# Section 5: ECONOMY, BUSINESS & WORKFORCE

### Values:

Thriving Town Center, Broad Tax Base, Destinations

### Vision Statement:

Stallings' business friendly culture and skilled workforce attracts private investments and supports businesses that add jobs and services to the local economy. Stallings is a vibrant destination for office, small business, service, and retail development.



#### Introduction

#### Economy, Business & Workforce Issues

#### Regional Economic Context

- Regional Partners for Economic Growth
- Business & Industry
- Job Growth
- Real Estate Market a& Land Use

#### Stallings Economic Outlook

- Business & Industry
- Real Estate Market and Land Use

#### Workforce

- Employment Type
- Educational Attainment
- Workforce Training Opportunities
- Commuting Patterns

# *Economic Growth Opportunities*

### Goals & Strategies



### Introduction

Economic opportunities, including employment and access to services and retail, are vital to residents and the long-term sustainability of the Stallings tax base. Currently the Town's tax base is 80% residential and 20% commercial. In order to maintain a high quality of life in Stallings, residential growth needs to be offset with non-residential development at key locations. Many white-collar professionals living in Stallings travel elsewhere to work, as the major in-town employers are manufacturing-based industries. Partnering with organizations dedicated to bringing economic opportunities and workforce development to the region, will become crucial as available real estate for large scale developments become scarce and employment trends towards high-tech and medical services continue to increase. Planning for the land use and programmatic needs of growing a more diverse and robust economic environment will help ensure a resilient Stallings in the future.

Several documents and regional reports share important information for painting a comprehensive overview of the economy, business environment, and workforce in Stallings and Union County. Rather than reiterating the information, these documents are referenced when needed and further refined to focus on the Town of Stallings' planning area. Referenced documents include:

- Technical Memorandum Market Analysis & Economic Development Strategy, Rose Associates, 2016
- Labor Market Overview, Centralina Workforce Development Board, December 2016
- Monroe-Union County Economic Development Work Plan 2015-2018, 2015

# Economy, Business & Workforce Issues

• The tax base for Stallings is weighted towards residential uses (80%) versus commercial uses (20%), which could create financial issues in the future as





# Stallings Real Property Tax Allocation Fiscal Year 2015:

RESIDENTIAL 80% \$2,931,922 COMMERCIAL 20%

\$732.980

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homes age and values decrease.

- The amount of land available for economic development is very limited and shrinking every day.
- The portion of the community south of U.S. 74 lacks a geographic center for shopping, dining, and recreation.
- The separation of residential areas from employment centers means that Stallings residents travel outside of Town for employment, which has created longer commutes, congestion, and less free time for commuters.
- Sprawling, unchecked development along Highway 74 and Stallings Road could diminish the Town's identity and economic competitiveness.
- The Town lacks shopping and entertainment space that would lend itself to mixed use, midrise walkable development, and attract customers from within and outside Stallings.
- Auto-oriented development will not create the sense of "place" and walkability desired by employers, millennials, seniors, and many families.

- Societal changes and the changing economy create the need for additional professional offices, medical office, and research space.
- The demand for local retail and food/drink operators is greater than the current supply in most areas of town.
- The Town lacks potential employment sites that are equipped with the appropriate physical infrastructure (e.g. sewer and water, road improvements, etc.). Many large swaths of land are instead being developed as residential developments, resulting in a potential shortage of land for office and industrial/flex purposes.
- Land and/or buildings that have become obsolete for industrial use present opportunities for adaptive reuse.
- Union County has a growing percentage of female led households, making daycare an important component of the local economy.
- Opportunities for economic diversity and economic acceleration are prevalent in Stallings based on its unique location and

access to major road networks (U.S. 74, I-485, Monroe Expressway, etc.).

- Because the Town doesn't have its own economic development department, the Town has partnered with agencies with a countywide focus to conduct economic development activities and must ensure that its interests are fully represented within these partnerships.
- Providing support to existing businesses and local homegrown businesses and industries is important to the success of Stallings.

