

# work plan



2015-2018



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**monroe**  
**union county**  
**economic development**

**Mission Statement – Monroe-Union County Economic Development**

*Monroe-Union County Economic Development seeks to improve the overall quality of life of every citizen in Union County, through the recruitment and retention of industry that will increase the per capita income, provide new opportunities, and reduce the overall tax burden; while strengthening the local economy through the diversification and broadening of the tax base.*

**Monroe-Union County Economic Development  
Board of Advisors**

**Voting Members**

<b>Mr. Hunter Dalton</b> (M)	ATI Specialty Materials	<b>Chairman</b>
<b>Mr. John Hendley</b> (UC)	Brewer-Hendley Oil Company	
<b>Mr. Daniel Barry</b> (UC)	Lockton Companies	<b>Vice-Chairman</b>
<b>Mr. Ray Black</b> (UC)	Ace Realty Company	
<b>Mr. Scott Byrum</b> (UC)	Byrum Heating and Air	
<b>Ms. Patricia Engel</b> (M)	ORO Manufacturing	
<b>Ms. Bonnie Griffin</b> (UC)	Aw Shucks Farm	
<b>Mr. Chad Griffin</b> (M)	Charlotte Pipe & Foundry	
<b>Mr. Tony Helms</b> (UC)	Retired Manufacturer	
<b>Mr. Marion Holloway</b> (M)	Holloway's Music	
<b>Mr. Todd Johnson</b> (M)	Johnson Insurance Management	
<b>Mr. Michael Lutes</b> (UC)	Carolinas HealthCare System-Union	
<b>Mr. Chris Martinez</b> (M)	Better Car People	
<b>Ms. Pam Sanders</b> (M)	Park Sterling Bank	
<b>Mr. Sam Starnes</b> (UC)	Circle S Ranch	
<b>Mr. Gary Summerfield</b> (UC)	Summerfield Tire & Auto Service	
<b>Mr. Michael Zimmer</b> (M)	Cyril Bath Company	

**Ex-Officio Members**

<b>Mayor Bobby G. Kilgore</b>	City of Monroe
<b>Commissioner Frank Aikmus</b>	Union County Board of Commissioners
<b>Councilman Lynn Keziah</b>	Monroe City Council
<b>Ms. Cynthia Coto</b>	Union County Manager
<b>Mr. Larry Faison</b>	Monroe City Manager
<b>Dr. Rhett Brown</b>	President of Wingate University
<b>(Vacant)</b>	President of South Piedmont Community College
<b>Ms. Pat Kahle</b>	President of the Union County Chamber of Commerce
<b>(Vacant)</b>	Representative of the Union County Public Schools

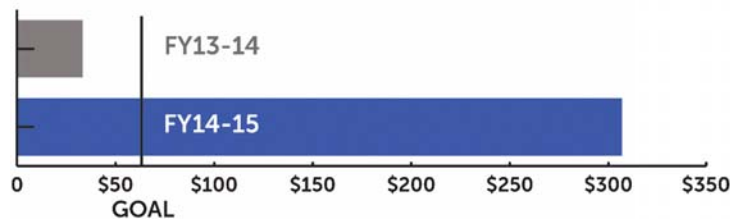
*(M) – designates a City of Monroe Representative  
(UC) – designates a Union County Representative*

## Accomplishments from the Previous Workplan

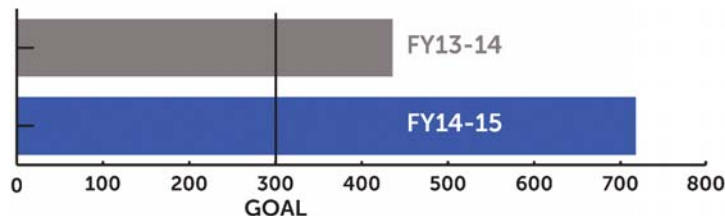
Monroe-Union County Economic Development established many objectives for the first Work Plan. Here is a list of the accomplishments achieved under that plan.

- ◆ Acheived **\$355 million** in new capital investment *(surpassed goal)*
- ◆ Announced **42 projects**
- ◆ Created **1,152 job opportunities** *(surpassed goal)*
- ◆ Reduced unemployment by approximately **40%**
  
- ◆ Produced the best 12-month period of capital investment in Union County history
- ◆ Built and Sold Speculative Building #3
- ◆ Announced our first Pharmaceutical Company - Glenmark Generics
- ◆ Named Top 5 Location in the Southeast for Boeing Suppliers
- ◆ Named Top 10 "No Brainer" Location for a manufacturing facility
- ◆ Named Top 10 Location to Reshore manufacturing facility near a major airport
- ◆ In 2015, Union County acheived **#1 ranking in the state** for investment and #39 nationally
- ◆ Expanded our social media presence and created "UNITAS" - office mascot to create better Facebook engagement - increased Facebook interactions by **212%**
- ◆ Spread investment and job opportunities throughout the county
- ◆ Established new events and strengthened those which were established
- ◆ Identified land in Mineral Springs, Waxhaw and Fairview for development
- ◆ Strengthened Union County's incentive program
- ◆ Maintained the lowest unemployment in the Charlotte Region for 16 consecutive years
- ◆ Aided companies in acheiving **\$181,500** in small grant monies
- ◆ Awarded **over \$2.65 million** in 1NC Grants for companies
- ◆ Generated nearly **120 new project leads**

### capital investment (\$m)



### job creation



## Executive Summary

In the original Interlocal Agreement, it was necessary to evaluate Union County's economic situation and prepare a guiding document that outlined the methodology of the organization's recruitment and retention of businesses and its associated marketing efforts. This document was known as the Economic Development Work Plan. Now that the organization has begun its extended life under the Interlocal Agreement, Monroe-Union County Economic Development Board of Advisors understands that the economic development situation has changed with the success of the first 30 months. This positive change now requires the staff and the Board to receive additional input from a wide selection of Union County via municipal government meetings where staff collected information for the development of this renewed Work Plan. Discussion topics ranged from community identity and desired business sectors to infrastructure issues and our competitive advantages/disadvantages. These findings helped formulate this Work Plan.

The Work Plan is a guide by which, the Monroe-Union County Economic Development organization executes its efforts to grow and enhance the overall economy of the community. Therefore, the over-riding goals of this Work Plan are to:

- ◆ **Create More Job Opportunities**
- ◆ **Generate Additional Industrial/Commercial Capital Investment**
- ◆ **Better Define Union County for the Various Target Audiences**

Monroe-Union County Economic Development will seek to accomplish these goals through broad and focused marketing methods; aggressive recruitment missions; continued, enhanced existing industry programs; and new product development. Our objective has remained the same with a desired average of \$60 million in new capital investment from both existing and new companies on an annual basis starting in 2016. These investments will be developed from a target of small to medium sized companies. For example, an ideal project would yield \$10 million in capital investment and 50 new jobs.

### Opportunities

The existence of varying micro-economies still remain and will continue within Union County for years to come. This fiscal disparity between these micro-economies is inherent in the incredible diversity that exists within our communities. Union County is made up of many "layers," from the Village of Marvin through the City of Monroe to the Town of Marshville; there is significant variation in wealth, tax base, and culture. It is within these differences we have seen and continue to find our greatest strength and areas of opportunity to "cultivate" new economic niches.

