



Regional Comprehensive Economic Development Strategy  
Annual Update  
**September 30, 2006**

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The Region: An Update

**Key Regional Benchmarks:**

Regional Unemployment:	Decreased by half a percent to 5%
Employment	Increased by 22,429 positions, approximately 2.7%
Wages	Wages increased by an average \$1768
New Units of employment	Increased by 2.1%

However, intense pockets of high unemployment and low income remain scattered throughout the region.

North Carolina's economic growth is about to slow to its weakest point in four years, but the pace should pick up next year as energy prices moderate, according to UNC Charlotte economist John Connaughton. Connaughton publishes a forecast for the state's economy each quarter. His September forecast for 2006 -- an annualized growth rate of 1.5 percent -- is lower than the 2.2 percent growth rate he projected during his June report..The culprit for the slower growth: higher energy prices, which are sapping families' disposable income. Connaughton estimates that each 50-cent-per-gallon increase shaves more than 1 percent off the state's gross domestic product.

### Centralina Economic Development Commission

The Centralina Economic Development Commission (CEDC) has 27 representatives from nine counties and four municipalities. The Commission revised the By-laws to conform to the new EDA regulations. The CEDC was appointed as the EDD for the region this year.

The CEDC held five meetings during the past twelve months.

CEDC committees continued to build collaborative networks for key regional target industries: advanced manufacturing, logistics, and bioinformatics/biotech.

Logistics; Three Regional Roundtable meetings were held. It was agreed that the best approach was to collaborate with the Institute for Supply Chain Management-Charlotte chapter, which resulted in the launch of the Logistics Roundtable for the Carolinas, geared toward organizations serving the logistics and distribution industry in the Carolinas.

Bioinformatics/Biotech: Three events were held for this regional networking group. The last event was a one-day workshop for educators in the region which drew 57 people from colleges, community colleges, and K-12 systems.

Advanced Manufacturing: In addition to the activities described below, the CEDC has sponsored regional and bi-state meetings for agencies, Chambers, and community colleges involved in programs that support advanced manufacturing. The goal is to develop and submit a bi-state application for DOL funding.

### Key Regional Priorities

Six of the seven key regional priorities identified in *No Boundaries* are being addressed, as described below:

- ✓ Incorporate advanced manufacturing in all business sectors that can adopt it.

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- Using a grant from EDA, the CEDC contracted with Angelou Economics to complete Phase I of the Feasibility Analysis for an Advanced Manufacturing Center. AE completed the reports and they are under review by groups within each county.
  - Four counties in South Carolina have joined the project. Since these counties are part of the economic watershed for the region, their participation adds value to the overall effort and product.
  - The advisory team for the grant has met with CH2M Hill, an engineering firm, that has been retained to complete an analysis of manufacturing technologies being used in the region. The final report and feasibility analysis is scheduled for May 2007.
  - The CEDC partnered with the Central Piedmont Community College to develop a regional presence for their new Advanced Manufacturing Training Program, an NCIST certified program. Forty-four students were trained during the past year.
  - The CEDC partnered with the Industrial Extension Service, the MEP in North Carolina, and with the Small Business Technology and Development Corp to offer matching grants to manufacturing firms that agreed to improve their management processes. Four or five companies will be served.
- ✓ Expand research and development by focusing on the motorsports and optoelectronics industries.
- The Charlotte Research Institute (CRI) through the University of North Carolina at Charlotte received a \$1.5 million grant from EDA to add collaborative space for industries in the new optoelectronics building at CRI.
  - A new \$40 m wind tunnel is being built in Cabarrus County by a private company to meet the needs of the motorsports industry.
  - During the past year, David Murdock, owner of Dole Foods, announced the creation of a research development in Kannapolis called the North Carolina Research Campus. Four universities will house research labs in the development that will focus on nutrition and human health. A medical facility is under construction to house medical offices as well as a core research lab building housing state-of-the-art equipment.
  - The North Carolina Biotech Center will open a Charlotte office, located at UNC-C to build the industry in this region.
- ✓ Improve the region's workforce preparedness through programs in literacy and basic skills development.
- Literacy programs are using the regional CEDS to promote their work and to encourage volunteers and employers to participate in their literacy programs.

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- The three workforce development boards assisted thirty-seven companies in the nine county region obtain incumbent workforce training grants.
- ✓ Develop a culture that promotes and encourages entrepreneurship.
  - The CEDC has been working with the BizHub to obtain a web-based program to track requests for assistance from entrepreneurs in the region.
  - A regional roundtable of organizations that provided assistance to new businesses meets quarterly.
- ✓ Promote the region's tourism assets through a well-funded cooperative effort.

The Charlotte Regional Visitors Authority offered to spearhead a regional tourism initiative. They have met with regional tourism boards to determine next steps.
- ✓ Enhance the distribution network for the region by investigating the feasibility of an intermodal site at the Charlotte Douglas International Airport.
  - The City of Charlotte is negotiating with Norfolk Southern to develop the intermodal facility.
  - Norfolk Southern has a 40-acre Intermodal facility adjacent to its rail yard just north of downtown Charlotte.
  - The facility is nearing capacity
  - Building a new facility at the Charlotte Douglas Airport was a key regional priority in the regional comprehensive economic development strategy.
  - A new terminal has been proposed by the railroad and is being considered by the City.
  - Site would have sufficient capacity for growth with direct highway access to I-485.
  - Charlotte was awarded \$16.5 million in the FY 06 federal budget for the intermodal facility. Norfolk Southern has pledged \$22 million toward the new facility. The gap between facility costs and financing resources has not yet been addressed.
  - Charlotte completed a cost benefit analysis of the project.
  - However, the airport location will require new environmental clearances which extends the timeline for completion of the facility.

## Other Objectives

**Objective ED-6** Develop and utilize incentives for sustainable industry.

Recommendation: Provide advice to municipalities and economic developers on recommended changes to incentives policies and *other tools to use in business development.*

Over 100 participants came to two workshops sponsored by the CEDC. The first on “Small Area Development” focused on new financing tools now available that small areas like municipalities and neighborhoods could use to promote economic development. The second workshop focused on brownfield redevelopment, again targeting small areas like neighborhoods and smaller municipalities, offering tools, techniques, and people to contact for help.

