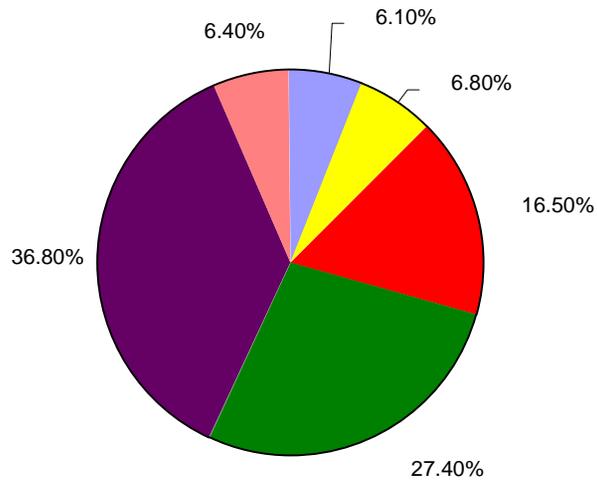
Source: US Census Bureau

# Per Capita Income Growth 1990-2000

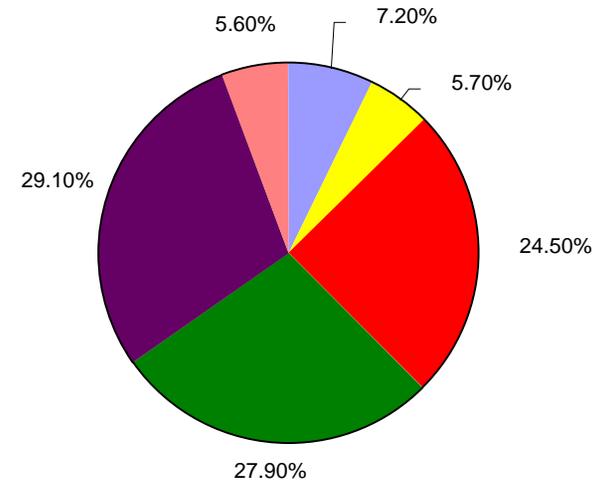


Source: US Census Bureau

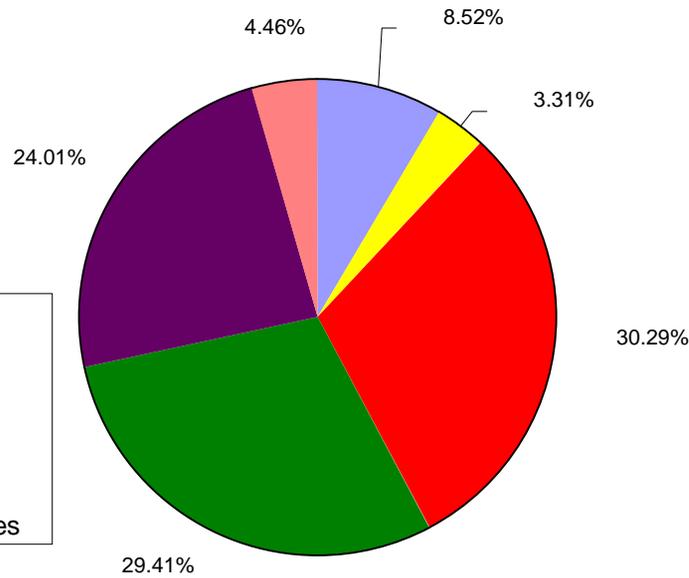
# Employment by Industry Sector 2000



**United States**



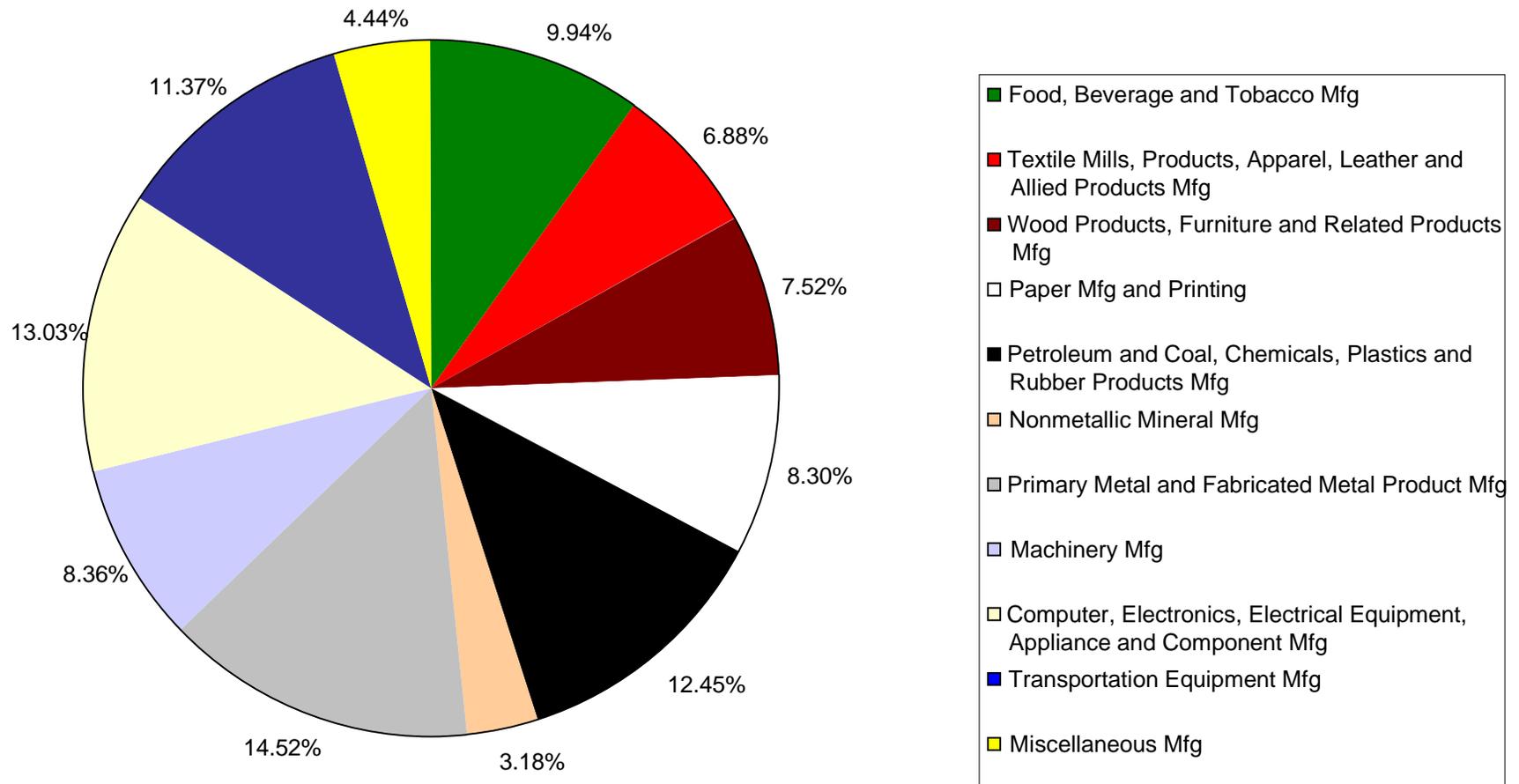
**North Carolina**



**8th District**

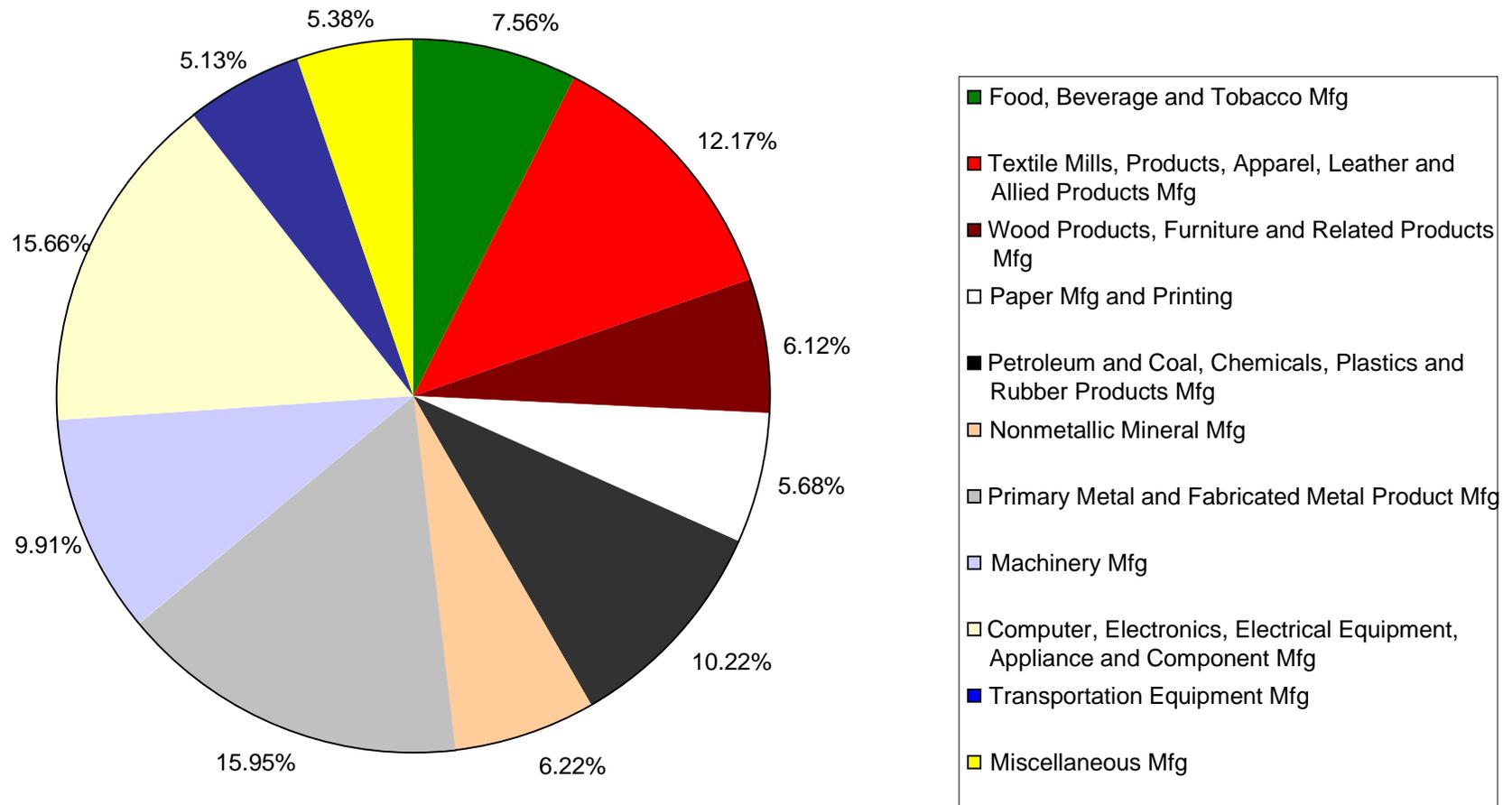
Source: US Bureau of Labor Statistics  
North Carolina ESC

