

# NORTH CAROLINA<sup>®</sup>

2018 ECONOMIC DEVELOPMENT GUIDE



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IN NC

The image features large, 3D metallic letters spelling 'MADE IN NC' in a factory setting. The letters are made of a textured, riveted metal. A yellow robotic arm is positioned on the left, and another yellow and black striped robotic arm is on the right. The background shows a large industrial building with a complex steel structure and a polished floor reflecting the lights.

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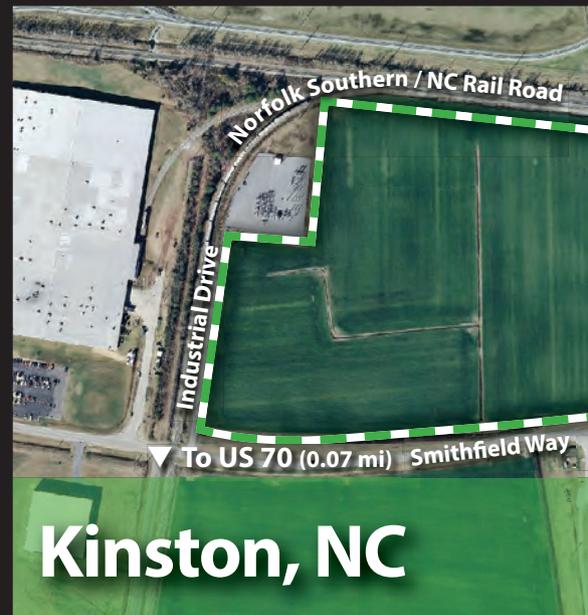
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# NORTH CAROLINA<sup>®</sup>

ECONOMIC DEVELOPMENT GUIDE

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*By Edward Martin*

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*By Sam Boykin*

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*By D. Lawrence Bivins*

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*By Mike Purkey*

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### HOT POTATO 42

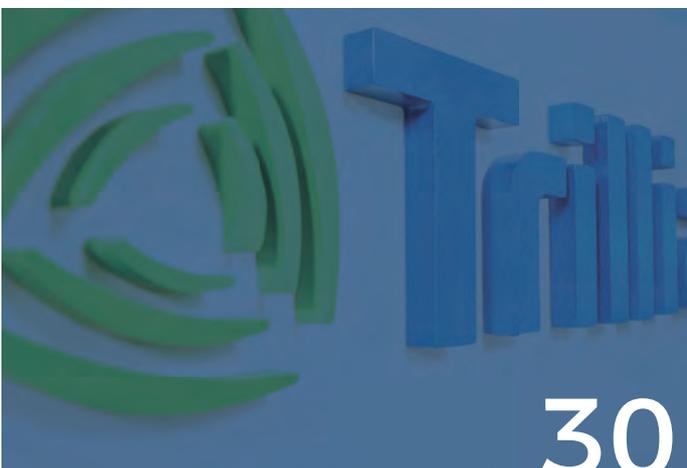
Europe's got a taste for one of the top Tar Heel crops. How the humble sweet potato became hip.

*By Allison Williams*

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Cover illustration by Kathryn Galloway



# 10 REASONS TO BE IN N.C.

## 1. A BUSINESS-FRIENDLY TAX CLIMATE

North Carolina's 3% corporate income tax rate, already the lowest among the 44 states with the levy, will drop to 2.5% in 2019. In addition, in 2018 the state will fully implement single sales factor apportionment for multistate corporations. Corporate income subject to state tax will be based solely on revenue from North Carolina sales. The move encourages facility expansions and new hiring because the formula will no longer consider a company's property and payroll in the state.

## 2. SKILLED AND GROWING WORKFORCE

North Carolina's population is at 10 million and growing. From 2015-16, the state experienced the fifth-largest net inflow of new residents among all 50 states and is now the nation's ninth most-populous. Students are seeking degrees at 53 colleges and universities across the state. The 58-campus community-college system is the nation's third-largest and a national model for customized workforce training. The state's 100,000-plus active-duty military personnel offer ready technical skills as they enter civilian life.

## 3. AFFORDABLE BUSINESS-OPERATING COSTS

North Carolina's cost-effective business environment is clear in measures of electricity and natural-gas rates; office lease and construction costs; wages; and overall cost of living. Average construction costs in the state's metropolitan areas are as much as 16% below the national average. Industrial electricity costs run more than 8% below the national average. The second-lowest unionization rate in the nation contributes to affordable salaries and flexible workplaces.

## 4. LEADERSHIP IN RESEARCH AND INNOVATION

North Carolina's universities excel in research and development and generate significant intellectual property. UNC Chapel Hill and Duke University ranked among the top 50 universities worldwide for the most U.S. utility patents issued in 2016, and N.C. State University ranked among the top 100.

## 5. YOU CAN GET THERE FROM HERE

Manufacturers in North Carolina have excellent access to U.S. markets via some of the nation's primary transportation arteries, including I-95 along the length of East Coast, I-85 through the Southeast, I-40 stretching to California and I-77 connecting Ohio to South Carolina. The state has four

international airports and 11 regional airports; the largest consolidated rail system in the country; and two deep-water ports located along Atlantic shipping lines.

## 6. NATIONALLY RECOGNIZED BUSINESS CLIMATE

North Carolina consistently finishes among the leaders in national business rankings. The state is *Site Selection* magazine's most competitive state for attracting new plants. *Forbes* ranks North Carolina as the nation's second-best state for business and careers, the only state that has placed among the top five each year of its Best States study. *Chief Executive* magazine lists North Carolina as the third-best state for business, and CNBC ranks it fifth-best.

## 7. QUALITY OF LIFE

North Carolina's low cost of living, broad access to quality health care and family-friendly reputation make it an ideal place to call home. Residents enjoy a moderate climate year-round and unique access to a variety of stunning natural landscapes, flanked by the Great Smoky and Blue Ridge mountains to the west and 300 miles of beaches to the east.

## 8. COMFORTABLE IN THE GLOBAL ECONOMY

North Carolina embraces its growing role in the global economy. In 2016, the state exported \$30.1 billion in merchandise, in real terms adjusted for inflation. The real value of North Carolina exports has increased 26% over the past 10 years. Over the last decade, more than 560 international companies have invested more than \$14 billion and created almost 50,000 jobs in North Carolina.

## 9. PERFORMANCE-BASED, TARGETED INCENTIVES

North Carolina offers eligible companies state and local programs that lower their costs and increase their global competitiveness, including performance-based grants tied to job creation. In recent years, legislators have significantly expanded possible grants for projects that create large-scale employment and investment in North Carolina.

## 10. ECONOMIC-DEVELOPMENT ASSISTANCE

The Economic Development Partnership of North Carolina, based in Cary, helps companies of all sizes identify sites, navigate economic-development incentives, find workforce solutions and more. If you are interested in locating or growing your business in North Carolina, call 919-447-7744, email [clientservices@edpnc.com](mailto:clientservices@edpnc.com) or visit [edpnc.com](http://edpnc.com).

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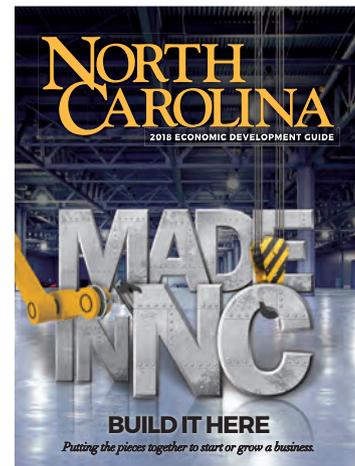
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**PUBLISHED ANNUALLY BY**

**BUSINESS**  
NORTH CAROLINA

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# SOMETHING FOR ALL

**S**igns of growth are all around — from the cranes in Charlotte and Raleigh to the spruced-up downtowns in smaller cities across the state: Shuttered commercial and industrial buildings are enjoying new life as restaurants, breweries, galleries, co-working spaces and other businesses.

Newer industries — including solar, advanced manufacturing and financial technology — are joining legacy industries such as agriculture, textiles and furniture-making as our state’s economy becomes more diverse. Companies continue to be attracted to our strong workforce, educational resources and business-friendly climate.

International companies such as candymaker Morinaga (*page 36*) are choosing North Carolina to build their first North American sites. Technology companies are attracted to our talent pool, enriched by the state’s major research universities. And companies such as New York-based Corning Inc. (*page 16*) are building on decades of success, assisted by the state’s supportive business environment.

More than 50 million people visited North Carolina in 2016, drawn to our beaches, mountains, historic sites and lively metro areas, as tourism spending reached a record \$22.9 billion. They’ve discovered what makes this state special — we hope you will, too.

— Cathy Martin, *project editor*



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# CHARGING AHEAD

*A veteran site-selection executive returns to lead the state's top agency for economic and workforce development.*



**I**f Tony Copeland gets his wish, North Carolina will once again be known as the “Dixie Dynamo,” a nickname coined in a 1962 *National Geographic* story describing the state’s newly prosperous economy.

“Just look at the talent pool here,” says Copeland, secretary of commerce for the ninth-most populous state. “We’ve done something right along the way. And I’d say education and vision and having some leaders with the ability to see and create the future has been the reason.”

After Roy Cooper was elected governor in 2016, he tapped Copeland to lead the state’s top agency for promoting and improving its economy and quality of life. The Duke University graduate is no stranger to economic development: He served as assistant secretary of the N.C. Department of Commerce from 2003-2007, ran his own site-selection firm from 2008-13, then was a partner at the Williams Mullen law firm in Raleigh until his appointment in January 2017. He inherits a strong deck of cards, with more than \$4.4 billion in investment reported in the state in 2016 and more than 18,000 new jobs announced, according to the Economic Development Partnership of North Carolina’s annual Community Investment Report. Launched in 2014, the public-private agency works with Commerce on functions including recruiting jobs, marketing and promoting tourism. Copeland’s staff collaborates daily with the





# NORTH CAROLINA AT A GLANCE

**10 MILLION**  
POPULATION, 9TH LARGEST  
IN THE U.S.

**4.9 MILLION**  
CIVILIAN LABOR FORCE

**53**  
COLLEGES AND  
UNIVERSITIES

**58**  
COMMUNITY-COLLEGE  
CAMPUSES

**11**  
FORTUNE 500 COMPANY  
HEADQUARTERS



Japan-based Bridgestone Corp. is planning to invest \$180 million over 10 years in its tire-manufacturing plant in Wilson County. It's an example of rural manufacturing that Commerce Secretary Tony Copeland hopes to bring to other parts of the state.

EDPNC, including meetings and calls with partnership CEO Christopher Chung and other staff members.

"It's the best job in North Carolina," Copeland says. "You're working with government, you're working with public policy, but you're also working with private business, and you actually get to see the results during the tenure that you're here."

Copeland sat down with writer Kevin Maurer to discuss Commerce's role in bringing economic growth to the state. Comments were edited for brevity and clarity.

#### **HOW DOES COMMERCE WORK WITH REGIONAL DEVELOPERS AND CHAMBERS OF COMMERCE?**

I call it a wraparound strategy. It takes all of us working together to move forward with jobs or opening sites. The state partners with groups such as Golden LEAF (a foundation that provides grants to rural areas once dependent on tobacco production), power companies and others. It all wraps around the project and has to work in step, often with Commerce being the lead and providing access to the Department of Transportation, Department of Environmental Quality, infrastructure monies and state incentives.

#### **WHAT INDUSTRIES ARE RECEIVING THE MOST ATTENTION?**

We're definitely not going to lose our focus on the biotech, technology and financial sectors, many of which are clustered around the urban areas and the universities. Basically, about 15 counties have 85% of the population. One of the governor's focuses, and a big direction of his to me, is on those 85 other counties. We have the second-largest rural population after

*"We've done something right along the way. And I'd say education and vision and having some leaders with the ability to see and create the future has been the reason."*

**TONY COPELAND**

Texas. A major focus is not only on small business but also to have them ready to bring in larger projects. For instance, in Wilson we have Bridgestone — we have over 2,000 people making tires. We should have those types of jobs in much of rural North Carolina.

#### **HOW DO YOU CONVINCe BUSINESSES TO LOCATE IN RURAL AREAS?**

We have to know what the particular rural area has, what its talent pool looks like, and what we have to do to work with them to develop it. We have to help them put in the

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infrastructure that they're going to need, and it's not only highways, but also natural gas and broadband. Then we have to have the incentives. It has to have all those things. So, we have to look at each of these counties and help basically backfill those deficits.

HOW DOES COMMERCE HELP MANUFACTURERS GROW EXPORTS?

The international trade division assists smaller companies in making connections, for example with a buyer in an international company. We have offices in Germany, Japan, China, Korea, Hong Kong, Mexico City and Canada. We also work with the Department of Agriculture in exporting North Carolina farm products.

HOW DO THE STATE'S EDUCATIONAL SYSTEMS HELP SUPPORT INDUSTRY?

First, without schoolteachers there wouldn't be any engineers, lawyers, doctors or machinists. The K-12 [schools are] critical, to continue to invest in and develop that. The community colleges and their customized training programs are huge incentives when we bring companies in for training specific talent. The university system too is important. Look at our schools of engineering: We have UNC Charlotte, N.C. A&T State University, Duke University, N.C. State University and now East Carolina University's coming online. They all have different skill sets. Our textile manufacturing is always involved with N.C. State's College of Textiles, which is one of the preeminent schools in the world. UNC Charlotte is heavily involved in composites, which are used for aviation, NASCAR and automobiles.

WHAT SERVICES DOES COMMERCE PROVIDE FOR EXISTING BUSINESSES?

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Mountain West NC partnership



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*“It’s the best job in North Carolina. You’re working with government, you’re working with public policy, but you’re also working with private business, and you actually get to see the results during the tenure that you’re here.”*

**TONY COPELAND**

companies. For instance, there was an Israeli nonwoven textile company in Person County. When they first came here, they invested less than \$30 million. Two years ago, they did a \$180 million expansion, and part of that was continuing to work with them through existing industry services and keeping them connected.

**N.C. ATTRACTED NATIONAL ATTENTION FOR HOUSE BILL 2, A CONTROVERSIAL LAW THAT ELIMINATED NONDISCRIMINATION PROTECTIONS FOR CERTAIN GROUPS. IS THE STATE REBOUNDED SINCE HB2’S REPEAL IN MARCH 2017?**

With the changes that we worked on to repeal and amend what was going on with HB2, I think North Carolina’s on the right side of history. I think we see the pathway for stability. And we see companies are coming back. 🇺🇸

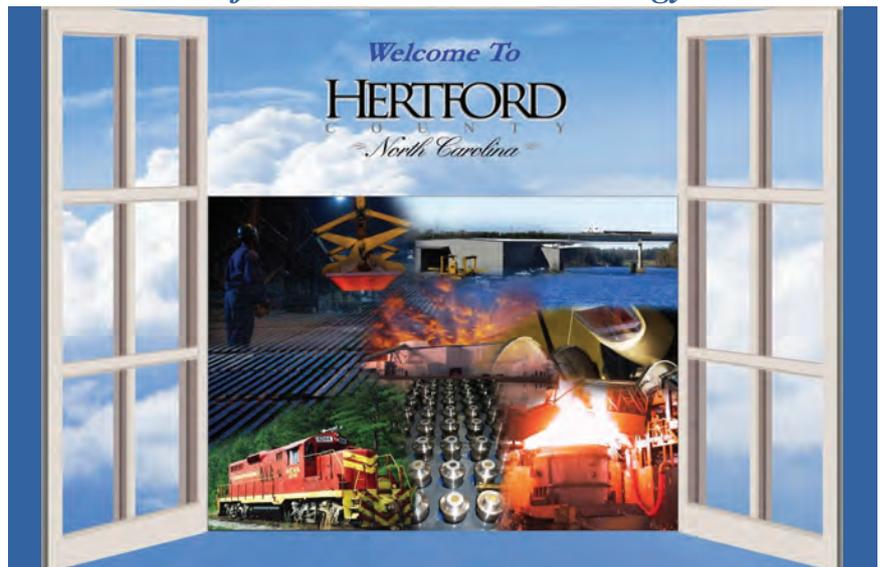
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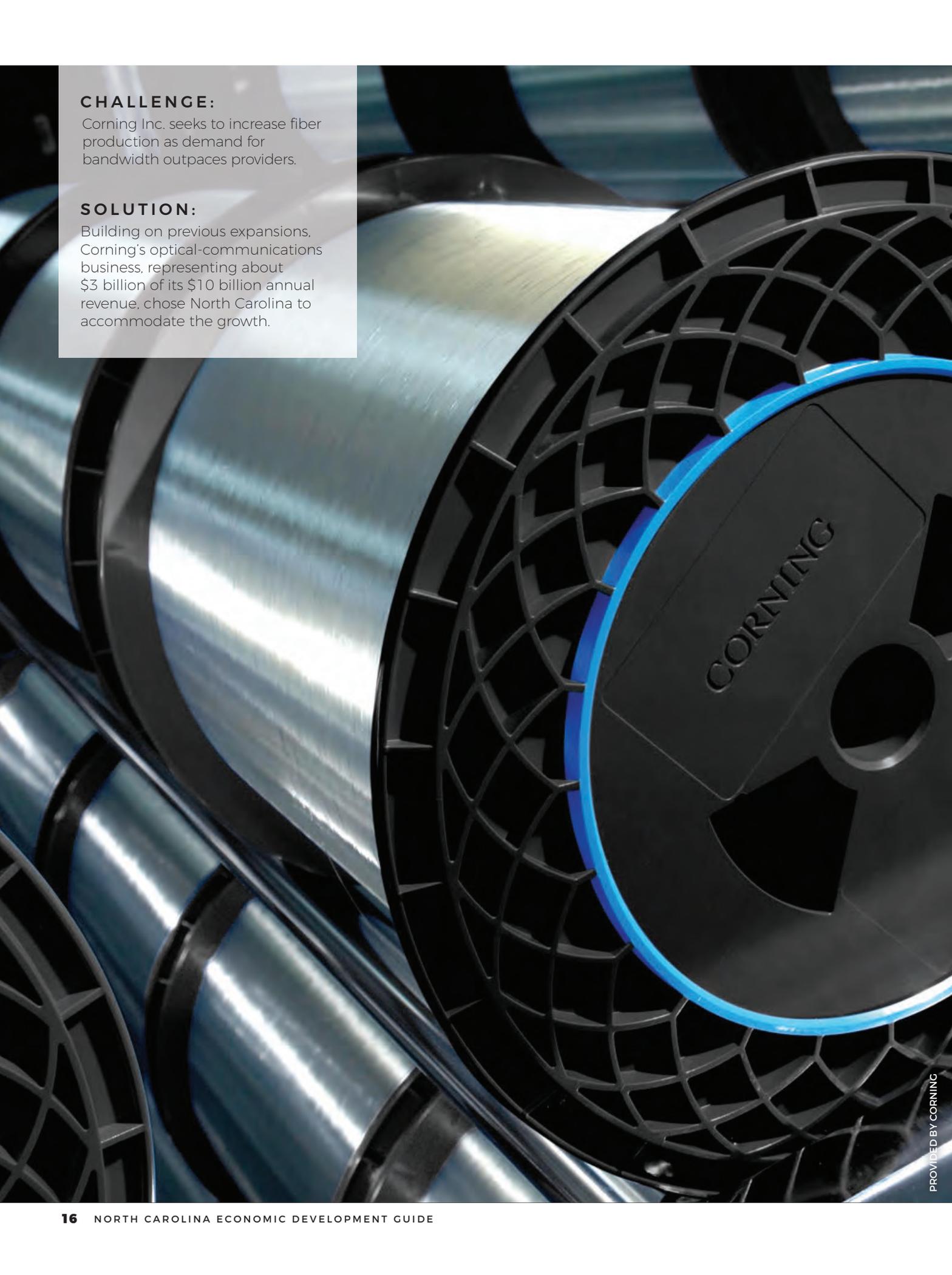
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**CHALLENGE:**

Corning Inc. seeks to increase fiber production as demand for bandwidth outpaces providers.

**SOLUTION:**

Building on previous expansions, Corning's optical-communications business, representing about \$3 billion of its \$10 billion annual revenue, chose North Carolina to accommodate the growth.