# Regional Economic Context

# Regional Partners for Economic Growth

Multiple governmental agencies and non-profits are working in tandem within the county, the Centralina region (consisting of the nine counties of Anson, Cabarrus, Iredell, Gaston, Lincoln, Mecklenburg, Rowan, Stanly, and Union), and state to increase economic growth and ensure a workforce that is capable of competing in a global economy.



#### Monroe-Union County Economic Development (MUCED)

is the agency that manages recruitment and retention of businesses for Union County. MUCED maintains a media center including news releases, resource library, maps, and social media files targeted for use by their constituents and prospective businesses interested in locating offices in Union County.



# Union County Chamber of Commerce

is dedicated to providing leadership to enhance business growth and the quality of life in Union County. Its mission is to advocate for its members by providing opportunities for leadership, networking, community involvement, and value -added programs that support the growth of their businesses.



#### Centralina Workforce Development Board

invests in the counties of Union, Anson, Stanly, Cabarrus, Rowan, Iredell, and Lincoln by partnering with economic development, education, and businesses to create innovative strategies to serve career seekers and businesses. Its vision is to make sure that every one of our region's businesses can compete in the global economy with an exceptional workforce.



#### NC Division of Workforce Solutions

has the mission of helping people in North Carolina find jobs. To accomplish this, they administer a statewide system of workforce programs that prepare citizens for employment. They assist a wide variety of job seekers including adults, veterans, and youth in learning a new industry through NCWorks Apprenticeships and finding employment opportunities through NCWorks Online. Workforce Solutions also assist businesses in finding qualified talent and supports the work of the NCWorks Commission (a 33-member commission that recommends policies and strategies that enable the state's workforce and businesses to compete in the global economy).

#### **Business & Industry**

Based upon employment and population growth over the past three years, the greater Charlotte metropolitan area (MSA), the Centralina Region (excluding Mecklenburg County, which is served by Charlotte Works and Gaston County, which is served by the Gaston County Workforce Development Board), and Union County have recovered substantially from the recent recession. The overall labor market is improving, due in part to small business startups and company expansions. Regional employment is up to 430,177 with 14,969 more people working in October 2016 than October 2015. Charlotte has another 1,149,500 jobs with an increase of 27,900 jobs during the same timeframe.

Within the Centralina Region, the largest business sectors based on number



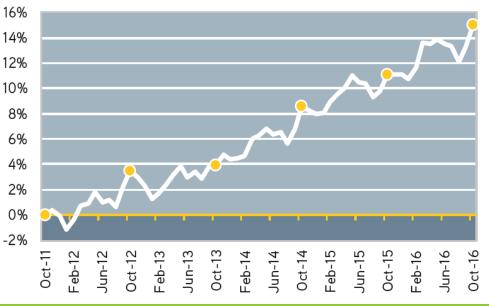
# Regional Labor Market Snapshot

# 5-Year Percent Change in Number Employed\*

\* October 2016 data is preliminary. All other data has undergone annual revision.

Centralina Region

Source: LAUS, Labor & Economic Analysis, NC Dept. of Commerce



#### Labor Market Overview, Centralina Workforce Development Board

of establishments and average employment are: trade, transportation and utilities; professional and business services; education and health services; and leisure and hospitality services.

#### Job Growth

Over 3,400 people were added to the Union County labor force from October 2015 to October 2016, bringing the total labor force up to 16,152 people in 2016. Of those, 11,454 were employed

and 4,698 were unemployed. The unemployment rate has decreased from 4.6% in 2015 to 4.0% in 2016 and Union County's rate of unemployment is lower than the Centralina Region, the state average, and the national average.

Job growth drives population growth. The increased demand for real estate with every job created has a multiplier effect on additional supporting jobs being created and an increased need for residential and commercial real estate. For example, if a company locates a new headquarters within a municipality, additional jobs in construction will be generated by the demand for new homes and office space for company employees to live in and work. Service industries such as restaurants and dry cleaners will also experience a boost in customers.