# United States Mfg Employment by Industry Type 2000



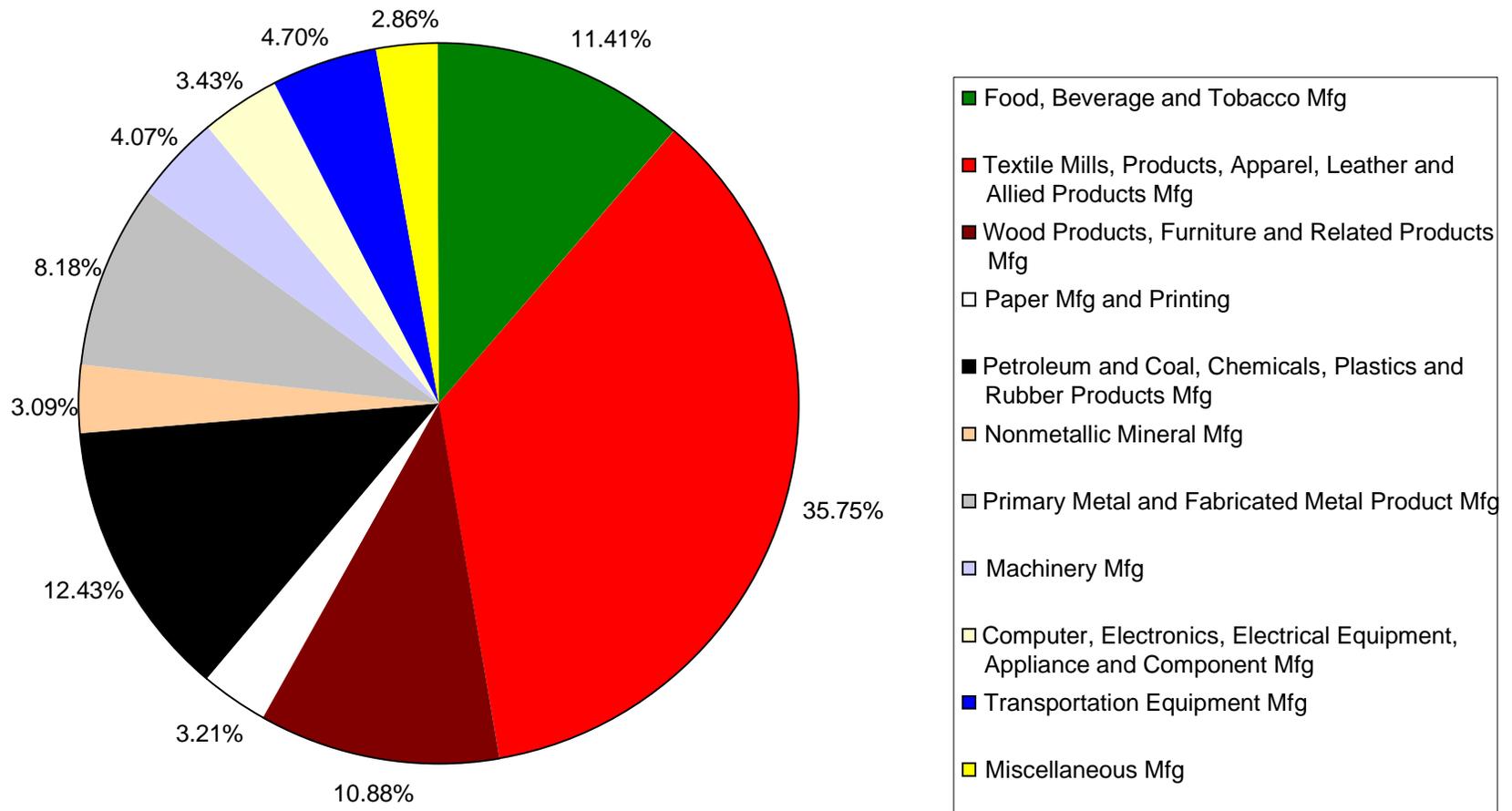
Source: US Bureau of Labor Statistics

# North Carolina Mfg Employment by Industry Type 2000



Source: US Bureau of Labor Statistics

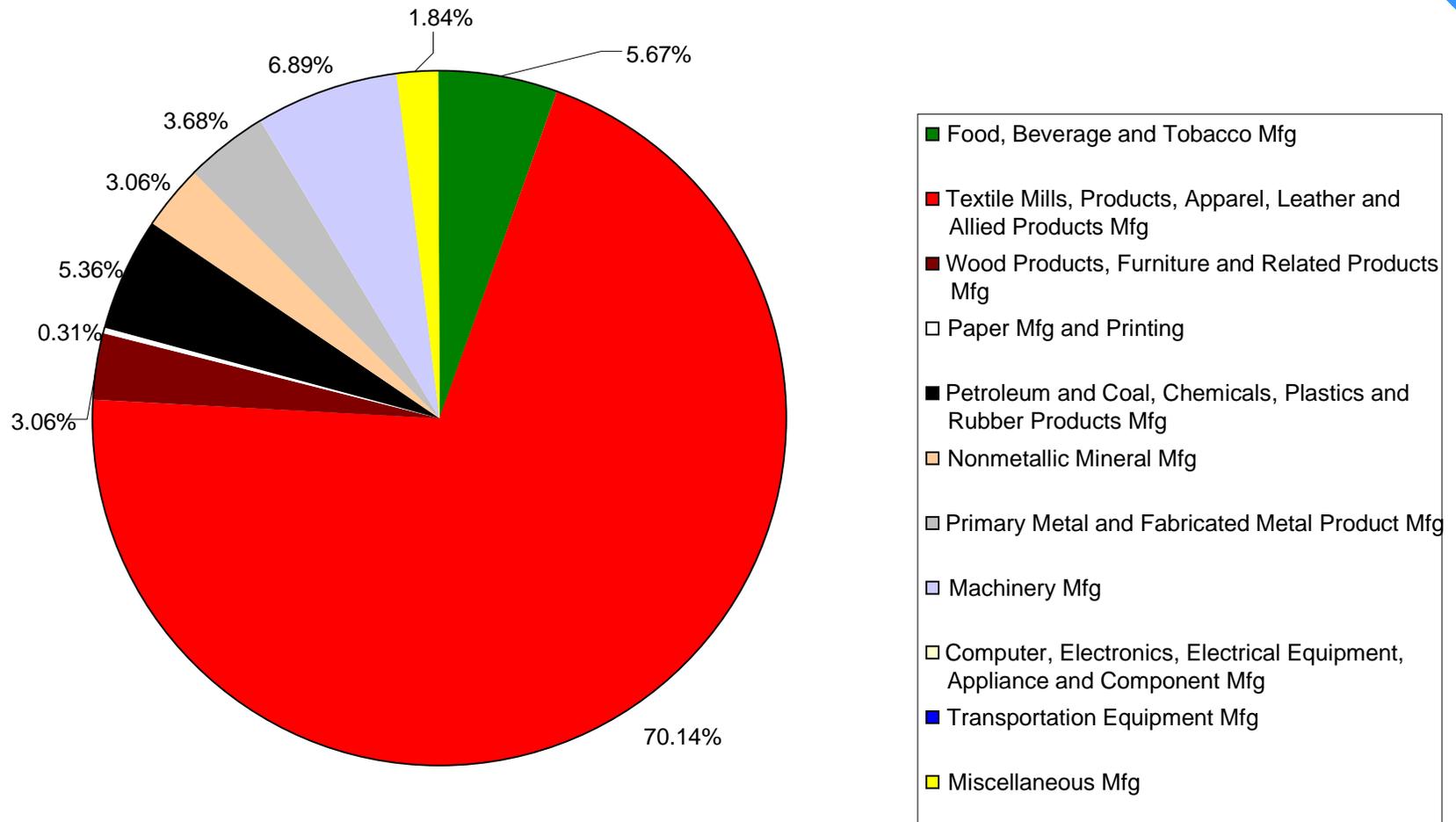
# NC 8th District Mfg Employment by Industry Type 2000