# GEARED FOR GROWTH

*As demand for fiber explodes, Corning builds on an enduring legacy in North Carolina.*

BY EDWARD MARTIN

**D**enise Adams grew up here, working summer breaks from Baltimore's Morgan State University at R.J. Reynolds Co., the cigarette maker that had shaped her hometown for a century. Her father worked at the factory too, but Adams was of her family's new generation. By the time she graduated in 1976, Winston-Salem was changing around her. Reynolds was paring employees by the thousands, though it would survive. Dozens of other industries and businesses would not.

With a college degree and manufacturing experience, Adams landed one of 500 jobs at Stroh Brewery Co.'s local plant. People, she reasoned, would always drink beer, so her future was secure. She was partly right.

"I was there for 18½ years, in quality control, management and supervisory positions," she says. "Then I was downsized." Competitor Adolph Coors Co. bought Stroh, then, to satisfy antitrust regulators, began phasing it out. But in 1994, word began circulating through Winston-Salem about a new industry.

It was Siecor, a joint venture between Siemens AG and Corning Inc. (Corning would later buy Siemens' share.) "They interviewed at the convention center, and thousands showed up," Adams says. She was hired, and was soon testing cables of optical fiber, each hair-sized strand capable of simultaneously carrying thousands of telephone calls.

Now retired and a member of the Winston-Salem City Council, Adams and colleagues last fall approved \$435,000 in incentives for an expansion that will push Winston's Corning fiber-cabling plant to more than 400 workers. As a one-time employee, Adams has had a firsthand view of Corning's impact on North Carolina from two perspectives.

"When they came to town, it was like another R.J. Reynolds," she says. "They brought lots of promise, lots of hope, lots of opportunity. And it was something a lot different than textiles and tobacco."

Decades after the Corning, N.Y.-based communications icon arrived in North Carolina, such scenarios are still unfolding. The Winston-Salem announcement in September 2016 was paired with a similar expansion of

*Corning Inc. employs about 3,700 people in North Carolina, its biggest employment base. A single optical fiber, thinner than a fishing line, can carry as much information as a four-inch cable full of copper wires.*



*Corning Inc. began producing optical fiber in North Carolina in the late 1970s. Today, the company has five manufacturing locations in North Carolina, including the world's largest cabling plant in Catawba County.*

its Hickory cabling plant, the two totaling 205 jobs and an investment of \$83.5 million.

They came as part of a flurry of Corning Optical Communications LLC moves in the state, including relocating company headquarters from Hickory to a new \$38.7 million building in Charlotte and adding about 150 jobs to its roughly 500-person headquarters staff.

"You've got a marquee brand that speaks for itself," says Tony Copeland, who knows optical fiber from the ground up. Now N.C. Secretary of Commerce, he was executive vice president of BTI Telecom Corp. from 1992 until 2003, when the Raleigh-based company was laying more than 5,000 miles of fiber along the East Coast. "Establishing your headquarters tells about the desirability of a state because of the stability and predictability of doing business here."

A few months after the Winston-Salem commitment, Corning announced it would spend \$176 million to build an additional optical fiber plant in Newton, near Hickory, and expand its Midland plant in Cabarrus County, creating a combined 410 jobs over the next two years.

Altogether, the expansions will push Corning employment in North Carolina to more than 3,700 at seven sites, says Joe Dunning, a New York-based company spokesman. "They include two of the world's largest fiber manufacturing facilities in Concord and Wilmington," he says, "and two of the world's largest fiber-cabling facilities in Winston-Salem and Hickory."

The rush of developments caps the long run of a pioneer of Tar Heel technology, in many ways, one that parallels the state's transition from legacy industries such as cotton and furniture that flourished after the Civil War.

The challenge of wooing and keeping Corning has become a primer in industrial recruiting, government and private-sector relationships and the commitment of a company to weather global vicissitudes. Clark Kinlin, executive vice president of Corning Optical, praises the ongoing support of local and state governments that have made Corning's Tar Heel investments pay off.

"What's most interesting about Corning is the ability it's shown to transform itself as the economy and products have changed," says Michael Walden, an economist at N.C. State University. "Not all firms have successfully done that. Kodak is a good example." Analysts say the Rochester, N.Y.-based film giant's failure to react effectively to digital photography was devastating. "Corning has rolled with the punches and remade itself several times."

Corning's North Carolina history began in Wilmington, where a complex of massive, gray buildings laced with pipes and ducts sprawls along North College Road, sandwiched a few miles between the Cape Fear River to the west and the Atlantic to the east.

In the 1950s, the Port City struggled to pump life into its economy. In 1956, it formed a committee to recruit industry. Ten years later, it notched one of its enduring

successes — Corning, a newcomer, would make transistors and electrical components.

“I was a year old at the time,” laughs Scott Satterfield, CEO of Wilmington Business Development. “But if you look back at the long-term legacy of Corning in our area, it began to set the stage for major technology industries in the state and especially in Greater Wilmington.” Dunning says the company perfected low-loss optical fiber in 1970 and installed its optical-fiber manufacturing equipment in Wilmington in 1978, creating one of the world’s first optical-fiber plants. It moved transistor manufacturing to Pennsylvania.

“Throughout the years,” Satterfield adds, “Corning has attracted the best and brightest and incorporated a dynamic manufacturing environment as well as a dynamic research and development environment.”

As the state gradually shed its mules and smokestacks, Corning grew simultaneously, though sometimes less noticed, with other icons of Tar Heel technology such as General Electric and CommScope.

“We’d been known throughout the world for furniture and, by many, as the center of the hosiery industry,” says Scott Millar, who has headed Catawba County’s economic recruiting since 1994. In 2000, Corning bought Siecor, merged it with its cable division, and created Hickory-based Corning Optical Communications. “By 1999, we had a three-legged stool, and the third leg was technology, coaxial and communications cabling and fiber optics.”

With about 40% of the world’s optical fiber produced there, Catawba County adopted a new sobriquet, “Telecom Valley,” Millar says. “Corning was a huge player in that.” By some measures, such as fiber-optic employment, North Carolina is now the nation’s largest producer of optical fiber and cabling.

In a volatile industry, though, Corning in North Carolina was no more immune to global fluctuations than legacy-industry predecessors such as apparel and textiles. A specular fire in 2010 sent towers of black smoke soaring over Wilmington, damaging its plant, but remarkably, Corning kept production going without disrupting customer orders. Other factors were more persistent.

“In about 2001, when the dot.com bubble burst, there were a lot of bit players forced out of the communications world,” Millar says. In Catawba, the industry shed about 1,800 jobs in that one year, and in Cabarrus, two counties to the southeast, the impact was painfully visible. Corning’s showplace Midland plant, the same one that earlier this year announced a \$109 million expansion with new jobs paying 50% higher than the county average — was forced to temporarily close, laying off 800.

Adams, the one-time Winston-Salem Corning employee, would pass it when driving to visit South Carolina rela-

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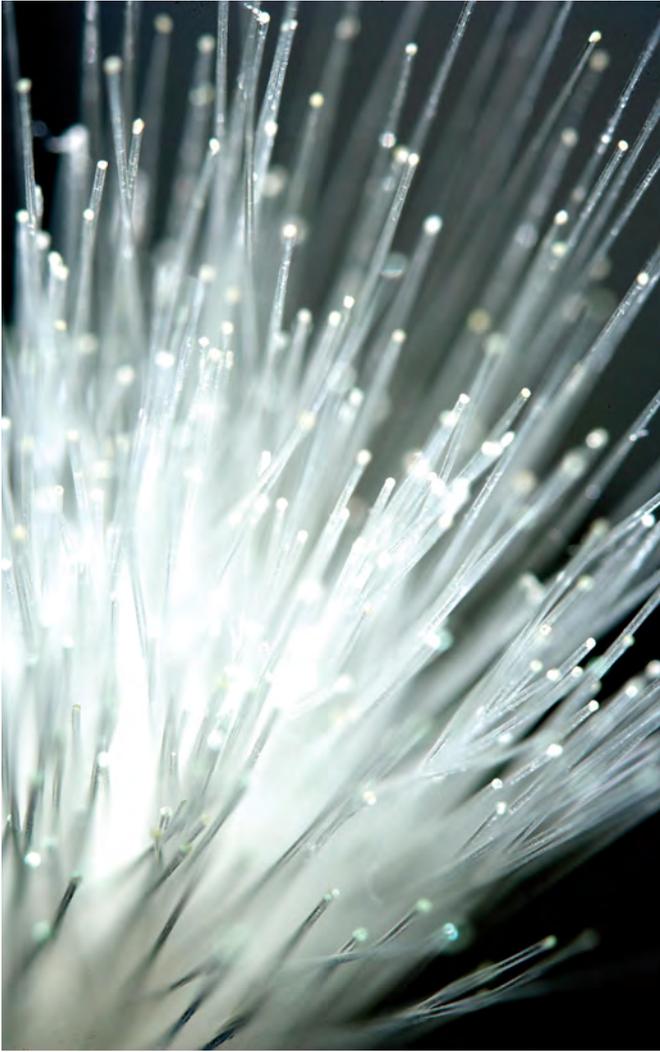
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tives. “It was dark a long time,” she says. “The parking lot was full of weeds and grass. The economy went belly up, and it just sat there, looking like who-shot-John.”

The company takes a long-term view to market vagaries, Dunning says, always looking to the future by plowing as much of 10% of annual sales into research and development. One of its research-oriented labs, Hickory Manufacturing Technology Center is in Catawba. Gradually, Corning and the optical-fiber industry began to spring back in North Carolina.

Now, that rebound is being fueled by worldwide hunger for digital data, video and similar uses. Corning puts North Carolina's role in meeting that demand in perspective: More than 20 billion devices such as smartphones are creating two zettabytes — that's about the same as 500 billion DVDs — of internet traffic annually. The bulk is video, which gobbles enormous capacity.

“Fast forward to today's increased bandwidth and data transmission, and there's a huge need for more and more

fiber,” Copeland says. Corning in April signed a \$1 billion agreement with Verizon Communications Inc., the New York-based telecom giant, to provide, among other things, up to 12.4 million miles of optical fiber each year through 2020.

High stakes have made Corning a plum pursued by the nation's and world's technology recruiters, and North Carolina has had to scramble to remain in the running. The company is attracted by the state's highly skilled workforce, Kinlin says, many of whom train in North Carolina's 58-school community college system in addition to Corning's vaunted internal training programs. “We typically reinvest in places where we are winning, and this is a winning environment,” Kinlin said at a September manufacturing conference in Winston-Salem.

Dunning praises the state's educational system. “To remain competitive, North Carolina needs to emphasize STEM — science, technology, engineering and math — education,” he says. He singles out N.C. State University, UNC Wilmington and UNC Charlotte as being “critical to helping inspire our future workforce,” but adds that Corning hires from within its local areas. “The North Carolina community-college system in particular has been and continues to be a strong partner to Corning for job training and retraining.”

But economic pragmatism is a factor, too. Incentive programs must be competitive.

Under the state's Job Development Investment Grant program, expanding and new companies get back part of the tax-base increase they create. Corning will receive about \$2.6 million in Cabarrus and \$2.1 million in Catawba over 12 years if it follows through on job-creation commitments.

Corning and other companies receiving grants have to show they'll boost the state treasury over the period of the grant. Part of the money goes into a fund to help North Carolina recruit and develop more industry, and the expansions in Catawba and Cabarrus could generate about \$1 million for that program. The state's payback from Corning, however, is more than money. Its jobs are usually carried out in clean rooms at wages that are typically a third higher than locally prevailing ones. “There's no sawdust or lint involved,” Millar says. “Communications products are generally produced in air-conditioned and controlled environments. There's lots of engineering involved, and lots of patent creation and spinoff industries.”

Like the pulses of light that carry optical signals, Corning's impact on the Tar Heel technology sector might be its greatest contribution to the state, as a role model to help court other companies.

“I cannot adequately put into words how important it is to highlight that type of employer when we're talking about our region,” says Satterfield, the Wilmington economic developer. When we have clients come here and you can have them physically see the facility as well as interact with key folks involved there, it speaks volumes for what the greater Wilmington area is capable of providing a technology-driven company.”

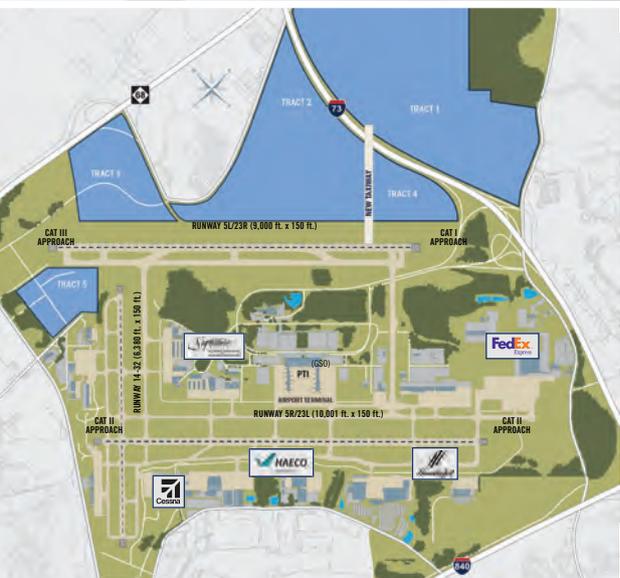
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*“What’s most interesting about Corning is the ability it’s shown to transform itself as the economy and products have changed.”*

**MICHAEL WALDEN**  
N.C. STATE UNIVERSITY

Catawba’s Millar agrees. One of the state’s most successful industry recruiters, he has glimpsed the inner workings of corporate decision-making. “I’ve often said, the easiest way to sell a site is to put a bulldozer on it or next to,” he says. “The confidence of a company like Corning to make a big investment furthers the confidence of someone else. If you’re a CEO, it makes you more willing to stand up in front of your board of directors and make a recommendation, if you can point to somebody else that has already decided to spend \$100 million in the same area.”

Another layer of Corning’s history in North Carolina is difficult to quantify, though community leaders say it’s just as valid. The company typically integrates itself into host communities, with executives and employees taking part in local arts, civic and other organizations. Its new headquarters in Charlotte is an example.

Corning officials say the decision to move it from Hickory was difficult, but it had outgrown its longstanding headquarters there and renovations were deemed too expensive. But almost simultaneously, Corning announced it would spend \$67 million to refit a vacant industrial building and add 210 manufacturing jobs in Catawba County. The new jobs will pay about \$57,000 annually.

“Over the past decade, we’ve invested substantial resources in the Catawba County United Way, area arts and STEM educational programs and community boards and foundations,” Dunning says. “We’ll continue providing significant support.”

In Winston-Salem, Denise Adams remained in manufacturing for her working lifetime before retiring in 2013 from Johnson Controls Inc.’s battery division.

“I know what has happened to manufacturing technology over the decades,” she says. “I’ve been part of it. I’ve seen. I was trained coming out of tobacco and brewing to the technology of Siemens-Corning — Siecor. I was just fortunate to spend part of my manufacturing career there.”

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# WONDERFUL WATER

*How western North Carolina's pristine rivers and streams help fuel the region's economy.*

BY SAM BOYKIN

**I**t all starts some 5,200 feet above sea level. Pristine streams and springs atop western North Carolina's Appalachian Mountains flow down into the North Fork and Bee Tree reservoirs, both of which border the Blue Ridge Parkway scenic highway in eastern Buncombe County. Each reservoir, essentially a big lake, is surrounded by 20,000 protected acres within the Pisgah National Forest. About 30 miles to the southwest, just below Asheville, is the Mills River Reservoir, situated on more than 47,000 acres in Henderson and Transylvania counties.

Together, these three reservoirs produce about 21 million gallons of water a day. The system delivers water to about 125,000 commercial and residential customers in Buncombe and part of Henderson County, providing not just a necessary natural resource, but also a valuable economic-development tool in attracting and retaining manufacturers.

Water quality and accessibility played a key role in beer brewers such as Sierra Nevada, New Belgium and Oskar Blues choosing to set up manufacturing operations in the region.

"Beer is 98% water, so the source and quality of water was a huge factor in our decision to locate to Asheville," says Sarah Fraser, a sustainability specialist at New Belgium Brewery. The Fort Collins, Colo.-based company opened a \$140 million, 127,000-square-foot brewery along the French Broad River in 2016.

Oskar Blues Brewery's 2012 East Coast expansion hinged on Brevard's quality of life and focus on the outdoors, as well as the area's pure water, says Chad Melis, marketing director at the Longmont, Colo.-based company. "Water is such an important resource for us," he says. Oskar Blues employs about 60 people at its 80,000-square-foot brewery, where it produces about 200,000 barrels a year.

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*North Fork Reservoir, owned by the city of Asheville, is a primary source of water for the region. Manufacturers rely on an abundant supply of clean, high-quality water.*





**CHALLENGE:**

Consistent, clean water is crucial to maintaining production quality in certain manufacturing sectors.

**SOLUTION:**

Western North Carolina has an abundance of pure, clean water, which also provides many recreational opportunities such as fishing and kayaking.



# NATURE'S PLAYGROUND

Millions of people each year seek recreational opportunities along western North Carolina's waterways, including boating, fishing, stand-up paddleboarding or simply exploring the area's many waterfalls. The 218-mile French Broad River is one of the area's most popular destinations. Stretching from North Carolina's Transylvania County into Tennessee, the historic river is a haven for those who love the outdoors.

A popular way to explore the river is via the French Broad River Paddle Trail, a 140-mile "blueway" with about 10 paddle-in campsites spaced roughly 12 miles apart. Asheville's Western North Carolina Alliance, a group devoted to preserving the region's public lands, helped create the trail, which runs from the town of Rosman in Transylvania County, through the Pisgah National Forest and into Tennessee's Douglas Lake.

River Bend is a former tree farm near Brevard and the trail's southernmost campsite. The serene flat water here has some of the state's best fishing for muskellunge, a member of the pike family often called muskie. About 7 miles downstream is the Little River Campground, a remote site situated at the confluence of the Little and French Broad rivers. The next stop, Firefighter Island, has a trail running through its center that connects different campsites and is located across from Biltmore Estate, the home built in the late 1800s by George Vanderbilt that is one of the state's biggest tourist attractions.

A growing number of outfitters along the river offer a variety of experiences. Asheville Adventure Rentals rents inner tubes for floating from the French Broad River Park to the popular River Arts District, where visitors can wander through art studios, restaurants and breweries. Asheville Outdoor Center offers stand-up paddleboarding lessons, and at Wai Mauna SUP Tours,

you can cruise down the river on a six-person, 17-foot "party barge" raft.

More adventurous types visit the Nantahala River, a popular destination for whitewater rafting and kayaking. The river, which has Class II and III rapids, runs through the Nantahala National Forest and empties into the Little Tennessee River at Fontana Lake. Situated along the shore of the river in Bryson City is the Nantahala Outdoor Center, the nation's largest outdoor-recreation company. In addition to being one of the biggest employers in western North Carolina, the center hosts more than 1 million guests annually.

Local waterways also attract companies that make products for the recreation industry, says Brittany Brady, vice president of the Henderson County Partnership for Economic Development. Legacy Paddlesports relocated in 2012 to Fletcher, where it invested \$4.5 million in a manufacturing facility and created more than 100 jobs. The company tests its Liquidlogic kayaks on the nearby Green River.

"We just love kayaking, and as far as accessible whitewater, Asheville is hard to beat," says Pat Keller, a brand director and designer at Liquidlogic. "We've got a variety of places where we can go and test our boats, from flatwater to Class V whitewater. Plus, this area is a hub for kayakers and people who love the outdoor lifestyle."

Outdoor Gear Builders of WNC is a coalition of western North Carolina-based outdoor companies. The organization's goal is to grow outdoor-gear manufacturing and attract companies to the area. Outdoor-gear manufacturers provide nearly 500 jobs in the region and more than \$6 million in local sourcing of materials and contracts within WNC, the group says. Statewide, outdoor recreation generates \$19.2 billion and 192,000 jobs, according to a recent Outdoor Industry Association report.



*Beer is big business in western North Carolina: Longmont, Colo.-based Oskar Blues opened its East Coast brewery in Brevard in 2012. Sierra Nevada and New Belgium also have opened manufacturing locations in the region. Asheville, in Buncombe County, says it has more breweries per capita than any U.S. city.*

But it's not just brewers who value clean water. Local manufacturers who make everything from fire-fighting equipment to topical skin products also require quality water, and western North Carolina has some of the cleanest.