## Other Activities in Target Industries

**Polymer Group**, which makes nonwoven fabrics for the medical, food-service and janitorial industries, moved its headquarters here from North Charleston, S.C. In June, Polymer completed a \$40 million expansion of its Mooresville plant. It also has a factory in Benson. Polymer employs 480 in North Carolina, including about 100 at its headquarters. Last year, it had revenue of about \$950 million.

A Tel Aviv, Israel-based maker of materials for ballistic armor will open a plant here and employ 50 people within two years. **FMS Enterprises Migun** bought a 63,870-square-foot building and will invest about \$6 million.

**Continental Tire North America** closed its plant here. About 500 workers lost their jobs after the company and union failed to agree on a new contract that would cut pay and benefits. Continental, which once made 30,000 tires a day here, will shift production to a nonunion plant in Mount Vernon, Ill., and factories in Mexico and Brazil.

**South Piedmont Community College** officials unveiled a partnership with Charlotte-based bio-engineering company TransWorld Med Corporation to develop training programs for the biomedical and healthcare industries, as well as a drawing of a roughly 50-acre mixed-use development in downtown Indian Trail that would house the company's offices and manufacturing operations.

**Dirt Motorsports**, the national sanctioning body for dirt track racing in the U.S., will move from Oklahoma to Concord. The organization will consolidate its operations, bringing some 52 people to West Winds Business Park, near Concord Regional Airport. According to John Cox, CEO of Cabarrus Economic Development, there are already more than 200 motorsports-related businesses in Cabarrus County.

The North Carolina Research Campus in Kannapolis is helping to spur new training efforts at community such community colleges as **Rowan-Cabarrus Community College and Central Piedmont Community College**. Along with **Gaston College**, they will receive about \$170,000 which will allow them to research specific bio-tech training needs, establish areas of expertise, and co-develop programs that respond directly to industry.

Economic development efforts ran into a roadblock this week when state officials announced they will delay the long-awaited **Monroe Bypass** for several more years due to community concerns. Construction was scheduled to begin in 2007. The state will commission a study to determine if a more environmentally-friendly option can be found that also would eliminate the need for the road to run through a residential subdivision.

Updated Infrastructure List of Projects by County

See following pages.

Report on Benchmarks from the CEDS.

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## County Projects

### ANSON COUNTY

County: ANSON	Issue/Topic	Project/Recommendation
<b>Sites &amp; Infrastructure</b>		
	US Hwy 74 Upgrade	A much needed major transportation improvement is the connection of I-95 to I-485 in Charlotte along US Highway 74. 74 is a major east-west connector from the State Port of Wilmington to the Tennessee border. The highway is recognized by the NC Dept of Transportation as an Interstate Corridor and a Key Economic Development Highway from US 17 in Brunswick County (Wilmington) to I-26 in Polk County near Hendersonville. The upgrade of this Intrastate Connector is vitally important to the economy of the region and state as a whole.
	US Hwy 74 Misc. Improvements	New US 74 upgrade projects have been currently identified in the Transportation Improvement Plan for 2004-2010 for three state division of the NCDOT, including Division 10 (Anson, Cabarrus, Stanly, Union). All of these projects should be identified and the value of their development communicated by their economic development agencies as a whole to their respective elected officials.
	Monroe Bypass	The construction of the Monroe Bypass on US 74 in neighboring Union County to clear congestion of the main transportation service artery to the west.
	Widen Lanes of US 52	Widening to four lanes of US 52 from US 74 to the South Carolina state line.
	Regional Wastewater Treatment Facility	Cabarrus, Union and Mecklenburg Counties have been planning to build a regional wastewater treatment plant to serve eastern Mecklenburg, northwestern Union, and eastern Cabarrus Counties. The proposed site for the wastewater treatment plant is in Union County at the confluence of the Rocky River and Goose Creek.
	Expansion/Rerouting of Hwy 52	Conceptual planning has been envisioned for the expansion/rerouting of US Hwy 52 from Albemarle to Salisbury. This plan is designed to upgrade 52 to a limited access, 4-lane highway to improve access from Albemarle to I-85 in Rowan County. The development of this project is important as a regional initiative affecting the economic viability of both Cabarrus and Stanly Counties through commercial and industrial development possibilities.
	Spec Industrial Building	Build a spec industrial building.
	Certified Industrial Sites	Develop sites built with natural gas lines, sewers, other infrastructure.



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County: ANSON	Issue/Topic	Project/Recommendation
<b>Sites &amp; Infrastructure Cont.</b>	Grantsmanship Center	Create a business incubator using 3000 ft. available in Lockhart Taylor building.
	Community Facilities	Improve community facilities to include: renovate Crisis 911 Operations Center for emergency broadcasting, command center, electronic media; develop a Youth Center; advance Recreation Department Projects – playing fields, indoor multi-court gym; creation of a wellness center and fitness center; develop a greenway system along sewer lines; develop a new governmental facility – possibly expand the courthouse, library, post office and volunteer fire departments.
	Existing Textile Mills	Assess reuse potential for existing mills; assess and reclaim brown fields sites, renovate buildings.
	Natural Gas	Expansion of Natural Gas Infrastructure to south west portion of county.
	Water and Sewer	Expand water and sewer lines to outlying areas.
	Internet Access	Broaden availability of broadband internet access. Create public access sites where high-speed internet is available. Develop e-commerce and e-government.
	Affordable Housing	Create more affordable housing, both rental and owner-occupied.
	<b>Economic Development</b>	
	Agricultural Development	Electronic agribusiness. Re-vamp Farmer's Market. Develop livestock marketing facilities. Develop agri-tourism.
	Agricultural Opportunities	Expand and manage agricultural resources.
<b>Retention</b>		
	Industry Retention	Develop a retention plan for existing industries.
<b>Education</b>		
	Tele-Com Center	Create telecommunications center for distance learning opportunities, accessible for media.
	Learning Resource Center	Renovate LRC on SPCC's Polkton campus for new programs.
	Adult Illiteracy	Develop a comprehensive strategy with initiatives to combat adult illiteracy.