Source: US Bureau of Labor Statistics

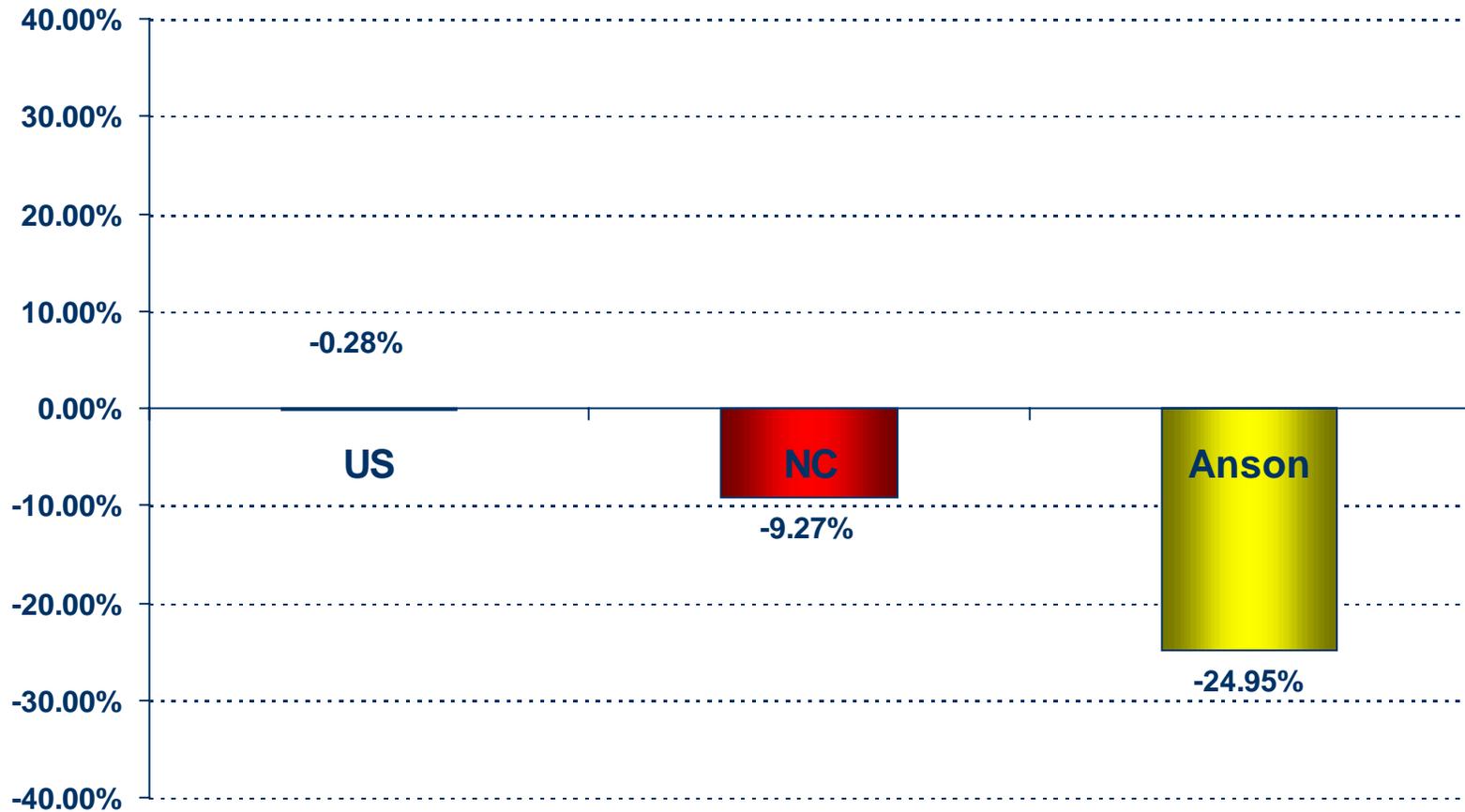
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# Anson County Mfg Employment by Industry Type 2000



Source: US Bureau of Labor Statistics

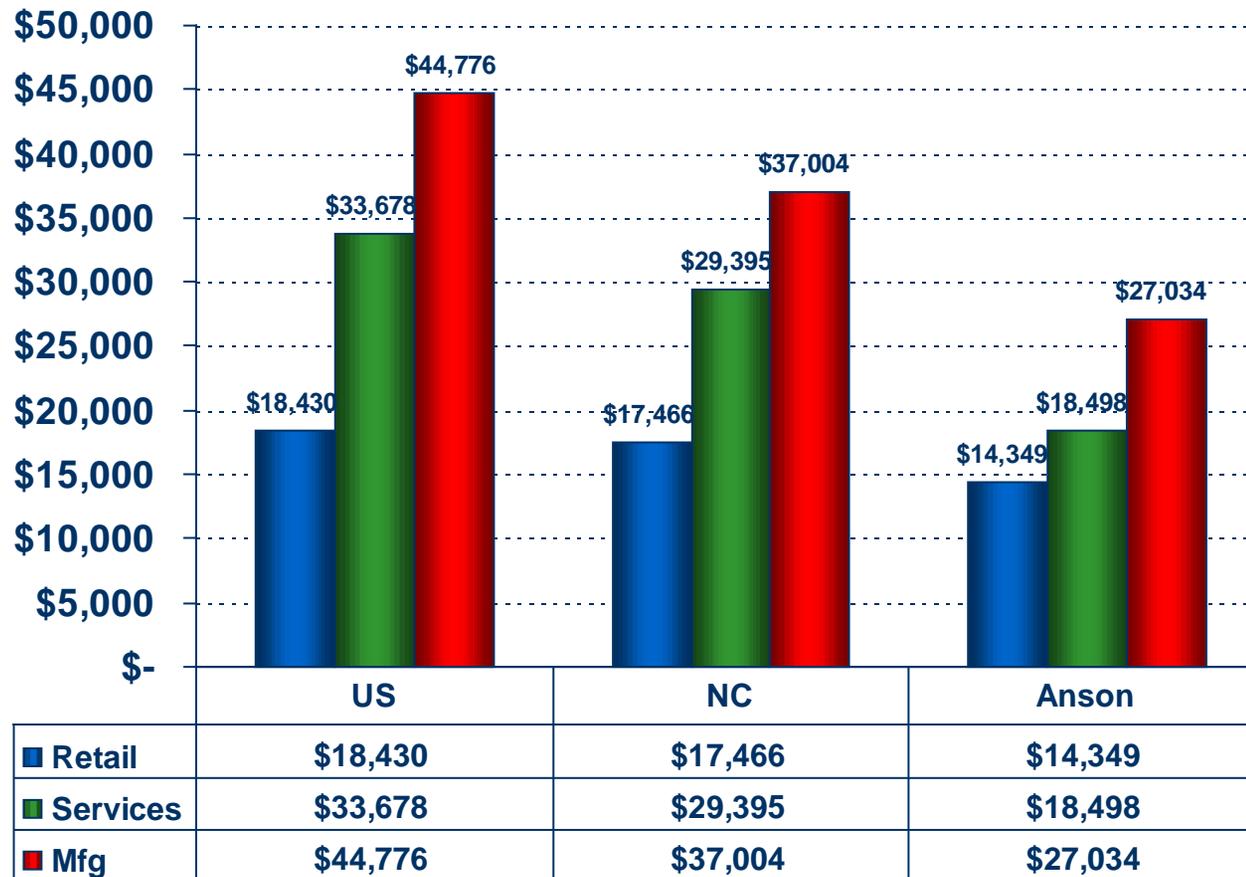
# Manufacturing Employment Growth 1995-2000



Source: US Bureau of Labor Statistics

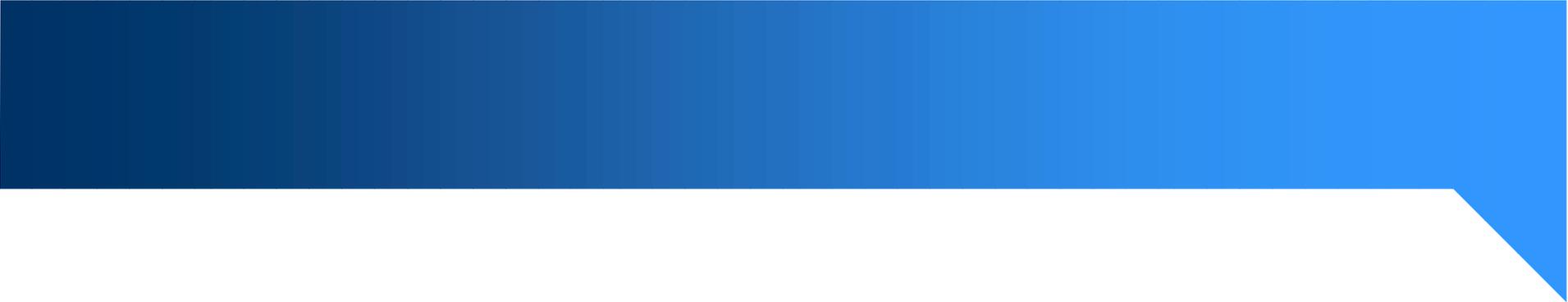
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# 2000 Average Annual Wages - Retail, Services and Manufacturing