As we have worked in Union County, we have confirmed that the community has a strategic advantage for companies within traditional industrial sectors requiring any of the following:

- ◆ **Advanced/Precision manufacturing skill-sets and mindsets (e.g. Aerospace/Pharmaceutical)**
- ◆ **Consolidation to a "lower cost" community for its business units**
- ◆ **Increased energy utility demand**
- ◆ **Labor force comfortable with extreme precision requirements and attention to detail**
- ◆ **Fiber connectivity**
- ◆ **Foreign trade zone (FTZ) capabilities / International charter flight capabilities**
- ◆ **Close proximity to the sixth busiest international airport in the world and home to its primary executive reliever airport**

There is an abundance of manufacturers with these needs and skill-set requirements; therefore, the overlap of needs allows the organization to focus on a wide-array of industrial production types, while taking full advantage of the workforce development efforts already in place within Union County and the Charlotte Region (e.g. "Make It In Union County").

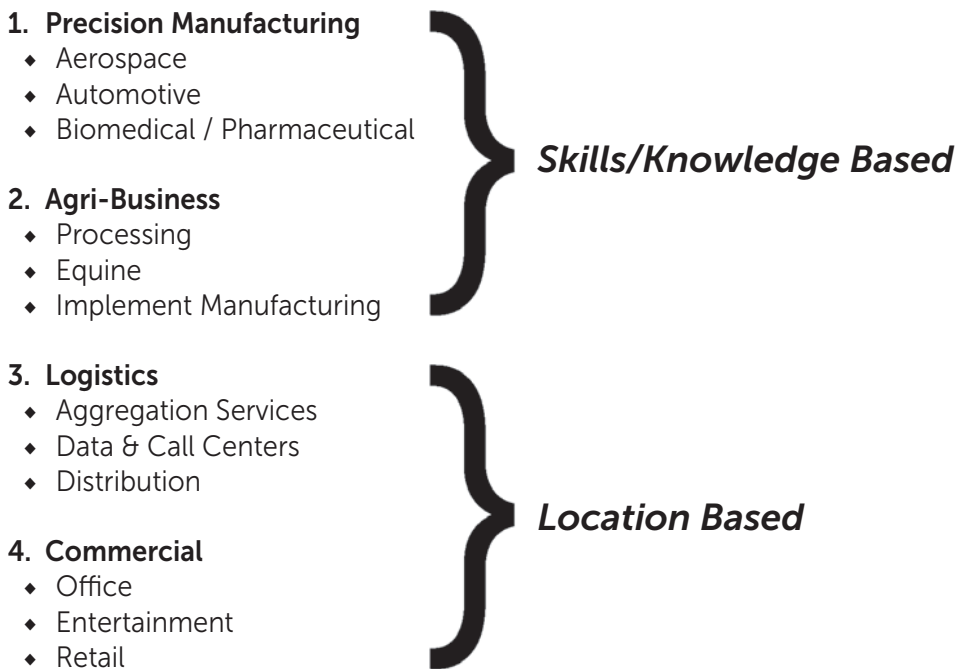
Union County also has advantages favoring companies from the non-traditional business sectors that can have a great impact on the communities seeking this type of commercial growth. Only certain communities will have the potential of making an impact with these sectors because they provide a unique blend of the following:

- ◆ Access to Interstate
- ◆ Distinct quality of life features
- ◆ Available/developable land
- ◆ Available utilities
- ◆ Proper zoning

Therefore, we are continuing to concentrate our recruitment and retention of new capital investment and job creation from the pillars of our program, the four (4) Areas of Focus:

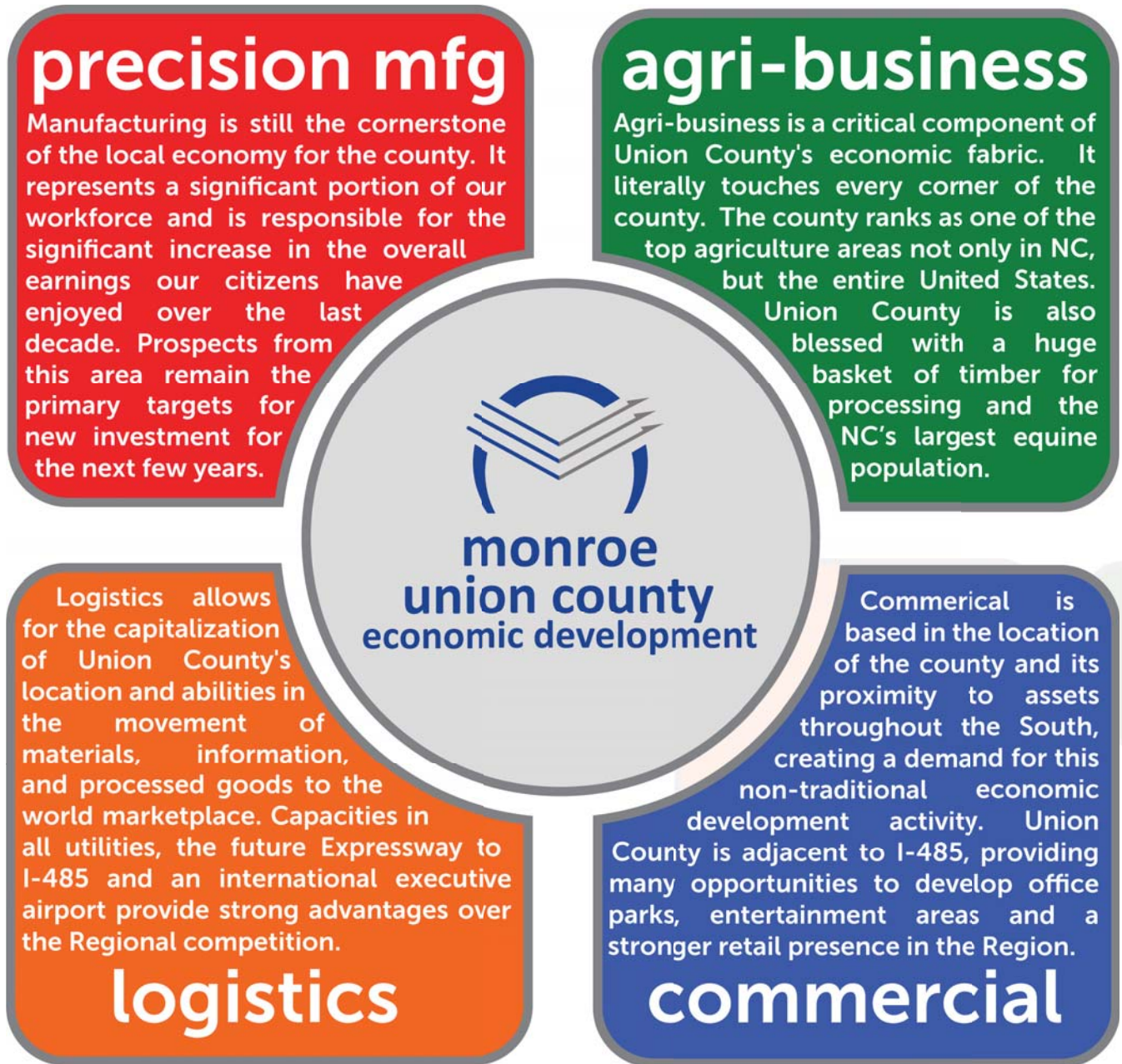
1. Precision Manufacturing
2. Agri-Business
3. Logistics
4. Commercial

Each of these Areas of Focus can be further defined by the Broad Business Sectors that reside within them. It is among these sectors that the more wide-spectrum marketing efforts will be directed, while the more defined marketing will be derived from Specific Targeted Industries within these sectors.





The following is a visual representation of these Areas of Focus.