The employment location quotient (LQ) identifies which sectors contribute to the greatest local job and economic growth

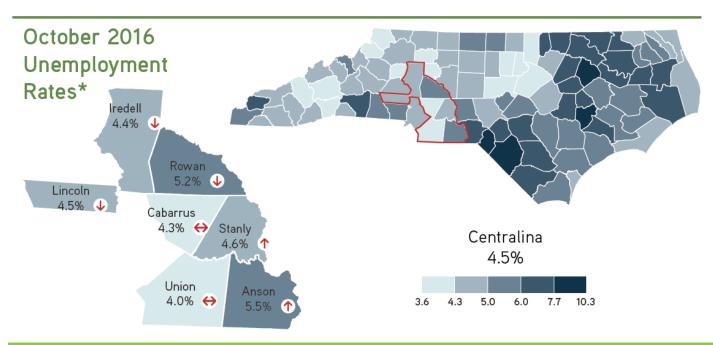


#### Employment & Wages by Supersector 2nd Quarter 2016

	Establishments	Avg. Employment	Avg. Weekly Wage
Natural Resources & Mining	118	946	\$631.48
Construction	1,363	8,938	\$786.91
Manufacturing	349	9,386	\$1,318.00
Trade, Transportation, & Utilities	2,807	34,051	\$703.02
Information	192	3,475	\$1,136.08
Financial Activities	1,406	7,219	\$1,055.60
Professional & Business Services	2,485	19,614	\$932.41
Education & Health Services	1,500	40,164	\$796.77
Leisure & Hospitality Services	1,447	23,650	\$290.95
Other Services	997	4,438	\$495.01
Public Administration	140	10,091	\$833.21



Labor Market Overview, Centralina Workforce Development Board



for the next years

Labor Market Overview, Centralina Workforce Development Board, 2016



# TOP LOCAL SECTORS







Construction



2016 Location Quotient (LQ) and Percent Employment by Economic Sector in Mecklenburg and Union County

Economic Sector	Mecklenburg Co.		Union Co.	
	LQ* %	Employment	LQ*	% Employment
Agricultural			1.34	2.2%
Auto/Auto-related	0.75	1.3%	1.14	1.9%
Chemical	0.87	0.8%	2.95	3.0%
Coal/Oil/Power			0.7	0.5%
Construction	0.99	5.7%	2.15	13.2%
Consumer Svc.	1.08	16.7%	0.8	13.3%
Education	0.66	6.8%	1.17	13.2%
Electric/Electronics Mfg.			1	1.2%
Financial Svc.	2.13	8.7%		
Food Mfg.	0.57	0.6%	3.33	4.1%
Freight Tran.	1.14	3.0%	0.89	2.5%
Health	0.78	11.2%		
Machinery Mfg.	0.57	1.1%	1.57	3.2%
Media	1.08	1.7%		
Metal & Product Mfg.	0.54	0.4%	3.97	3.2%
Pharmaceutical	0.71	0.1%		
Professional Svc.	1.53	23.8%	0.74	12.4%
Public Admin.	0.52	2.5%	0.73	3.8%
Retail	1.02	15.3%	1.15	18.6%
Textile/Leather	0.55	0.2%	3.55	0.9%
Utilities			1.42	0.7%
Wood/Paper			2.62	2.2%

Indicates LQ > 1

and serves as a ratio of the region's percentage of employment as compared to the U.S. employment. The sectors with a LQ greater than 1.00 demonstrate higher than U.S. averages, contributing to the local economic base and driving overall job growth. For Union County in 2016, these sectors were construction, manufacturing (food, machinery, metal & product, chemical), retail trade, education, textile and leather production, auto and auto-related businesses, wood and paper production, agricultural, and utilities. Neighboring Mecklenburg County has additional high impact sectors in white collar employment opportunities including media, professional, financial, and consumer services, which employs a significant number of Stallings' residents.