The North Fork and Bee Tree reservoirs, both owned by the city of Asheville, are the region's primary sources. During the filtration process, water is pre-chlorinated and mixed with special chemicals to coagulate particles that come from the lake. After mixing, the water flows through filters, which remove the coagulated materials. Following filtration, more chemicals are added, including fluoride and corrosion inhibitors, and the water is once again chlorinated for further disinfection.

Mills River Reservoir is a secondary water source for the region, while also providing a valuable wildlife habitat and recreational resource. Filtration at Mills River is more complex because its watershed contains a mixture of forest, farmland and low-density development, which creates run-off. The process at Mills River includes ozone treatment and a series of additional disinfectant procedures to improve quality.

Out of more than 150 possible substances found in water, only eight (including trace amounts of fluoride, lead and copper) were detected in a 2016 test, according to the North Carolina Department of Environmental Quality. That makes the region's three reservoirs among the cleanest sources of water in the U.S.



Avadim Technologies has big growth plans for a headquarters site in Buncombe County as it expands sales of products including Theraworx, which reduces muscle soreness.

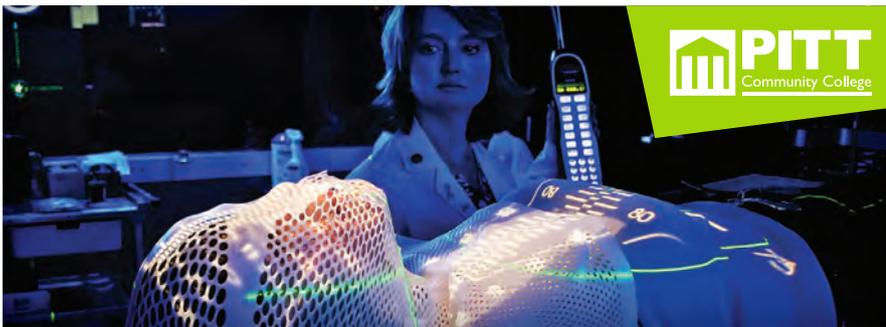
“Our water is a big asset,” says David Melton, the City of Asheville’s interim director of water resources. “The brewers and manufacturers have to do very little treatment or adjustments to make it fit their needs.”

Superior water quality is a powerful economic-development tool, says Ben Teague, executive director of the Economic Development Coalition for Asheville-Buncombe County. When it comes to recruiting companies, most local assets fall into either a “satisfier” bucket or a “differentiator” bucket, Teague says. A satisfier has to do with technical items that a company checks off when considering a location, such as available land, infrastructure and water. But for some companies, water is a differentiator, and its quality and accessibility can strongly influence a deal. “It can be a big component in a company’s decision-making process,” Teague says.

One such company is Avadim Technologies Inc., an Asheville-based life-sciences company that is investing \$25.4 million in a new corporate headquarters and manufacturing facility at the Black Mountain Commerce Park. The facility, scheduled to open in mid-2019, is expected to add 551 jobs. Josh Montgomery, Avadim’s vice president of manufacturing, says that while the local water quality didn’t play a role in the company’s decision to first open in Asheville in 2007, “it did play a role in our decision to stay here.”

Avadim makes topical skin products such as sprays and foams for use in the medical, retail, sports and military fields. “Our products are greater than 90% water,” Montgomery says. “For our applications, the water quality here doesn’t require any additional costly treatment.” The company will use about 30,000 gallons of water a day at its new headquarters.

Lassonde Pappas & Co. also relies on clean, local water. The New Jersey-based company cans and bottles private-label beverages such as juices, water and tea at a 285,000-square-foot manufacturing



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facility in Hendersonville. The site serves about 70 customers, shipping products to 38 states and throughout Europe, according to plant manager Pete Szelwach. Lassonde Pappas uses more than 50 million gallons of water a year, Szelwach says.

“We’re the largest purchaser of water in Henderson County,” he says. “We’re blending product primarily from concentrates, so clean, consistent water is key. The only thing we have to really do with the water is remove the chlorine, and we do that with simple carbon filtration. The local municipal water is that good.”

Water quality also helped persuade Germany-based Norafin Industries to open its first U.S. manufacturing facility in the Henderson County town of Mills River. The company is building a \$20 million, 75,000-square-foot facility where it will use high-pressure water to entangle materials to make protective, nonwoven textiles for firefighting gear and other applications. The facility, which is scheduled to open in spring 2018, will employ about 50 people.

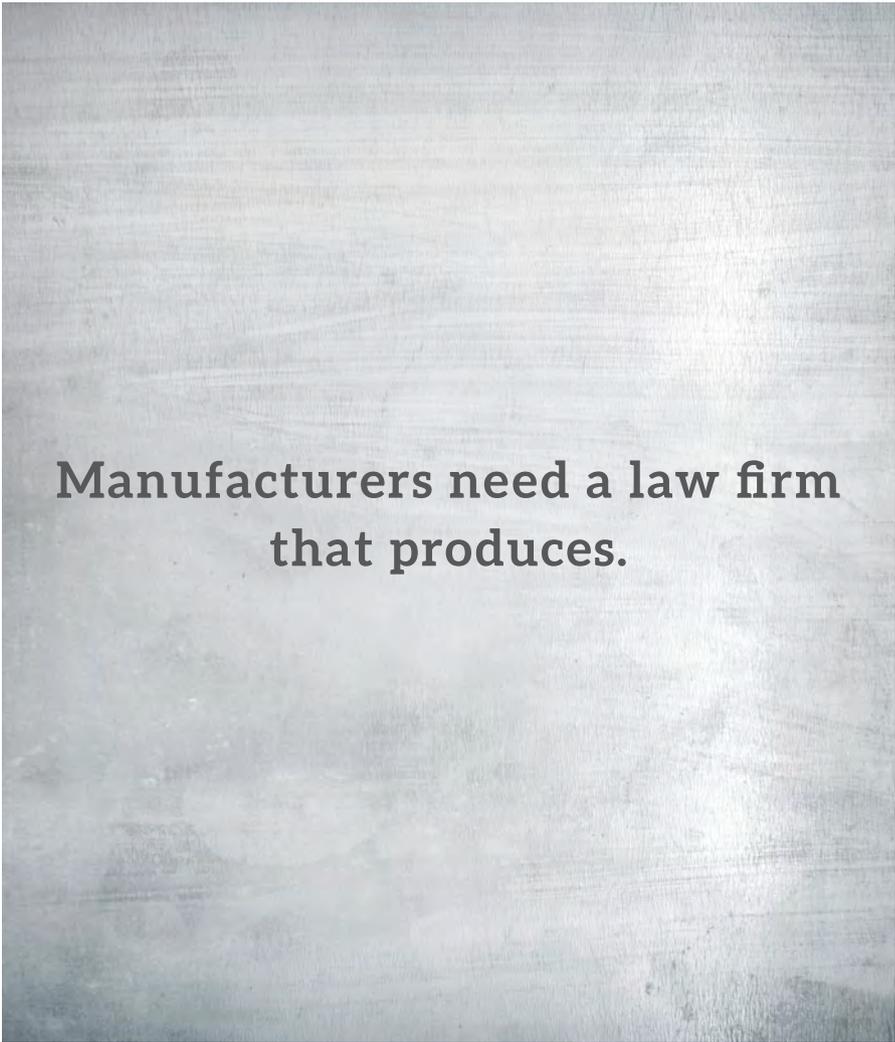
“If we don’t have high-quality water during our manufacturing process, we run into production quality issues, so a good, reliable, clean water source is very integral for us,” says Stuart Smith, general manager for Norafin Americas.

Brittany Brady, vice president of the Henderson County Partnership for Economic Development, has touted the local water’s abundance and accessibility for many years in conversations with site-location consultants. But it was only after working with companies such as Sierra Nevada and Norafin that she realized the crucial nature of the water’s purity.

“Water quality is especially important if you’re dealing with a bicoastal or international company where the product has to be consistent,” Brady says. “It’s easier to add something to the water than try to filter something out. Having that clean baseline saves companies a lot of money — and also makes us that much more of a desirable destination.” 🇺🇸

*Water quality can influence a deal.  
“It can be a big component in a  
company’s decision-making process.”*

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# TALENT SHOW

*Winning Trilliant's headquarters takes selling North Carolina with skill.*

BY D. LAWRENCE BIVINS



**T**he journey from Redwood City, Calif., to Cary, N.C., spans more than 2,800 miles. But the two communities are separated by more than just a continent. For starters, median home values in Redwood City approach \$1.4 million, versus \$339,000 in Cary, according to Zillow research.

Executives at Trilliant Networks expect the relocation of their global headquarters from a Silicon Valley community 27 miles south of San Francisco to a leafy Wake County suburb will position the company for continued success in the burgeoning clean-technology industry. “Coming from the Bay Area, the cost of living had become a burden that contributed to commute times,” says Ryan Gerbrandt, senior vice president of global solutions. “A large fraction of our workforce had an hour and a half commute.”

Exorbitant housing costs and epic commute times are common in Silicon Valley, and Trilliant’s employees were not alone in noticing. Sixty-three percent of Bay Area renters cited cost-of-living as the main factor prompting them to explore leaving the region, according to a recent survey of renters by Apartment List, a San Francisco-based apartment search engine. Ten percent said commute times were the top reason they wanted to live and work somewhere else.

“You have to look at the best place to grow,” Gerbrandt says. “In Redwood City, the cost of human capital was expensive. We were competing with Apple, Google and eBay for talent, and it’s tough.”

In April, Trilliant unveiled plans to bring 130 jobs to Cary over five years. About half will be employees relocating from the California office. The company will invest \$1.8 million in its headquarters near Interstate 40. “We paid a lot of attention to quality of life and living conditions,” Gerbrandt says.

An engineer by training, Gerbrandt joined the company in 2007, helping pioneer Trilliant’s smart-grid solutions that are sold to utilities and other buyers to measure, analyze and report usage patterns. The technology helps clients identify opportunities for energy efficiencies. Trilliant says it offers the only enterprise-wide, smart-energy communications platform for

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*Welcoming leaders are an asset that put the Triangle on Trilliant’s short list. Gov. Roy Cooper, left, watches as Trilliant Networks CEO Andy White cuts the ribbon on the clean-technology company’s Cary headquarters. Also attending the September 2017 event was N.C. Rep. Duane Hall, right, from Wake County.*



*“One of the things that impressed me the most was how supportive the economic-development groups were,” says Trilliant Networks’ Ryan Gerbrandt. Choosing Cary’s Weston community for its global headquarters office came down to cost and available real estate.*

connecting the Internet of Things, the network of electronic sensors, software and computing gear that collects performance data for companies and communities. Investors in the privately held company include ABB, GE and several private-equity companies.

The company’s global growth prospects are supported by widespread changes gripping utilities and their customers. Substation transformers in use today, for example, were designed for a 40-year shelf life. Most have now surpassed that life expectancy by two years, on average. Twenty-four U.S. states have adopted Energy Efficiency Resource Standards, strategic targets for energy savings that are fueling investments in efficiency programs by utility companies. And increased adoption of electric vehicles is expected to fundamentally alter the energy-consumption landscape. Worldwide sales of electric vehicles are expected to surpass internal-combustion engines by 2038, according to a 2017 Bloomberg report.

“Clean tech is about more than just turning off the lights when you leave a room,” says Susan Sanford, executive director of the Research Triangle Cleantech Cluster (RTCC). Founded in 2013, the organization, part of the Research Triangle Regional Partnership, builds collaborative ties among clean-tech firms in Wake, Durham and surrounding counties. Its 65 members include companies in energy distribution and water management, as well as the law firms, research organizations and engineering companies that support them. “Because we have such a strong base in analytics here, we’re really positioned well for all these smart technologies,” she says, adding that the region is home to the largest concentration of smart-grid companies in the

world. Some RTCC members, such as ABB, Siemens and Schneider Electric, were already Trilliant business partners. “We wanted [Trilliant] to know how strong our talent pool is and that we, as an organization, would be here to support and connect them,” Sanford says.

The region’s prowess in clean technology began developing in 1954, when Westinghouse Corp. relocated its electricity-metering division from New Jersey to Raleigh. A decade later, IBM began building its massive hardware and software operations at Research Triangle Park. Computer-networking giant Cisco Systems later joined them. Homegrown software and data-analytics companies such as SAS Institute added to the mix, making the region a one-of-a-kind intersection for hardware, software, network solutions and business analytics. Along the way, the region’s colleges, universities and K-12 school systems developed curricula to feed the growing demand for qualified workers.

“Talent and human capital in this area are what most companies are interested in,” says Kyle Greer, vice president of economic development at the Cary Chamber of Commerce. What distinguishes Cary is both a reliable pipeline of local workers with the right credentials, plus a livability and affordability that make it easy to recruit new arrivals from around the world, Greer says. “You get the same caliber of talent from inside or outside.”

In recent years, Cary has adjusted community-planning strategies to accommodate opportunities to land companies like Trilliant, known during the company’s search as “Project Gemstone.” Policies are now designed to spur development of more mixed-use, walkable environments. “Cary is certainly evolving its inventory to meet what the market wants,”

Greer says. The shift has resulted in communities such as those near Weston Park that offer high-quality office space, apartments, hotels, shops and restaurants. “Companies like Trilliant are telling us this is what they want.”

Before arriving at Cary’s Weston, Gerbrandt and his colleagues had to narrow a search that included technology-oriented destinations in Atlanta, Boston, Denver, Nashville and Tampa, Fla. “They started off looking at targeted metro areas” that included the Triangle, says Christopher Chung, president and CEO of the Economic Development Partnership of North Carolina Inc., the public-private partnership that oversees corporate recruitment. The state’s conduciveness to global-headquarters operations, including a low cost of living and top-ranked business climate, was an early factor. In the case of Trilliant, the testimonial of chairman and CEO Andy White ensured North Carolina was given serious consideration.

White had headed GE’s nuclear-energy division when it moved its global headquarters from Palo Alto, Calif., to Wilmington in 2003. The rationale was nearly identical: keeping costs down in attracting and keeping top-caliber, international talent. Four years later, GE cut the ribbon on its Nuclear Energy Advanced Technology Center. Today, in partnership with Japan’s Hitachi Ltd., GE Hitachi Nuclear Energy is one of the Wilmington area’s largest and highest-paying employers. After leaving GE, White maintained his contacts with North Carolina economic-development and government leaders.

In paring down the list, Trilliant did not engage a site-selection consultant. But the work of commercial real-estate broker JLL helped the company zero in on its office-space options. Berkshire Hathaway Home Services assisted as the company pondered various corners of the Triangle. Company leaders were surprised by the eclectic patchwork of towns and cities in the region, says Cecily Durrett, Berkshire’s Greensboro-based director of relocation and business development. “The Triangle is a double-edged sword: There’s a lot of choices, but there are also a lot of choices,” she says.

Choosing Cary’s Weston community came down to cost and available real estate, Gerbrandt says. “Affordability

varies quite a bit as you go up and down I-40,” he says. “Cary has some advantages there.” The company also had a detailed vision for its building. The space needed to accommodate 130 employees and prominently feature the company’s brand outside. “We wanted to have a significant claim on the building that houses our headquarters.”

The Triangle’s diversity — both in terms of people and communities — impressed Gerbrandt. “That was a strong selling point,” he says. “A lot of our folks come from diverse backgrounds.” He also noticed the region’s abundance of recreational and cultural amenities, from NCAA and NHL



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**KYLE GREER**  
CARY CHAMBER OF COMMERCE

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sporting events to history and science museums, and its strong educational offerings. “The university system here is among the top you’ll find anywhere,” Gerbrandt says. He was similarly confident that the Triangle’s K-12 schools would measure up to the expectations of Trilliant employees with children.

Accessibility to the company’s global markets also was a factor. Trilliant has an office in Toronto and a research and development center near Montreal, as well as operations in London, Singapore and Kuala Lumpur. Raleigh-Durham International Airport’s direct commercial air access to Canada and Great Britain provides convenience. “The only compromise is in the extra hop when we go into Asia,” Gerbrandt says. Service out of RDU also puts the company within easy reach of customers in Latin America and the Caribbean, two growing clean-tech markets, he adds.

State financial incentives for the expansion include a Job Development Investment Grant (JDIG) award of up to \$1.3 million over 12 years. JDIG awards return a portion of state personal income-tax withholdings once jobs have been created at agreed-upon average wage levels. Cary officials must meet requirements for a modest local incentive “match” pursuant to state law.

“The incentives were part of the evaluation,” Gerbrandt says, citing the cost of a coast-to-coast relocation. “Was it the sole reason? No,” says Gerbrandt. “Was it a consideration? Absolutely.”

But access to talented workers ultimately accounted for the company’s decision to make Cary its corporate base. “We liked the peer group we found in the region,” Gerbrandt says. “That feeds into the talent side and also having like interests.” Being part of a cluster of clean-tech companies offers opportunities for synergies that can facilitate growth of the entire industry. “We can compete but also partner within a model that helps all of us be more successful.”

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## TRIAD/TRIANGLE

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International companies need to establish North American hubs to meet increasing demand for their products.

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MORINACA AMERICA FOODS

# CANDY CRUSH

*Japan's Morinaga and other international companies discover that North Carolina is a sweet spot for making candies and snacks.*

BY MIKE PURKEY



What once was a hard-to-find candy with a cult following is now moving into the mainstream, thanks in large part to a new factory in North Carolina. Candymaker Morinaga & Co. is the creator of Hi-Chew, the No. 1 candy in Japan for years. The company in 2015 built a plant in Mebane to meet increasing U.S. demand for the fruit-flavored candy. It's part of a growing cluster of global food companies that have chosen North Carolina for their U.S. manufacturing and distribution operations.

Tokyo-based Morinaga started selling its confections in the U.S. in 2008, when it opened a marketing office in Los Angeles. While global sales total about \$1.8 billion, the company at first struggled to compete with legacy candy manufacturers in this country, such as Skittles-maker Mars Inc. and The Hershey Co. That all changed when Hi-Chew found its way into a Major League Baseball bullpen.

Japanese pitcher Junichi Tazawa in 2009 signed with the Boston Red Sox, and because he was a rookie, his job was to keep the bullpen stocked with bubble gum. In addition to supplying gum, Tazawa, now with the Miami Marlins, introduced Hi-Chew to the Red Sox pitchers and soon, many players were scouring Asian stores looking for the chewy candy. A sponsorship in 2012 led to advertising in Boston's Fenway Park, then other Major League teams — and their fans — began clamoring for Hi-Chew. The company says U.S. sales doubled the following year.

That growth led to a decision to build a U.S. manufacturing plant, prompting a search that included visits to Atlanta; Philadelphia; Portland, Ore.; Richmond, Va.; and Ontario, Canada. In North Carolina, the company looked at 18 sites in 12 counties before deciding on Mebane.

A site near Atlanta was in an established business park, with infrastructure and tenants in place. The favored N.C. candidate was a 21-acre site in Mebane's largely undeveloped Buckhorn Economic

*Morinaga's best-selling Hi-Chew candy is sold at Walmart, Walgreens and other U.S. retailers. The Tokyo-based company opened its first North American candy plant in Orange County in 2015 and is already considering an expansion.*



Development District. Though more costly than the Atlanta site, Mebane won the bid through a package of economic incentives and the assistance of Steve Brantley, director of Orange County Economic Development.

“The [Japanese] culture demands perfection,” Brantley says. He developed a working knowledge of the language and customs of Japanese businesspeople during his 23 years working in economic development for the state. “They don’t like unforeseen surprises. If they can find someone they can really trust, the more credibility you have with them, the more they listen to you,” he says.

Kyoichi Okamoto is president and chief executive officer of Morinaga America Foods. “North Carolina’s persistent service and problem-solving — and little things like picking us up at the airport and seeking out authentic sushi — gave us peace of mind as we made our decision,” Okamoto says. “It’s their way of doing business. And it’s an attitude that continued long after we signed on.”

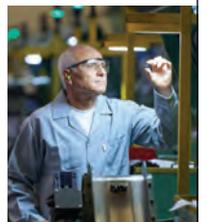
The N.C. Department of Commerce awarded Orange County a Community Development Block Grant of \$750,000 to cover 75% of the costs for water and sewer extensions. The county pitched in \$250,000 for the other 25%. PSNC Energy, the Gastonia-based unit of SCANA Corp., extended a natural-gas line, and Charlotte-based Duke Energy Corp. delivered electrical power lines to the

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plant, both at no cost to either the county or Morinaga.