### Specific Targeted Industries

The Specific Targeted Industries in this Work Plan were selected for many reasons. One significant factor is that Union County’s labor pool is predisposed to advanced manufacturing processes, agriculture-related businesses and professional office occupations. Much of the workforce has been honed from generations of families having a history in metals/machining or a mechanical background found with an agrarian lifestyle. The recent growth in the volume of total workforce as a result of moving in from urban parts of the United States have brought skills better suited for the office environment. These traits translate into a workforce that is inherently “precision-minded” and “detail-oriented,” enhancing our ability to recruit from our desired industries. The following is a list of those Specific Targeted Industries:

#### PRECISION MANUFACTURING

- ◆ Aerospace Manufacturing
- ◆ Advanced Materials / Composites / Plastics
- ◆ Metal Working
- ◆ Medical Devices
- ◆ Machine Building
- ◆ Life Sciences
- ◆ Electronics / Avionics
- ◆ Additive / 3D Manufacturing
- ◆ Automotive Components
- ◆ Biomedical / Pharmaceutical
- ◆ New Textile Technologies
- ◆ Flexible Factories / Mini-Mills

#### LOGISTICS

- ◆ Light Distribution
- ◆ Call Centers
- ◆ Back Office / Support
- ◆ Cold Storage
- ◆ Aggregators / Kitting Services
- ◆ Rail Essential Processes
- ◆ Data Centers

#### AGRI-BUSINESS

- ◆ Food Processing Operations
- ◆ Specialty Foods Products
- ◆ Equine Support Industries
- ◆ Timber Processing
- ◆ Poultry Support Industries
- ◆ Nutritional Science Support
- ◆ Grain / Bean Processing Mills
- ◆ Equipment / Implements
- ◆ Ag-Related Software / Tech Development

#### COMMERCIAL

- ◆ Retail Centers
- ◆ Office Development
- ◆ Large Multi-Service Centers
- ◆ Hotel Development
- ◆ Quality of Life Businesses
- ◆ Healthcare Facilities
- ◆ Financial Services
- ◆ Engineering Services
- ◆ Information Technology Services

When examining the competitive advantages of the different areas of Union County, the Economic Development Board of Advisors recognizes that not all areas of the county will be submitted for all prospects. Only those locales that are best situated and give the county the greatest opportunity to successfully compete for each unique prospect will be submitted. To properly demonstrate the competitive analysis of the different areas, a matrix was created to identify these geographic regions and the Specific Targeted Industries in which they most accurately align.

## Union County Target Industry Matrix (Competitiveness Analysis) 2016

		UNION COUNTY AREAS		
		Western / Gateway Area	Central / Monroe Area	Eastern / Grow Union Area
precision manufacturing	Aerospace Manufacturing		X	
	Advanced Materials / Composites	X	X	
	Metal Working / Casting		X	
	Medical Device	X	X	X
	Machine Building		X	X
	Life Sciences	X	X	X
	Electronics / Avionics	X	X	
	Additive / 3D Manufacturing	X	X	X
	Automotive Components		X	X
	Biomedical / Pharma	X	X	X
	High-Tech Textiles / Non-Wovens	X	X	X
	Flexible Factories / Mini-Mills	X	X	X
agri-business	Food Processing Operations		X	X
	Specialty Foods Products	X	X	X
	Equine Support Industries	X		X
	Timber Processing			X
	Nutritional Science Support	X	X	X
	Grain / Bean Processing Mills			X
	Equipment / Implements		X	X
logistics	Light Distribution	X	X	
	Call Centers	X	X	
	Back Office / Support	X	X	X
	Cold Storage		X	X
	Aggregators / Kitting Services		X	X
	Rail Essential Processes	X		X
	Data Centers		X	
commercial	Retail Complex	X	X	X
	Office Development / Parks	X		
	Large Multi-Service Centers	X	X	
	Hotel Development	X	X	X
	Healthcare Facilities	X	X	
	Financial Services	X		
	Engineering Services	X	X	
	Information Technology Services	X	X	X
	23	28	22	

Due to the wide array of possibilities created by the targets, the organization cannot attempt to recruit from all of the Specific Targeted Industries concurrently. We will conduct general marketing to the Broad Business Sectors while focusing on a "choice" few of the Specific Targeted Industries that have the highest potential for success. Regardless of the Work Plan, staff will respond accordingly to any opportunities that become available for Union County.

To achieve our continuous mission of bringing development to a wide portion of Union County, a majority of our effort will be concentrated on the following choice sectors in this work plan:

- ◆ **Agricultural Equipment / Processing** has the potential of being a strong sector in which Union County has one of the best competitive advantages. There remain factors that provide for this advantage: 1) a central location along the Eastern United States for European producers trying to establish a manufacturing presence in the US, 2) close to active trade routes with easy access to the full Eastern seaboard and to the Midwestern large agriculture states, and 3) maintaining one of the highest yields per acre communities in North Carolina and the United States. Bringing certain processing may reduce costs such as shipping for our local farmers and thus keep them nationally competitive. Recruiting more implements and poultry-support equipment producers will compliment two parts of our local economy – the strong local market of farmers and our traditional metal working workforce. Another subset of this area is the strength of the equine industry within Union County. With the highest population of horses in North Carolina and the establishment of strategic partnerships, the county is poised to generate significant developments and investment from this portion of the agriculture community.
- ◆ **Aerospace** is the strongest manufacturing industry within Monroe and Union County. With our developed concentration of companies and the strength of the current and developing workforce it is imperative that we continue recruiting this industry. Also, this industry typically has large capital investments and large utility requirements – our areas of strength. In the first work plan the companies within this sector generated the highest capital investment above all others. Finally, a majority of precision and future domestic manufacturing will evolve from aerospace technologies and skill-sets; therefore, our aerospace companies will be able to continually diversify into emerging product sectors and serve as a source of recruitment leads.
- ◆ **Additive Manufacturing** is a rapidly emerging and adopted method of production for certain types of products. Both Union County and the Charlotte Region are growing in our capabilities and supplier base to best serve as a center of excellence in this segment of the precision manufacturing area. Additive or 3D manufacturing can be used for prototyping or specialized parts for aerospace, energy, medical, automotive, etc. - all areas in which we are targeting; therefore, our community needs to take advantage of our location and knowledge base to build this capability for our future manufacturing.
- ◆ **Office Development** is a logical course of action due to a) the county is adjacent to both Interstate 485 and the metropolitan hub of the Region and b) the population density is along this western edge of the county with nearly 50,000 people commuting into Mecklenburg County for work daily. Union County has a strong competitive advantage in securing the development of corporate office parks and professional office corridors along its "gateway" communities. These types of businesses have high wage rates, valuable real property investments and will create an increase in retail and other ancillary commercial growth.

- ◆ **Medical Products** will continue to grow in importance over the next few decades, based on the aging population and the installation of National Healthcare. We will seek companies that develop both consumables and precision diagnostic devices. The existing workforce in Union County is compatible with these types of manufacturers and there already exists a small, but solid base to strengthen (similar to the opportunities at the beginning of the aerospace initiative).
- ◆ **Retail** and its managed growth is of high interest by several of our communities. The retail industry is not one typically induced by workforce training, incentives, or other traditional tools of the economic development trade. In addition, the retail industry does not typically compensate their employees to the same level as manufacturing. Therefore, targeting retail is something that the economic development team is not prepared to address within this work plan. However, the staff has already begun research and the development of some strategic partnerships that could help in the creation of an independent retail strategy that would be an addendum to this document.

Finally, as stated in the previous work plan, there is an overlying layer to this list - the international component. International companies previously needed to take advantage of the exchange rates and “dollarize” their manufacturing. Today, the monetary situation has changed dramatically to a stronger US dollar. Other factors have emerged, such as the dramatic drop in US energy costs, Airbus’ new Mobile, Alabama facility and other international events that will drive domestic manufacturing. Union County already has demonstrated it is an open community with 15 companies from 10 different countries. The existence of the Foreign Trade Zone within the Monroe Corporate Center and the Customs Service at the Charlotte-Monroe Executive Airport further strengthens our ability to differentiate ourselves from other communities. Therefore, there will be a strong focus on Western European firms. We anticipate several missions through 2018 to the United Kingdom and Europe.