#### Real Estate Market and Land Use

The Monroe Union County Economic Development Work Plan (2015-2018) identified four areas of focus for real estate and future land use strategies based on: the local economy and job growth; transportation; land entitlements and infrastructure; and quality of life. These focus areas include precision manufacturing, agri-business, logistics, and commercial.

**Precision manufacturing** involves the combined use of a trained workforce and newer technologies to

# precision mfg

manufacturing is still the cornerstone of the local economy for the county. It represents a significant portion of our workforce and is responsible for the significant increase in the overall earnings our citizens have enjoyed over the last decade. Prospects from this area remain the primary targets for new investment for the next few years.

logistics allows for the capitalization of Union County's location and abilities in the movement of materials, information, and processed goods to the world marketplace. Capacities in all utilities, the future Expressway to I-485 and an international executive airport provide strong advantages over the Beginal competition

logistics



monroe

# agri-business

agri-business is a critical component of Union County's economic fabric. It literally touches every corner of the county. The county ranks as one of the top agriculture areas not only in NC, but the entire United States. Union County is also blessed with a huge basket of timber for processing and the NC's largest equine population.

commerical

based in the location of the county and its

economic

Union

proximity to assets

throughout the South. creating a demand for this

non-traditional

development activity.

County is adjacent to 1-485, providing

many opportunities to develop office

parks, entertainment areas and a stronger retail presence in the Region.

commercial

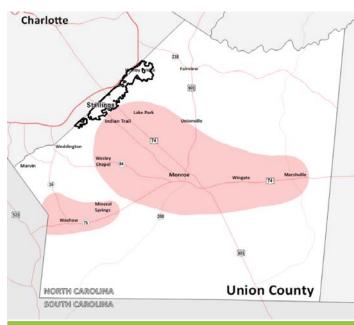






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# Town of Stallings Comprehensive Land Use Plan Section 5: ECONOMY, BUSINESS & WORKFORCE



#### Precision Manufacturing Area of Focus for Union County

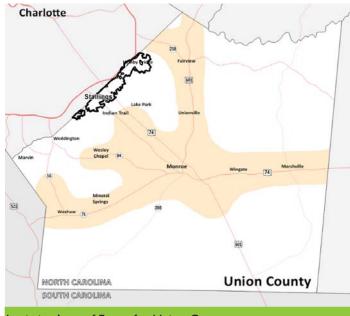
create highly defined products with strict tolerances that comprise high inputs of intellectual property. This advanced manner of manufacturing centers upon improving the industrial performance through the "innovative" application of technologies, processes, and methods starting at product design through production. Union County has a long history of precision manufacturing and is home to the highest geographic concentration of aerospace companies in the Carolinas. Focusing on opportunities for precision manufacturing has been recommended for Stallings due in part to existing industrial sites and easy access to major transportation corridors including I- 485 and U.S. 74.

**Agri-business** is a generic term applied to the businesses of agriculturally-related production. It encompasses every-



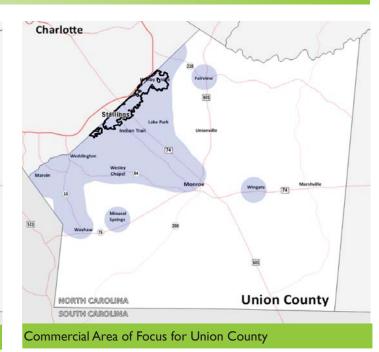
#### Agri-business Area of Focus for Union County

thing from crop production, timber, seed, agri-chemicals, farm machinery and implements, agri-processing, wholesale and distribution of crops, to their marketing and retail sale. Agri-business is a critical component of Union County's economy, consisting of timber and horses, spanning over every corner of the county and establishing it as one of the top agricultural areas in NC and the U.S. *Although growing agri-business opportunities is not recommended for Stallings, taking advantage of surrounding agri-business production such as hosting a farmers' market, promoting horse related tourism/events, or taking advantage of the large amount of timber production to support other industries and local artists is recommended.* 