Other incentives included a grant from the One North Carolina Fund for \$264,000, contingent on the company adding at least 90 jobs and investing \$48 million over three years. Durham Technical Community College pledged \$150,000 for workforce training at its nearby Hillsborough campus. The county put up performance grants, which could range from \$1.1 million to \$1.5 million over five years. And the city of Mebane contributed a performance grant of 1.5% of the company's capital investment, up to \$720,000.

The Mebane site is adjacent to Interstate 40/85, which appealed to the company for exposure and easy distribution. "It was no small task to open a business in a foreign country, to understand all the requirements and culture, but North Carolina offered a great site, overwhelming support and an overall climate that made this a perfect fit," says Toshiaki Fukunaga, a senior executive officer at Morinaga & Co.

By August 2017, Morinaga said it had reached its hiring and investment goals. Because Hi-Chew sales are robust — the candy is in Walmart, Costco and some leading grocery chains — Morinaga is considering an expansion. The Mebane site has room for two more plants.

"I think it's like a lot of international companies that eventually move some type of production here to the United States," says Christopher Chung, chief executive officer of the Economic Development Partnership of North Carolina Inc. "They initially start off by exporting products into the U.S. market, and at some point, the sales grow to a level where it logically makes sense to put production here. Not only to be able to better respond to the customer demand from those growing sales, but also it can be a bit of a hedge against things like currency fluctuations."

Historically, North Carolina's manufacturing sector was reliant on textiles, furniture and tobacco. Today, the field is more diverse, with the food-processing and food-manufacturing industries employing 62,000 people in



the state. Candymakers and snack companies are part of that growth.

Nitta Gelatin N.A. is a Morrisville-based provider of gelatins for the food and pharmaceutical industries. A division of Osaka, Japan-based Nitta Gelatin Inc., the company operates a plant in Cumberland County that gets its main ingredient from the hog-processing plants in eastern N.C. Gelatin is one of the ingredients in candy-making.



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*“North Carolina has long been home to one of the most attractive business climates in the U.S., not just for American businesses but also for foreign-based companies.”*

**CHRISTOPHER CHUNG**  
EDPNC

Belgium-based Lotus Bakeries said in December 2016 it plans to build its first U.S. plant at a 30-acre site in the North Carolina Industrial Center in Mebane. The company will make its Biscoff brand of shortbread cookies, popular with airline passengers.

Lotus had narrowed its finalists to two sites in North Carolina and one in South Carolina, says Mac Williams, president of the Alamance County Chamber of Commerce. Lotus plans to create 60 jobs and invest more than \$48 million by the end of 2020, aided by a performance-based grant of up to \$180,000 from the state and \$2.9 million in local incentives.

Stormberg Foods, a South Africa-based snack-maker that doesn't distribute in the U.S., chose Wayne County in eastern N.C. for its first domestic production plant. Stormberg plans to invest \$2.5 million near Goldsboro as it studies the launch of U.S. sales. The company makes biltong, a meat-protein product similar to beef jerky.

“North Carolina has long been home to one of the most attractive business climates in the U.S., for not just American businesses but also foreign-based companies,” Chung says. “Foreign-owned establishments now support more than 250,000 jobs in North Carolina, which is just one proof of that point.”

Jobs supported by foreign direct investment in North Carolina increased 24% from 2011-15, according to the latest data available from U.S. Bureau of Economic Analysis, higher than the national increase of 20%. Almost 120,000 N.C. manufacturing jobs are related to foreign investment, about 25,000 more than in 2011.

That number could grow if Morinaga America reaches its goal of increasing U.S. sales by 400% over the next five years. New packaging and more visible distribution channels could rev up the candymaker's expansion plans.

With more Americans liking Hi-Chew, that would be a sweet deal. 

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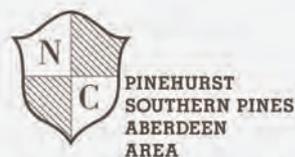
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A man and a woman are smiling and taking a selfie in a dense pine forest. The man is wearing a green jacket and a backpack, and the woman is wearing a grey knit sweater and a blue backpack. The sun is shining through the trees, creating a warm, golden light.

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# HOT POTATO

*Europe's got a taste for one of N.C.'s top crops. How the humble sweet potato became hip.*

BY ALLISON WILLIAMS

PHOTOS BY CINDY BURNHAM

**A**woman and her granddaughter poke small spoons into the orange puree any Southerner would recognize from their Thanksgiving table. Though North Carolinians might look askance at the sweet potato curry Eva Drescher dishes up on a chilly spring morning halfway across the world, the German grandmother isn't sure what to make of an orange potato — if it's sweet, she asks Drescher, can it really be healthier?

Sweet potato plants aren't even in the fields yet at Vick Family Farms in Wilson, in eastern North Carolina, but in Hamburg, Germany, Drescher is handing out samples of the Vicks' primary product to lunchtime grocery shoppers. Europeans are buying. In the last decade, exports of sweet potatoes from North Carolina have jumped more than 1,000%, from about 24 million pounds in 2006 to 377 million pounds last year or, put another way, about 500 shipping containers to about 7,800, worth about \$138 million.

North Carolina is a relatively small exporter compared with oil-rich Texas or states dominated by large car plants. Aircraft parts and medicine are the state's most valuable exports, according to the U.S. Census Bureau, accounting for nearly half of an \$11 billion export business. But few should discount farming, North Carolina's largest industry. The state holds the No. 1 spot in the U.S. for sweet potatoes and tobacco. At the N.C. Department of Agriculture, sweet potatoes are its runaway success story, the food fad many Europeans have embraced just as Americans can't get enough kale (much to the amusement of some Southerners).

"We have a blank slate there," says Dewey Scott, whose family farming business opened an office in the United Kingdom more than a decade ago. "What the the European market has done for the sweet potato has not gone unnoticed."

The state agriculture department has been promoting sweet potatoes in Europe since the 1990s but ramped up efforts about a

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*Netherlands-based Eosta imports and distributes organic produce, including organic sweet potatoes from Farm Pak Products Inc., based in Spring Hope. Potatoes grown in North Carolina are "stamped" with Eosta's edible laser branding and sold as far north as Sweden.*



Shoppers taste sweet potatoes during a promotion at Edeka, a German supermarket, in Hamburg. The tastings are part of International Sweet Potato Week, an annual event created by Bonn-based marketing agency mk2.

decade ago, hiring a German marketing agency in 2007. In 2016, several N.C. growers, the American Sweet Potato Marketing Institute and Eosta, a Netherlands-based importer, developed the idea of an annual International Sweet Potato Week in Germany, France, the Netherlands, Poland and other European countries. Promotions include grocery-store tastings and a roving sweet potato food truck in Germany, which has especially embraced the N.C. crop.

It's a long way from Hamburg to Scott Farms International headquarters in Lucama, about halfway between Raleigh and Greenville, but more than half of the sweet potatoes rolling down the company's packing line will wind up in stores overseas. Scott potatoes are picked in five eastern North Carolina counties, then housed at four different sites in temperature-controlled buildings twice the size of an average supermarket before being packed and shipped through the ports in Morehead City

and Wilmington. It's this ability to store sweet potatoes year-round that sets North Carolina growers apart from worldwide competition. Israel, Spain and Honduras, to name a few countries, grow and export sweet potatoes, but none of them have the same infrastructure as North Carolina's largest sweet potato producers.

North Carolina not only grows more sweet potatoes than any other state, it exports more, too — about 95% of the crop sent overseas is grown here. Nowhere has demand been greater than Europe — first the United Kingdom, now northern Europe — where the sweet potato has appeared on the cover of popular food magazines in ways many Americans wouldn't recognize, sliced and popped into toasters as a breakfast food or grilled for salads. Many of these recipes are the brainchild of Bonn, Germany-based mk2 marketing and its CEO and owner, Maria Kraus. If you've heard of Alaskan salmon or Canadian blueberries,



Year-round storage, top, is what sets N.C. sweet potato farmers apart from growers overseas. Lucama-based Scott Farms is a sixth-generation family business with more than 14,000 acres farmed and cultivated. Jeff Thomas, top, is director of marketing. Dewey Scott, bottom, is a co-owner and vice president of sweet potato operations.



*Not just in America: Sweet potato fries are becoming ubiquitous in Europe, too. Florian and Isa Schellen share a plate at Peter Pane, a popular burger chain in Hamburg, Germany.*

it's probably due to mk2's specialty food marketing. The N.C. Sweet Potato Commission and the newly formed American Sweet Potato Marketing Institute, headquartered in Benson in central North Carolina, contract with mk2 for special events. It was Kraus who implemented International Sweet Potato Week, when giant banners in grocery stores encourage shoppers to "Look at the Sweet Side of Life" by buying süßkartoffel (German for sweet potato), or sötpotatis in Sweden.

Up until about a decade ago, sweet potatoes were considered a novelty in Europe, an exotic food more likely to be found in specialty African markets than mainline grocery stores. Flo and Isa Schellen first cooked sweet potatoes in a South African cooking class in Hamburg. On a spring afternoon, the young couple shared sweet potato fries at Peter Pane, a popular burger chain in the city.





*How many ways can you slice that sweet potato? Clockwise from top left are sweet potatoes as a cocktail, foam with Parma ham, tarte flambé, and hash browns with salmon during International Sweet Potato Week. A dinner for prominent German journalists is a highlight of the week.*



“Sweet potatoes are going to be a mainstream product,” says Robert Walsleben, a Texas native who is the European director of Robinson Fresh. The company is a division of Minnesota-based logistics firm C.H. Robinson. It already is, as shoppers at German supermarket Edeka swirl around Walsleben, many adding sweet potatoes from Wada Farms, an Idaho-based grower with operations in North Carolina, to their carts.

At Scott Farms, fresh sweet potatoes are the family’s bread and butter, but lately the Scotts have been turning their attention to processed sweet potatoes. Pembroke-based Trinity Frozen Foods is exporting frozen sweet potato fries to Europe. Scott Farms’ sweet potato spirits and chips have been so successful in the U.K., they are considering building a manufacturing plant in North Carolina, bringing an export back home. 🇺🇸

# READY TO GROW

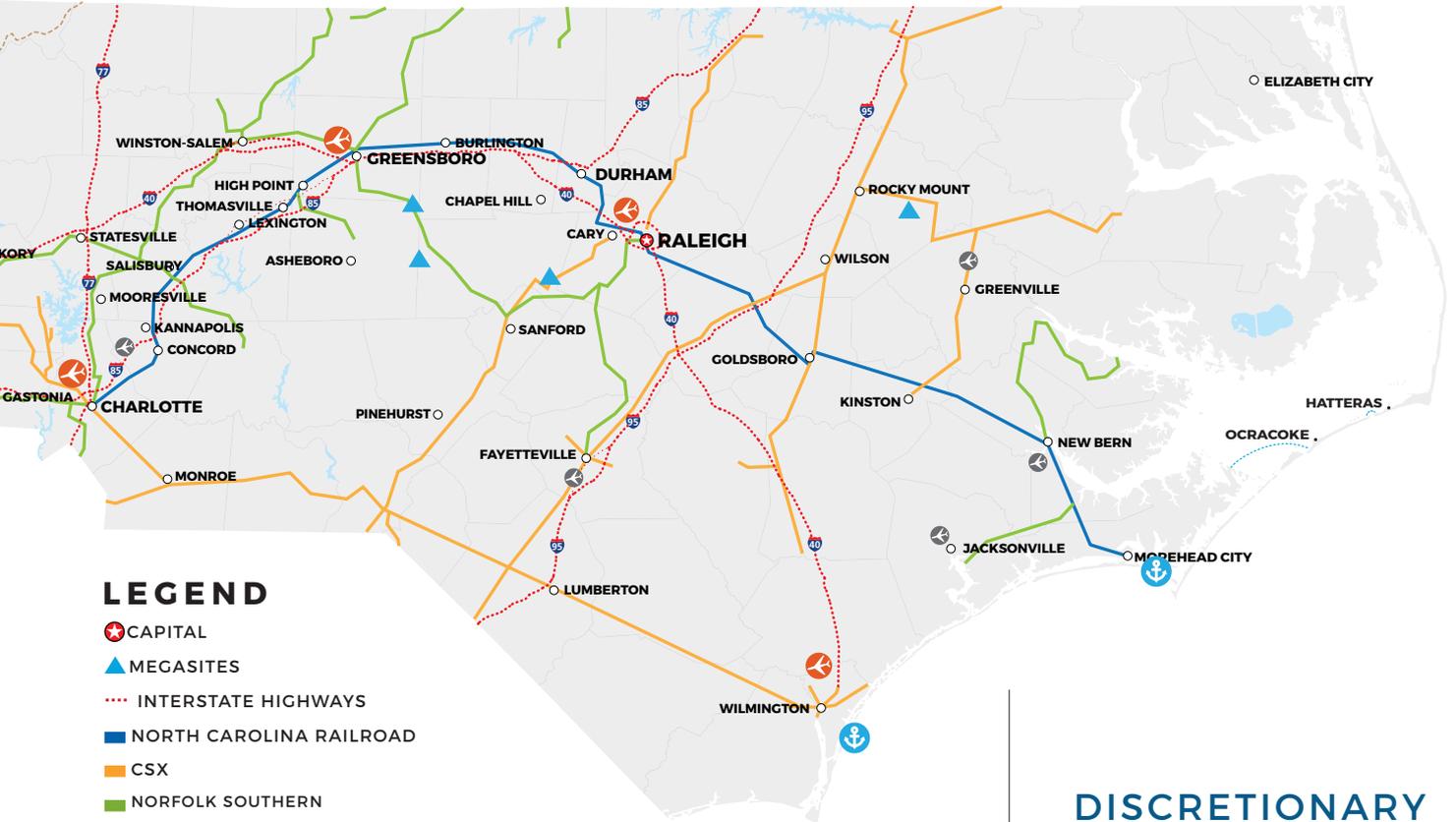
*A central East Coast location, excellent infrastructure, and targeted incentive programs make North Carolina an ideal place to do business.*



**F**or prospective employers, North Carolina provides advantages few states can match. More than 3,200 miles of railroad track traverse the state, with more than 20 carriers offering service to 22 states in the eastern U.S. Jacksonville, Fla.-based CSX Corp. in 2016 announced plans to build a \$272 million intermodal rail terminal in Rocky Mount, about 60 miles east of Raleigh, the capital. A new double-stacked train, the Queen City Express, in July 2017 began daily intermodal service between Charlotte and Wilmington, where N.C. Ports is investing \$150 million in infrastructure improve-

ments. These upgrades, plus the addition of several new container services, help provide a critical link between the state's businesses and international markets.

Four international airports and 11 regional airports serve the state. The two largest are planning for growth: Charlotte-Douglas International Airport is in the midst of a 10-year, \$2.5 billion improvement plan, and Raleigh-Durham International Airport recently developed a new 25-year master plan. Four shovel-ready industrial megasites suitable for large-scale manufacturing are in Chatham, Edgecombe and Randolph counties.



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## DISCRETIONARY GRANTS

**Job Development Investment Grants** provide performance-based incentives directly to new and expanding businesses to help offset the cost of establishing or expanding in the state.

The **One North Carolina Fund** is another incentive program that awards cash grants based on the number of jobs created, amount of investment, location and expected economic impact.

Other programs include **Building Demolition** and **Building Reuse grants** that provide funds for site rehabilitation and renovation of vacant industrial and commercial buildings.

## TIERED TAX CREDITS

North Carolina annually assesses the economic health of its 100 counties, assigning each to one of three tiers. The 40 most distressed counties are eligible for greater tax credits. Lesser incentives are available in Tier 2 and Tier 3 counties.



## 2017 TIER DESIGNATIONS

- 1
- 2
- 3

source: Economic Development Partnership of North Carolina Inc.



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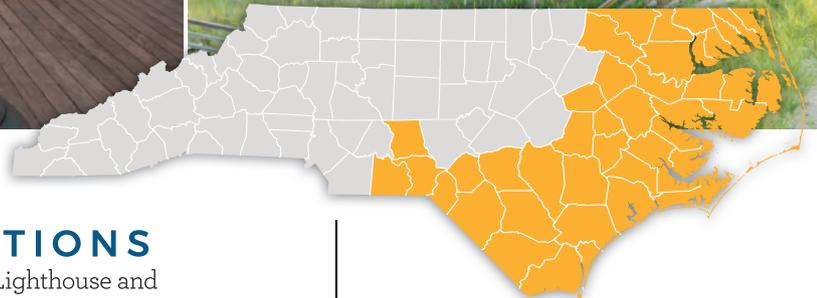
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# EAST



**E**astern cities including Kinston, Wilson and Farmville are investing in the arts to spur downtown development. Greenville is home to East Carolina, one of the state's fastest-growing universities. History buffs can tour one of seven coastal lighthouses, Battleship North Carolina in Wilmington or the Wright Brothers Memorial in Kitty Hawk. But if relaxing by the beach is more your style, 300 miles of coastline awaits.

## ATTRACTIONS

- Cape Hatteras Lighthouse and Wright Brothers Memorial, the Outer Banks
- Carolina Beach Boardwalk
- Historic Tryon Palace, New Bern
- Battleship North Carolina, Wilmington
- Airlie Gardens, Wilmington
- 1886 Roanoke River Lighthouse, Edenton

## EVENTS

- North Carolina Jazz Festival, Wilmington, February
- Fayetteville Dogwood Festival, Fayetteville, April
- North Carolina Azalea Festival, Wilmington, April
- Hang Gliding Spectacular, Nags Head, May
- North Carolina Seafood Festival, Morehead City, October
- Cucalorus Film Festival, Wilmington, November

## COUNTIES

Anson, Beaufort, Bertie, Bladen, Brunswick, Camden, Carteret, Chowan, Columbus, Craven, Cumberland, Currituck, Dare, Duplin, Edgecombe, Gates, Greene, Halifax, Hertford, Hoke, Hyde, Jones, Lenoir, Martin, Montgomery, New Hanover, Northampton, Onslow, Pamlico, Pasquotank, Perquimans, Pender, Pitt, Richmond, Robeson, Sampson, Scotland, Tyrrell, Washington, Wayne and Wilson

## INDUSTRIES

- Aerospace and defense
- Agriculture
- Biotechnology
- Marine trades
- Metalworking
- Textiles
- Tourism

# CHARLOTTE



**A** magnet for millennials, the state's largest city is exploding with growth. Whether cheering on the Carolina Panthers or Charlotte Hornets or visiting one of Charlotte's many museums, recreational and cultural opportunities abound. Outdoor enthusiasts run, walk and bike along a growing network of greenway trails. Boaters enjoy Lake Norman, the state's largest body of water. And the U.S. National Whitewater Center is a haven for kayaking, rafting and zip-lining, as well as outdoor concerts and festivals.

## ATTRACTIONS

- U.S. National Whitewater Center, Charlotte
- Charlotte Motor Speedway, Concord
- Carolina Panthers NFL team, Charlotte
- NASCAR Hall of Fame, Charlotte
- Charlotte Hornets NBA team, Charlotte
- Carowinds amusement park, Charlotte

## EVENTS

- Rural Hill Scottish Festival and Loch Norman Highland Games, Huntersville, April
- Beer, Bourbon and BBQ Festival, Charlotte, May
- Circle K Speed Street, Charlotte, May
- Carolina BalloonFest, Statesville, October
- Carolina Renaissance Festival, Huntersville, October-November
- Christmas Town USA, McAdenville, December

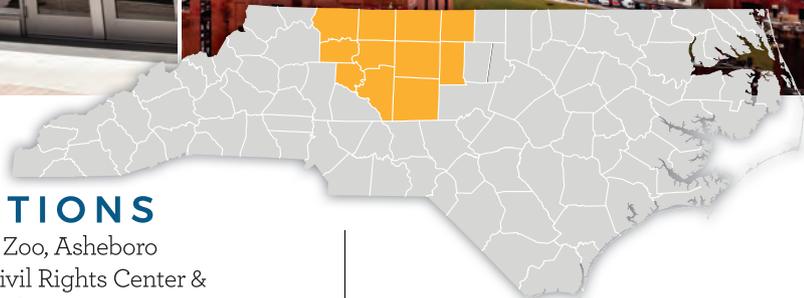
## COUNTIES

Alexander, Anson, Cabarrus, Catawba, Cleveland, Gaston, Iredell, Lincoln, Mecklenburg, Rowan, Stanly and Union

## INDUSTRIES

- Business and financial services
- Corporate headquarters
- Aerospace and defense
- Textiles
- Energy
- Automotive manufacturing

# TRIAD



**T**he region’s rich manufacturing past is making way for modern pursuits. Once home to one of the world’s largest cigarette-manufacturing complexes, Innovation Quarter in downtown Winston-Salem is now a hub for technology and education. About \$400 million in projects are underway in downtown Greensboro, including the new Tanger Center for the Performing Arts, slated to open in 2019. Buoyed by the growth of High Point University, the city known as the “Furniture Capital of the World” also plans a \$140 million revitalization.