In the first Work Plan, the office engaged in “branding” initiatives to develop and strengthen the economic base within the three distinct geographic regions of Union County. These initiatives were: “Gateway Union,” “Monroe Aero” and “Grow Union.” Each initiative was geared toward highlighting the specific assets of each area in hopes of achieving the highest potential growth. The “Gateway,” referencing the western portion of the county, and “Grow,” highlighting the agriculture areas that form a crescent on the eastern side of the county, appeared to be successful, yet limited. The “Aero” representing the industrialized central part of the county never established itself as a brand; therefore, we are abandoning the “Aero” portion of the initiative as it is captured in Precision Manufacturing.



It is the continued desire of the organization to help develop an economic base that continues to draw in strong employees, but also provides upward mobility for individuals that are seeking improvement through further skills training and educational attainment. The ultimate goal is to generate job opportunities for our citizens as we foster the local talent through initiatives like "Make It In Union County" (which was begun through our office and funded by our existing industry partners) while continuing to work in partnership with the workforce development infrastructure.

### Product Development

All communities have areas of improvement and Union County's "achilles heel" has been its lack of available product. The private sector has been courted and pleaded with to create available buildings or properties for industrial and office development. Until recently, this message was ignored, leaving it to the public sector to fill the void. Union County has been forced to play catch up due to the weakness of our private development; this has resulted in the loss of several industries and has thus prevented even greater success. Today, we are at an extreme disadvantage compared to our neighbors without the availability of marketable buildings and sites. Unfortunately, the burden still rests on the shoulders of Union County and Monroe to create product. The current Monroe Shell Building #4 is the only building under development and Union County has been developing financial tools to bring new industrial property on-line. The economic development team has attempted multiple times to work hand-in-hand with the private sector and our municipal partners to create opportunities for their success and that of Union County. We will continue to seek out partnerships with both the private and public sectors in areas that have the highest probability to lure business investment. Properties in Mineral Springs, Waxhaw, Monroe, Stallings, Indian Trail, Fairview and Wingate all have tremendous opportunities and we anticipate some development and redevelopment within these areas of the county.



### Conclusion

The objective of this Work Plan is to create jobs and investment throughout Union County. To accomplish this task, Union County and the City of Monroe have continued their strategic partnership to collectively invest \$700,000 forming a strong, unified economic development organization. Monroe-Union County Economic Development will continue to be prudent, in a desire to maintain adequate resources necessary to implement all aspects of the Work Plan. While the funding is substantial, there is still a need for a mechanism to obtain certain specific support from the private sector, generate grant opportunities, develop product and find unique ways to recruit and retain companies for Union County. The revamping of the previous county 501(c)3 organization is an integral part of the strategy to strengthen Union County. As the organization embarks on its journey, citizens will witness a more intense marketing strategy; an aggressive schedule of recruiting missions and a fiscal responsibility in the management of our tools to induce jobs to the county. These fundamentals are crucial to the success of this plan and vital for Union County's economic development success.

## Community Assessment

### Overview of Union County's Business and Industrial Community

Today, many of Union County's attributes remain consistent with our assessment conducted in 2013. The community is blessed with a broad base of industrial companies. This diversity of industries has allowed the County to maintain the lowest unemployment rate in the Charlotte Region for nearly 17 consecutive years. The industrial base includes aerospace manufacturing, agriculture production, plastics-based manufacturing, machine building, medical-related manufacturing, life security products, food processing and automotive-related manufacturing. Union County is the largest job center between Charlotte and I-95 with our companies employing over 15,000 people.

Union County's industrial base has remained generally in the central part of the county, concentrated within a few municipalities and has not migrated east or west. Most of that industrial development resides in the City of Monroe, with Indian Trail, Stallings and Marshville housing the other significant concentrations. Monroe's concentration is very diverse, but its strongest cluster is within aerospace. Since 2002, the City has lured over \$700 million in new capital investment from aerospace manufacturers. Today, nearly 26% of the City's labor force is associated with aerospace in some fashion and accounts for over \$150 million in annual payroll. Known for having the highest geographic concentration of aerospace manufacturers in the Carolinas, Monroe seeks to grow and remain a leader in the Southeast for aerospace manufacturing.



Areas from Fairview to Marshville and south to the NC-SC Stateline have developed as one of the most productive agricultural areas in the country. With products including, wheat, corn, poultry and soybean, Union County farmers rank in production as one of the top ten counties for almost every commodity within North Carolina. While our agricultural economy has been nurtured and grown, it has not achieved its true potential through vertical integration. There is a need for value-added agri-business to be developed. For example, a Union County grain processing facility would eliminate the need for a farmer to transport his harvest great distances for drying or further processing. Such a facility would reduce cost, increase profits and enable further investment. Also, siting a farm implement or poultry-support equipment manufacturer to the county could reduce the dependence on other states. Clearly, there is vast potential for growth in agri-business for the county and this organization will continue this recruitment priority.

Union County has tremendous capabilities for access with Interstate 485, US Highways 74 and 601, NC Highways 218 and 75 and future US Highway 74 By-Pass. Of those roadways, I-485 has the most immediate impact for the future development of Union County's professional offices, large retail centers, hotel development and healthcare facilities. With 4 interchanges on I-485, the Town of Stallings has the highest potential for this development. NC 218 in the Town of Fairview has the potential of developing into a strong transportation route. Initial development in this area should include some fast-food restaurants to service the traffic passing through on the way to the coast. Finally, NC 75 through Mineral Springs is both an excellent truck route serving the future industry in this municipality, but also the highly anticipated town center development that could occur as a result of the recent, pro-active sewer extensions by Union County Public Works. This organization will continue to seek new commercial office development along the western part of the county.

Union County, while known for some larger industrial players and agriculture, has developed a support system of smaller businesses to compliment and subcontract for the larger industries. This will continue to be a key strategy going forward in our recruitment efforts. We believe the growth and availability of these smaller support companies will dictate the ability to recruit and retain the larger employers. This is especially true in Union County's case, with the heavy dependence on aerospace, agriculture, industrial machining, and critical component manufacturing.

### **Advantages / Opportunities Analysis**

Based on our work throughout the County during the first work plan period, staff has aggregated the experiences and input of clients and allies to determine the many advantages and opportunities within the Union County for existing and new businesses and industries. This data will aid in the direction of our marketing to the Broad Business Sectors within each Area of Focus.

Overall County - Looking at the County as a whole, the advantages extend from the expanded and strong relationships the EDC staff has with support allies, such as commercial real estate brokers, construction companies and developers to the long list of community assets, including: a) the community's location to secondary educational center, like Wingate University, University of North Carolina at Charlotte and South Piedmont Community College; b) our enhanced medical centers that improve the workforce's well-being; and c) the quality of life and sense of community pride associated with our local pro and semi-pro sports teams, recreational facilities and entertainment options.

There are still some opportunities to improve our community with better connectivity and cooperation between the many municipalities and the County. Businesses are limited in their options for quality hotels and restaurants throughout the county. Some areas, such as Monroe, Indian Trail and Waxhaw have a strong base of restaurants, but only Monroe has a strong composition of hotels to serve the business sector. Companies in the Gateway area send many of their visitors to neighboring communities like Matthews and Ballantyne. Finally, the entire county has a dire need to improve its economic development product. The lack of buildings and sites are discussed in great deal in this document and will remain a serious detriment for years to come, as the development of this product is a time consuming process.