Logistics Area of Focus for Union County

**Logistics** is simply the management of the flow of resources between two points. But it is the resources managed in logistics that define this area of focus for Union County. Physical items, such as food, materials, equipment, liquids, and people, as well as the more abstract items, such as time, data, information, and energy can find a home in this community. While Union County is addressing improvements in transportation and other infrastructure needs, the production base and road, rail, and port systems already exist. Two major centers of attention will be the development of rail served sites along the major transportation corridors and the continued encouragement of the Monroe Expressway project. Logistics is another focus area not recommended for Stallings; however, Stallings can take advantage of surrounding logistic centers to store and transport resources from precision manufacturing industries.



**Commercial** involves providing numerous opportunities to develop sports/entertainment areas, office parks, and a stronger retail presence in the region. While retail is simply the sale of goods and services from a business to an individual, it remains a vital part of the overall economy. This area of focus is more aligned with increasing the commercial tax base within Union County and enhancing the overall quality of life for citizens and businesses. Union County remains one of the fastest growing communities in the United States and has a relatively young population with high levels of disposable income that is currently leaving the community. Although not a traditional economic segment for Union County, increasing commercial development will have a significant impact and office development along the Interstate 485 communities, or "gateway" corridor, will be critical. It has been recommended that Stallings focuses on increasing commercial development opportunities particular-





*ly local entertainment and dining opportunities and regional shopping destinations.* 

The location decisions of businesses are driven by rent maximizing forces, meaning providers of goods and services will locate where they believe they can attract employees and/or maximize profits. This suggests that certain locations are more "desirable" than others, primarily those that are already attracting employees or customers and creating planned, central places with synergy.

According to the Monroe-Union County Economic Development Work Plan (2015-2018),

"Office Development is a logical course of action due to: a) the county is adjacent to both Interstate 485 and the metropolitan hub of the region, and b) the population density is along the western edge of the county with nearly 50,000 people commuting into Mecklenburg County for work daily. Union County has a strong competitive advantage in securing the development of corporate office parks and professional office corridors along its 'gateway' communities. These types of businesses have high wage rates, valuable real property investments, and will create an increase in retail and other ancillary commercial growth."

Since Stallings is one of these 'gateway' communities located along the county line and with four I-485 interchanges, it is particularly well geographically positioned to take advantage of office development.



## Stallings Economic Outlook

#### Business and Industry

There are 495 businesses operating in Stallings and employing approximately 3,746 employees. The two major employers include Berry Plastics, a plastic fabrication company with 340+ employees and CEM Corporation, a biotechnology company with 250+ employees. The top local industries include manufacturing, retail trade, and construction.



#### Real Estate Market and Land Use

The goal of most municipalities is to maintain a balanced tax base of residential and commercial properties. Business and commercial land uses utilize fewer resources of local government, particularly in terms of school provision and public safety. The targeted ratios range from 20-30% for commercial property tax base and 70-80% for residential property tax base. Stallings currently falls within this range of a reasonable balance; however, future land use decisions and policies will have a great influence on this balance if additional residential properties are built on the limited vacant property available within Stallings.

Stallings Real Property Tax Allocation – Fiscal Year 2015:					
Residential	80%	\$2,931,922			
Commercial	20%	\$732,980			

Stallings is well positioned along the southeastern border of Interstate 485 with four interchanges. These interchanges are prime for employment centers and commercial growth. Precision



manufacturing and commercial development are areas of focus identified for Stallings by the *Monroe-Union County Economic Development Work Plan* (2015-2018). As the work environment continues to change, providing flexible office and industrial space that fosters collaboration and multiple uses of limited space will be critical in recruiting manufacturing and office jobs.