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**CABARRUS COUNTY**

County: CABARRUS	Issue/Topic	Project/Recommendation
<b>Sites &amp; Infrastructure</b>	Improve US 74	New US 74 upgrade projects have been currently identified in the Transportation Improvement Plan for 2004-2010 for three state division of the NCDOT, including Division 10 (Anson, Cabarrus, Stanly, Union). All of these projects should be identified and the value of their development communicated by their economic development agencies as a whole to their respective elected officials.
	Upgrade US 74	Upgrade US 74 to Interstate quality between Charlotte and Interstate 95 in Robeson County
	Upgrade Highway 220	Upgrade Highway 220 to Interstate quality, connecting Greensboro to Interstate 74 near Rockingham.
	1000-acre Mega-Site	In conjunction with the expansion and rerouting of US Highway 52, a 1000-acre mega site has been identified in northeastern Cabarrus County as a development possibility. This site would provide a rail-served property with access to high-voltage power transmission lines as a potential for major industrial development projects such as an automotive assembly plant.
	I-85	Widen I-85 to eight lanes.
	US-52	Upgrade US 52 to 4-lane limited access standards from Albemarle to Salisbury.
	Regional Wastewater Treatment Facility	Construct a regional wastewater treatment plant for Cabarrus, Union and Mecklenburg Counties, in Union County, at the confluence of the Rocky River and Goose Creek.
	Expansion of Water Resources	Identify additional water sources to supply the county and build the needed lines and infrastructure. Support the Inter-basin water transfer from the Catawba River.
	NC 73	Upgrade the NC 73 corridor per plan recommendations.
	Educational Infrastructure	Construct infrastructure for the North Carolina Research Campus biotechnology hub.

**GASTON COUNTY**

County: GASTON	Issue/Topic	Project/Recommendation
<b>Economic Development</b>		
	Land for Industrial Development	Some combination of zoning in key locations, incentives for private sector procurement for the long-term, and public sector land assembly and acquisition. Within Gaston County, new industrial park locations should be identified, primarily along US-321 North and I-85 West, and land will also need to be identified and secured at one or more key interchanges along the proposed Garden Parkway in the southern part of the county. A more immediate priority would be the development of a high-density warehouse-only distribution park on the east side of the county to take advantage of completion of I-485 and I-85.
	Gastonia Tech Park at Gaston College	A priority project is the completion of the Gastonia Technology Park adjacent to Gaston College just off US-321. This is a 380-acre site envisioned as being subdivided into some 15 lots of varying sizes from six to fifty acres but still requires significant investment in internal roads, services, and landscaping. Already some \$6 million has been spent on the first phase, where there is currently one occupant, Pass & Seymour, Legrand, on a 41-acre site with a 155,000 square feet plant, employing 125 people. The intention is to recruit high quality manufacturing companies that need larger sites and that would create training, cooperation, and education programs with the college.
	Downtown Revitalization	Uptown Shelby Association supports a focus on Uptown Shelby: increasing the tax base by taking unoccupied or underutilized buildings and converting them to revenue-producing businesses; increasing the retail mix so that dollars that would be spent elsewhere are circulated locally; encouraging much-needed building maintenance and facade rehabilitations; increasing tourism and tourism-related dollars.

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County: GASTON	Issue/Topic	Project/Recommendation
<b>Infrastructure Development</b>		
	Highway Infrastructure	Perform a land-use study for each proposed Garden Parkway interchange, and pursue an interstate designation for the proposed parkway. Consider extending the proposed parkway to NC 16 in the northeast County quadrant. Pursue an interstate designation for US 321 from I-85 to I-40. Request NCOS to redevelop the I-85/US-321 interchange to meet current Interstate Highway design standards. Perform a feasibility study for US 29/74 to evaluate improvements in traffic flow and route aesthetics, and improvement/widening to bridges that traverse the Catawba River. Evaluate NC 279 widening from Cherryville to US 321 to enhance US 321 access.
	Utility Infrastructure	Develop a plan for extending municipal wastewater service outside of Belmont, Cramerton, Gastonia and Mount Holly municipalities. Priority service areas are the proposed Garden Parkway corridor and northeast quadrant of the County. Water and wastewater service area expansions should consider economic development potential relative to the required capital expenditure. Pursue funding restoration to the Gaston County Water and Sewer District, which would enable service extensions to unincorporated areas of the County.
	Real Estate	For industrial parks located within municipal boundaries, Gaston County should develop a program for multi-jurisdictional funding of infrastructure and road improvements to maintain its competitive land prices. Gaston should secure and allocate funding for the road extension into Tech Park to allow for small parcel sales (10 acres and under). Gaston should develop a high density warehouse-only distribution park (as in industry cluster) on the east side of Gaston County to compete with west Mecklenburg County locations. This should be considered a priority with the completion of I-485 to I-85.

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County: GASTON	Issue/Topic	Project/Recommendation
<b>Marketing &amp; Communications</b>		
		Gaston should develop a complete set of information about the county's demographics, sites, buildings, education offerings, workforce, quality of life, government and taxes, incentives, and other details often required by prospects, and make available on the website. Later should come a marketing brochure on each developed park and major greenfield site, with all pertinent statistics, photos, site plans and other contact information. An up-to-date website is necessary. Also, a strong graphic identity system, including a logo, stationery, binders, and other printed materials should be developed.