Source: US Bureau of Labor Statistics

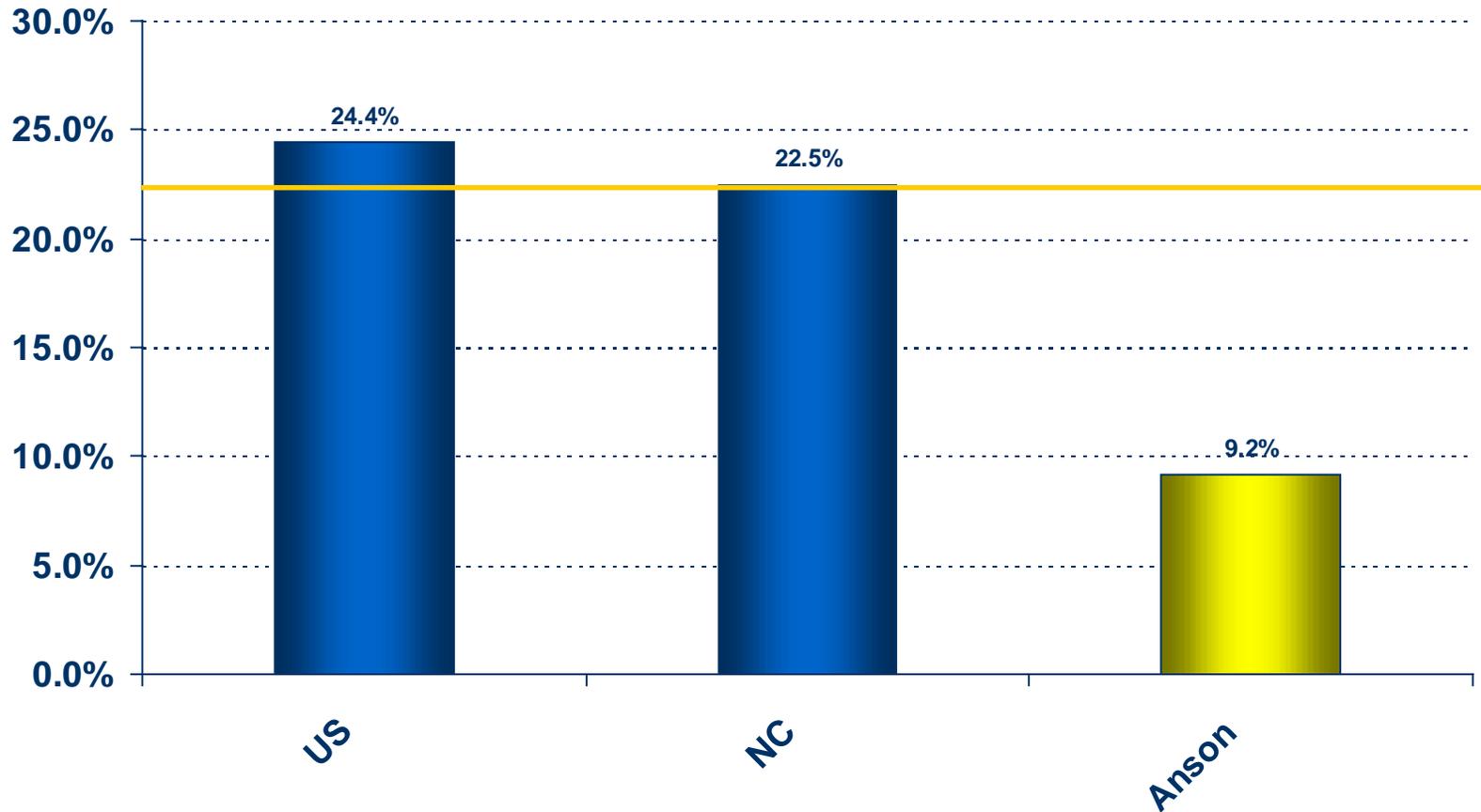
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# Education Assessment

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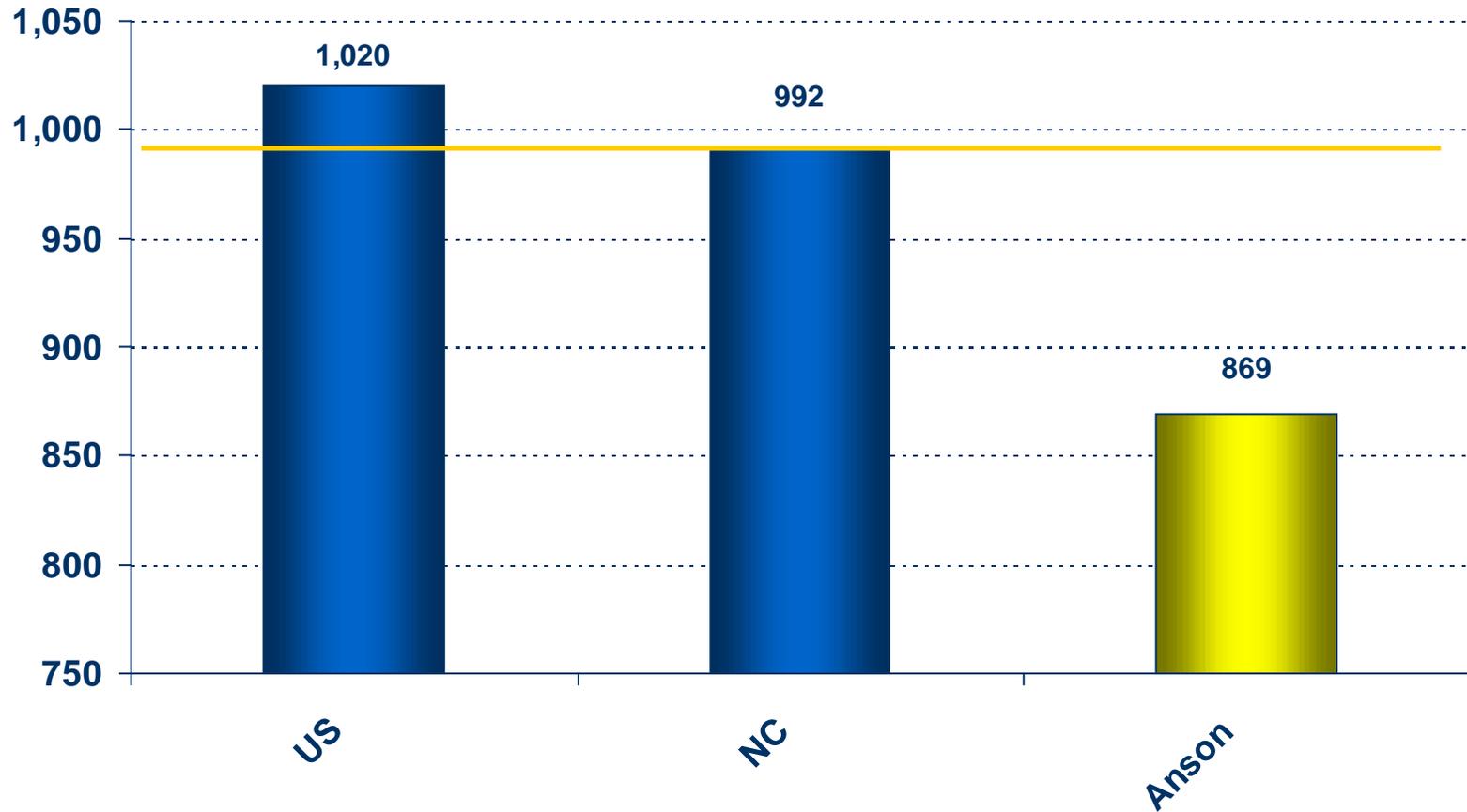
# Bachelor's Degrees or Higher, Percentage of Persons 25+ 2000



Source: US Census Bureau

**FLUOR**

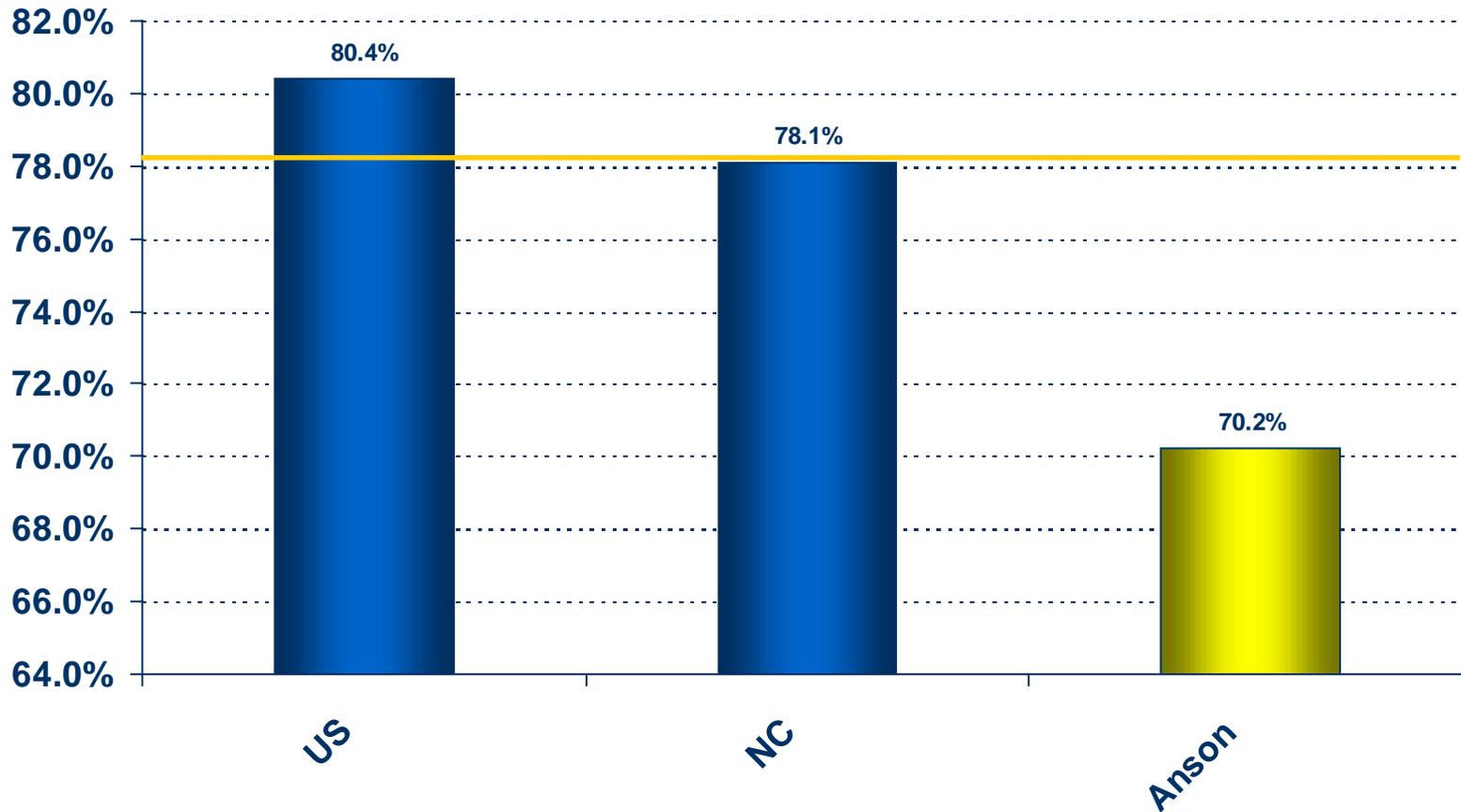
# Average SAT Scores 2001



Source: [www.ncpublicschools.org](http://www.ncpublicschools.org)