Logistics / Transportation - Looking at the condition of the County's transportation, there have been some significant changes with this situation since 2013. The Charlotte-Douglas International Airport (CLT) is still the biggest, single asset for the Charlotte Region. CLT continues to add flights and grow in global importance. The presence of American Airlines as the hub airline allows passengers originating from Union County to get to virtually any business location in the world with as little as one plane change. The addition of US Customs Services at the Charlotte-Monroe Executive Airport (EQY) has enabled our County to really differentiate our community from so many others. Monroe is the only municipality in the Carolinas with a Customs operation. With the community's extensive and growing international population and industrial mix, this asset demonstrates our understanding of the global marketplace and that our companies can remain competitive by having greater access to an international customer base. This is further enhanced with the presence of the Foreign Trade Zone within the Monroe Corporate Center.





Finally, our proximity to the City of Charlotte and the assets of the local interstate infrastructure are vital for all our businesses, workforce and residents. The recent completion of Interstate 485 around Charlotte and now connecting to interstates I-77 and I-85 to both the north and south of our regional core provides greater capabilities to serve the Eastern United States with relative ease. With our community's central location, equidistant to both Miami and New York City, the movement of goods and access to support businesses makes us very competitive.

There are still opportunities to increase and enhance our competitiveness related to logistics, such as the Monroe Expressway. This roadway is now becoming a reality with a projected open date in 2018. The Expressway will dramatically increase our ability to recruit distribution operations, providing further diversification of our commercial tax base and our local economy. Not only will it reduce congestion to the interstate infrastructure surrounding Charlotte it will also increase our access to Interstate 95.

Continued enhancements at the Charlotte-Monroe Executive Airport coupled with the extension of Rea Road from the Weddington area to Wesley Chapel brings more direct access for the airport with the Ballantyne business center that includes large companies like Premier Healthcare, SPX, Lending Tree and MetLife.

Workforce Development - Examining the workforce reveals one of Union County's strongest advantages. Providing our incumbent manufacturing-based labor pool with the combined resources of the Union County Public Schools, South Piedmont Community College and Wingate University, creates our ultimate asset and an ability to continuously improve their specialized and soft skills development. The other factor that goes mostly un-noticed is the relative young age of the workforce. With the average age in the mid-30's, Union County is well positioned to meet the labor needs of our local economy. With nearly 47,000 people leaving per day to commute into Charlotte, it also demonstrates the incredible amount of trained folks that could modify their commutes to gain employment closer to home. This is important in that the companies do not have to hire from a pool that is largely unemployed or unskilled. Finally, with Union County maintaining a pattern of growth, we do not anticipate these factors to change much over the life of this Work Plan.

Leadership - Much of Union County is blessed with good, business-friendly leadership. This leadership has focused on keeping operational costs low and therefore inputs for businesses and industries, such as taxes and utilities, have remained competitive in comparison to other like communities.

With many influential, elected public servants, several communities have had dramatic transitions in leadership, especially in the emerging business centers. These communities are at a unique place to begin their progression to a more business-friendly environment and their evolving niche business clusters. Towns like Wingate and Waxhaw are now gaining awareness in the development community as their leaders have begun to seek a more balanced local economy between residential and commercial tax base. As a result, we should start to see the distribution of this tax base throughout the County. At the same time, we must remain diligent in demonstrating the detrimental effects of over-regulation, especially in our traditional commercial hubs.

Finally, there is still a strong sense of independence among the municipalities, but this has begun to change with the addition of new professional managers of the towns. Some of the traditional barriers are coming down and the sense of partnership and cooperation are beginning to take root. As this sense of teamwork spreads, the real power of Union County will be unleashed.

*Natural Resources* - Looking at Union County, we are blessed with multiple sources to obtain water. Thanks to Union County Public Works and their long-range planning, we now have access to the Catawba River (via Lancaster County, SC), Lake Tillery (via Town of Norwood), and the Pee Dee River (via Anson County, NC). These supplies, coupled with the City of Monroe's triple lake system, make Union better prepared and more drought resistant than some of our surrounding communities.

There still remain opportunities to strengthen the sewer infrastructure in several areas. The most pressing of those is the Fairview area in the northern portion of the county and Marshville to the far eastern portion. Fairview can be a strong agri-business and manufacturing corridor once its infrastructure becomes more robust. It has the crossroads of US Highway 601 and NC Highway 218, making it a vital area for future commerce and a priority in our long-term development plan. Marshville possesses by far the best available land with railroad infrastructure in the county. Unfortunately, they have significant system issues that have hampered their development. As a result, there are a few industries that are being starved of vital wastewater capacity and unable to expand. This is also a long-term priority for development.

Finally, the environmental impact of certain species has become a growth inhibitor. The NC "Heel Splitter" has consumed so much potential land in areas like Marvin, Fairview and Stallings that we must continue to work to find a way to develop creatively given this animal's impact. Also, the Schweinitz's Sunflower is continuing its invasive march on areas of the county, especially in the "Gateway" area. Again, the community will have to find innovative measures to work around this plant to develop strategic property.

Overall, Union County is very competitive and aggressive for the companies and jobs it desires. The analysis of the community demonstrates our strengths and ability to generate positive outcomes with the targeted industries we have identified in this Work Plan.



## Areas of Focus

The previous work plan clearly demonstrated, by way of the results, that the selected Areas of Focus which were the basis for the staff's recruitment and retention efforts for both new capital investment and job creation were the correct assumptions. These four (4) Areas of Focus are:

### **Precision Manufacturing**

This Area of Focus is based on the long history of precision manufacturing in Union County. Already home to the highest geographic concentration of aerospace companies in the Carolinas, the community has established itself as a manufacturing hub with existing training in place. Precision manufacturing involves the combined use of a trained workforce and newer technologies to create highly defined products with strict tolerances that require high inputs of intellectual property. This advanced manner of manufacturing centers upon improving the industrial performance through the "innovative" application of technologies, processes and methods starting at product design through production. Because of the increased productivity and need for patent protection, this area of focus is more likely to take advantage of the continued re-shoring of manufacturing from China and the need for European companies to grow production in the US due to their economic conditions.



### **Agri-Business**

This Area of Focus is a critical component of Union County's economic fabric. It literally spans over every corner of the county, establishing it as one of the top agricultural areas, not only in North Carolina, but the entire United States. Union County also possesses a plentiful basket of timber for processing and the largest equine population in the State. In agriculture, agri-business is a generic term applied to the businesses of agriculturally-related production. It encompasses everything from crop production, timber, seed, agri-chemicals, farm machinery and implements, agri-processing, wholesale and distribution of crops, to their marketing and retail sale. Union County has the established base of agricultural producers, but remains an area not yet leveraged to its full potential. The opportunities that exist within this Area of Focus are not as vast as thought in the original work plan, but still quite substantial.



### **Logistics**

This Area of Focus capitalizes on Union County's location and abilities in the movement of materials, information, and processed goods. Capacities in all utilities, a future by-pass connector to I-485 by 2018 and an international executive airport provide strong advantages over the Regional competition. Logistics is simply the management of the flow of resources between two points. But it is the resources managed in logistics that define this Area of Focus for Union County. Physical items, such as



food, materials, equipment, liquids and people, as well as the more abstract items, such as time, data, information and energy can find a home in this community. This Area of Focus will develop soon and the community needs to be prepared. While Union County is addressing improvements in transportation and other infrastructure needs, the production base and road, rail and port systems already exist. Two major centers of attention will be the development of rail served sites along the major transportation corridors and the construction of the Monroe By-Pass/Expressway project. While the county does not currently have a high degree of competitiveness within this Area of Focus, there are significant opportunities on which to capitalize with the completed improvements.