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**IREDELL COUNTY**

County: IREDELL	Issue/Topic	Project/Recommendation
<b>Interstate Projects</b>		
	I-40	SR 1717 (Exit 138) in Catawba County to West of SR 1512 (Exit 146) in Iredell County. Pavement and bridge rehabilitation.
	I-40/I-77	Statesville. Modification of interchange area.
	I-40	Asheville to Winston-Salem. Review existing interstate route and evaluate for future improvements.
	I-77	SR 2171 (Jane Sowers Road). Convert grade separation to an interchange.
	I-77	South of SR 1891 in Iredell County to South of SR 1125 in Yadkin County. Pavement and bridge rehabilitation and safety improvements.
	I-77	Planning/design of widening I-77 from Mecklenburg County line north to I-40.
	I-77	Mazeppa Road-Cornelius Road connector including a new I-77 interchange.
<b>Rural Projects</b>		
	US 21/NC 115	Troutman Cedar Lane Avenue to SR 1336 in Barium Springs. Widen to a multi-lane urban facility.
	US 70	SR 2318 in Statesville to US 601 in Salisbury. Widen to multi-lanes, part on new location.
	NC 150	NC 27 in Lincolnton to I-77. Widen to multi-lanes.
	SR 1100 (Brawley School Road)	SR 1177 (Chuckwood Road) to US 21. Widen to multi-lanes with an interchange at I-77.
	SR 1379/SR 1364	Statesville Airport. Relocate SR 1379 (Airport Road) and SR 1364 (Fleetwood Road).
	Mooresville	SR 1206 (Alcove Road) relocation.
	Statesville Airport	Statesville Airport expansion to a 9000 linear foot runway and new radar/instrumentation.
<b>Urban Projects</b>		
	Statesville	SR 2333 (East Side Drive), SR 25332 (Barkley Road) to SR 2321 (East Broad Street). Widen to multi-lanes, part on new location.
	Statesville	US 21, SR 1933 to I-77. Widen to multi-lanes and realign offset intersections of SR 1922 and SR 2171.

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County: IREDELL	Issue/Topic	Project/Recommendation
<b>Urban Projects Cont.</b>	Statesville	US 21, US 64 to SR 1933. Widen to multi-lanes.
	Statesville	US 70, SR 2352 to I-77. Construct additional turn lanes and other improvements to improve traffic flow from Statesville Industrial Park to I-77.
	Statesville	US 64-70 (Garner Bagnel Road), I-40 to I-77. Widen to four lane divided facility.
<b>Feasibility Studies</b>		
	NC 150	NC 115 to NC 150/NC 152 split. Widen to four lane divided facility.
<b>Federal Bridge Projects</b>		
	US 21/NC 115	Hunting Creek. Replace bridge no. 103.
	US 21	Third Creek. Replace bridge no. 38.
	NC 115	Rocky Creek. Replace bridge no. 69.
	SR 1333	Buffalo Shoals Creek. Replace bridge no. 86.
	SR 1421	Alexander Railroad. Replace bridge no. 513. Southern Railroad. Replace bridge no. 514.
	SR 1521	Third Creek. Replace bridge no. 116.
	SR 1526	Replace bridge no. 100.
	SR 1537	Third Creek. Replace bridge no. 95.
	SR 1581	Snow Creek. Replace bridge no. 140.
	SR 1832	Hunting Creek. Replace bridge no. 292.
	SR 1854	Rocky Creek. Replace bridge no. 228.
	SR 2308	Fourth Creek. Replace bridge no. 312.
	SR 2382	Weathers Creek. Replace bridge no. 14.
	VARIOUS	Environmental mitigation for bridge projects in Division 12.
<b>Bicycle &amp; Pedestrian Projects</b>		
	Statesville	Museum Greenway: Free Nancy Road to Broad Street including Statesville Park.
	Lake Norman	Planning/design/acquisition of a Lake Norman Regional Bike Trail.
<b>Enhancement Projects</b>		
	Mooresville	Phase A: Main Street, East McClelland Avenue to East Center Street. Streetscaping.
	Mooresville	Phase II: North Main Street north of Center Avenue to South of Moore Street. Streetscaping.

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County: IREDELL	Issue/Topic	Project/Recommendation
<b>Enhancement Projects Cont.</b>	Statesville	Sidewalks in suburban low-income area to link recreational areas, shopping and social services building.
<b>Hazard Elimination Projects</b>		
	I-40	Catawba County Line to Davie County Line. Install shoulder rumble strips.
<b>Passenger Rail Projects</b>		
	Mooresville	Catawba Avenue at Norfolk Southern Railway Crossing 721 681V. Safety improvements.
	Statesville	Station rehabilitation. Platform and track work for Western North Carolina Service.
<b>Roadside Environmental Projects</b>		
	I-77	Renovation of buildings to address safety and operational issues until a new pair are completed.
	I-77	Renovation of buildings to address safety and operational issues until a new pair are completed.
	I-77	New rest area pair on new location to replace two existing pairs. One in Iredell County (Lake Norman) and the other at the Iredell/Yadkin County Line. To improve spacing and reduce maintenance costs.



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**LINCOLN COUNTY**

County: LINCOLN	Issue/Topic	Project/Recommendation
<b>Infrastructure Development</b>		
	Regional Water Distribution System	The project involves increasing connections by other governmental entities to the Lincoln County Water System. Lincoln County is currently pursuing a connection with the City of Hickory and Catawba County on Cat Square Road whereby it could purchase water from Hickory. That connection would strengthen the regional supply system and would enhance ability to supply water to Lincoln and High Shoals in time of need. Lincoln County has also talked with Hickory concerning a connection on NC 150 at NC 16, which would allow water to flow either way.
	NC 150 Improvement Feasibility Study	This project is currently in the NCDOT Transportation Improvement Program as an unfunded project. Expediting the completion of the feasibility study would develop a strategy in which to relieve congestion and decrease travel times between I-77 and US 321, promote economic development along this corridor and increase potential employment opportunities.
	Hwy 16 Improvement Study	A new four-lane Highway 16 is being built to interstate standards through eastern Lincoln County. These improvements could continue but need to be examined to determine feasibility.
	Catawba River Sediment Removal Project	Sediment is a critical issue in the Catawba River. The WPCOG has been working with an engineer and Caldwell County to look at several aspects including loss of storage capacity in lakes due to sediment in the river. A demonstration cove in Lake Hickory has been identified and a \$450,000 grant is needed to implement the program.
	Brownfield/Vacant Building Survey	The need to rehabilitate sites and vacant buildings that closed because of the current economic situation is critical. Funds are needed to tear down, rehabilitate, reuse and market these sites. A regional inventory of brownfield sites is needed.
	Fiber Optic Gap Analysis	The NC Rural Center has funds available to identify major corridors in the region that do not have fiber optics.
	Development Corridor Plans	Identify transportation corridors as the main focus for future planned development.