#### **Office Space**

Future office space demand can be calculated based upon annual county job growth and an estimated capture rate for Stallings. Given its location within the region, to include key interchanges along I-485, the new Monroe Expressway, and Union County's limited existing office space offerings, a conservative capture rate of 35% of new county job growth is anticipated. Based upon

current estimates of space demand per employee, this results in an estimated annual office space demand of approximately 16,196 square feet. Therefore, over a 10-year period, this would equal potential demand for approximately 154,679 square feet of office space in Stallings. Currently there is very limited office space available in Stallings with only 1,101 square feet of office space being recorded in a building for sale on Potter Road. Given the scarce inventory in Union County, it is expected that office demand for Stallings would be readily absorbed with an opportunity to create business parks along the I-485 corridor, specifically in the existing gap between Ballantyne and the University City Area. Office inventory, driven by medical and professional office uses should be considered with preferred locations having good

visibility and transportation access.

#### **Industrial Space**

Future demand for industrial space would include two product types, warehouses and flex space. Access to major transportation infrastructure is critical to warehouse success and Stallings is well positioned with access to U.S. 74, I-485 and the new Monroe Expressway. It is also currently serviced by rail freight, which is utilized by some existing industry. Warehouse space generally has limited employment opportunities as the floor ratio of building to employee continues to grow with automated technology. Flex space, on the other hand, provides greater opportunity for job and economic growth. Over the past decade flex space has evolved into a more complex mix of uses to include clean-tech, light assembly, and









precision or advanced manufacturing space. Often this includes a higher ratio of office space, with companies that might include a variety of industries, jobs and required skills more aligned with the current educational attainment and white collar employed residents found in Stallings. Considering these factors, flex space is considered as the most appropriate product type for the Stallings market.

Assuming stable county employment growth consistent with that seen over the past five years, annual space demand totals approximately 90,775 square feet per year, based on a conservative 10% capture rate in Stallings. A 10-year plan could ultimately support flex-light industrial space of approximately 337,000 sq. ft. in appropriate locations for new emerging clusters or those that would complement existing industries in areas with strong transportation connections, such as U.S. 74 and I-485.

In Stallings, the current inventory of available industrial space includes four buildings totaling 49,000 square feet located on Cupped Oak Drive off Highway 74. There is limited availability of vacant industrial zoned sites in Stallings. Therefore, when comparing to the market rates for flex versus warehouse space, currently averaging \$6.17 per square foot for the submarket, this makes warehouse space in Stallings a challenging option due to its location and land costs. Due to the limited availability of large, separated lots, increasing heavy industry is not recommended for Stallings; however light, high-tech industry or offices supporting research and development that could be incorporated into higher density, mixed use developments could be an option for future economic growth.

#### **Retail Space**

The demand for retail space differs from office or industrial uses, as demand is generated by population, household, and income growth. Residents of Stallings have voiced their request for expanded options for shopping, recreation, and entertainment centers within mixed-use and Main Street formats. Given the suburban nature of Stallings, the trade areas for retail are defined within both 5 and 10-minute drive times. While there is substantial available inventory within Union County (278,638 square feet) and the surrounding East submarket of the Charlotte region (730,638), only 3,255 square feet of retail space is available in Stallings.

With the large supply of retail space surrounding Stallings within a reasonable driving distance, there are few gaps for large scale regional shopping opportunities. The gaps within the 5-minute drive time suggest there is opportunity for unique and locally/regionally owned retail, grocery, restaurants and entertainment to be clustered together particularly in both the SW Weddington, NE Idlewild Road, and NE Lawyers Road areas, where existing retail momentum already exists. The specific areas demonstrating a retail gap for local/regional operators include:

- Furniture & Home Furnishings Stores
- Building Materials, Garden & Supply Stores
- Food & Beverage Stores
- Health & Personal Care Stores
- Clothing & Accessories Stores
- Food Services & Drinking Places

These retailers could differentiate the experience in Stallings from the larger national chain stores prevalent along the U.S. 74 corridor and in surrounding areas, with more desirable mixed-use formats. Much of the success of future retail in Stallings will be dependent upon the continued momentum of existing retail in these areas and their ultimate build out. Locating new retail opportunities next to transporta-

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tion corridors and demand generators such as medical, major employment, or entertainment venues would create a synergy between residents, employees, and visitors.