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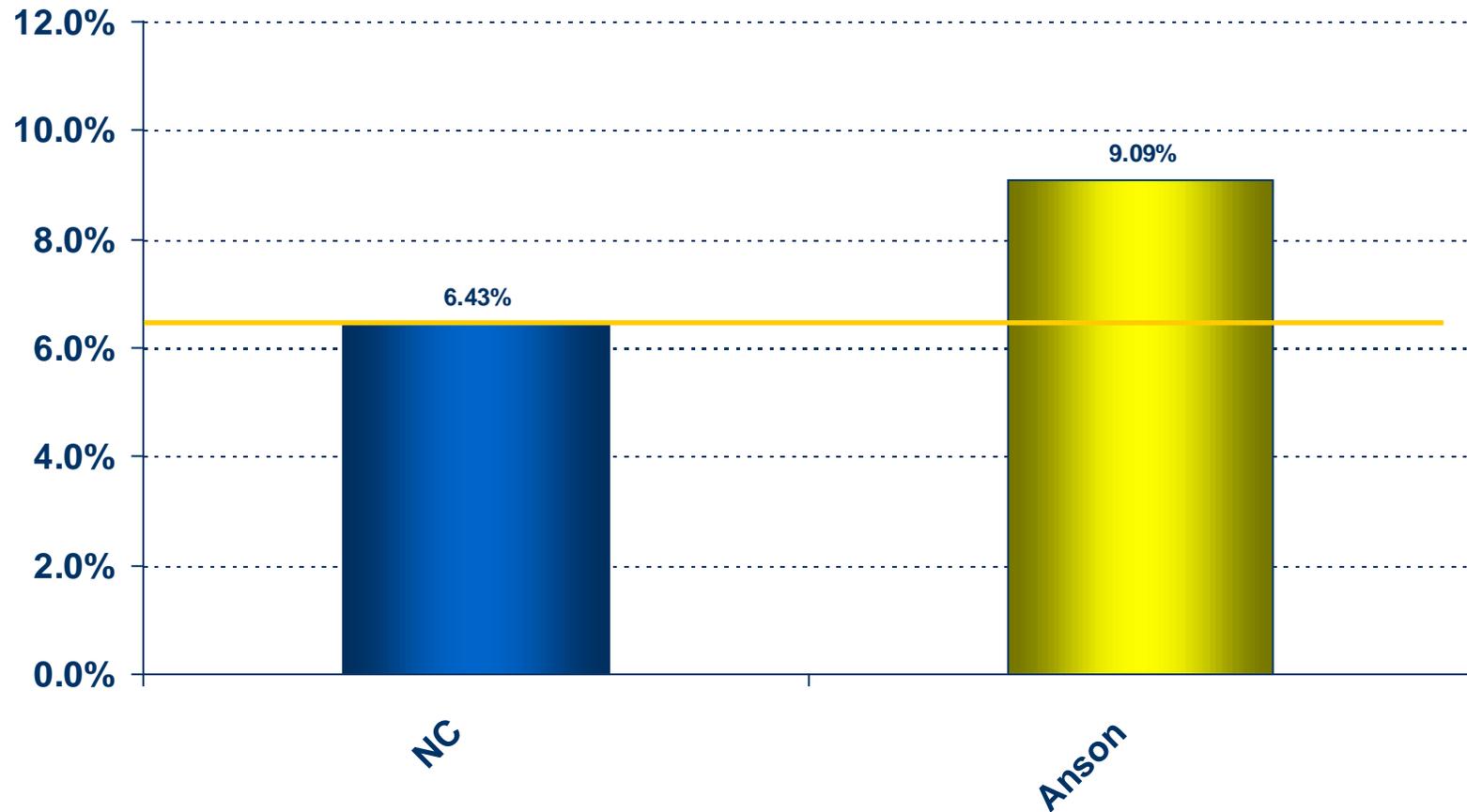
# High School Graduates, Percentage of Persons 25+ 2000



Source: US Census Bureau

**FLUOR**

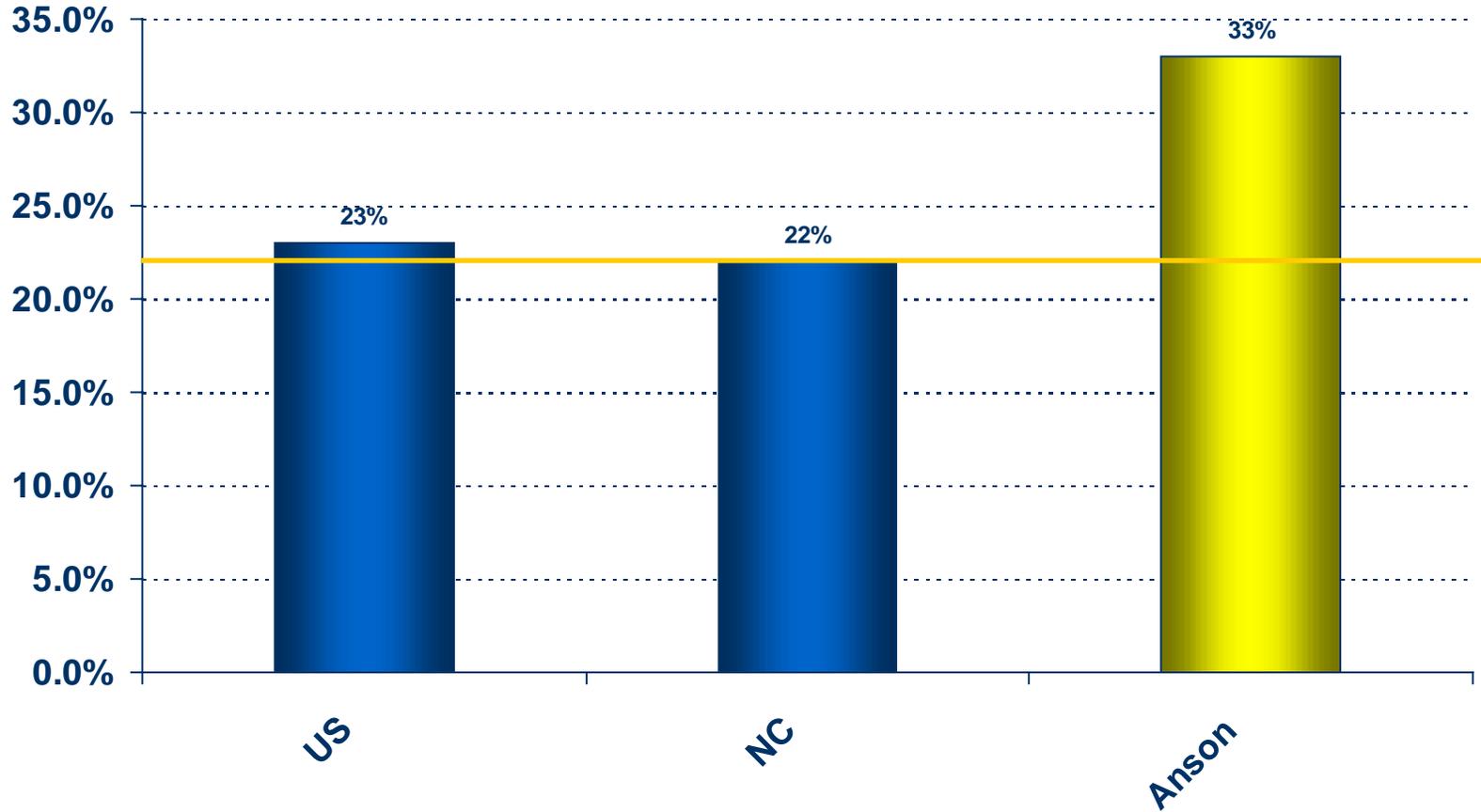
# High School Dropout Rates 1999-2000



Source: [www.ncpublicschools.org](http://www.ncpublicschools.org)

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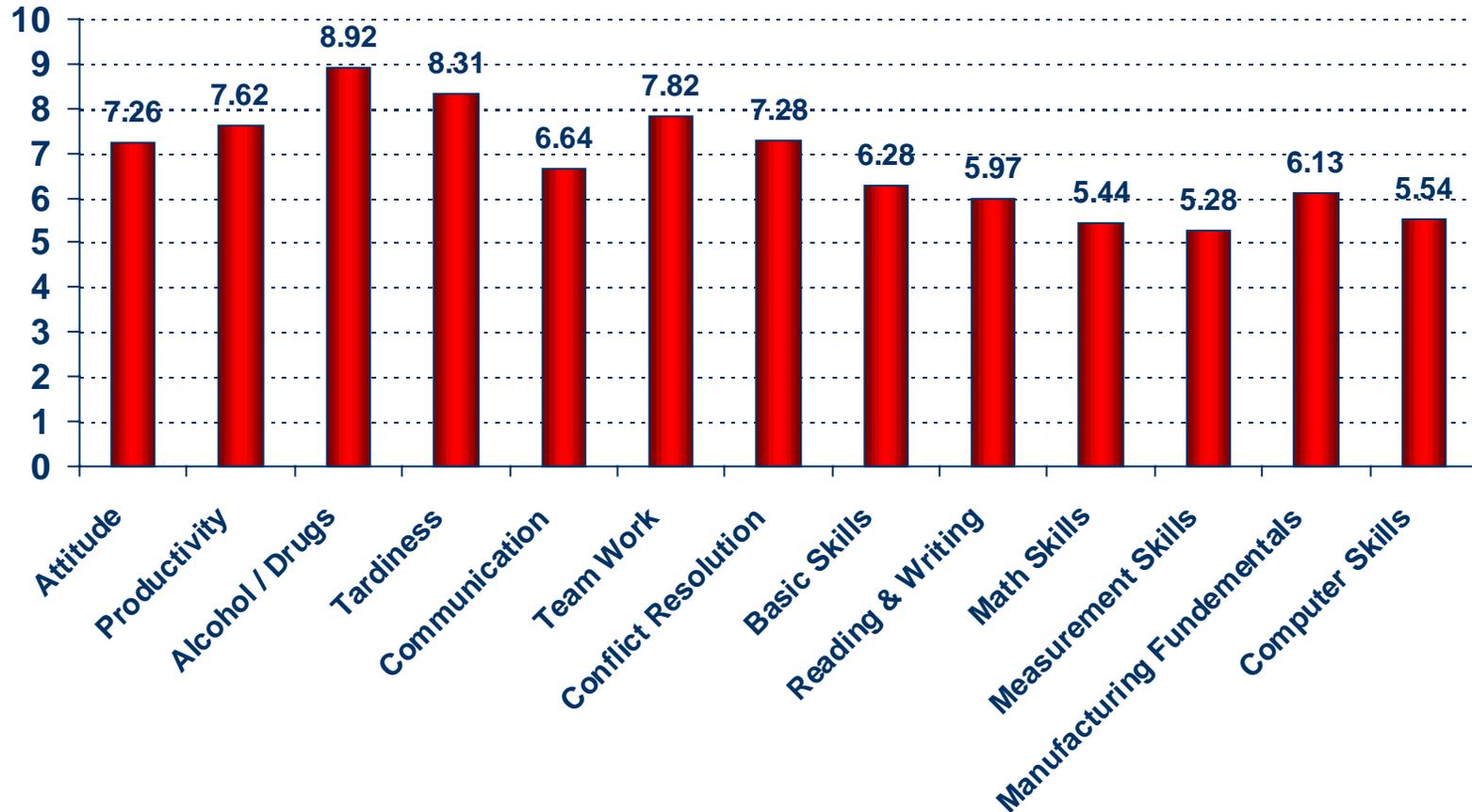
# Percentage of Illiterate Adults 1990