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County: LINCOLN	Issue/Topic	Project/Recommendation
<b>Infrastructure Development Cont.</b>	Mega-Development Program	The plan calls for a mega-site development that would put Future Forward in competition with other parts of the US. Multiple counties could to incremental financing with a phased option to purchase.
	Lincolnton/Lincoln County Regional Airport	Bringing water and wastewater infrastructure to the airport will allow the airport to add commercial hangars and develop an air-oriented business park on adjacent property. In addition, new terminal facilities and road network are needed.
	NC 73 Water Project	A new water line and water tank along NC 73 are needed to bring additional water capacity to the industrialized central zone of the County. This project would improve the reliability of the entire Lincoln County water system.
	New Wastewater Treatment Plant	This project is in the design phase and will substantially increase Lincoln County's ability to accommodate new commercial and industrial projects. The proposed plant will be at a new location remote to the current Forney Creek facility but will be in the eastern end of the County.

## MECKLENBURG COUNTY

County: MECKLENBURG	Issue/Topic	Project/Recommendation
<b>Transportation &amp; Infrastructure</b>	Critical Projects	Neighborhood Improvement Program
		Sidewalk Program
		Statesville Road Widening (I-85 to Sunset)
		Rea Road Widening
		Idlewild Road Widening
		Harris Boulevard/Milton Road Intersection
		Eastway/Central Intersection
		Plaza/Sugar Creek Intersection
		Beatties Ford Road Widening--Planning (Capps Hill Mine to Lakeview)
		Loganville Drive (Prosperity Church Road to Prosperity Village Road)
		Prosperity Church Road (Loganville Drive to Prosperity Village Road)
		Prosperity Ridge Road (Panthersville Drive to Prosperity Church Road)
		Sharon Amity/Central Intersection
		Old Steele Creek/West Boulevard Intersection
		Community House Bridge Replacement
		Arterial Signal Systems
		Farm-to-Market to Urban Roads
		Oakdale/Hovis/Brookshire Intersection
		Johnson-Oehler/Mallard Creek Road Intersection
		South Davidson Street Connector
		Dixie-Berryhill Road Extension
		Eastland Mall Area Improvements - Phase II
		Future Transit Station Area Infrastructure
	Fire Station Renovations	
	Fire Station Number 30	
	NE Equipment Maintenance Facility	

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<b>County: MECKLENBURG</b>	<b>Issue/Topic</b>	<b>Project/Recommendation</b>
Transportation & Infrastructure Cont.	Critical Projects Cont.	Verhoeff Drive Extension
		Animal Control Spay/Neuter Clinic
		Bailey Road Widening
		Extension of Bailey Road to US 21
		Extension of Bailey Road to Barnhardt Road
		Westmoreland Road Improvements (west side of interstate)
		Joint Business Park in Huntersville
		River Center (indoor amateur sports facility)

**ROWAN COUNTY**

County: ROWAN	Issue/Topic	Project/Recommendation
<b>Interstate Projects</b>		
	I-85	North of SR 2120 (Exit 81) in Rowan County to US 29-52-70/I-85 Business (Exit 87). Additional lanes and bridge reconstruction.
	I-85	Us 29-601 Connector (Exit 68) to North of SR 2120 (Exit 81). Rehabilitate bridges and widen to eight lanes.
	I-85/US 601	US 29 and NC 152 (Exit 68). Interchange revision.
	I-85	NC 73 in Cabarrus County to US 29-601 Connector in Rowan County. Add additional lanes.
	I-85	SR 1221 (Old Beatty Ford Road). Construct an interchange.
	I-85	Cabarrus County Line to NC 152. Repair pavement and overlay with Novachip.
<b>Rural Projects</b>		
	US 52	Multi-lanes south of NC 49 at Ritchfield to I-85 north of Salisbury. Four lanes divided on new location.
	US 70	SR 2318 in Statesville to US 601 in Salisbury. Widen to multi-lanes. Part on new location.
	NC 152	I-85/US 601 interchange to relocated US 52 near Rockwell. Upgrade facility.
<b>Urban Projects</b>		
	Concord	US 29, SR 1305 (Pitts School Road) in Rowan County. Install closed loop system.
	Landis	Construct grade separation at Rice Street over Piedmont High Speed Rail Corridor.
	Salisbury	SR 2541 (Kluman Road), construct a grade separation with the North Carolina Railroad.
	Salisbury	SR 1002 (Bringle Ferry Road)/US 29-70 (Main Street). Five lane urban intersection. Grade separation over North Carolina and Norfolk Southern Railroads and an access road to Long Street.
	Salisbury	NC 150, SR 1516 to west of Grants Creek. Widen to multi-lanes
	Salisbury	Jake Alexander Boulevard at Harrison Road to Peach Orchard Road at I-85. Two lanes on multi-lane right of way. New location.

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County: ROWAN	Issue/Topic	Project/Recommendation
	Spencer	SR 2120 (Long Ferry Road). Grade separation at Southern Railway.
<b>Feasibility Studies</b>		
	Landis	Extension of SR 1211 (Kimball Road), SR 2739 (Main Street) to SR 1221 (Bostian Road). Construct connector on new location.
<b>Federal Bridge Projects</b>		
	NC 49 (Eastbound Lane)	Yadkin River and Winston-Salem Southbound Railroad. Rehabilitate deck bridge no. 3.
	NC 801	Withrow Creek. Replace bridge no. 28.
	NC 801	South Yadkin River. Replace bridge no. 80.
	SR 1003	Third Creek. Replace bridge no. 26
	SR 1004	Church Creek. Replace bridge no. 143.
	SR 1004	South Second Creek. Replace bridge no. 141.
	SR 1308	Lake Fisher. Replace bridge no. 221.
	SR 1547	Back Creek. Replace bridge no. 12.
	SR 1759	Back Creek. Replace bridge no. 6.
	SR 1949	Replace bridge no. 78.
	SR 2048	Second Creek. Replace bridge no. 25.
	VARIOUS	Environmental mitigation for bridge projects in Division 09.
<b>Municipal Projects</b>		
	Salisbury	I-85 Town Creek Sewer
	Salisbury	Second Creek Sewer
	Salisbury	City-wide fiber network
	Kannapolis	Pump Station Road over Bakers Creek Branch. Replace bridge no. 277.
	Salisbury	North Ellis Street over Southern Railway. Replace bridge no. 393.
	Salisbury	East Fisher Street over Southern Railway. Replace bridge no. 138.
<b>Bicycle &amp; Pedestrian Projects</b>		
	Countywide	Bicycle route mapping and signage.
	Countywide	Uwharrie Lakes Region bicycle route mapping and signage.
	Grants Creek Greenway	Construct Grants Creek Greenway.
	Kannapolis	8th Street Greenway.