## Workforce

### Employment Type

The majority of the 2015 employed population (16+ years old) in Stallings are employed in white collar jobs (66.5%) including management, business, finance, professional, sales and administrative support positions. The remainder of the workforce are in blue collar jobs (16.8%) such as manufacturing and construction or the service industry (16.7%).

#### EMPLOYMENT

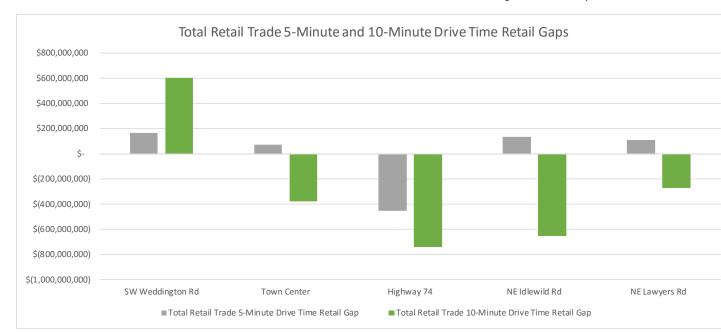
66.5% 16.8% 16.7% Blue Collar Services

### Educational Attainment

Educational attainment determines the readiness of the local workforce and the correlation between education, employment and income has been well documented. According to the 2011-2015 American Community Survey 5-Year Estimates, 42.1% of Stallings residents who are 25 years and older have a bachelors degree of higher. 25% of residents have some college but no degree. There are six high schools serving the student population of Stallings including Piedmont, Porter Ridge, Sun Valley, Weddington, Central Academy of Technology and Arts and the Union County Early College.

# Workforce Training Opportunities

Institutes of higher education offering convenient workforce training opportunities to residents of Stallings and Union County include Central Piedmont Community College, South Piedmont Community College, and Wingate University.



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Total Food and Drink 5-Minute and 10-Minute Drive Time Retail Gaps \$100.000.000 \$80.000.000 \$60,000,000 \$40.000.000 \$20.000.000 Ś-\$(20,000,000 \$(40,000,000) \$(60,000,000) \$(80,000,000) Highway 74 SW Weddington Rd NF Idlewild Rd NE Lawyers Rd Town Center Total Food & Drink 5-Minute Drive Time Retail Gap Total Food & Drink 10-Minute Drive Time Retail Gap

The Levine Campus of Central Piedmont Community College located in Matthews offers college preparatory, GED and college transfer classes, as well as corporate and continuing education classes and job and career enhancement resources. Curriculum programs of interest include Business Administration, Management, and Operations as well as Computer Technology Integration.

South Piedmont Community College located in Monroe, is dedicated to offering a full complement of general education, transfer pre-majors, career and technical education and workforce and economic development programming. Continuing education programs in medical office administration, technology, business administration, and education in particular offer workforce training opportunities that could help shape the future population and business growth of Stallings.

With 35 majors, 34 minors, 12 career concentrations, and 9 graduate programs, Wingate University also offers a wide variety of programs to meet the needs of its students particularly in the fields of education, business, social, physical, and political sciences, communication, and healthcare.