Source: National Institute for Literacy

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# NC 8th District Workforce Quality Issues



Source: Fluor GLS Manufacturing Employer Interviews  
Scale of 1-10 with 10 Being Good

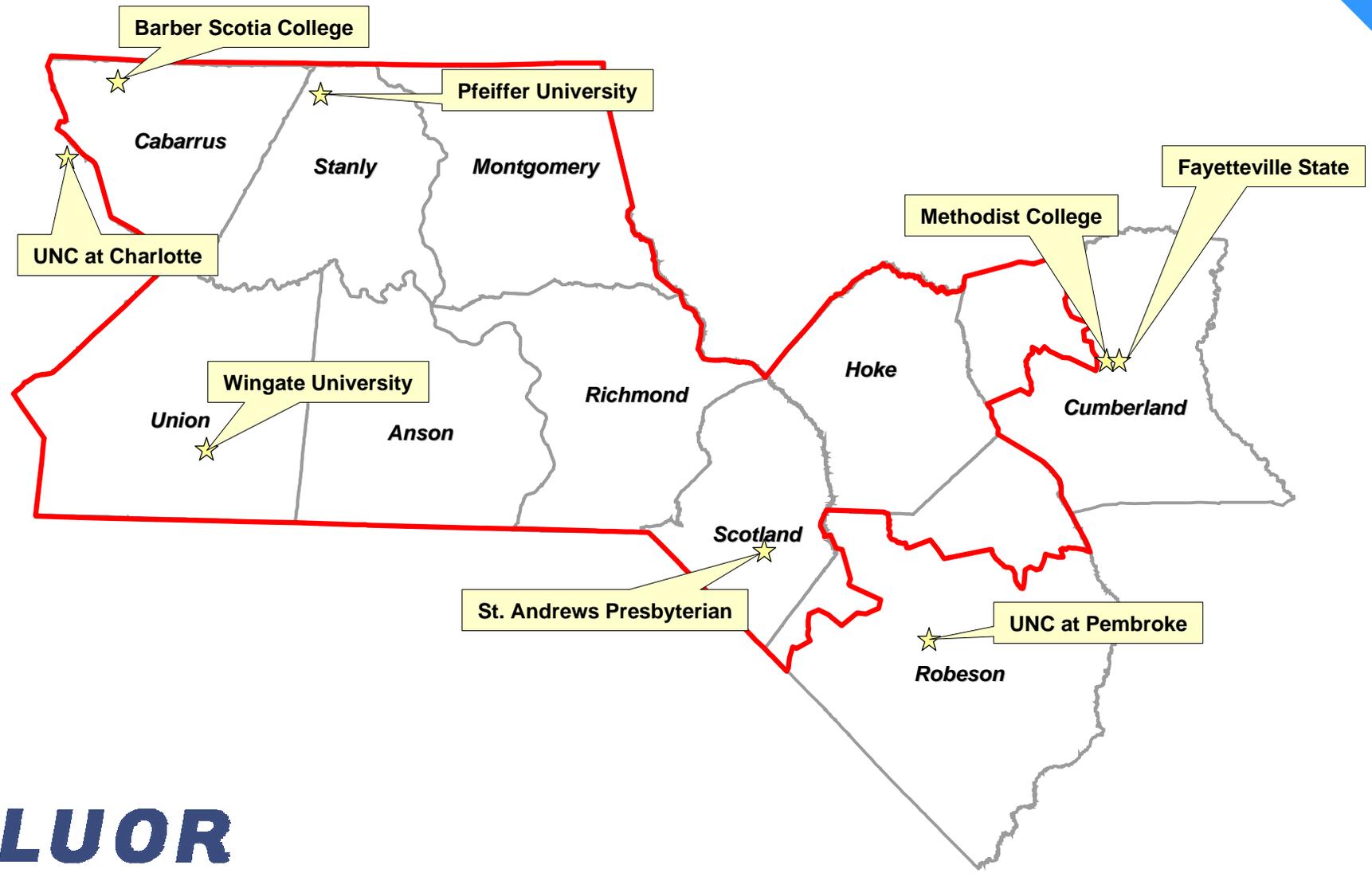
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# NC 8th District Employer Feedback

- ◆ Inability to logically solve industrial problems
- ◆ Slow learning curve
- ◆ Unrealistic assessment of career opportunities
- ◆ Increased emphasis needed on work ethic and attitude
- ◆ Applicants deficient in basic skills:
  - Reading
  - Writing
  - Communication
  - Measurement skills

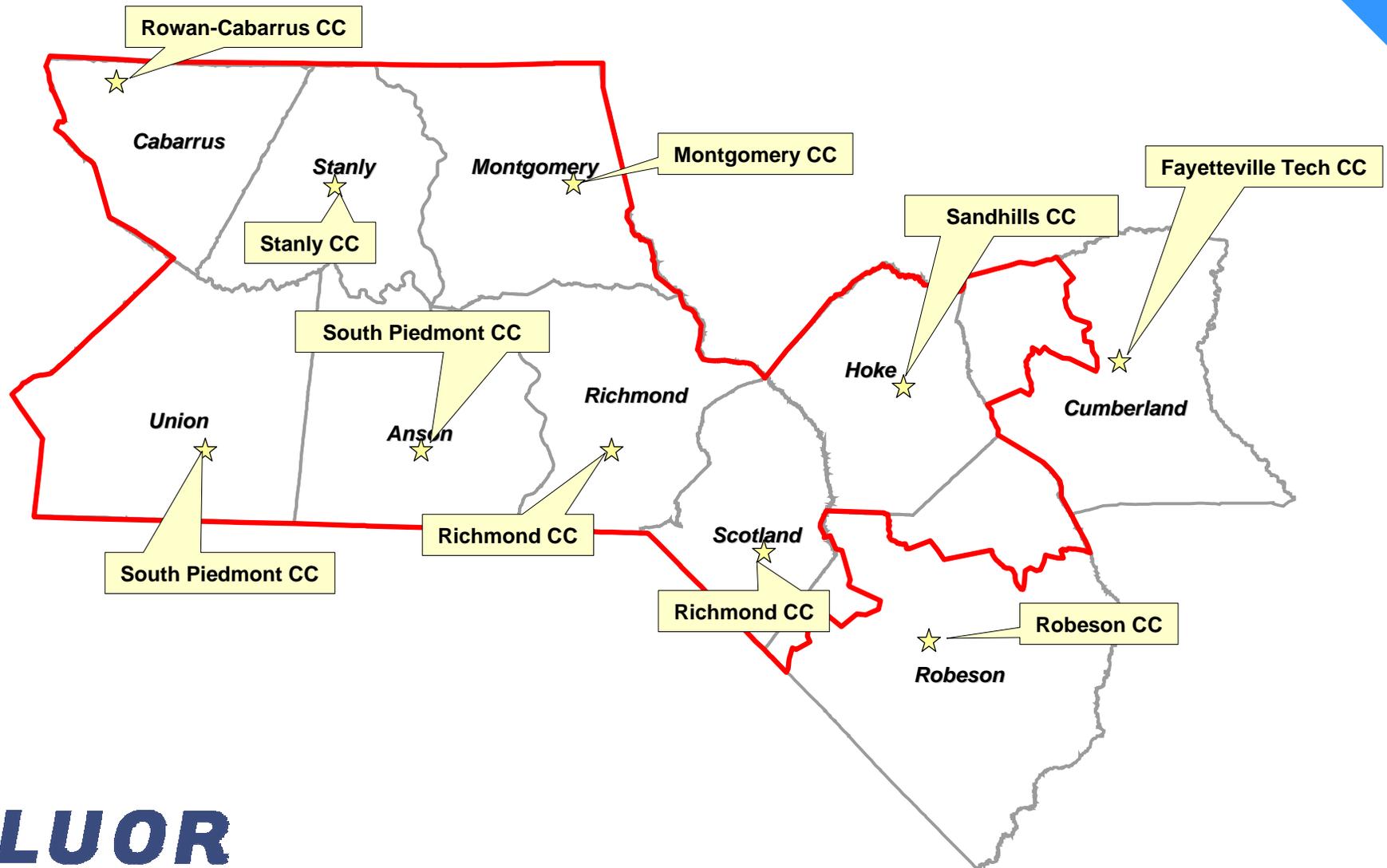
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# 4-Year Institutions in the 8th District