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County: ROWAN	Issue/Topic	Project/Recommendation
<b>Bicycle &amp; Pedestrian Projects Cont.</b>	Salisbury	Kelsey-Scott Park/Catawba College Greenway Connector.
	Salisbury	Grants Creek Bicycle Trail.
	Salisbury	Kelsey-Scott Park/YMCA Connector.
<b>Enhancement Projects</b>		
	Granite Quarry	Construct sidewalk and curb and gutter and install landscaping and bike rack on Brown Street.
	Kannapolis	Construct a ten-foot greenway and pedestrian walkway linking Baker's Creek Park to the CBD.
	Salisbury	North Carolina Transportation Museum Back Shop Project.
	Salisbury	Phase I: 100 and 200 blocks of East Fisher Street and 100 block of South Lee Street landscaping.
	Salisbury	Relocation of diesel locomotive no. 6133 at the North Carolina Transportation Museum.

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**STANLY COUNTY**

County: STANLY	Issue/Topic	Project/Recommendation
<b>Economic Development</b>		
	Prime Power Park at Stanly County Airport	Support the development of the "Prime Power Park" through the improvement of necessary utilities such as water and sewer infrastructure to this unique park that seeks to recruit users with mission critical power needs. Continue to improve the facilities of the Stanly County Airport, including terminal expansion, in order to enhance its ability to act as a recruiting magnet for the Prime Power Park. Improve vehicle and rail access to the Prime Power Park.
	Development of a "Boutique" Automotive Site	Work to establish a multi-county site that is conducive to the development of a smaller automotive or automotive supplier facility. Such facility should also be promoted to entice Motorsports related testing and/or production facilities.
	Agriculture and Heritage-Based Tourism	Promote the continued development of Stanly County as a center for heritage-based, historic-focused tourism, capitalizing on the unique assets of Downtown Albemarle and the County as a whole. Continue the development and marketing of Agricultural and Eco-tourism in Stanly County. Engage in projects to enhance, market and expand these assets.
	Develop a Rail/Truck Transfer Station	Utilizing Stanly County's multiple rail providers, develop a multimodal transportation facility that will provide rail to truck transfer capabilities for multiple users, thus increasing access to rail service and increasing the utilization of existing infrastructure.
	Development of a Multi-county Industrial Park in the Southwestern Portion of the County	With the increasing growth pressures extending from the Greater Mecklenburg urban center, it is critical that Stanly and other fringe counties work to ensure adequate non-residential development to support the services required by additional residential development. Numerous opportunities exist for potential inter-municipal cooperation.
	Preparation of Land Suitable for Industrial Development	With increasing residential growth pressures along the Hwy 24/27 and Hwy 49 Corridors, it is critical that Stanly County identify, engage, and develop opportunities for industrial and other non-residential development in these key areas in order to ensure the continued stability of the County tax base and to take advantage of the close proximity of the greater Charlotte market.



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County: STANLY	Issue/Topic	Project/Recommendation
<b>Economic Development Cont.</b>	Development of an Eco-Tourism related convention/meeting facility	With Morrow Mountain State Park and hundreds of miles of lake shoreline, Stanly County is well suited to host a professional retreat/conference center. Such a facility would allow the greater Charlotte community to engage in strategic planning and team building events in a rural setting without being more than an hour from Uptown Charlotte.
<b>Infrastructure</b>		
	Improve US 52 from Interstate 85 to US 74	Conceptual planning has been envisioned for the expansion/rerouting of US Hwy 52 from Albemarle to Salisbury. This plan is designed to upgrade 52 to a limited access, 4-lane highway to improve access from Albemarle to I-85 in Rowan County. The development of this project is important as a regional initiative affecting the economic viability of both Cabarrus and Stanly Counties through commercial and industrial development possibilities.
	Improve Hwy 24/27 from end of current project West of Albemarle to US 220/Future Interstate 73/74	This corridor is Stanly County's main link to the Charlotte region and offers one of the greatest opportunities for future interaction with the developing US 220/Interstate 73/74 corridor. This corridor is currently being expanded to 4 lanes from Locust to just west of Albemarle. This process must be continued through Albemarle to the western edge of the County and then on to US 220/Interstate 73/74 in Troy.
	Improvement to Prime Power/Airport Access	Improvements are necessary to Hwy 740 and Airport Road in order to ensure adequate accessibility for industrial and military vehicle traffic. These improvements must include a link to the North East Connector that joins US 52 and Hwy 740 north of Albemarle.
	Improve Hwy 49 Throughout Stanly County and North to US 220/Future Interstate 73/74	Hwy 49 is currently being improved to 4 lanes in Cabarrus County. These improvements must be continued through Stanly County to the intersection of US 220 and US 64 in Asheboro. Portions of this project have already been completed north of Stanly County. This corridor, when improved, will not only provide an important vehicle transportation corridor for Stanly and surrounding Counties, but will also provide a viable alternative for vehicle traffic between Raleigh and Charlotte, relieving pressures on Interstates 40 and 85 as well as providing important emergency planning operations for Raleigh and Charlotte.