### **Commercial**

This Area of Focus is based on the demand for non-traditional economic development targets. Union County can capitalize on its location adjacent to I-485, providing numerous opportunities to develop office parks, and a stronger retail presence in the Region. While retail is simply the sale of goods and services from a business to an individual, it remains a vital part of the overall economy. This Area of Focus is more aligned with the increasing of the commercial tax base within Union County and enhancing the overall quality of life for the citizens and businesses. Union County remains one of the most desirable communities in the Southeastern United States and has a relatively young population with high levels of disposable income. This income is leaving the community and being spent in Mecklenburg County. Although not a traditional industrial segment, the impact this Area of Focus has for Union County is significant. Office development along the I-485 communities, or "gateway" corridor, remains the primary target the economic development office will pursue in commercial development.



## "Choice" Targeted Industry Sectors

The Economic Development Board of Advisors held small group meetings to discuss methods on working within these "choice" sectors. The following tactics were developed from those meetings.

### **Agricultural Equipment / Processing**

In the initial Work Plan, the office focused on seeking out companies that used traditional manufacturing processes and skills such as metal working in an effort to bring jobs related to the agriculture industry to the county. This resulted in a focus on the producers of implements and attachments for combines and tractors used in row crop farming. As we re-examined this strategy, it appears that we need to focus on additional areas other than just row crops. There was consideration of crop processing, aquaculture, nursery and poultry.



The examination demonstrated that poultry had the highest potential for new investment and job creation that could serve the poultry cluster in the greater Union County area. Producers of the equipment, supplies and services associated with the poultry houses appear to be the best targets. From trusses to air handlers and litter spreaders to feeders, Union County has a specific density that may allow us to generate greater benefits from this sector. The International Production and Processing Expo (IPPE) is held annually in Atlanta, Georgia and would be the single best source of leads for the poultry industry. Also, the investigation of services and products from local distributors, like Poultry Plus and Griffin Farm Machine, should open the doors to some vendors that would consider additional production facilities near their customer base.

In addition, nursery companies have very specific requirements for their production sites. These businesses have significant equipment and supply needs, whether its large sod farms or greenhouses, they use a variety of chemicals, fertilizer and plastic potting. This seems to be a logical pursuit of the economic development office for areas like Fairview and Marshville.

Small component manufacturing such as spray nozzles and other widely used products that cross over many agricultural sectors can be located in smaller sized buildings, thus opening up much of Union County as potential locations. This will also support local existing agri-businesses like H & H Farm Machine Company in Fairview, by bringing components of their supply chain closer. Finally, several disruptive elements were identified that will change the business environment for some of our local agri-businesses and/or be a potential source of projects for Union County. These ranged from the increased demand for egg producers to utilize cage-free hen houses and the increased use of plastic crates for the transportation of birds for processing.

#### The Ag Equipment / Processing Development Recommendations are:

1. *Work with local distributors and market leaders to develop a list of equipment used within poultry houses*
2. *Attend the International Production and Processing Expo (IPPE) in Atlanta*
3. *Continue to support the processing of ag products grown in and around the County*
4. *Work with plastic companies and mold makers to support the transition of poultry crates from metal to plastic*
5. *Research software being used in agri-business to determine if they are potential lead sources*

### **Aerospace / Additive Manufacturing**

Precision manufacturing is the strongest, most robust part of our industrial economy. Its heart lies within the aerospace industries. The next logical focus is to expand on the areas that have the most growth and competitive stamina. Additive manufacturing and/or the marriage of different materials to make complex products, whether in their shape, strength or other technical traits, will become increasingly important to domestic manufacturing and therefore is critical for Union County. Having the capabilities to produce components in this space will ensure the viability of our local economy in this global marketplace.

Within the aerospace arena, we have our clearest presence among both the production of aerostructure and engine parts. Additional segments Union County can tout are avionics, interiors and MRO (maintenance, repair and overhaul). There have been significant developments in the last few years within the aerospace domain that both challenge and advance our cluster. It is here that we must concentrate our efforts so that they continue to enhance the cluster.

We have seen the growing presence of the OEM's, like Boeing and Airbus, in the South make our location advantage even more suitable for Tier 1 and 2 suppliers. They can find skilled labor compatible with the aerospace culture, easy access to the global aerospace marketplace, training systems in place to prepare the workforce pipeline and an area virtually free of natural disasters that could interrupt their supply lines to their customers. There is also the inherent ability to sustain relationships with the OEM's since they are so close in proximity. "Face-to-Face" conversations are critical in an industry that requires absolute trust of quality and on-time delivery.



Disruptive technologies such as additive manufacturing will alter many established commodities at an increasing rate. Traditional machine shops, with workers that are more artisans than technical labor, will feel the immediate pressure to change and compete. GE Aero is moving forward with replacing 12 individual machined or cast parts with one part that can only be created using additive manufacturing. Also, processes like Metal Injection Molding (MIM) and other methods will grow as their technology improves. The 2015 announcement by ATI Specialty Materials to create a powder nickel facility in Monroe was a tremendous win for our cluster and its adaptation to future manufacturing processes.

It is hard not to solely focus on "metal" related parts due to our competitive strength (i.e. workforce) in luring metal-related companies. New materials or blended composites, using carbon fiber, plastics, metals, rubber, etc. will constantly attempt to displace traditional parts by being less heavy or less expensive to produce. Also, the increased use of coatings for heat and wear resistance will make these materials adaptable in non-traditional uses. Even advanced textiles with other elements will grow in favor. All of these new areas can be recruited or expanded utilizing our existing industries and teaming with the educational institutions around us, like the University of North Carolina at Charlotte, Wingate University, South Piedmont Community College, Central Piedmont Community College and NC State University.

The Aerospace / Additive Manufacturing Recommendations are:

1. *Continue to focus on aerospace-related and large plastics-related trade shows*
2. *Seek lead sources through trade periodicals, like Aviation Week, American Metals Market and Plastics News*
3. *Develop and Catalog a list of Boeing and Airbus Suppliers*
4. *Seek traditional metal services to relocate (i.e. plating and shot peening)*
5. *Target companies from Wichita (KS), Dallas-Fort Worth (TX), McPherson (KS), California and Colorado markets*
6. *Work with higher education institutions and existing industries to develop product list of parts where additive processes and new materials can be applied (i.e UNC Charlotte and NC State)*
7. *Develop a greater knowledge of the aircraft interiors market and determine opportunities*

**Office Development**

The need and opportunity in the development of professional office space is so clear. There is no office development along I-485 from Providence Road going north until the University area near to I-85. This lack of development is such a discernible opportunity for Union County and the municipality of Stallings. As we look to other areas of the county, interchanges along the Monroe By-Pass/Connector project in Indian Trail, Monroe and Wingate all demonstrate strong capabilities for office/commercial development. In Waxhaw, there is a clear need for smaller professional space that will help support the high-levels of post-secondary education present in the population of the towns of Marvin, Weddington and Waxhaw.



Regardless of location, the ideal size and type would be 2-3 story buildings ranging in size up to 50,000 square feet. These buildings will need to be located on properties that can support multi-use/mixed-use projects, including retail and apartments. Although they represent solid tax base generation, there is demonstrated hesitation from some municipalities to these types of mixed developments.

While we recognize the need is strong, the brokerage leaders have disregarded this area for professional office, allowing it to develop primarily as residential. We must continue to enhance our knowledge of the properties that lend themselves to this use. Concurrently, we should further our campaign to grow awareness of these properties among the realtor community in Charlotte.