## ATTRACTIONS

- North Carolina Zoo, Asheboro
- International Civil Rights Center & Museum, Greensboro
- Old Salem Museum & Gardens, Winston-Salem
- Greensboro Science Center, Greensboro

## EVENTS

- Wyndham Championship golf tournament, Greensboro, August
- Winston-Salem Open tennis tournament, August
- Mayberry Days, Mount Airy, September-October
- Annual Barbecue Festival, Lexington, October
- Dixie Classic Fair, Winston-Salem, October
- Autumn Leaves Festival, Mount Airy, October
- Seagrove Pottery Festival Weekend, Seagrove, November

## COUNTIES

Alamance, Caswell, Davidson, Davie, Forsyth, Guilford, Randolph, Rockingham, Stokes, Surry and Yadkin

## INDUSTRIES

- Aerospace and defense
- Furniture
- Finance
- Insurance
- Textiles
- Winemaking

# TRIANGLE



**E**nergized by the state’s three major research universities — Duke University, N.C. State University and UNC Chapel Hill — this fast-growing region combines urban amenities with recreational pursuits. The acclaimed Durham Performing Arts Center celebrates its 10th anniversary in 2018. Moore County is home to some of the world’s legendary golf courses, including Pinehurst No. 2, which has hosted three U.S. Opens. The World of Bluegrass, one of the region’s many annual festivals, attracted a record crowd to downtown Raleigh in 2017.

## ATTRACTIONS

- North Carolina Museum of Natural Sciences, Raleigh
- PNC Arena, home of the Carolina Hurricanes hockey team, Raleigh
- State Farmers Market, Raleigh
- North Carolina Museum of Art, Raleigh
- Durham Performing Arts Center
- Morehead Planetarium and Science Center, Chapel Hill

## EVENTS

- Moogfest, Durham, May
- World of Bluegrass, Raleigh, September
- Hopscotch Music Festival, Raleigh, September
- North Carolina State Fair, Raleigh, October

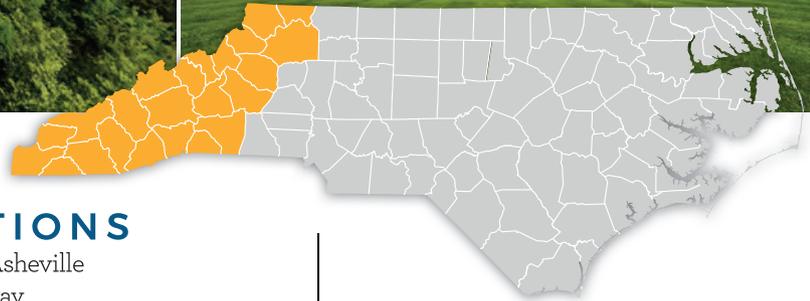
## COUNTIES

Chatham, Durham, Edgecombe, Franklin, Granville, Harnett, Johnston, Lee, Moore, Nash, Orange, Person, Vance, Wake, Warren and Wilson

## INDUSTRIES

- Biotechnology and pharmaceuticals
- Information technology
- Clean technology
- Higher education
- State government

# WEST



**T**he Blue Ridge and Great Smoky mountains provide a backdrop for some of the state’s most popular recreational activities, including hiking, fishing, rafting and skiing. Transylvania County, which calls itself the “Land of Waterfalls,” boasts more than 250 of the natural attractions. Asheville, with its eclectic art galleries, restaurants and breweries, was ranked among the 15 best small cities in the U.S. by *Condé Nast Traveler* in 2017.

## ATTRACTIONS

- Biltmore Estate, Asheville
- Blue Ridge Parkway
- Nantahala Outdoor Center, Bryson City
- Tryon International Equestrian Center, Mill Spring
- Sliding Rock, Transylvania County
- West Jefferson Arts District, West Jefferson

## EVENTS

- Blowing Rock WinterFest, January
- MerleFest, Wilkesboro, April
- Lake Eden Arts Festival, Asheville-Black Mountain, May and October
- An Appalachian Summer Festival, Boone, June-August
- Folkmoot USA, Black Mountain, July
- Grandfather Mountain Highland Games, Linville, July
- N.C. Apple Festival, Hendersonville, September

## COUNTIES

Alleghany, Ashe, Avery, Buncombe, Burke, Caldwell, Cherokee, Clay, Graham, Haywood, Henderson, Jackson, Macon, Madison, McDowell, Mitchell, Polk, Rutherford, Swain, Transylvania, Watauga, Wilkes and Yancey

## INDUSTRIES

- Aerospace and defense
- Furniture
- Brewing
- Data centers
- Tourism
- Advanced manufacturing
- Christmas trees

# A TOP-RANKED BUSINESS CLIMATE

With a low cost of living, competitive tax rates, acclaimed educational institutions and skilled workforce, North Carolina consistently ranks as a top state for business.

**#1** MOST COMPETITIVE STATE  
Site Selection, 2017

**#3** BEST STATE FOR BUSINESS  
Chief Executive, 2017

**#5** TOP STATE FOR BUSINESS  
CNBC, 2017

**#2** BEST STATE FOR BUSINESS  
Forbes, 2016

**11<sup>TH</sup>** MOST COMPETITIVE TAX CODE  
Tax Foundation, 2018

## ▶ TOP 25 PUBLIC COMPANIES BASED IN NORTH CAROLINA\*

	COMPANY		HEADQUARTERS	INDUSTRY	VALUE (BILLION)
1	BANK OF AMERICA	BAC	Charlotte	Financial services	\$241.4
2	REYNOLDS AMERICAN <sup>^</sup>	RAI	Winston-Salem	Cigarettes	92.8
3	LOWE'S	LOW	Mooresville	Hardware stores	65.5
4	DUKE ENERGY	DUK	Charlotte	Utilities	58.5
5	BB&T	BBT	Winston-Salem	Financial services	36.8
6	VF	VFC	Greensboro	Apparel	23.1
7	QUINTILES IMS	Q	Durham	Pharmaceutical services	19.3
8	NUCOR	NUE	Charlotte	Steel	18.5
9	RED HAT	RHT	Raleigh	Software	17.0
10	LABORATORY CORP. OF AMERICA	LH	Burlington	Medical testing	15.8
11	MARTIN MARIETTA MATERIALS	MLM	Raleigh	Building materials	14.0
12	ALBEMARLE	ALB	Charlotte	Chemicals	11.7
13	SEALED AIR	SEE	Charlotte	Containers and packaging	8.8
14	HANESBRANDS	HBI	Winston-Salem	Apparel	8.4
15	QORVO	QRVO	Greensboro	Semiconductors	8.1
16	OLD DOMINION FREIGHT LINE	ODFL	Thomasville	Trucking	7.9
17	COMMSCOPE HOLDING	COMM	Hickory	Telecommunications equipment	7.3
18	HIGHWOODS PROPERTIES	HIW	Raleigh	Real estate	5.2
19	PREMIER	PINC	Charlotte	Health care services	5.0
20	PRA HEALTH SCIENCES	PRAH	Raleigh	Pharmaceutical services	4.7
21	FIRST CITIZENS BANCSHARES	FCNCA	Raleigh	Financial services	4.4
22	CURTISS-WRIGHT	CW	Charlotte	Aerospace and industrial equipment	4.1
23	EXTENDED STAY AMERICA	STAY	Charlotte	Hotels	3.7
24	JELD-WEN	JELD	Charlotte	Building products	3.4
25	SNYDERS-LANCE	LNCE	Charlotte	Snacks	3.3

\*ranked by market value as of 6/30/17

<sup>^</sup> acquired by British American Tobacco July 2017

source: Capital Investment Companies and The Nottingham Company

## LARGEST CITIES

RANK	CITY	POPULATION
1	CHARLOTTE	830,258
2	RALEIGH	448,699
3	GREENSBORO	284,328
4	DURHAM	255,042
5	WINSTON-SALEM	240,603
6	FAYETTEVILLE	208,729
7	CARY	155,041
8	WILMINGTON	117,255
9	HIGH POINT	110,235
10	ASHEVILLE	91,929
11	CONCORD	88,815
12	GREENVILLE	87,945
13	JACKSONVILLE	75,744
14	GASTONIA	74,413
15	CHAPEL HILL	59,851
16	HUNTERSVILLE	57,145
17	ROCKY MOUNT	54,849
18	BURLINGTON	52,426
19	WILSON	49,400
20	APEX	46,673
21	KANNAPOLIS	46,595
22	HICKORY	40,449
23	MOORESVILLE	39,068
24	INDIAN TRAIL	38,177
25	WAKE FOREST	35,293
26	GOLDSBORO	34,793
27	MONROE	34,725
28	SALISBURY	34,459
29	HOLLY SPRINGS	31,230
30	MATTHEWS	30,849
31	CORNELIUS	30,207
32	NEW BERN	30,048
33	SANFORD	29,267
34	GARNER	28,999
35	THOMASVILLE	27,129
36	MINT HILL	26,749
37	ASHEBORO	25,931
38	STATESVILLE	25,712
39	KERNERSVILLE	24,730
40	MORRISVILLE	24,456
41	FUQUAY-VARINA	24,254
42	LUMBERTON	21,463
43	KINSTON	20,672
44	CARRBORO	20,533
45	SHELBY	20,080
46	HAVELOCK	20,072
47	CLEMMONS	19,605
48	CLAYTON	19,427
49	BOONE	19,028
50	LEXINGTON	18,532

Source: N.C. Office of State Budget and Management, 2016

# SOLID STATE

Here are several companies that have recently announced expansions in North Carolina.

## CREDIT SUISSE, ZURICH

**NEW JOBS: 1,200**  
**COUNTY: WAKE**  
**PROJECTED INVESTMENT: \$70.5M**  
**N.C. INCENTIVES: \$40.2M**

*Switzerland's second-largest bank set up its first office at Research Triangle Park in 2005, moving about 250 jobs from New York City. Its payroll had swelled to about 1,500, plus about 400 contract workers, by mid-2017. The expansion, announced in May 2017, will include jobs in finance and information technology.*

## EVEREST TEXTILE, TAIWAN

**NEW JOBS: 610**  
**COUNTY: RUTHERFORD**  
**PROJECTED INVESTMENT: \$18.5M**  
**N.C. INCENTIVES: \$3M**

*The Taiwanese company makes athletic apparel for manufacturers including Adidas, Nike, Columbia and Patagonia. The 400,000-square-foot Forest City plant, previously occupied by a local wood-pallet maker, will be its first factory outside Asia. Everest also considered the Dominican Republic, Haiti and South Carolina for the project.*

## EGGER GROUP, AUSTRIA

**NEW JOBS: 770**  
**COUNTY: DAVIDSON**  
**PROJECTED INVESTMENT: \$700M**  
**N.C. INCENTIVES: \$7.8M**

*For a century or more, Davidson County has been synonymous with furniture manufacturing. So it was a natural fit for Austria-based Egger Group, which will make particle-board worktops, cabinets and other products at a county-owned industrial park near Interstate 85. It will be the family-owned company's first U.S. manufacturing plant.*

## INFOSYS, BANGALORE, INDIA

**NEW JOBS: 2,000**  
**COUNTY: WAKE**  
**PROJECTED INVESTMENT: \$8.7M**  
**N.C. INCENTIVES: \$22.4M**

*North Carolina is one of four U.S. technology and innovation hubs Infosys plans to establish as part of a plan to hire 10,000 American workers rather than relying heavily on H-1B visa workers. The project is expected to boost the state's economy by \$2.9 billion. Jobs will include software developers, analysts and others.*

## NN INC., JOHNSON CITY, TENN.

**NEW JOBS: 200**  
**COUNTY: MECKLENBURG**  
**PROJECTED INVESTMENT: \$10M**  
**N.C. INCENTIVES: \$2.8M**

*NN will move its headquarters from Johnson City to south Charlotte, adding 200 jobs over five years. The publicly traded company makes components for the aerospace, automotive, defense, electrical and other industries at 40 manufacturing plants worldwide.*

## ALAMANCE

Alamance County Area Chamber of Commerce  
336-228-1338  
choosealamance.com



	2006	2016*
POPULATION (000S)	139.9	159.4
EMPLOYMENT (000S)	66.1	74.6
UNEMPLOYMENT RATE	5.5%	4.8%
PER CAPITA INCOME (000S)	\$30.7	\$35.8

**EMPLOYMENT BY INDUSTRY**  
Health care: 16.2%  
Manufacturing: 15.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Laboratory Corporation of America

**LARGEST CITY/TOWN**  
Burlington (part): population 51,703

**COUNTY PROPERTY TAX**  
58.0 cents per \$100 value

**HIGHER EDUCATION**  
Elon University;  
Alamance Community College

## ALEXANDER

Alexander County Economic Development Corp.  
828-632-1161  
alexanderedc.org



	2006	2016*
POPULATION (000S)	36.0	38.1
EMPLOYMENT (000S)	17.6	16.8
UNEMPLOYMENT RATE	4.9%	4.4%
PER CAPITA INCOME (000S)	\$26.7	\$33.6

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 40.1%  
Government: 10.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Craftmaster Furniture

**LARGEST CITY/TOWN**  
Taylorsville: population 2,265

**COUNTY PROPERTY TAX**  
79.0 cents per \$100 value

**HIGHER EDUCATION**  
Catawba County Community College

## ALLEGHANY

Alleghany Chamber of Commerce  
336-372-5473  
sparta-nc.com



	2006	2016*
POPULATION (000S)	10.9	11.3
EMPLOYMENT (000S)	4.7	4.3
UNEMPLOYMENT RATE	5.0%	5.5%
PER CAPITA INCOME (000S)	\$26.2	\$32.7

**EMPLOYMENT BY INDUSTRY**  
Health care: 16.7%  
Manufacturing: 15.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Parkdale Mills

**LARGEST CITY/TOWN**  
Sparta: population 1,787

**COUNTY PROPERTY TAX**  
51.3 cents per \$100 value

**HIGHER EDUCATION**  
Wilkes Community College

## ANSON

Anson County Chamber of Commerce  
704-694-4181  
ansoncounty-chamber.org



	2006	2016*
POPULATION (000S)	26.4	26.2
EMPLOYMENT (000S)	10.3	10.2
UNEMPLOYMENT RATE	7.3%	5.8%
PER CAPITA INCOME (000S)	\$24.9	\$32.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 20.2%  
Government: 16.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Hornwood

**LARGEST CITY/TOWN**  
Wadesboro: population 5,503

**COUNTY PROPERTY TAX**  
80.1 cents per \$100 value

**HIGHER EDUCATION**  
South Piedmont Community College

## ASHE

Ashe County Economic Development  
336-846-5501  
ashencedc.com



	2006	2016*
POPULATION (000S)	26.0	27.3
EMPLOYMENT (000S)	12.1	11.8
UNEMPLOYMENT RATE	5.7%	4.9%
PER CAPITA INCOME (000S)	\$25.9	\$31.5

**EMPLOYMENT BY INDUSTRY**  
Retail: 15.8%  
Health care: 15.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
American Emergency Vehicles

**LARGEST CITY/TOWN**  
Jefferson: population 1,560

**COUNTY PROPERTY TAX**  
44.3 cents per \$100 value

**HIGHER EDUCATION**  
Wilkes Community College

## AVERY

Avery County Economic Development  
828-737-5150  
averycountync.gov



	2006	2016*
POPULATION (000S)	17.9	17.8
EMPLOYMENT (000S)	7.6	7.2
UNEMPLOYMENT RATE	5.0%	5.2%
PER CAPITA INCOME (000S)	\$23.9	\$31.0

**EMPLOYMENT BY INDUSTRY**  
Government: 15.3%  
Health care: 13.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Lees-McRae College

**LARGEST CITY/TOWN**  
Banner Elk: population 1,168

**COUNTY PROPERTY TAX**  
55.0 cents per \$100 value

**HIGHER EDUCATION**  
Lees-McRae College;  
Mayland Community College

## BEAUFORT

Beaufort County Economic Development  
252-946-3970  
beaufortedc.com



	2006	2016*
POPULATION (000S)	46.0	47.8
EMPLOYMENT (000S)	19.3	19.1
UNEMPLOYMENT RATE	5.9%	5.8%
PER CAPITA INCOME (000S)	\$29.4	\$37.8

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 16.4%  
Retail: 14.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
PCS Phosphate

**LARGEST CITY/TOWN**  
Washington: population 9,561

**COUNTY PROPERTY TAX**  
55.0 cents per \$100 value

**HIGHER EDUCATION**  
Beaufort County Community College

## BERTIE

Bertie County Economic Development  
252-794-5301  
co.bertie.nc.us



	2006	2016*
POPULATION (000S)	19.8	20.4
EMPLOYMENT (000S)	8.2	8.0
UNEMPLOYMENT RATE	6.6%	6.7%
PER CAPITA INCOME (000S)	\$24.9	\$31.7

**EMPLOYMENT BY INDUSTRY**  
Government: 13.7%  
Health care: 11.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Perdue

**LARGEST CITY/TOWN**  
Windsor: 3,414

**COUNTY PROPERTY TAX**  
83.0 cents per \$100 value

**HIGHER EDUCATION**  
Rowan County Community College;  
Martin Community College

## BLADEN

Bladen County Economic Development Commission  
910-645-2292  
bladenncc.govoffice3.com



	2006	2016*
POPULATION (000S)	34.4	35.0
EMPLOYMENT (000S)	14.4	13.8
UNEMPLOYMENT RATE	6.4%	6.9%
PER CAPITA INCOME (000S)	\$24.3	\$32.7

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 45.2%  
Health care: 8.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Smithfield Foods

**LARGEST CITY/TOWN**  
Elizabethtown: population 3,549

**COUNTY PROPERTY TAX**  
82.0 cents per \$100 value

**HIGHER EDUCATION**  
Bladen Community College

## BRUNSWICK

Brunswick County Economic Development  
910-253-2025  
brunswicked.com



	2006	2016*
POPULATION (000S)	93.8	125.7
EMPLOYMENT (000S)	43.4	46.4
UNEMPLOYMENT RATE	4.5%	6.3%
PER CAPITA INCOME (000S)	\$32.0	\$36.3

**EMPLOYMENT BY INDUSTRY**  
Retail: 16.4%  
Hospitality: 13.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Duke Energy Progress

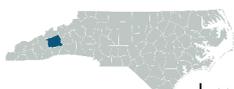
**LARGEST CITY/TOWN**  
Leland: population 17,956

**COUNTY PROPERTY TAX**  
48.5 cents per \$100 value

**HIGHER EDUCATION**  
Brunswick Community College

## BUNCOMBE

Economic Development Coalition Asheville-Buncombe County,  
828-258-6101  
economicdevelopmentasheville.org



	2006	2016*
POPULATION (000S)	225.1	257.9
EMPLOYMENT (000S)	114.4	128.7
UNEMPLOYMENT RATE	3.8%	3.9%
PER CAPITA INCOME (000S)	\$33.7	\$41.0

**EMPLOYMENT BY INDUSTRY**  
Health care: 20.1%  
Retail: 13.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Mission Health

**LARGEST CITY/TOWN**  
Asheville: population 91,929

**COUNTY PROPERTY TAX**  
53.9 cents per \$100 value

**HIGHER EDUCATION**  
UNC Asheville; Montreat College; Warren Wilson College; Asheville-Buncombe Technical Community College

## BURKE

Burke Development Inc.  
828-764-9370  
burkedevinc.com



	2006	2016*
POPULATION (000S)	88.6	89.3
EMPLOYMENT (000S)	39.6	37.7
UNEMPLOYMENT RATE	5.8%	5.0%
PER CAPITA INCOME (000S)	\$25.9	\$31.5

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 25.4%  
Health care: 25.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System Blue Ridge