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# Community Colleges in the 8th District

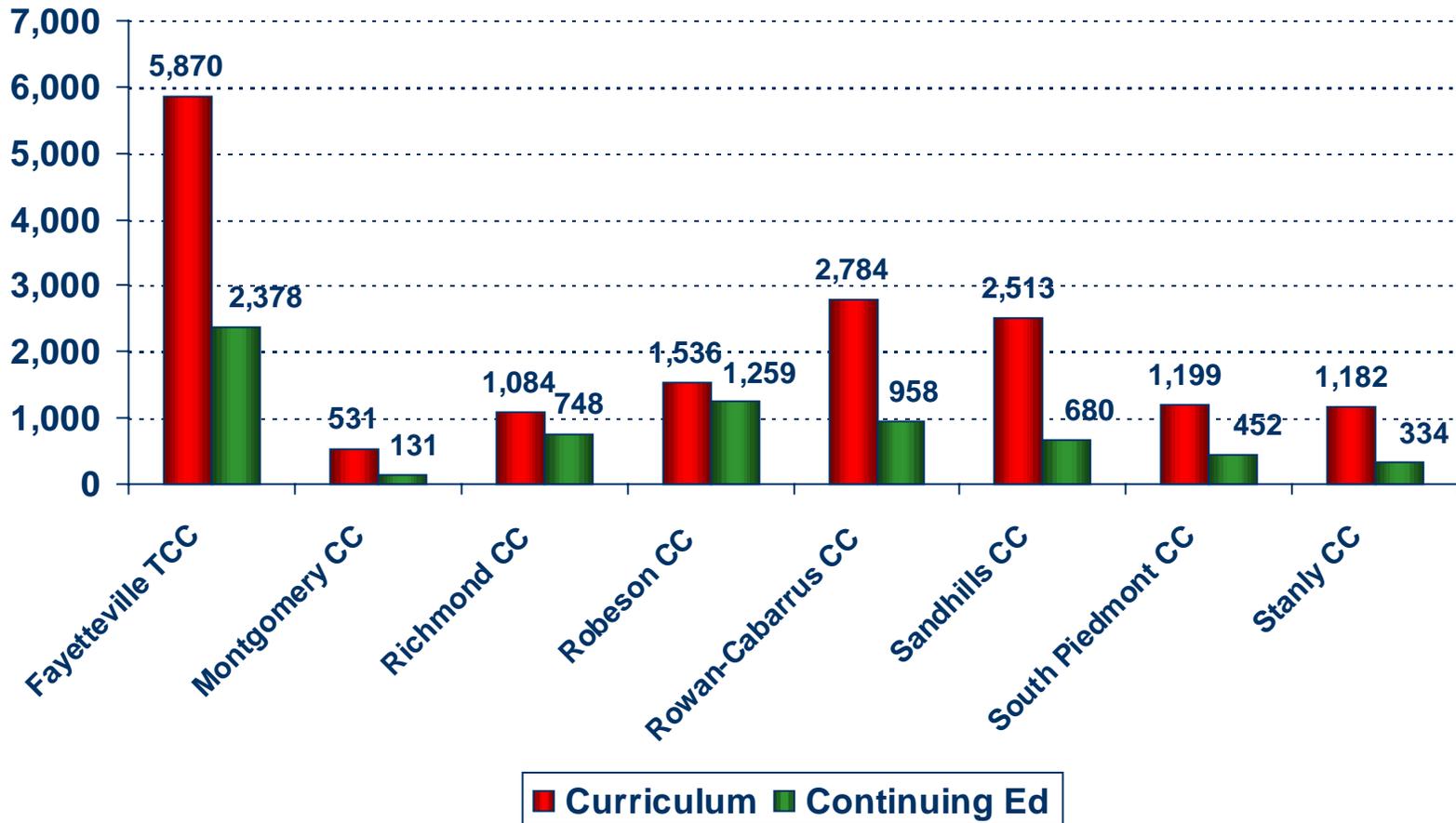


# NC 8th District Community College Technology Strengths

- ◆ Diplomas / certificates in:
  - Applied Science
  - Electronics and Electronics Technology
  - Mechanical Engineering Technology
  - Information Systems Technology
  - Industrial Management
  - Computer Engineering Technology
- ◆ National Awards for Excellence
- ◆ Campuses in all 10 counties

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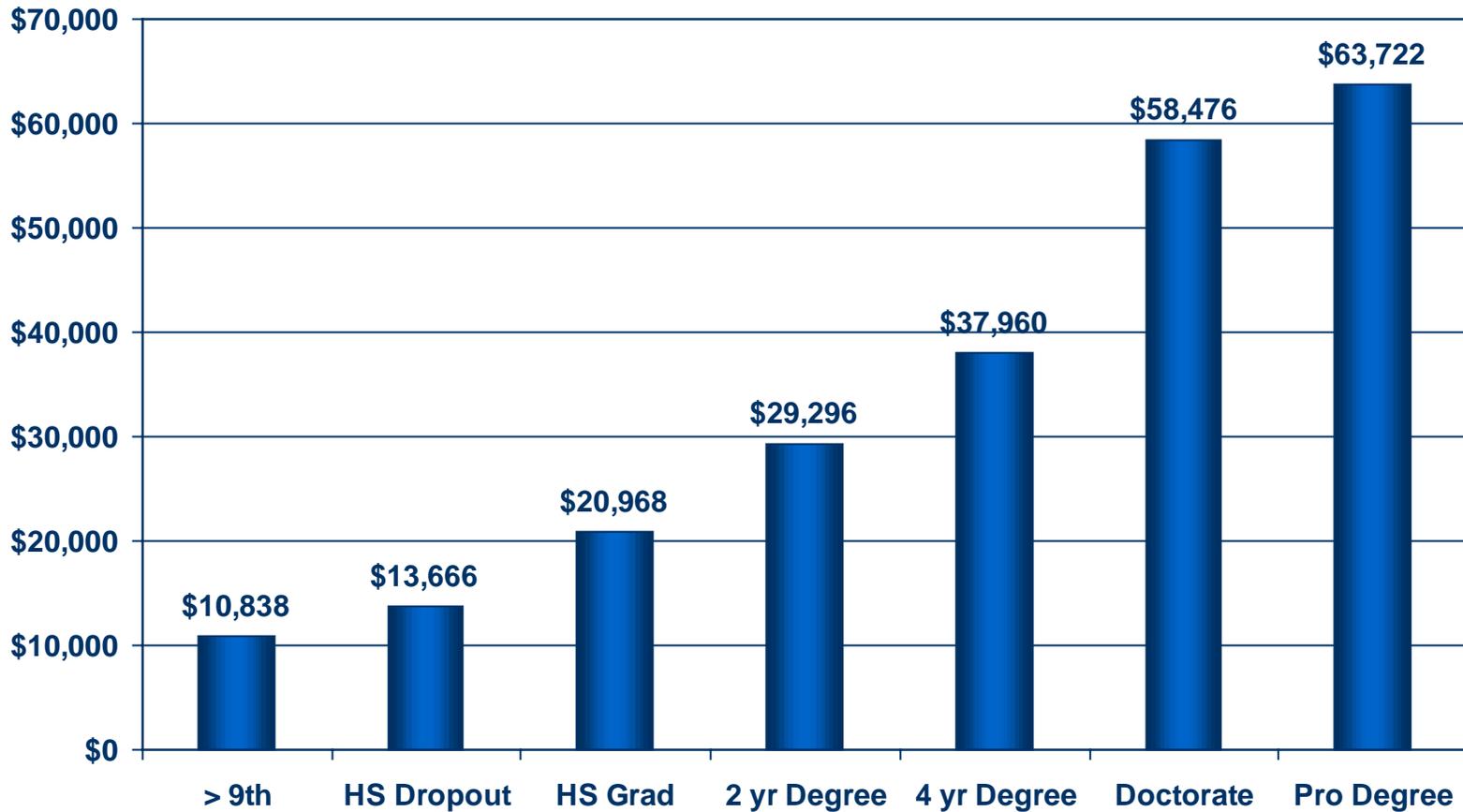
# FTE in Curriculum Programs Vs. Continuing Education by College 2001



Source: *A Matter of Facts*, The North Carolina Community College System Fact Book, 2002

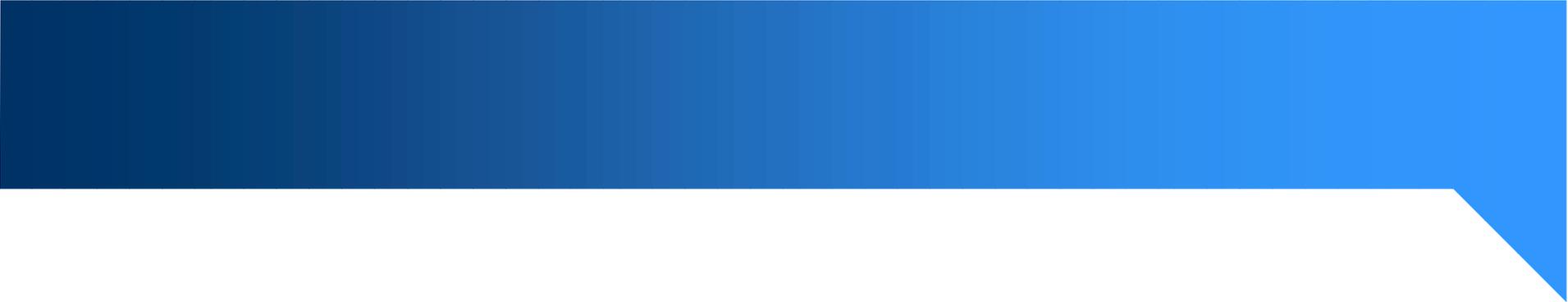
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# What Educational Attainment Means



Source: US Census Bureau, 1999  
Represents Annual Average Income

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# **Anson County SWOT Assessment**