The Office Development Recommendations are:

1. *Seek out information from the Real Estate Developer community on the driving elements necessary for investment in Professional Office Development*
2. *Continue to market and hold events to promote the awareness and potential of the identified office areas in the county*
3. *Work with the banking community to develop the requirements for financing and provide some communication to the real estate development community*
4. *Participate in the Countywide planners to promote these ideas and seek cooperation among the towns and county to grow this segment of the tax base via their adopted UDO's*

### Medical Device / Support

Medical product manufacturing has long been a target and successful market for Union County. From disposables to implants and now pharmaceuticals, the county has developed a good blend of companies that support a broad segment of the medical industry. The medical industry represents approximately 16% of the total US Gross National Product and is therefore a huge potential component of our local economy. We also benefit from many strong medical providers in the Charlotte Region like Carolinas Healthcare System and Novant Healthcare, as well as other partners of the healthcare system. These institutions are sources for both potential prospects and “angel” investors seeking to support products that will improve the quality of healthcare.

An investment by these entities does not have to be a physical production facility, but can be support systems such as data centers. In fact, CMC-Union has recently installed a call center in their Waxhaw location to help service their patient's needs system wide. Other potential clients have revolved around the software development needed for modern medical services and diagnosis. This provides support jobs in the medical field, but is a traditional target of economic development agencies.



Medical devices range from simple tongue depressors and bedpans to complex programmable, high-tech pacemakers and robotic surgical machines. In addition, medical devices include diagnostic products spanning lab equipment, chemicals and test kits. Electronic radiation emitting devices are also a significant facet in the medical marketplace and include diagnostic ultrasound products, x-ray machines, medical lasers and the microwave laboratory systems produced by our own CEM.

#### The Medical Device / Support Development Recommendations are:

1. *Develop catalog of office space suitable for medical support, data and back office*
2. *Develop a site / park to meet the needs of the medical support and distribution network*
3. *Develop closer relationships with existing medical providers and with Premier Healthcare*
4. *Develop relationships with medical-focused “angel” investors*
5. *Attend conferences for medical device manufacturers to increase knowledge*
6. *Leverage IT infrastructure and track it as it expands its footprint / capabilities (e.g. Google fiber)*

### Retail

It has been clearly demonstrated through community meetings that there is a need to have a greater hand in the retail development of Union County. Be it the location or the variety, it seems that the development is lacking the breadth and depth necessary for our ever-changing population. There is a small window in which this development can be affected in a way that is best suited for our desired quality of life. Retail is not a traditional economic development activity and will require a different approach than many of our primary office functions.

While investigating retail development, the initial conversations centered on the types of retail that our organization needed to support / target. Restaurants seem to have ample saturation in many areas of the County. Only in a few locations is there an obvious need, the best example being the intersection of US 601 and NC 218 in Fairview. Various types of hotels are still needed throughout



Union County and have not yet achieved a saturation of the market. These hotels range in type from a boutique hotel in Waxhaw to major chains with interior hallways and 120+ rooms located in Stallings, Indian Trail, Monroe and Wingate. The greatest retail need identified is within the shopping arena. Extremely broad, it is clear that an improved selection of grocery and clothing options (especially women’s clothing) are becoming critical for some areas. Increased home & garden or DIY (do-it-yourself) establishments would be welcomed. The changing millennial demographic is demanding more recreation and outdoor options as well as entertainment centers and “experience” retail centers (i.e. Downtowns or shopping centers with greenspace and gathering areas for families).



Retail is also a difficult sector to develop a strategy for because of the “disruptive” elements in the industry. With online giants like Amazon and Wayfair and the introduction of strong online shopping for big box retailers like Target and Walmart, the value of retail as a generator for tax base and job creation in the future is unclear. Ways to combat these disruptive trends seem to be shopping complexes that provide an overall experience, demonstrate convenience with multiple types of shops at one location and attractive to multiple generations of shoppers.

Strategic thoughts went to investigating the use of paid consultants or hiring a dedicated staff. Someone needs to catalog all the available sites, similar to what the EDC Staff does with industrial property. The local municipalities need to find ways to control some of these properties to maintain some direction over the type of retail development that will occur. Finally, it is imperative that Union County market these locations to the development community and the retailers themselves by going to events like the International Association of Shopping Centers (IASC). The findings were that this is a strategy on which the office should consider taking the lead, but since this is not an effort that was agreed to in the Economic Development Interlocal Agreement between Union County and the City of Monroe, and not part of the contractual duties, it should not be funded with the resources given to the organization under that agreement.



The Retail Development Recommendations are:

1. *Create a partnership of communities that will be a “pay to play” group to fund the retail effort. Funding for this effort should be at least \$150,000 per year*
2. *This should be a 5-year “proof of concept” effort to enable the hiring of a strong professional and an opportunity to generate measureable outcomes.*
3. *Hire a retail recruitment professional.*
4. *Seek out other communities that are good examples of successful programs.*
5. *Develop an option contract for the municipalities to aid in the controlling of land for development.*

## Business Development Strategies

Business Development is the main function of any economic development organization. It is in this effort that the local professionals foster investment from both the incumbent industry and those that seek to make their first commitment in the community. In the first 30 months of the organization, Monroe-Union County Economic Development had great success both in investment and job creation, exceeding goals established in the previous Work Plan.

Business Development is not one action, but a consolidated effort to generate leads that may be converted into new jobs and tax base. The effort is not limited to one organization, but is a team effort among local, regional, and state entities. Within this Work Plan, this effort is broadly captured in the following categories:

- a) *Existing Industry Retention and Expansion*
- b) *Product Development*
- c) *Marketing, Awareness and Recruitment Activities*

Below are the actions linked to these categories that make up the business development plan for Monroe-Union County Economic Development’s program through the end of fiscal year 2018.

**STRATEGY A:           EXISTING INDUSTRY RETENTION & EXPANSION (R&E) PROGRAM**

**GOAL A1:           Provide Uncommon Value to our Existing Industries**

- Action A1.1   Produce the Existing Industry Handbook annually
- Action A1.2   Host Existing Industry Seminars

**GOAL A2:           Continue to Maintain Highest Level of Customer Service**

- Action A2.1   Maintain a Vigilant, Formal Visitation Program (avg 15 industries per month)
- Action A2.2   Resolve Issues (cases) for Industries within 45 days
- Action A2.3   Continue Industry Appreciation Events (i.e. The Hook & Slice)
- Action A2.4   Visit Existing Industry HQ’s when in their markets (outside Union County)

**STRATEGY B:           PRODUCT DEVELOPMENT**

**GOAL B1:           Develop and Control Industrial Lands throughout the County**

- Action B1.1   Produce a Target List of Properties
  - ◆ Industrial
  - ◆ Office / Commercial
  - ◆ Distribution
- Action B1.2   Complete Creation of Infrastructure Extension Program with Union County
- Action B1.3   Develop Land Option Contracts

**STRATEGY B:      *PRODUCT DEVELOPMENT (continued)***

**GOAL B2:      *Establish a List of Development Partners***

- Action B2.1    Continue to Foster Real Estate Broker Relationships
  - ◆ Smokin’ Shells Ally Events (Spring and Fall)
  - ◆ Join NAIOP, the Commercial Real Estate Development Association and Charlotte Region Commercial Board of REALTORS (CRCBR)
  - ◆ Re-energize Building and Land Database
  - ◆ Develop e-mail Campaign Promoting Properties
  
- Action B2.2    Develop Strong Stable of Reliable Contractors for Projects
  
- Action B2.3    Develop other Ally Partners (i.e. Banking, Legal and Accounting)

**STRATEGY C:      *MARKETING, AWARENESS AND RECRUITMENT ACTIVITIES***

**GOAL C1:      *Increase our Lead Generation by 10% Annually***

- Action C1.1    Contract with a Professional Appointment Setting Specialist
  - ◆ International Missions
  