**LARGEST CITY/TOWN**  
Morganton: population 16,839

**COUNTY PROPERTY TAX**  
69.5 cents per \$100 value

**HIGHER EDUCATION**  
Western Piedmont Community College

## CABARRUS

Cabarrus Economic Development  
704-782-4000  
cabarrusedc.com



	2006	2016*
POPULATION (000S)	157.0	200.6
EMPLOYMENT (000S)	77.5	94.7
UNEMPLOYMENT RATE	4.1%	4.6%
PER CAPITA INCOME (000S)	\$33.5	\$39.6

**EMPLOYMENT BY INDUSTRY**  
Retail: 16.4%  
Health care: 13.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System

**LARGEST CITY/TOWN**  
Concord: population 88,815

**COUNTY PROPERTY TAX**  
70.0 cents per \$100 value

**HIGHER EDUCATION**  
Barber-Scotia College; Rowan-Cabarrus Community College; Cabarrus College of Health Sciences

## CALDWELL

Economic Development Commission of Caldwell County  
828-728-0768  
caldwelledc.org



	2006	2016*
POPULATION (000S)	80.4	82.7
EMPLOYMENT (000S)	37.2	33.6
UNEMPLOYMENT RATE	7.5%	5.3%
PER CAPITA INCOME (000S)	\$26.4	\$31.3

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 24.7%  
Health care: 14.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Bernhardt Furniture

**LARGEST CITY/TOWN**  
Lenoir: population 17,875

**COUNTY PROPERTY TAX**  
63.0 cents per \$100 value

**HIGHER EDUCATION**  
Caldwell Community College and Technical Institute

## CAMDEN

Camden County Economic Development Commission  
252-338-6363, ext. 103  
camdencountync.gov



	2006	2016*
POPULATION (000S)	9.4	10.2
EMPLOYMENT (000S)	4.3	4.4
UNEMPLOYMENT RATE	4.3%	5.3%
PER CAPITA INCOME (000S)	\$35.0	\$41.4

**EMPLOYMENT BY INDUSTRY**  
Education: 22.4%  
Retail: 12.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Caci Technology

**LARGEST CITY/TOWN**  
South Mills, unincorporated

**COUNTY PROPERTY TAX**  
72.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## CARTERET

Carteret County Economic Development Council Inc.  
252-222-6121  
carteretedc.com



	2006	2016*
POPULATION (000S)	64.0	70.1
EMPLOYMENT (000S)	32.0	30.1
UNEMPLOYMENT RATE	4.1%	5.2%
PER CAPITA INCOME (000S)	\$35.1	\$44.2

**EMPLOYMENT BY INDUSTRY**  
Retail: 18.9%  
Hospitality: 16.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carteret Health Care

**LARGEST CITY/TOWN**  
Morehead City: population 9,361

**COUNTY PROPERTY TAX**  
31.0 cents per \$100 value

**HIGHER EDUCATION**  
Carteret Community College

## CASWELL

Caswell County Office of Economic Development  
336-694-4193, ext. 105  
caswellcountync.gov



	2006	2016*
POPULATION (000S)	23.6	23.6
EMPLOYMENT (000S)	10.0	9.2
UNEMPLOYMENT RATE	7.2%	5.5%
PER CAPITA INCOME (000S)	\$22.3	\$31.2

**EMPLOYMENT BY INDUSTRY**  
Government: 22.3%  
Health care: 11.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
WS Construction

**LARGEST CITY/TOWN**  
Yanceyville: population 2,051

**COUNTY PROPERTY TAX**  
74.6 cents per \$100 value

**HIGHER EDUCATION**  
Piedmont Community College

## CATAWBA

Catawba County Economic Development Corp.  
828-267-1564  
catawbaedc.org



	2006	2016*
POPULATION (000S)	148.4	156.1
EMPLOYMENT (000S)	73.6	71.4
UNEMPLOYMENT RATE	5.4%	4.9%
PER CAPITA INCOME (000S)	\$33.2	\$40.3

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 27.1%  
Retail: 12.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Catawba Valley Medical Center

**LARGEST CITY/TOWN**  
Hickory (part): population 40,365

**COUNTY PROPERTY TAX**  
57.5 cents per \$100 value

**HIGHER EDUCATION**  
Lenior-Rhyne University;  
Catawba Valley Community College

## CHATHAM

Chatham County Economic Development Corp.  
919-542-8274  
chathamcdc.org



	2006	2016*
POPULATION (000S)	57.7	73.2
EMPLOYMENT (000S)	31.0	32.2
UNEMPLOYMENT RATE	3.9%	4.3%
PER CAPITA INCOME (000S)	\$42.5	\$51.8

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.1%  
Manufacturing: 12.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolina Meadows

**LARGEST CITY/TOWN**  
Siler City: population 8,635

**COUNTY PROPERTY TAX**  
62.8 cents per \$100 value

**HIGHER EDUCATION**  
Central Carolina Community College

## CHEROKEE

Cherokee County Economic Development  
828-837-5527  
cherokeecounty-nc.gov



	2006	2016*
POPULATION (000S)	26.8	27.9
EMPLOYMENT (000S)	10.0	10.5
UNEMPLOYMENT RATE	5.4%	5.7%
PER CAPITA INCOME (000S)	\$23.1	\$29.4

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.1%  
Retail: 16.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Murphy Medical Center

**LARGEST CITY/TOWN**  
Andrews: population 1,819

**COUNTY PROPERTY TAX**  
52.0 cents per \$100 value

**HIGHER EDUCATION**  
Tri-County Community College

## CHOWAN

Edenton Chowan Partnership Inc.  
252-482-2007  
edenton.net



	2006	2016*
POPULATION (000S)	14.8	14.4
EMPLOYMENT (000S)	6.7	5.3
UNEMPLOYMENT RATE	5.0%	6.5%
PER CAPITA INCOME (000S)	\$29.5	\$35.0

**EMPLOYMENT BY INDUSTRY**  
Health care: 20.0%  
Retail: 10.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Vidant Health

**LARGEST CITY/TOWN**  
Edenton: population 4,814

**COUNTY PROPERTY TAX**  
74.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## CLAY

Clay County Economic Development Commission  
828-389-1016  
claycountyedc.com



	2006	2016*
POPULATION (000S)	10.0	11.1
EMPLOYMENT (000S)	4.5	3.9
UNEMPLOYMENT RATE	3.9%	5.4%
PER CAPITA INCOME (000S)	\$25.8	\$30.2

**EMPLOYMENT BY INDUSTRY**  
Retail: 18.8%  
Health care: 14.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Ingles Markets

**LARGEST CITY/TOWN**  
Hayesville: population 363

**COUNTY PROPERTY TAX**  
38.0 cents per \$100 value

**HIGHER EDUCATION**  
Tri-County Community College

## CLEVELAND

Cleveland County Economic Development Partnership  
704-669-4701  
ccedp.com



	2006	2016*
POPULATION (000S)	95.6	98.0
EMPLOYMENT (000S)	45.0	44.2
UNEMPLOYMENT RATE	6.4%	5.5%
PER CAPITA INCOME (000S)	\$27.1	\$33.7

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 18.2%  
Health care: 14.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System

**LARGEST CITY/TOWN**  
Shelby: population 20,080

**COUNTY PROPERTY TAX**  
72.0 cents per \$100 value

**HIGHER EDUCATION**  
Gardner-Webb University;  
Cleveland Community College

## COLUMBUS

Columbus County Economic Development Commission  
910-640-6608  
columbusedc.com



	2006	2016*
POPULATION (000S)	55.6	57.1
EMPLOYMENT (000S)	22.5	21.2
UNEMPLOYMENT RATE	5.7%	6.5%
PER CAPITA INCOME (000S)	\$25.5	\$30.3

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.1%  
Retail: 13.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
International Paper

**LARGEST CITY/TOWN**  
Whiteville: population 5,344

**COUNTY PROPERTY TAX**  
80.5 cents per \$100 value

**HIGHER EDUCATION**  
Southeastern Community College

## CRAVEN

Craven County Economic Development  
252-633-5300  
cravenbusiness.com



	2006	2016*
POPULATION (000S)	97.3	103.3
EMPLOYMENT (000S)	40.0	39.8
UNEMPLOYMENT RATE	4.4%	5.3%
PER CAPITA INCOME (000S)	\$33.2	\$40.6

**EMPLOYMENT BY INDUSTRY**  
Government: 16.9%  
Health care: 16.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
CarolinaEast Health System

**LARGEST CITY/TOWN**  
New Bern: population 30,048

**COUNTY PROPERTY TAX**  
53.9 cents per \$100 value

**HIGHER EDUCATION**  
Craven Community College

## CUMBERLAND

Fayetteville Cumberland County Economic Development Corp.  
910-678-7648  
fayedc.com



	2006	2016*
POPULATION (000S)	305.5	327.8
EMPLOYMENT (000S)	123.5	120.1
UNEMPLOYMENT RATE	5.5%	6.4%
PER CAPITA INCOME (000S)	\$30.6	\$37.6

**EMPLOYMENT BY INDUSTRY**  
Health care: 19.2%  
Retail: 14.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Cape Fear Valley Health System

**LARGEST CITY/TOWN**  
Fayetteville: population 208,729

**COUNTY PROPERTY TAX**  
79.9 cents per \$100 value

**HIGHER EDUCATION**  
Methodist University; Fayetteville State University; Fayetteville Technical Community College

## CURRITUCK

Currituck County Economic Development Department  
252-232-6015  
thinkcurrituck.com



	2006	2016*
POPULATION (000S)	23.1	26.2
EMPLOYMENT (000S)	12.0	12.2
UNEMPLOYMENT RATE	3.5%	5.3%
PER CAPITA INCOME (000S)	\$32.1	\$41.0

**EMPLOYMENT BY INDUSTRY**  
Retail: 17.5%  
Hospitality: 10.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Academi Training Center

**LARGEST CITY/TOWN**  
Moyock, unincorporated

**COUNTY PROPERTY TAX**  
48.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## DARE

The Outer Banks Chamber of Commerce  
252-441-8144  
outerbankschamber.com



	2006	2016*
POPULATION (000S)	34.4	36.4
EMPLOYMENT (000S)	21.7	19.0
UNEMPLOYMENT RATE	4.5%	7.0%
PER CAPITA INCOME (000S)	\$38.6	\$48.6

**EMPLOYMENT BY INDUSTRY**  
Hospitality: 22.4%  
Retail: 19.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Vidant Health

**LARGEST CITY/TOWN**  
Kill Devil Hills: population 7,195

**COUNTY PROPERTY TAX**  
47.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## DAVIDSON

Lexington Area Chamber of Commerce  
336-248-5929  
lexingtonchamber.net



	2006	2016*
POPULATION (000S)	155.0	166.0
EMPLOYMENT (000S)	75.3	76.1
UNEMPLOYMENT RATE	5.9%	4.8%
PER CAPITA INCOME (000S)	\$29.2	\$35.1

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 22.4%  
Retail: 11.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Atrium Windows and Doors

**LARGEST CITY/TOWN**  
Thomasville (part): population 26,813

**COUNTY PROPERTY TAX**  
54.0 cents per \$100 value

**HIGHER EDUCATION**  
Davidson County Community College

## DAVIE

Davie County Economic Development Commission  
336-751-2714  
davielcountyedc.com



	2006	2016*
POPULATION (000S)	39.1	42.0
EMPLOYMENT (000S)	19.6	19.2
UNEMPLOYMENT RATE	4.2%	4.6%
PER CAPITA INCOME (000S)	\$35.3	\$42.1

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 24.2%  
Retail: 11.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Ashley Furniture Industries

**LARGEST CITY/TOWN**  
Mocksville: population 5,422

**COUNTY PROPERTY TAX**  
72.8 cents per \$100 value

**HIGHER EDUCATION**  
Davidson County Community College

## DUPLIN

Duplin County Economic Development Commission  
910-296-2180  
duplinedc.com



	2006	2016*
POPULATION (000S)	54.9	59.9
EMPLOYMENT (000S)	22.3	25.3
UNEMPLOYMENT RATE	5.2%	5.4%
PER CAPITA INCOME (000S)	\$23.5	\$32.3

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 30.2%  
Agriculture: 12.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Butterball

**LARGEST CITY/TOWN**  
Wallace (part): population 3,940

**COUNTY PROPERTY TAX**  
69.5 cents per \$100 value

**HIGHER EDUCATION**  
James Sprunt Community College

## DURHAM

Greater Durham Chamber of Commerce  
919-328-8700  
durhamchamber.org



	2006	2016*
POPULATION (000S)	246.3	302.3
EMPLOYMENT (000S)	130.4	152.6
UNEMPLOYMENT RATE	3.9%	4.5%
PER CAPITA INCOME (000S)	\$36.5	\$44.5

**EMPLOYMENT BY INDUSTRY**  
Health care: 22.1%  
Professional: 12.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Duke University

**LARGEST CITY/TOWN**  
Durham (part): population 255,198

**COUNTY PROPERTY TAX**  
76.8 cents per \$100 value

**HIGHER EDUCATION**  
Duke University; NC Central University; Durham Technical Community College

## EDGECOMBE

Carolinas Gateway Partnership  
252-442-0114  
econdev.org



	2006	2016*
POPULATION (000S)	55.3	54.2
EMPLOYMENT (000S)	22.8	20.9
UNEMPLOYMENT RATE	8.1%	8.7%
PER CAPITA INCOME (000S)	\$26.0	\$32.1

**EMPLOYMENT BY INDUSTRY**  
Retail: 17.3%  
Manufacturing: 17.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
QVC

**LARGEST CITY/TOWN**  
Rocky Mount (part): population 16,080

**COUNTY PROPERTY TAX**  
95.0 cents per \$100 value

**HIGHER EDUCATION**  
Edgecombe Community College

## FORSYTH

Winston-Salem Business Inc.  
336-723-8955  
wsbusinessinc.com



	2006	2016*
POPULATION (000S)	330.9	369.7
EMPLOYMENT (000S)	165.6	172.6
UNEMPLOYMENT RATE	4.3%	4.9%
PER CAPITA INCOME (000S)	\$38.4	\$43.9

**EMPLOYMENT BY INDUSTRY**  
Health care: 18.7%  
Retail: 11.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wake Forest Baptist Medical Center

**LARGEST CITY/TOWN**  
Winston-Salem: population 240,603

**COUNTY PROPERTY TAX**  
72.4 cents per \$100 value

**HIGHER EDUCATION**  
Wake Forest University; Salem College; Winston-Salem State University; UNC School of the Arts; Forsyth Technical Community College

## FRANKLIN

Franklin County Economic Development Commission  
919-554-1863  
franklincountync.us/services/edc



	2006	2016*
POPULATION (000S)	55.4	64.9
EMPLOYMENT (000S)	26.2	28.3
UNEMPLOYMENT RATE	4.1%	5.1%
PER CAPITA INCOME (000S)	\$27.2	\$31.9

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 21.2%  
Education: 12.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Novozymes North America

**LARGEST CITY/TOWN**  
Louisburg: population 3,367

**COUNTY PROPERTY TAX**  
89.5 cents per \$100 value

**HIGHER EDUCATION**  
Louisburg College; Vance-Granville Community College

## GASTON

Gaston County Economic Development Commission  
704-825-4046  
gaston.org



	2006	2016*
POPULATION (000S)	194.9	214.7
EMPLOYMENT (000S)	95.1	100.1
UNEMPLOYMENT RATE	5.5%	5.3%
PER CAPITA INCOME (000S)	\$30.5	\$37.0

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 19.2%  
Health: 16.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
CaroMont Health

**LARGEST CITY/TOWN**  
Gastonia: population 74,413

**COUNTY PROPERTY TAX**  
87.0 cents per \$100 value

**HIGHER EDUCATION**  
Belmont Abbey College; Gaston College

## GATES

Gates County Chamber of Commerce  
252-357-2411  
gatescounty.govoffice2.com



	2006	2016*
POPULATION (000S)	11.8	11.7
EMPLOYMENT (000S)	4.8	5.0
UNEMPLOYMENT RATE	4.0%	5.2%
PER CAPITA INCOME (000S)	\$27.4	\$33.5

**EMPLOYMENT BY INDUSTRY**  
Retail: 11.8%  
Agriculture: 10.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Ashton Lewis Lumber

**LARGEST CITY/TOWN**  
Gatesville: population 317

**COUNTY PROPERTY TAX**  
76.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## GRAHAM

Graham County Planning and Economic Development  
828-479-7984  
grahamcounty.org



	2006	2016*
POPULATION (000S)	8.4	8.7
EMPLOYMENT (000S)	3.9	2.9
UNEMPLOYMENT RATE	6.4%	8.9%
PER CAPITA INCOME (000S)	\$22.9	\$29.8

**EMPLOYMENT BY INDUSTRY**  
Construction: 17.7%  
Hospitality: 16.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Fontana Village

**LARGEST CITY/TOWN**  
Robbinsville: population 602

**COUNTY PROPERTY TAX**  
58.5 cents per \$100 value

**HIGHER EDUCATION**  
Tri-County Community College

## GRANVILLE

Granville County Economic Development Department  
919-693-5911  
granvillecounty.com



	2006	2016*
POPULATION (000S)	55.3	58.9
EMPLOYMENT (000S)	23.1	27.9
UNEMPLOYMENT RATE	5.3%	4.4%
PER CAPITA INCOME (000S)	\$26.6	\$33.9

**EMPLOYMENT BY INDUSTRY**  
Health care: 24.9%  
Manufacturing: 23.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Revlon

**LARGEST CITY/TOWN**  
Oxford: population 8,563

**COUNTY PROPERTY TAX**  
88.0 cents per \$100 value

**HIGHER EDUCATION**  
Vance-Granville Community College

## GREENE

Greene County Economic Development Commission  
252-747-3446  
co.greene.nc.us/economic-development



	2006	2016*
POPULATION (000S)	20.5	21.1
EMPLOYMENT (000S)	8.8	9.1
UNEMPLOYMENT RATE	5.4%	5.1%
PER CAPITA INCOME (000S)	\$20.2	\$30.0

**EMPLOYMENT BY INDUSTRY**  
Government: 29.0%  
Education: 14.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Greene County Health Care

**LARGEST CITY/TOWN**  
Snow Hill: population 1,656

**COUNTY PROPERTY TAX**  
78.6 cents per \$100 value

**HIGHER EDUCATION**  
Lenoir Community College

## GUILFORD

Greensboro Chamber of Commerce  
336-387-8312, greensboroeda.com  
High Point Economic Development Corp.  
336-883-3116, highpointnc.gov



	2006	2016*
POPULATION (000S)	454.5	521.4
EMPLOYMENT (000S)	235.3	247.2
UNEMPLOYMENT RATE	4.7%	5.2%
PER CAPITA INCOME (000S)	\$36.5	\$41.7

**EMPLOYMENT BY INDUSTRY**  
Health care: 13.0%  
Manufacturing: 12.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Cone Health

**LARGEST CITY/TOWN**  
Greensboro: population 284,343

**COUNTY PROPERTY TAX**  
73.1 cents per \$100 value

**HIGHER EDUCATION**  
Bennett, Guilford and Greensboro colleges; High Point and NC A&T State universities; UNC Greensboro; Guilford Technical Community College

## HALIFAX

Halifax County Economic Development Commission  
252-519-2630  
halifaxdevelopment.com



	2006	2016*
POPULATION (000S)	55.3	52.1
EMPLOYMENT (000S)	22.5	19.1
UNEMPLOYMENT RATE	6.6%	8.1%
PER CAPITA INCOME (000S)	\$26.1	\$32.9

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.8%  
Retail: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Halifax Regional Medical Center

**LARGEST CITY/TOWN**  
Roanoke Rapids: population 15,101

**COUNTY PROPERTY TAX**  
78.0 cents per \$100 value

**HIGHER EDUCATION**  
Halifax Community College

## HARNETT

Harnett County Economic Development Commission  
910-893-7524  
harnettedc.org



	2006	2016*
POPULATION (000S)	102.4	128.6
EMPLOYMENT (000S)	44.6	48.4
UNEMPLOYMENT RATE	4.9%	5.8%
PER CAPITA INCOME (000S)	\$27.2	\$31.1

**EMPLOYMENT BY INDUSTRY**  
Retail: 17.3%  
Health care: 13.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Food Lion