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# Anson County Strengths

- ◆ Abundant unskilled labor
- ◆ Abundant inexpensive labor
- ◆ Plenty of land
- ◆ Good rail access
- ◆ Recent airport expansion
- ◆ Plenty of water
- ◆ Good community college
- ◆ Low cost of living
- ◆ New Century Scholars Program

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# Anson County Weaknesses

- ◆ Very little skilled labor
- ◆ Few usable buildings, few spec buildings
- ◆ Little or no capital to invest in new businesses
- ◆ No public transportation between rural towns
- ◆ Tier II paperwork
- ◆ Limited high speed internet access
- ◆ Limited access to natural gas
- ◆ Few prepared sites/limited infrastructure
- ◆ No interstate
- ◆ No full-time industrial recruitment

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# Anson County Opportunities

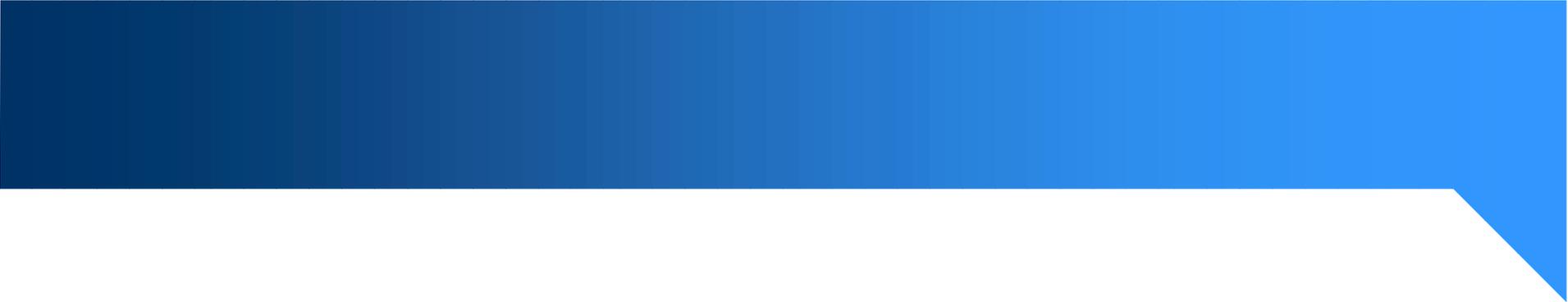
- ◆ Willing leadership
- ◆ RIAA (Rural Internet Access Authority)
- ◆ Entrepreneurial growth in region
- ◆ Expansion of water and sewer programs
- ◆ Expansion of prisons (recession proof)
- ◆ Opening a business incubator
- ◆ Developing ecotourism
- ◆ Widening of US 52
- ◆ South Piedmont Community College
- ◆ Eastward progression of Charlotte
- ◆ New industrial park at airport - public and privately owned

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# Anson County Threats

- ◆ High school graduates do not return/brain drain
- ◆ Senior or government dependant population
- ◆ Continual loss of community leaders
- ◆ Vulnerable industries (textiles, timber, turkey)
- ◆ Lack of funding to market the county
- ◆ Losing funding for Smart Start
- ◆ Few apartments
- ◆ Over-reliance on manufacturing
- ◆ Perceived high costs of utilities (gas and power)

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# Review of Target Industries

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# Approach to Industry Analysis

- ◆ Reviewed over 450 industry sectors
- ◆ Compiled data on:
  - Output growth
  - Industry employment
  - Employment growth
  - Wage levels
  - Regional markets (Location Quotient)
- ◆ Compared industry drivers to State of North Carolina and the 8th District
- ◆ Evaluated against SWOT findings
- ◆ Adjusted for Fluor market knowledge
- ◆ Compiled recommendations

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# NC 8th District Recommended Target Industries

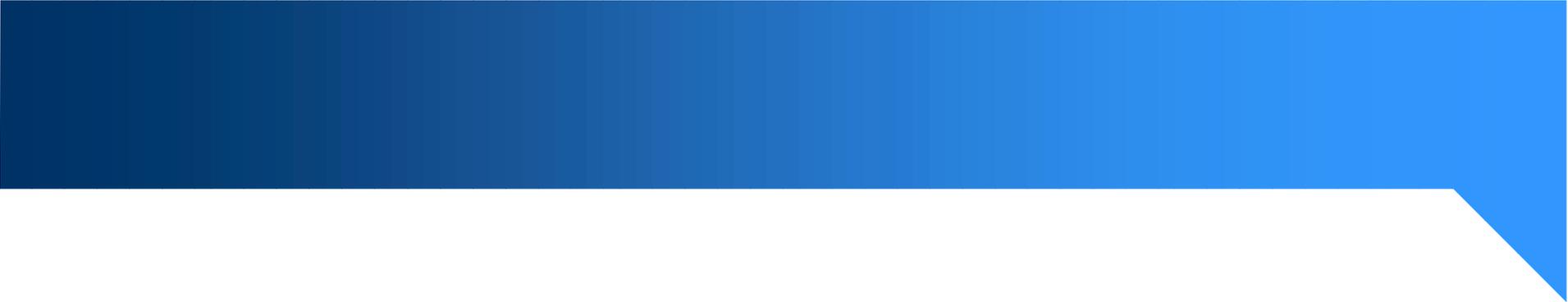
- ◆ First, Second and Third Tier automotive suppliers
- ◆ Plastics products
- ◆ Nonwoven textiles
- ◆ Mattress manufacturing
- ◆ Distribution
- ◆ Tourism
- ◆ County by county recommendations issued separately

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# Anson County Recommended Target Industries

- ◆ Automotive suppliers
- ◆ Plastics products
- ◆ Nonwoven textiles
- ◆ Mattress manufacturing

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# **Strategic Plan for Economic Development**

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# Strategic Issues

- ◆ **Economic development foundation must be in place**
- ◆ **Near-term strategies for near-term problems**
- ◆ **Existing industry is still threatened**
- ◆ **District-wide improvements create synergy**
- ◆ **Now is the time to act**

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# Transportation Improvements

- ◆ Road arteries are vital to future growth
- ◆ Upgrade US 74 to I-74: Charlotte to I-95 in Robeson County
- ◆ Establish Interstate connector: Laurinburg to I-95 in Hoke County
- ◆ Establish I-74 Monroe bypass in Union County
- ◆ Complete I-73: Greensboro to I-74 near Rockingham
- ◆ Establish I-73 Rockingham bypass in Richmond County

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# Educational Attainment

- ◆ Near-term, most 8th District jobs are blue collar
- ◆ Low tech, lifetime employment is gone forever
- ◆ High school diploma is minimum standard
- ◆ Improve dropout rate
- ◆ Improve adult GED graduation
- ◆ Community College degree/certificate is major asset
- ◆ Improve basic skills programs
- ◆ Attract more workforce into basic skills programs

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# Site Availability

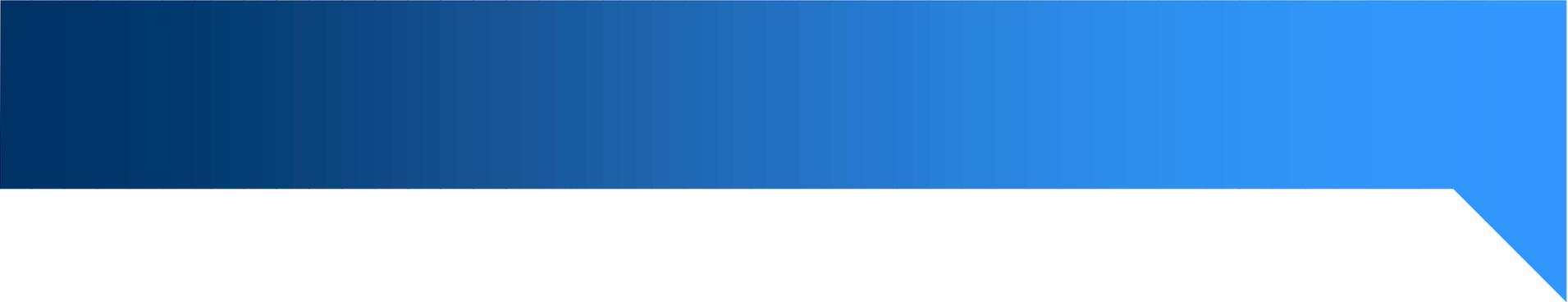
- ◆ **Local issue, labor draws from surrounding area**
- ◆ **No NC-certified sites in Anson County**
- ◆ **Lack of sites/buildings:**
  - **Select sites near interstate right-of-way**
  - **Extend utilities**
  - **Bring into compliance with certification criteria**
  - **The more sites, the better**
  - **Get at least one site certified**

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# Marketing Plan

- ◆ **Shift from research and analysis to an action-oriented campaign**
- ◆ **Three major action areas of successful marketing plan:**
  - **Recruitment (External)**
  - **Promotion of existing companies (Internal)**
  - **Support of entrepreneurship**
- ◆ **Implementation Plan conduit to enact Marketing Plan and Strategic Issues**

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# **Anson County Strategic Issues**

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# Anson County Strategic Issues

- ◆ **Development of community facilities**
- ◆ **Creation of a wellness center**
- ◆ **Development of speculative buildings**
- ◆ **Develop NC certified sites**
- ◆ **Win grant for business incubators using Lockhart Taylor facility**
- ◆ **Development of teleconference center for distance learning**
- ◆ **Renovation of space for crisis / 911 operations center**
- ◆ **Renovation of former LRC on SPCC's Polkton Campus for new programs**
- ◆ **Renovation of existing textile mills - Brownfield redevelopment**
- ◆ **Expansion of natural gas service**

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# Anson County Strategic Issues

- ◆ Conversion of US 74 to I-74
- ◆ Expansion of wastewater treatment capacities
- ◆ Expand high-speed internet access capabilities
- ◆ Develop retention plan for existing industries
- ◆ Create affordable housing program
- ◆ Develop new government facility
- ◆ Expand opportunities for agribusiness
- ◆ Develop comprehensive strategy to combat adult illiteracy

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# Anson County Strategic Plan for Economic Development

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