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County: STANLY	Issue/Topic	Project/Recommendation
<b>Infrastructure Cont.</b>	Improve Hwy 73	Improvement to Hwy 73 will allow Stanly County to better interact with regional partners such as Cabarrus County. This improved infrastructure will also provide a viable transportation link to Interstate 85 and the improved Hwy 49 for the western and northwestern sections of Stanly County.
	Water Improvements	In order to ensure adequate water availability throughout the region, water infrastructure should be extended along US 52, Hwy 24/27, Hwy 49 and Hwy 73. Such extensions must be designed to interlink with systems in neighboring counties and provide options for inter-municipal water transfers in times of emergency demand.
	Sewer Improvements	Provide improved access to wastewater treatment for major industrial corridors and future growth areas. Develop a long-range action plan to improve capacity in the western and southwestern portion of the County. Possible solutions include upgrading and extending infrastructure, the development and/or expansion of sewer treatment facilities, and/or the partnering with neighboring counties to facilitate additional treatment capacity.
<b>Marketing &amp; Communications</b>		
	Targeted Marketing Materials	Stanly County must develop a comprehensive series of marketing materials that can be customized to highlight each County municipality and be widely distributed. These materials must also provide industry specific information to potential clients and site selection professionals. Information must be made available in multimedia formats including print, video/DVD, CD-Rom and streaming internet/website presentations. Materials will target the brokerage community, select industries, and the Site Selection community.
	Downtown Albemarle Redevelopment	Downtown Albemarle holds vast potential to once again be a hub for commerce and community growth. Projects such as building rehabilitation, conversion to residential units and new retail/entertainment space should be aggressively pursued. Additionally a vehicle to convey the opportunities in Albemarle must be created. Such a vehicle may include print, direct mail and guided/personal tours and programs.

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County: STANLY	Issue/Topic	Project/Recommendation
<b>Marketing &amp; Communications Cont.</b>	Tourism-Related Marketing	Additional steps should be taken to enhance the capabilities of Stanly County's Convention and Visitor's Bureau. This includes the development of professional marketing pieces as well as resources to further develop tourism-related events and activities.
<b>Education &amp; Literacy</b>		
		Upgrade the educational and literacy levels in the County.
<b>Capital Improvements</b>		
		Prepare a long-term capital improvement infrastructure study.

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**UNION COUNTY**

County: UNION	Issue/Topic	Project/Recommendation
<b>Infrastructure Development</b>		
	Highway 74	Upgrade Highway 74 to Interstate quality to solve the congestion problem and provide effective passage through Union County.
	Highway 74	New US 74 upgrade projects have been currently identified in the Transportation Improvement Plan for 2004-2010 for three state division of the NCDOT, including Division 10 (Anson, Cabarrus, Stanly, Union). All of these projects should be identified and the value of their development communicated by their economic development agencies as a whole to their respective elected officials.
	Waxhaw By-Pass	Construct a Waxhaw By-Pass.
	State Highway 75	Improve State Highway 75 from Mineral Springs to the South Carolina border.
	Energy Court	Extend Energy Court 1,300 feet into the Union County Corporate Center.
	Idlewild Road	Widen Idlewild Road to four lanes for approximately 1,800 feet.
	Monroe Regional Airport	Construct the needed runway extensions and a larger airport terminal at Monroe Regional Airport.
	Water and Sewer Infrastructure	Upgrade the County water supply system from Anson County to Union County to a 16-inch water line. Create additional pumping capacity. Expand the water and sewer capacity in the Waxhaw Area. Seek funds to expand the current wastewater treatment capacity in eastern Union County.
	Waste Water Treatment Plant	Relocate the regional wastewater treatment plant from the confluence of Rocky River and Goose Creek to Rocky River and Crooked Creek. The length of the proposed line is 4.2 miles.
	Regional Water Treatment Plant	Construct a regional water treatment plant on the Pee Dee River in Anson County.
	Telecommunication Infrastructure	Place fiber optic cabling and equipment in strategic areas throughout the City of Monroe and between Charlotte and Monroe.
	Industrial Sites	Purchase land around Waxhaw for future product development, and ensuring job creation.

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County: UNION	Issue/Topic	Project/Recommendation
<b>Economic Development</b>		
	Equestrian Center	Develop an Equestrian Center in Union County.
<b>Education</b>		
	Vision 2020	Seek funding for Vision 2020.
	Small Business Support Center Network	Construct a larger downtown Monroe facility.

## Update: Progress on Benchmarks from the No Boundaries Report

Strategies	Objectives	Measurements	Results
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### Workforce Development Strategies

Objective WF-1	Enhance collaboration of businesses, economic development organizations, community colleges, workforce development boards and K-12 providers.	Communities in Schools will exist in every County in the region by fall 2006.	Five counties in the region have implemented this program - Cabarrus, Gaston, Lincoln, Mecklenburg and Rowan.
		Curriculums for each target industry are found in every community college by fall 2006.	A <b>biotech</b> curriculum was developed by the Bio-Ed Network at Gaston College for use by all community colleges.  An <b>Advanced Manufacturing</b> certification program was initiated by CPCC in 2006.
		New marketing collateral such as billboards or advertisements are developed that will serve all three workforce development boards by fall 2005.	The WD Boards formed a regional collaboration and meet routinely to discuss regional issues. They published a workforce report in January 2006.
Objective WF-2	Develop well-funded and innovative literacy programs.	Literacy Councils will exist in every county in the region by fall 2005.	Gaston, Rowan, Union, Lincoln, Cabarrus, Mecklenburg Counties have literacy programs.
		A Youth Literacy Corps is in place with staff and at least 10 corps members by summer 2006.	

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Objective WF-3	Develop School/Career Partnerships with a focus on advanced skills training, worker retraining, and drop-out prevention.	Develop at least one school/career partnership in every school district in the region by fall 2006.	
		Double the number of school/career partnership programs in school districts with existing programs by fall 2007.	

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**Small Business and Entrepreneurship Strategies**

Objective SBE-1	Increase the awareness of the Charlotte Research and Development (R&D) resources.	Increase the awareness of the Charlotte Research Institute (CRI) by 200% by fall 2005.	CRI opened an office on the new campus of the NC Research Campus in Kannapolis, NC.
		The number of business partnerships with the CRI increases by 200% by fall 2006.	The CRI hired an Assistant Director to assist with outreach to businesses.
Objective SBE-2	Develop an entrepreneurial culture.	All high schools in the region will have a Junior Achievement program by spring 2006.	Gaston, Lincoln, Cabarrus, Union, Iredell, and Rowan Counties have JA program Anson County has met with JA.
		More than 85% of survey respondents state that the networking events are very useful.	<i>Entrepreneur</i> magazine's list of "best markets for entrepreneurs" was released, ranking Charlotte #2 in 2006.
		Angel investments to regional entrepreneurs increases by 200% by fall 2008.	A new Angel Investment company has announced its opening in Charlotte in September 2006. Also, <b>Noble Financial</b> sponsored an investment expo bringing together venture managers and entrepreneurs from across the country (9/06).
Objective SBE-3	Improve, coordinate and streamline services to small business and entrepreneurs.	More than 75% of small businesses and entrepreneurs report that services for this group have improved by spring 2006.	A regional roundtable was created to coordinate the provision of services to entrepreneurs. An internet portal is being developed to facilitate entry from any place in the region into the system.
		More than 75% of investors for small business and entrepreneur services see the return on their investments being more effective by spring 2006.	