**LARGEST CITY/TOWN**  
Dunn: population 9,675

**COUNTY PROPERTY TAX**  
75.0 cents per \$100 value

**HIGHER EDUCATION**  
Campbell University;  
Central Carolina Community College

## HAYWOOD

Haywood Economic Development Council  
828-456-3737  
haywoodedc.org



	2006	2016*
POPULATION (000S)	57.0	61.1
EMPLOYMENT (000S)	26.9	27.1
UNEMPLOYMENT RATE	4.1%	4.6%
PER CAPITA INCOME (000S)	\$28.2	\$35.2

**EMPLOYMENT BY INDUSTRY**  
Retail: 17.5%  
Health care: 15.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Blue Ridge Paper Products

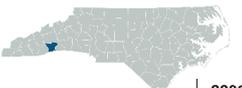
**LARGEST CITY/TOWN**  
Waynesville: population 10,065

**COUNTY PROPERTY TAX**  
58.5 cents per \$100 value

**HIGHER EDUCATION**  
Haywood Community College

## HENDERSON

Henderson County Partnership for Economic Development  
828-692-6373  
gohendersoncountync.org



	2006	2016*
POPULATION (000S)	100.0	113.8
EMPLOYMENT (000S)	46.1	49.6
UNEMPLOYMENT RATE	3.6%	4.3%
PER CAPITA INCOME (000S)	\$33.3	\$37.6

**EMPLOYMENT BY INDUSTRY**  
Health care: 18.5%  
Manufacturing: 14.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Margaret R. Pardee Memorial Hospital

**LARGEST CITY/TOWN**  
Hendersonville: population 14,064

**COUNTY PROPERTY TAX**  
56.5 cents per \$100 value

**HIGHER EDUCATION**  
Blue Ridge Community College

## HERTFORD

Hertford County Economic Development Commission  
252-358-7801  
hertfordcounty.com



	2006	2016*
POPULATION (000S)	23.9	24.4
EMPLOYMENT (000S)	9.3	8.7
UNEMPLOYMENT RATE	5.6%	6.6%
PER CAPITA INCOME (000S)	\$23.8	\$29.8

**EMPLOYMENT BY INDUSTRY**  
Health care: 23.7%  
Retail: 11.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Vidant Health

**LARGEST CITY/TOWN**  
Ahoskie: population 4,872

**COUNTY PROPERTY TAX**  
84.0 cents per \$100 value

**HIGHER EDUCATION**  
Chowan University;  
Roanoke-Chowan Community College

## HOKE

Raeford-Hoke Economic Development Commission  
910-875-6113  
hokecounty.net



	2006	2016*
POPULATION (000S)	41.6	52.8
EMPLOYMENT (000S)	17.8	18.2
UNEMPLOYMENT RATE	5.6%	6.6%
PER CAPITA INCOME (000S)	\$23.7	\$29.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 20.5%  
Health care: 19.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Butterball

**LARGEST CITY/TOWN**  
Raeford: population 4,935

**COUNTY PROPERTY TAX**  
75.0 cents per \$100 value

**HIGHER EDUCATION**  
Sandhills Community College

## HYDE

Hyde County Office of Planning and Economic Development  
252-926-4180  
hydecountync.gov



	2006	2016*
POPULATION (000S)	5.8	5.7
EMPLOYMENT (000S)	2.5	2.0
UNEMPLOYMENT RATE	5.5%	9.6%
PER CAPITA INCOME (000S)	\$23.3	\$33.7

**EMPLOYMENT BY INDUSTRY**  
Government: 22.7%  
Wholesale: 12.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
ITW

**LARGEST CITY/TOWN**  
Swan Quarter, unincorporated

**COUNTY PROPERTY TAX**  
73.0 cents per \$100 value

**HIGHER EDUCATION**  
Beaufort County Community College

## IREDELL

Statesville Regional Development,  
704-871-0062, statesvilleregion.com  
Mooresville South Iredell Economic  
Development Corp.  
704-664-6922, edcmooresville.org



	2006	2016*
POPULATION (000S)	145.6	173.2
EMPLOYMENT (000S)	73.5	79.8
UNEMPLOYMENT RATE	4.4%	4.8%
PER CAPITA INCOME (000S)	\$35.5	\$44.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 15.9%  
Retail: 13.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Lowe's

**LARGEST CITY/TOWN**  
Mooresville: population 39,068

**COUNTY PROPERTY TAX**  
52.8 cents per \$100 value

**HIGHER EDUCATION**  
Mitchell Community College

## JACKSON

Jackson County Office of Economic  
Development, 828-631-2240,  
jacksonthrive.jacksonnc.com

Jackson County Chamber of Commerce  
800-962-1911, mountainlovers.com



	2006	2016*
POPULATION (000S)	37.8	41.9
EMPLOYMENT (000S)	20.8	17.7
UNEMPLOYMENT RATE	3.7%	5.4%
PER CAPITA INCOME (000S)	\$26.8	\$32.2

**EMPLOYMENT BY INDUSTRY**  
Education: 21.4%  
Hospitality: 16.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
DLP Partner Medwest

**LARGEST CITY/TOWN**  
Sylva: population 2,743

**COUNTY PROPERTY TAX**  
37.0 cents per \$100 value

**HIGHER EDUCATION**  
Western Carolina University;  
Southwestern Community College

## JOHNSTON

Johnston County Economic  
Development Office  
919-205-1232  
jnced.com



	2006	2016*
POPULATION (000S)	148.9	188.8
EMPLOYMENT (000S)	71.8	86.7
UNEMPLOYMENT RATE	3.9%	4.6%
PER CAPITA INCOME (000S)	\$31.0	\$35.5

**EMPLOYMENT BY INDUSTRY**  
Retail: 15.2%  
Manufacturing: 14.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Johnston Health

**LARGEST CITY/TOWN**  
Clayton (part): population 19,427

**COUNTY PROPERTY TAX**  
78.0 cents per \$100 value

**HIGHER EDUCATION**  
Johnston Community College

## JONES

Jones County  
Economic Development  
252-448-7571  
jonescountync.gov



	2006	2016*
POPULATION (000S)	10.1	10.4
EMPLOYMENT (000S)	4.8	4.4
UNEMPLOYMENT RATE	4.4%	5.2%
PER CAPITA INCOME (000S)	\$29.3	\$36.9

**EMPLOYMENT BY INDUSTRY**  
Health care: 24.1%  
Government: 12.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Craven Regional Medical Center

**LARGEST CITY/TOWN**  
Maysville: population 1,055

**COUNTY PROPERTY TAX**  
84.0 cents per \$100 value

**HIGHER EDUCATION**  
Lenoir Community College

## LEE

Sanford Area  
Growth Alliance  
919-774-8439  
growsanfordnc.com/edc



	2006	2016*
POPULATION (000S)	54.4	58.9
EMPLOYMENT (000S)	24.9	24.6
UNEMPLOYMENT RATE	5.4%	5.9%
PER CAPITA INCOME (000S)	\$31.3	\$35.7

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 30.0%  
Retail: 12.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Coty

**LARGEST CITY/TOWN**  
Sanford: population 29,267

**COUNTY PROPERTY TAX**  
79.5 cents per \$100 value

**HIGHER EDUCATION**  
Central Carolina Community College

## LENOIR

Lenoir County  
Economic Development  
252-527-1963  
lenoirredc.com



	2006	2016*
POPULATION (000S)	59.4	58.3
EMPLOYMENT (000S)	26.0	26.3
UNEMPLOYMENT RATE	5.7%	5.9%
PER CAPITA INCOME (000S)	\$27.9	\$37.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 25.9%  
Health care: 18.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Sanderson Farms

**LARGEST CITY/TOWN**  
Kinston: population 20,672

**COUNTY PROPERTY TAX**  
83.5 cents per \$100 value

**HIGHER EDUCATION**  
Lenoir Community College

## LINCOLN

Lincoln Economic  
Development Association  
704-732-1511  
lincolnedc.org



	2006	2016*
POPULATION (000S)	71.8	82.5
EMPLOYMENT (000S)	36.1	39.6
UNEMPLOYMENT RATE	5.0%	4.7%
PER CAPITA INCOME (000S)	\$29.9	\$38.8

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 20.0%  
Retail: 13.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System

**LARGEST CITY/TOWN**  
Lincolnton: population 10,638

**COUNTY PROPERTY TAX**  
61.1 cents per \$100 value

**HIGHER EDUCATION**  
Gaston College

## MACON

Macon County Economic  
Development Commission  
828-369-2306  
maconedc.com



	2006	2016*
POPULATION (000S)	32.7	35.1
EMPLOYMENT (000S)	15.5	14.4
UNEMPLOYMENT RATE	4.5%	5.4%
PER CAPITA INCOME (000S)	\$29.7	\$34.9

**EMPLOYMENT BY INDUSTRY**  
Retail: 18.1%  
Hospitality: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Drake Enterprises

**LARGEST CITY/TOWN**  
Franklin: population 4,097

**COUNTY PROPERTY TAX**  
34.9 cents per \$100 value

**HIGHER EDUCATION**  
Southwestern Community College

## MADISON

Madison County Economic Development Board  
828-649-3766  
investinmadison.org



	2006	2016*
POPULATION (000S)	20.2	21.8
EMPLOYMENT (000S)	9.6	9.3
UNEMPLOYMENT RATE	4.2%	5.0%
PER CAPITA INCOME (000S)	\$24.0	\$30.0

**EMPLOYMENT BY INDUSTRY**  
Health care: 14.7%  
Retail: 11.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Mars Hill College

**LARGEST CITY/TOWN**  
Mars Hill: population 2,183

**COUNTY PROPERTY TAX**  
52.0 cents per \$100 value

**HIGHER EDUCATION**  
Mars Hill College; Asheville-Buncombe Technical Community College

## MARTIN

Martin County Economic Development Corp.  
252-789-4904  
martincountyedc.com



	2006	2016*
POPULATION (000S)	24.6	23.6
EMPLOYMENT (000S)	11.3	9.0
UNEMPLOYMENT RATE	5.6%	6.9%
PER CAPITA INCOME (000S)	\$26.7	\$33.5

**EMPLOYMENT BY INDUSTRY**  
Retail: 15.8%  
Health care: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Flagstone Foods

**LARGEST CITY/TOWN**  
Williamston: population 5,542

**COUNTY PROPERTY TAX**  
79.0 cents per \$100 value

**HIGHER EDUCATION**  
Martin Community College

## MCDOWELL

McDowell Economic Development Association Inc.  
828-652-9391  
mcdowellnceda.govoffice3.com



	2006	2016*
POPULATION (000S)	43.7	45.5
EMPLOYMENT (000S)	19.8	20.4
UNEMPLOYMENT RATE	6.2%	4.8%
PER CAPITA INCOME (000S)	\$23.8	\$30.7

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 37.5%  
Retail: 11.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Baxter International

**LARGEST CITY/TOWN**  
Marion: population 8,040

**COUNTY PROPERTY TAX**  
55.0 cents per \$100 value

**HIGHER EDUCATION**  
McDowell Technical Community College

## MECKLENBURG

Charlotte Chamber of Commerce  
704-378-1300  
charlottechamber.com



	2006	2016*
POPULATION (000S)	837.7	1,055.8
EMPLOYMENT (000S)	427.1	549.0
UNEMPLOYMENT RATE	4.5%	4.7%
PER CAPITA INCOME (000S)	\$49.8	\$52.1

**EMPLOYMENT BY INDUSTRY**  
Health care: 11.4%  
Retail: 9.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System

**LARGEST CITY/TOWN**  
Charlotte: population 830,258

**COUNTY PROPERTY TAX**  
81.6 cents per \$100 value

**HIGHER EDUCATION**  
Charlotte School of Law; Davidson College; Johnson C Smith; Johnson & Wales; Pfeiffer and Queens universities; UNC Charlotte; Central Piedmont Community College

## MITCHELL

Mitchell County Economic Development Commission  
828-537-1404  
mitchellcountyledc.org



	2006	2016*
POPULATION (000S)	15.6	15.3
EMPLOYMENT (000S)	7.1	5.9
UNEMPLOYMENT RATE	6.3%	6.3%
PER CAPITA INCOME (000S)	\$24.8	\$31.0

**EMPLOYMENT BY INDUSTRY**  
Health care: 16.5%  
Education: 15.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Blue Ridge Regional Hospital

**LARGEST CITY/TOWN**  
Spruce Pine: population 2,235

**COUNTY PROPERTY TAX**  
58.0 cents per \$100 value

**HIGHER EDUCATION**  
Mayland Community College

## MONTGOMERY

Montgomery County Economic Development Corp.  
910-576-4221  
montgomerycountync.com



	2006	2016*
POPULATION (000S)	27.2	27.9
EMPLOYMENT (000S)	11.5	11.2
UNEMPLOYMENT RATE	6.8%	5.2%
PER CAPITA INCOME (000S)	\$26.6	\$33.2

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 32.9%  
Health care: 11.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
McRae Industries

**LARGEST CITY/TOWN**  
Troy: population 3,222

**COUNTY PROPERTY TAX**  
62.0 cents per \$100 value

**HIGHER EDUCATION**  
Montgomery Community College

## MOORE

Moore County Partners in Progress  
910-246-0311  
moorebusiness.org



	2006	2016*
POPULATION (000S)	82.3	95.8
EMPLOYMENT (000S)	34.7	37.2
UNEMPLOYMENT RATE	4.8%	5.1%
PER CAPITA INCOME (000S)	\$37.8	\$43.7

**EMPLOYMENT BY INDUSTRY**  
Health care: 25.3%  
Retail: 16.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
FirstHealth of the Carolinas

**LARGEST CITY/TOWN**  
Pinehurst: population 16,452

**COUNTY PROPERTY TAX**  
46.5 cents per \$100 value

**HIGHER EDUCATION**  
Sandhills Community College

## NASH

Carolinas Gateway Partnership  
252-442-0114  
econdev.org



	2006	2016*
POPULATION (000S)	91.2	94.3
EMPLOYMENT (000S)	42.6	40.8
UNEMPLOYMENT RATE	5.6%	6.7%
PER CAPITA INCOME (000S)	\$30.9	\$39.0

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 19.4%  
Health care: 13.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Hospira

**LARGEST CITY/TOWN**  
Rocky Mount (part): population 38,773

**COUNTY PROPERTY TAX**  
67.0 cents per \$100 value

**HIGHER EDUCATION**  
NC Wesleyan College;  
Nash Community College

## NEW HANOVER

Wilmington Business Development  
910-763-8414  
wilmingtonbusinessdevelopment.com



	2006	2016*
POPULATION (000S)	190.1	223.2
EMPLOYMENT (000S)	100.0	109.4
UNEMPLOYMENT RATE	3.7%	4.7%
PER CAPITA INCOME (000S)	\$35.8	\$40.5

**EMPLOYMENT BY INDUSTRY**  
Health care: 16.5%  
Retail: 14.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
New Hanover Regional Medical Center

**LARGEST CITY/TOWN**  
Wilmington: population 117,255

**COUNTY PROPERTY TAX**  
57.0 cents per \$100 value

**HIGHER EDUCATION**  
UNC Wilmington;  
Cape Fear Community College

## NORTHAMPTON

Northampton County Economic Development Commission  
252-534-1092  
northamptonnc.com



	2006	2016*
POPULATION (000S)	21.9	21.0
EMPLOYMENT (000S)	8.6	7.3
UNEMPLOYMENT RATE	5.8%	7.4%
PER CAPITA INCOME (000S)	\$26.5	\$31.0

**EMPLOYMENT BY INDUSTRY**  
Government: 12.8%  
Wholesale: 11.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Lowe's

**LARGEST CITY/TOWN**  
Gaston: population 1,114

**COUNTY PROPERTY TAX**  
92.0 cents per \$100 value

**HIGHER EDUCATION**  
Halifax Community College;  
Roanoke-Chowan Community College

## ONSILOW

Jacksonville Onslow Economic Development  
910-347-3141, ext. 230  
joednc.com



	2006	2016*
POPULATION (000S)	164.6	196.8
EMPLOYMENT (000S)	56.2	60.9
UNEMPLOYMENT RATE	4.6%	5.6%
PER CAPITA INCOME (000S)	\$33.4	\$44.0

**EMPLOYMENT BY INDUSTRY**  
Retail: 23.0%  
Hospitality: 15.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wal-Mart Stores

**LARGEST CITY/TOWN**  
Jacksonville: population 75,744

**COUNTY PROPERTY TAX**  
67.5 cents per \$100 value

**HIGHER EDUCATION**  
Coastal Carolina Community College

## ORANGE

Orange County Economic Development  
919-245-2325  
growinorangenc.com



	2006	2016*
POPULATION (000S)	124.6	141.7
EMPLOYMENT (000S)	65.7	72.9
UNEMPLOYMENT RATE	3.3%	4.2%
PER CAPITA INCOME (000S)	\$46.8	\$55.3

**EMPLOYMENT BY INDUSTRY**  
Education: 29.7%  
Health care: 24.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Sports Endeavors

**LARGEST CITY/TOWN**  
Chapel Hill (part): population 56,692

**COUNTY PROPERTY TAX**  
83.8 cents per \$100 value

**HIGHER EDUCATION**  
UNC Chapel Hill;  
Durham Technical Community College

## PAMLICO

Pamlico County Economic Development  
252-745-3081  
pamlicocounty.org



	2006	2016*
POPULATION (000S)	13.1	13.2
EMPLOYMENT (000S)	5.6	5.2
UNEMPLOYMENT RATE	4.5%	5.4%
PER CAPITA INCOME (000S)	\$30.0	\$37.7

**EMPLOYMENT BY INDUSTRY**  
Retail: 19.7%  
Health care: 16.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wal-Mart Stores

**LARGEST CITY/TOWN**  
Bayboro: population 1,250

**COUNTY PROPERTY TAX**  
62.5 cents per \$100 value

**HIGHER EDUCATION**  
Pamlico Community College

## PASQUOTANK

Elizabeth City Pasquotank County Economic Development Commission  
252-338-0169  
elizabethcitypasquotankedc.com



	2006	2016*
POPULATION (000S)	39.2	40.0
EMPLOYMENT (000S)	17.0	16.4
UNEMPLOYMENT RATE	5.0%	6.4%
PER CAPITA INCOME (000S)	\$29.6	\$35.6

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.0%  
Retail: 16.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Sentara Albemarle Medical Center

**LARGEST CITY/TOWN**  
Elizabeth City (part): population 17,924

**COUNTY PROPERTY TAX**  
77.0 cents per \$100 value

**HIGHER EDUCATION**  
Elizabeth City State University;  
College of The Albemarle

## PENDER

Wilmington Business Development  
910-763-8414  
wilmingtonbusinessdevelopment.com



	2006	2016*
POPULATION (000S)	47.2	59.1
EMPLOYMENT (000S)	22.2	24.7
UNEMPLOYMENT RATE	4.2%	5.4%
PER CAPITA INCOME (000S)	\$28.1	\$32.9

**EMPLOYMENT BY INDUSTRY**  
Retail: 13.7%  
Health care: 12.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Pender Memorial Hospital

**LARGEST CITY/TOWN**  
Burgaw: population 4,102

**COUNTY PROPERTY TAX**  
68.5 cents per \$100 value

**HIGHER EDUCATION**  
Cape Fear Community College

## PERQUIMANS

Perquimans County Economic Development Commission  
252-312-5314  
econdevperquimansnc.com



	2006	2016*
POPULATION (000S)	12.5	13.7
EMPLOYMENT (000S)	5.1	4.9
UNEMPLOYMENT RATE	5.2%	6.4%
PER CAPITA INCOME (000S)	\$31.6	\$37.3

**EMPLOYMENT BY INDUSTRY**  
Hospitality: 16.7%  
Government: 15.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Guest Services

**LARGEST CITY/TOWN**  
Hertford: population 2,120

**COUNTY PROPERTY TAX**  
57.0 cents per \$100 value

**HIGHER EDUCATION**  
College of The Albemarle

## PERSON

Person County  
Economic Development  
336-597-1752  
personcounty.net



	2006	2016*
POPULATION (000S)	37.8	39.7
EMPLOYMENT (000S)	18.4	17.4
UNEMPLOYMENT RATE	6.2%	5.4%
PER CAPITA INCOME (000S)	\$28.9	\$34.6

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 16.4%  
Retail: 15.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
GKN Automotive Components

**LARGEST CITY/TOWN**  
Roxboro: population 8,283

**COUNTY PROPERTY TAX**  
70.0 cents per \$100 value

**HIGHER EDUCATION**  
Piedmont Community College

## PITT

Pitt County  
Development Commission  
252-758-1989  
locateincarolina.com



	2006	2016*
POPULATION (000S)	151.4	176.3
EMPLOYMENT (000S)	72.6	82.8
UNEMPLOYMENT RATE	5.3%	5.6%
PER CAPITA INCOME (000S)	\$30.3	\$37.0