- Action C1.2    Plan Mission Trips to Strategic Targeted Locations
  
- Action C1.3    Harvest Supply Chain Data from Existing Industries
  
- Action C1.4    Work to Secure Meetings with Consultants
  - ◆ Southern Economic Developers Council
  - ◆ State and Regional Organizations
  - ◆ Private, Local Familiarization (FAM) Tours
  
- Action C1.5    Focus on Relationship Building with Foreign Allies
  - ◆ US Department of Commerce
  - ◆ American Chamber of Commerce - International
  - ◆ US Embassy - Commercial Services Group

**GOAL C2:      *Increase Awareness Among Ally and Prospect Audiences***

- Action C2.1    Maintain Social Media Efforts
  - ◆ Facebook, Twitter, LinkedIn, YouTube and Instagram
  - ◆ UNITAS Campaign
  
- Action C2.2    Develop a Quarterly Newsletter (web-based)
  
- Action C2.3    Stronger Press Release Protocols to Maximize Regional Exposure

## Partnering with Allies

### **Opportunities with Other Allies**

Finally, this Work Plan is furthered by the ability to partner with other counties, support entities (banks, real estate, construction, etc.), the Charlotte Regional Partnership, and agencies of the State of North Carolina. These groups can provide additional opportunities to achieve our goals for the citizens of Union County.

### **Economic Development Partnership of North Carolina (EDPNC)**

The EDPNC and the NC Department of Commerce (DOC) are key allies to our economic development effort. We will continue to make them aware of the assets Union County has and partner with these organizations as needed.

### **Charlotte Regional Partnership**

Union County is a proud member of the Charlotte Regional Partnership (CRP). The CRP is a marketing and lead generation organization for the 14-counties surrounding Mecklenburg County. Their goal is to enhance awareness of the Region and bring clients to look at sites and buildings in order to facilitate the location of these companies to the area. Our community has been a member of the CRP since 1991, currently has a board seat and a part of the leadership of the Economic Development Advisory Committee (EDAC).

### **Other Allies**

We will also work actively with other allies, such as accounting and law firms; real estate professionals, bank and financial institutions; architectural and construction companies; engineering and design firms; utilities; railroad; etc. We are continuing to strengthen relationships with the international chambers. Charlotte has healthy chapters of the German and French American Chamber of Commerce (GACC & FACC), along with the European American Business Forum (EABF). Through these connections, Union County will have exposure to the top international leaders in the Charlotte Region.

To summarize, the goal of this work plan is to accomplish: a) new job creation, b) additional capital investment and c) better define Union County to the industrial community through a variety of activities and cooperation with all the communities in Union County. We are excited about the continued partnerships and the overall guidance that went into the development of this document and feel strongly about the continued success it will bring Union County and its citizens.

**Anticipated Outcomes and Measurables**

**Summary of Goals**

July 2015-June 2016

- ◆ Complete New Work Plan
- ◆ Relocate Office Space
- ◆ Establish a 501c3
- ◆ Job Creation: 300
- ◆ Capital Investment: \$60 million

July 2016-June 2017

- ◆ Redevelop Website
- ◆ Job Creation: 300
- ◆ Capital Investment: \$60 million

July 2017-June 2018

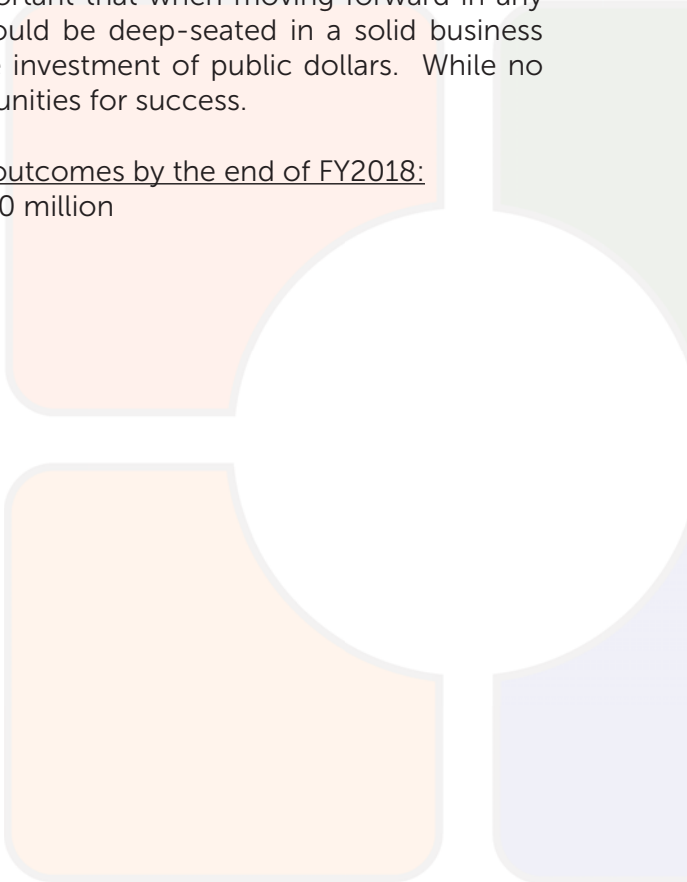
- ◆ Job Creation: 300
- ◆ Capital Investment: \$60 million

**Anticipated Outcomes**

This document is a living set of guidelines that is the underpinning of our economic development strategic planning for the next 5 to 10 years and will be the compass directing our efforts. This work plan will be revised as necessary as we seek to develop the most aggressive and successful plan to recruit and retain industry in Union County. It is very important that when moving forward in any economic environment, that our expenditure of funds should be deep-seated in a solid business development strategy that generates a good return on the investment of public dollars. While no result is guaranteed, we feel this plan maximizes our opportunities for success.

The Economic Development Board of Advisors anticipated outcomes by the end of FY2018:

- ◆ Recruiting or retaining capital investment exceeding \$180 million
- ◆ Creation of 900 jobs





**7-10** Southern Economic Developers Rountable (Florida)



**2** 5<sup>th</sup> Annual Groundhog Day Economic Summit

**11-13** National Farm Show (Kentucky)



**8** NCEDA Mid-Winter Conference

**6-10** SpeedNews Conference (California)

**10,23** Supervisory Training Seminars



**8-15** Farnborough Air Show (United Kingdom)



**8** Industry Appreciation Day



**TBD** Southern Economic Developers Roundtable (Florida)

**30-31** International Production and Processing Expo (Georgia)



**2** 6<sup>th</sup> Annual Groundhog Day Economic Summit

**15-18** National Farm Show (Kentucky)



**TBD** NCEDA Mid-Winter Conference

**6-8** SpeedNews Conference (California)

**TBD** Seminar: TBD



**TBD** PGA Championship (Charlotte)



**TBD** Industry Appreciation Day



**7,21** Supervisor Training Seminars



**4-7** Wells Fargo Championship



**TBD** Charlotte Business Journal  
Union County Spotlight

**25-29** Hannover Messe Trade Show  
(Germany) - *tentative*

**TBD** Smokin' Shells Ally Event  
(Spring)

**30** Queen's Cup Steeplechase

**12,18** Supervisor Training Seminars



**TBD** UCCOC Mfg Week



**19** Seminars: TBD



**13-15** PowerGen Conference  
(Florida)

**TBD** Smokin' Shells Ally Event  
(Fall)



**TBD** Smokin' Shells Ally Event  
(Spring)



**TBD** Charlotte Business Journal  
Union County Spotlight



**19-25** Paris Air Show (France)

**TBD** Queen's Cup Steeplechase

**TBD** Seminar: TBD



**TBD** UCCOC Mfg Week



**TBD** Seminar: TBD



**5-7** PowerGen Conference  
(Nevada)

**TBD** Smokin' Shells Ally Event  
(Fall)



**monroe  
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