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**Quality of Life Strategies**

Objective QOL-1	Develop a Greater Charlotte Young Professionals Association	Share of residents aged 25-44 years old will increase by 2010.	A Young Professionals group was formed for Center City Charlotte.
		Interest of students and young professionals in staying in the region increases by 100% by fall 2008.	
Objective QOL-2	Develop a vision for regional growth and development.	A vision for the region will be developed by spring 2006.	A regional visioning process began in August 2006. The final document should be available in January 2007.
Objective QOL-3	Link parks, open space, and tourism destinations with a greenway network.	Dedicated greenway trail network increases by 100% per year beginning fall of 2008.	Additional greenways are being developed. A regional listserv was created.
Objective QOL-4	Increase the awareness and understanding of different cultures throughout the region.	By fall 2007, more than 75% of survey respondents state that ethnic diversity benefits the region.	

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**Land Use, Sites and Infrastructure**

Objective LUSI-1	Increase competitiveness of the Charlotte Douglas International Airport.	Average fares decrease by 25% by Fall 2007.	
		Feasibility study for intermodal hub at airport is complete by spring 2008.	The first feasibility analysis was complete in Spring 2006.
		Conduct preliminary engineering/environmental analysis of West Rapid transit corridor connecting Airport to downtown Charlotte by fall 2006.	
Objective LUSI-2	Improve regional transportation circulation.	More than 30% of cities and counties in the region adopt dedicated bike lane standards for new roadways by spring 2006.	
		More than 75% of survey respondents report that commuter options have improved by spring 2008.	
Objective LUSI-3	Improve utilization of existing sites and buildings.	More than 50% of the existing industrial sites that are currently not certified are certified by spring 2006.	
		Three vacant mills or other industrial buildings are identified for redevelopment by spring 2006.	The CEDC sponsored a workshop on brownfield development in small towns to aid local staff in redeveloping vacant industrial buildings.
		The region achieves national press recognition on the process it is using in redeveloping these vacant sites.	State Conference on preserving historic mills was held in the Fall of 2005.

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Objective LUSI-4	Improve technological infrastructure in region.	The region will host a national conference on Wireless Internet (Wi-Fi) by spring 2006.	Two regional workshops on Wi-Fi were held. One for beginners and the other describing steps to implement a community Wi-Fi network.
		Five communities in the region will have sophisticated Wi-Fi systems by fall 2007.	
Objective LUSI-5	Implement key infrastructure projects from other CEDS reports.		The Monroe By-pass was delayed by the NC DOT for eight years.

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**Economic Development Efforts**

Objective ED-1	Develop a well-funded internal marketing campaign.	75% of survey respondents identify the top three issues that the region is trying to address by spring 2006.	
Objective ED-2	Improve efforts to support existing business.	By resolution, more than ten counties and/or communities in the Charlotte Regional Partnership region adopt a Business Retention and Expansion program as their primary economic development effort by spring 2005.	Three counties and the City of Charlotte have added business retention staff and programs to their economic development efforts.
Objective ED-3	Develop a regional tourism campaign.	Regional tourism revenue grows by 10% per year beginning in 2006.	
		More than 75% of survey respondents rate the region as a tourist destination by spring 2006 and can identify more than five tourist destinations throughout the region.	The NASCAR Hall of Fame announced it would locate in downtown Charlotte.
Objective ED-4	Develop a unified regional and local marketing program.	At least 75% of local economic development organizations incorporate "a Charlotte USA Community" into local marketing efforts by fall 2005.	
Objective ED-5	Focus economic development on target industries and other key industries for the region.	Develop a list of businesses within the region that fall within the target industries by spring 2005.	A list for advanced manufacturing companies has been developed. A list of logistics companies is underway.
		Host at least one conference per year for key target industries beginning spring 2006.	

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Objective ED-6	Develop and utilize incentives for sustainable industry.	An analysis of existing incentives policies is performed by fall 2005.	
		An economic toolbox is developed by spring 2006.	Tools are being developed through a series of workshops targeting small communities and rural areas who may not have access to other expertise.
Objective ED-7	Create an Economic Development District for the region.	An Economic Development District (EDD) is created by fall 2005.	Completed July 2006.
		Funds for the EDD are acquired by fall 2005.	

**Key Regional Priorities from RCEDS**

RP-1	Incorporate advanced manufacturing in all business sectors that can adopt it.		The Centralina Economic Development Commission began a feasibility analysis for an advanced manufacturing center to assist small and medium sized businesses adopt advanced manufacturing techniques and technologies. The analysis is currently underway.
RP-2	Expand research and development by focusing on the motorsports and optoelectronics industries.	Belmont Abby College announced the creation of a Motorsports curriculum to promote management and business practices in the industry.	The Optoelectronics Center at the Charlotte Research Institute received funding to incubate small businesses in an on-site lab. The Center also formed a regional collaboration of researchers working on optoelectronics.
RP-3	Improve the region's workforce preparedness through programs in literacy and basic skills development.		
RP-4	Develop a culture that promotes and encourages entrepreneurship.		A regional roundtable was formed to link agencies who provide services to entrepreneurs. The BizHub is initiating a computer portal program to offer easy access to these services to entrepreneurs throughout the region.

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RP-5	Promote the region's tourism assets through a well-funded cooperative effort.		The Charlotte Regional Visitors Authority agreed to spearhead this effort.
RP-6	Enhance the distribution network for the region by investigating the feasibility of an intermodal site at the Charlotte Airport.	An analysis of potential tax and economic impacts of an expanded and relocated intermodal facility was completed by the City of Charlotte.	The City is looking for funding to move forward with neighborhood planning to strategically plan for the anticipated growth in demand for industrial zoning caused by the intermodal facility.
RP-7	Develop a regional grants team to assist in implementation.		