**EMPLOYMENT BY INDUSTRY**  
Health care: 22.1%  
Education: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Vidant Health

**LARGEST CITY/TOWN**  
Greenville: population 87,989

**COUNTY PROPERTY TAX**  
69.6 cents per \$100 value

**HIGHER EDUCATION**  
East Carolina University;  
Pitt Community College

## POLK

Polk County Office  
of Economic Development  
828-894-2895  
polknc.org/economic\_development



	2006	2016*
POPULATION (000S)	19.6	20.9
EMPLOYMENT (000S)	9.1	8.4
UNEMPLOYMENT RATE	3.6%	4.7%
PER CAPITA INCOME (000S)	\$34.9	\$41.5

**EMPLOYMENT BY INDUSTRY**  
Health care: 29.2%  
Hospitality: 9.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
St. Luke's Hospital

**LARGEST CITY/TOWN**  
Tryon: population 1,760

**COUNTY PROPERTY TAX**  
52.9 cents per \$100 value

**HIGHER EDUCATION**  
Isothermal Community College

## RANDOLPH

Randolph County Economic  
Development Corp.  
336-626-2233  
rcedc.com



	2006	2016*
POPULATION (000S)	136.4	143.1
EMPLOYMENT (000S)	73.3	65.0
UNEMPLOYMENT RATE	4.7%	4.8%
PER CAPITA INCOME (000S)	\$27.9	\$33.9

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 34.0%  
Health care: 9.8%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
United Furniture Industries

**LARGEST CITY/TOWN**  
Asheboro: population 25,933

**COUNTY PROPERTY TAX**  
65.3 cents per \$100 value

**HIGHER EDUCATION**  
Randolph Community College

## RICHMOND

Richmond County  
Economic Development  
910-997-8190  
richmondnced.com



	2006	2016*
POPULATION (000S)	46.2	45.3
EMPLOYMENT (000S)	18.7	15.6
UNEMPLOYMENT RATE	7.7%	7.1%
PER CAPITA INCOME (000S)	\$24.2	\$31.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 22.1%  
Retail: 14.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Perdue

**LARGEST CITY/TOWN**  
Rockingham: population 9,199

**COUNTY PROPERTY TAX**  
79.0 cents per \$100 value

**HIGHER EDUCATION**  
Richmond Community College

## ROBESON

Robeson County Office of  
Economic Development  
910-739-7584  
robesoncountyoe.org



	2006	2016*
POPULATION (000S)	129.0	133.1
EMPLOYMENT (000S)	50.9	47.5
UNEMPLOYMENT RATE	6.2%	7.8%
PER CAPITA INCOME (000S)	\$22.5	\$27.5

**EMPLOYMENT BY INDUSTRY**  
Health care: 18.4%  
Manufacturing: 17.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Mountaire Farms of North Carolina

**LARGEST CITY/TOWN**  
Lumberton: population 21,465

**COUNTY PROPERTY TAX**  
77.0 cents per \$100 value

**HIGHER EDUCATION**  
UNC Pembroke;  
Robeson Community College

## ROCKINGHAM

Rockingham County Economic  
Development & Tourism  
336-342-8138  
ncnorthstar.com



	2006	2016*
POPULATION (000S)	92.1	92.0
EMPLOYMENT (000S)	44.0	39.7
UNEMPLOYMENT RATE	6.0%	5.6%
PER CAPITA INCOME (000S)	\$27.8	\$33.9

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 22.7%  
Retail: 14.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wal-Mart Stores

**LARGEST CITY/TOWN**  
Eden: population 15,291

**COUNTY PROPERTY TAX**  
69.6 cents per \$100 value

**HIGHER EDUCATION**  
Rockingham Community College

## ROWAN

Salisbury-Rowan Economic  
Development Commission  
704-637-5526  
rowanworks.com



	2006	2016*
POPULATION (000S)	132.5	141.0
EMPLOYMENT (000S)	66.3	61.8
UNEMPLOYMENT RATE	5.0%	5.5%
PER CAPITA INCOME (000S)	\$29.2	\$34.3

**EMPLOYMENT BY INDUSTRY**  
Health care: 17.5%  
Manufacturing: 13.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Food Lion

**LARGEST CITY/TOWN**  
Salisbury: population 34,459

**COUNTY PROPERTY TAX**  
66.3 cents per \$100 value

**HIGHER EDUCATION**  
Catawba College; Livingstone College;  
Rowan-Cabarrus Community College

## RUTHERFORD

Rutherford County Economic Development Commission  
828-287-6200  
rutherfordncedc.com



	2006	2016*
POPULATION (000S)	65.0	67.7
EMPLOYMENT (000S)	27.5	23.2
UNEMPLOYMENT RATE	7.9%	6.8%
PER CAPITA INCOME (000S)	\$24.6	\$29.1

**EMPLOYMENT BY INDUSTRY**  
Health care: 15.2%  
Manufacturing: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Rutherford Regional Health System

**LARGEST CITY/TOWN**  
Forest City: population 7,402

**COUNTY PROPERTY TAX**  
60.7 cents per \$100 value

**HIGHER EDUCATION**  
Isothermal Community College

## SAMPSON

Sampson County Economic Development Commission  
910-592-8921  
sampsonecd.org



	2006	2016*
POPULATION (000S)	62.1	64.0
EMPLOYMENT (000S)	30.0	28.3
UNEMPLOYMENT RATE	4.6%	5.5%
PER CAPITA INCOME (000S)	\$27.5	\$35.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 15.0%  
Agriculture: 13.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Smithfield Foods

**LARGEST CITY/TOWN**  
Clinton: population 8,558

**COUNTY PROPERTY TAX**  
82.5 cents per \$100 value

**HIGHER EDUCATION**  
Sampson Community College

## SCOTLAND

Scotland County Economic Development Corp.  
910-266-4326  
scotlandcounty.org



	2006	2016*
POPULATION (000S)	36.2	35.6
EMPLOYMENT (000S)	13.6	10.7
UNEMPLOYMENT RATE	9.0%	9.2%
PER CAPITA INCOME (000S)	\$25.7	\$30.6

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 17.7%  
Health care: 17.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Scotland Health Care System

**LARGEST CITY/TOWN**  
Laurinburg: population 15,671

**COUNTY PROPERTY TAX**  
101.0 cents per \$100 value

**HIGHER EDUCATION**  
St. Andrews University;  
Richmond Community College

## STANLY

Stanly County Economic Development Commission  
704-986-3682  
stanlyedc.org



	2006	2016*
POPULATION (000S)	58.8	61.4
EMPLOYMENT (000S)	28.8	27.9
UNEMPLOYMENT RATE	5.1%	4.7%
PER CAPITA INCOME (000S)	\$27.4	\$34.1

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 17.5%  
Retail: 15.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Carolinas HealthCare System Stanly

**LARGEST CITY/TOWN**  
Albemarle: population 16,121

**COUNTY PROPERTY TAX**  
67.0 cents per \$100 value

**HIGHER EDUCATION**  
Pfeiffer University;  
Stanly Community College

## STOKES

Stokes County Economic Development  
336-593-2811  
co.stokes.nc.us



	2006	2016*
POPULATION (000S)	46.4	46.7
EMPLOYMENT (000S)	23.5	21.2
UNEMPLOYMENT RATE	4.3%	4.8%
PER CAPITA INCOME (000S)	\$26.2	\$32.8

**EMPLOYMENT BY INDUSTRY**  
Health care: 13.3%  
Retail: 12.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wieland Copper Products

**LARGEST CITY/TOWN**  
King (part): population 6,305

**COUNTY PROPERTY TAX**  
66.0 cents per \$100 value

**HIGHER EDUCATION**  
Forsyth Technical  
Community College

## SURRY

Surry County Economic Development Partnership Inc.  
336-401-9900  
surryedp.com



	2006	2016*
POPULATION (000S)	72.2	73.2
EMPLOYMENT (000S)	33.3	32.2
UNEMPLOYMENT RATE	5.2%	4.8%
PER CAPITA INCOME (000S)	\$27.9	\$34.6

**EMPLOYMENT BY INDUSTRY**  
Retail: 15.3%  
Health care: 13.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Pike

**LARGEST CITY/TOWN**  
Mount Airy: population 10,319

**COUNTY PROPERTY TAX**  
58.2 cents per \$100 value

**HIGHER EDUCATION**  
Surry Community College

## SWAIN

Swain County Economic Development Commission  
828-488-7838; swaincountync.gov/  
economic-development.html



	2006	2016*
POPULATION (000S)	13.9	15.1
EMPLOYMENT (000S)	6.8	6.7
UNEMPLOYMENT RATE	5.8%	6.4%
PER CAPITA INCOME (000S)	\$24.3	\$32.0

**EMPLOYMENT BY INDUSTRY**  
Government: 21.0%  
Hospitality: 8.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
The Cherokee Boys Club

**LARGEST CITY/TOWN**  
Bryson City: population 1,527

**COUNTY PROPERTY TAX**  
36.0 cents per \$100 value

**HIGHER EDUCATION**  
Southwestern Community College

## TRANSYLVANIA

Transylvania Economic Alliance  
828-393-4130  
transylvaniaalliance.com



	2006	2016*
POPULATION (000S)	31.4	34.1
EMPLOYMENT (000S)	12.1	13.2
UNEMPLOYMENT RATE	4.3%	5.0%
PER CAPITA INCOME (000S)	\$29.6	\$35.5

**EMPLOYMENT BY INDUSTRY**  
Health care: 16.5%  
Retail: 14.9%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Brevard College

**LARGEST CITY/TOWN**  
Brevard: population 8,002

**COUNTY PROPERTY TAX**  
51.1 cents per \$100 value

**HIGHER EDUCATION**  
Brevard College;  
Blue Ridge Community College

## TYRRELL

Tyrrell County  
Economic Development  
252-796-1371  
tyrellcounty.org



	2006	2016*
POPULATION (000S)	4.3	4.2
EMPLOYMENT (000S)	2.0	1.4
UNEMPLOYMENT RATE	5.9%	8.4%
PER CAPITA INCOME (000S)	\$22.2	\$30.5

**EMPLOYMENT BY INDUSTRY**  
Government: 26.2%  
Retail: 12.4%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Whitecap Linen

**LARGEST CITY/TOWN**  
Columbia: population 841

**COUNTY PROPERTY TAX**  
83.0 cents per \$100 value

**HIGHER EDUCATION**  
Beaufort County Community College

## UNION

Monroe-Union County  
Economic Development  
704-282-5780  
developunion.com



	2006	2016*
POPULATION (000S)	171.3	224.0
EMPLOYMENT (000S)	82.8	109.8
UNEMPLOYMENT RATE	4.0%	4.4%
PER CAPITA INCOME (000S)	\$35.2	\$43.7

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 18.9%  
Retail: 12.7%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Tyson Farms

**LARGEST CITY/TOWN**  
Indian Trail: population 38,177

**COUNTY PROPERTY TAX**  
78.1 cents per \$100 value

**HIGHER EDUCATION**  
Wingate University;  
South Piedmont Community College

## VANCE

Henderson-Vance County Economic  
Development Commission  
252-492-2094  
vancecountyedc.com



	2006	2016*
POPULATION (000S)	44.7	45.1
EMPLOYMENT (000S)	17.5	16.7
UNEMPLOYMENT RATE	7.6%	7.3%
PER CAPITA INCOME (000S)	\$26.4	\$31.8

**EMPLOYMENT BY INDUSTRY**  
Retail: 14.9%  
Health care: 14.3%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Variety Wholesalers

**LARGEST CITY/TOWN**  
Henderson: population 14,935

**COUNTY PROPERTY TAX**  
89.0 cents per \$100 value

**HIGHER EDUCATION**  
Vance-Granville Community College

## WAKE

Wake County Economic  
Development  
919-664-7000  
raleigh-wake.org



	2006	2016*
POPULATION (000S)	786.8	1,029.8
EMPLOYMENT (000S)	410.6	533.2
UNEMPLOYMENT RATE	3.6%	4.2%
PER CAPITA INCOME (000S)	\$44.6	\$51.8

**EMPLOYMENT BY INDUSTRY**  
Retail: 11.7%  
Health care: 10.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
WakeMed

**LARGEST CITY/TOWN**  
Raleigh (part): population 447,412

**COUNTY PROPERTY TAX**  
61.5 cents per \$100 value

**HIGHER EDUCATION**  
Meredith College; William Peace  
University; St. Augustine's University;  
Shaw University; NC State University;  
Wake Technical Community College

## WARREN

Warren County Economic  
Development Commission  
252-257-3114  
warrencountync.org



	2006	2016*
POPULATION (000S)	20.4	20.5
EMPLOYMENT (000S)	7.4	6.7
UNEMPLOYMENT RATE	6.5%	7.3%
PER CAPITA INCOME (000S)	\$20.8	\$28.2

**EMPLOYMENT BY INDUSTRY**  
Government: 23.8%  
Manufacturing: 13.2%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Glen Raven

**LARGEST CITY/TOWN**  
Norlina: population 1,083

**COUNTY PROPERTY TAX**  
76.0 cents per \$100 value

**HIGHER EDUCATION**  
Vance-Granville Community College

## WASHINGTON

Washington County  
Economic Development  
252-793-5823  
washconc.org



	2006	2016*
POPULATION (000S)	13.4	12.5
EMPLOYMENT (000S)	5.7	4.6
UNEMPLOYMENT RATE	6.8%	7.6%
PER CAPITA INCOME (000S)	\$26.3	\$32.8

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 22.5%  
Health care: 15.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Dontar Paper

**LARGEST CITY/TOWN**  
Plymouth: population 3,661

**COUNTY PROPERTY TAX**  
85.5 cents per \$100 value

**HIGHER EDUCATION**  
Beaufort County Community College;  
Martin Community College

## WATAUGA

Watauga County Office of  
Economic Development  
828-264-3082  
wataugaedc.org



	2006	2016*
POPULATION (000S)	47.0	54.3
EMPLOYMENT (000S)	23.0	26.6
UNEMPLOYMENT RATE	3.8%	4.6%
PER CAPITA INCOME (000S)	\$28.6	\$33.1

**EMPLOYMENT BY INDUSTRY**  
Hospitality: 19.0%  
Education: 18.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Samaritan's Purse

**LARGEST CITY/TOWN**  
Boone: population 19,028

**COUNTY PROPERTY TAX**  
35.3 cents per \$100 value

**HIGHER EDUCATION**  
Appalachian State University;  
Caldwell Community College and  
Technical Institute

## WAYNE

Wayne County  
Development Alliance Inc.  
919-731-7700  
waynealliance.org



	2006	2016*
POPULATION (000S)	117.9	124.9
EMPLOYMENT (000S)	49.8	51.4
UNEMPLOYMENT RATE	4.8%	5.8%
PER CAPITA INCOME (000S)	\$28.6	\$35.8

**EMPLOYMENT BY INDUSTRY**  
Health care: 19.5%  
Retail: 14.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Wayne Memorial Hospital

**LARGEST CITY/TOWN**  
Goldsboro: population 34,793

**COUNTY PROPERTY TAX**  
66.4 cents per \$100 value

**HIGHER EDUCATION**  
Mount Olive College;  
Wayne Community College

## WILKES

Wilkes Economic Development Corp.  
336-838-1501  
wilkesedc.com



	2006	2016*
POPULATION (000S)	67.5	69.7
EMPLOYMENT (000S)	29.6	28.7
UNEMPLOYMENT RATE	5.5%	4.9%
PER CAPITA INCOME (000S)	\$28.6	\$32.4

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 20.2%  
Retail: 13.0%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Tyson Farms

**LARGEST CITY/TOWN**  
North Wilkesboro: population 4,533

**COUNTY PROPERTY TAX**  
67.0 cents per \$100 value

**HIGHER EDUCATION**  
Wilkes Community College

## WILSON

Wilson Economic Development Council  
252-237-1115  
wilsonedc.com



	2006	2016*
POPULATION (000S)	77.4	82.2
EMPLOYMENT (000S)	37.3	33.5
UNEMPLOYMENT RATE	7.2%	8.2%
PER CAPITA INCOME (000S)	\$31.1	\$37.6

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 19.4%  
Health care: 14.1%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
BB&T

**LARGEST CITY/TOWN**  
Wilson: population 49,406

**COUNTY PROPERTY TAX**  
73.0 cents per \$100 value

**HIGHER EDUCATION**  
Barton College;  
Wilson Technical Community College

## YADKIN

Yadkin County Economic Development Council  
336-679-2200  
yadkinedc.com



	2006	2016*
POPULATION (000S)	37.6	37.5
EMPLOYMENT (000S)	18.9	17.1
UNEMPLOYMENT RATE	4.3%	4.4%
PER CAPITA INCOME (000S)	\$27.3	\$34.0

**EMPLOYMENT BY INDUSTRY**  
Manufacturing: 28.0%  
Transportation: 10.5%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Unif Manufacturing

**LARGEST CITY/TOWN**  
Yadkinville: population 2,938

**COUNTY PROPERTY TAX**  
66.0 cents per \$100 value

**HIGHER EDUCATION**  
Surry Community College

## YANCEY

Yancey County Economic Development Commission  
828-682-7722  
yanceyedc.org



	2006	2016*
POPULATION (000S)	17.8	18.0
EMPLOYMENT (000S)	7.6	7.0
UNEMPLOYMENT RATE	5.6%	5.3%
PER CAPITA INCOME (000S)	\$25.1	\$31.5

**EMPLOYMENT BY INDUSTRY**  
Retail: 15.7%  
Health care: 14.6%

**LARGEST PRIVATE-SECTOR EMPLOYER**  
Ingles Markets

**LARGEST CITY/TOWN**  
Burnsville: population 1,704

**COUNTY PROPERTY TAX**  
60.0 cents per \$100 value

**HIGHER EDUCATION**  
Mayland Community College

## SOURCES

Population, counties, largest city/town, employment and unemployment rate: N.C. Office of State Budget and Management. Hyde, Camden and Currituck counties have no incorporated towns. Employment share by industry sector and largest private-sector employer: N.C. Department of Commerce Labor and Economic Analysis Division, as of fourth quarter of 2016. 2017-18 property-tax rate: North Carolina Association of County Commissioners and N.C. Department of Revenue. Per capita income: U.S. Bureau of Economic Analysis. Community colleges are listed for every county in their designated service area.

\*Per capita income is for 2015, the most recent year available.



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CHARLOTTE, NC 28202  
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christopher.chung@edpnc.com  
edpnc.com

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**BUSINESS/INDUSTRY DEVELOPMENT AND  
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919-447-7744  
clientservices@edpnc.com  
edpnc.com

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**EXPORT ASSISTANCE (EDPNC)**

Mike Hubbard, director of international trade  
336-688-5027  
mike.hubbard@edpnc.com  
edpnc.com/start-or-grow-a-business/  
export-assistance

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**TOURISM (EDPNC)**

Wit Tuttell, vice president  
919-447-7740  
wit.tuttell@visitnc.com  
visitnc.com

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**N.C. COMMERCE**

Napoleon Wallace, deputy secretary,  
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919-814-4654  
napoleon.wallace@nccommerce.com  
nccommerce.com/workforce

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**N.C. BOARD OF SCIENCE,  
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nccommerce.com/sti

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**NORTH CAROLINA ECONOMIC  
DEVELOPERS ASSOCIATION**

Lawrence Bivins, managing director  
888-246-2332  
lawrence@nceda.org  
nceda.org

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**STATE LIBRARY OF NORTH CAROLINA**

Caroline Lau Shepard, state librarian  
919-807-7410  
cal.shepard@ncdcr.gov  
statelibrary.ncdcr.gov

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**UNC SYSTEM GENERAL ADMINISTRATION**

919-962-1000  
northcarolina.edu

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**N.C. COMMUNITY COLLEGE SYSTEM**

Maureen Little, vice president of  
economic development  
919-807-7150  
littlem@nccommunitycolleges.edu  
nccommunitycolleges.edu

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919-832-5817  
williams@ncicu.org  
ncicu.org

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336-808-4222 ext. 222  
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ncrealtors.org

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COUNTY COMMISSIONERS**

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919-715-4369  
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ncacc.org

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nclm.org

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