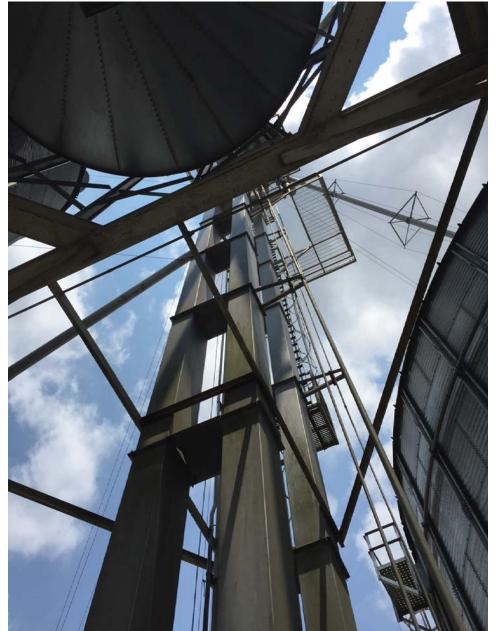
#### **Commuting Patterns**

Because the majority of Stallings workforce is employed in white collar jobs (66.5%) and the top local industries are manufacturing, retail trade and construction, the typical worker living in Stallings commutes outside of town to work. This is reflected in the employment to resident population ratio of 0.25:1 meaning for each employment opportunity in Stallings there are 4 residents. Commute times in Stallings average 29 minutes according to the 2011-2015 American Community Survey 5-Year Estimates, which is higher than both the state and national averages. Of those traveling to work, 84%

drove alone to work instead of carpooling or taking transit, causing congestion at peak commuting times.

# Economic Growth Opportunities

Stallings could benefit from offering competitive business opportunities in key targeted areas. Traditional industry clusters - healthcare, manufacturing, transportation and logistics, and finance — are transforming, offering new opportunities for developing new prospects. As these industries grow, business leaders are demanding advanced workforce skills, infrastructure, and support services in their location and operation decisions. Professional and medical office and flex industrial uses clustered around key transportation corridors and demand generators are recommended to grow and diversify business establishment types, stages, and employment sectors. These should be located in key areas suggested to be the focus areas for employment: the NE Idlewild Road area and along the Highway 74 corridor. Stallings could emerge as a desirable and viable business location, by adding new Class A office and flex space within campus environments and mixed-use developments.







# Goals and Strategies

#### Goal E-1

Encourage the development of new commercial and office space on currently undeveloped lands located at key intersections and land with high accessibility and visibility from interstates, highways, or major arterial roads.

#### Strategy E-1.1

Identify and facilitate the development of employment centers, commercial development, and precision manufacturing where infrastructure currently exists.

#### Strategy E-1.2

Incentivize land for professional offices, research facilities, and medical offices at key intersections.

#### Strategy E-1.3

Modify zoning to align with plan recommendations for economic development.

#### Strategy E-1.4

Work with Union County to improve infrastructure to vacant land to support commercial development (padready) and develop an incentive program to encourage commercial development.

#### Strategy E-1.5

Partner with regional economic growth partners to market available land to prospective businesses, and identify and plan for recommended improvements for sites to attract economic development.

### Goal E-2

Promote the redevelopment of existing commercial corridors and industrial sites to attract new shopping and entertainment opportunities and precision manufacturing.



#### Strategy E-2.1

Adjust zoning along Highway 74 and Stallings Road to encourage master planned, coordinated redevelopment in keeping with the recommendations of this comprehensive plan and small area plans.

#### Strategy E-2.2

Redevelop key business sites to increase density and improve land use coordination with transportation infrastructure.

#### Strategy E-2.3

Rehabilitate industrial buildings to support precision manufacturing or incubators for small business development.

#### Strategy E-2.4

Work with Union County to provide incentives for the redevelopment of commercial corridors and industrial sites.

#### Strategy E-2.5

Redevelop underutilized commercial properties in the Potters/Pleasant Plains area and implement the downtown master plan.

# Goals and Strategies

#### Strategy E-2.6

Encourage additional private investments by investing in capital improvement projects and infrastructure in coordination with the downtown master plan.

#### Goal E-3

Complete small area plans in key areas to: coordinate land use development with transportation infrastructure, encourage mixeduse, and create destinations.

#### Strategy E-3.1

Incorporate a geographic center for shopping, dining, and recreation to increase the supply of retail and restaurants as part of the small area planning process.

#### Strategy E-3.2

Suggest mixed use development - offering a variety of services and employment opportunities for new, walkable residential and commercial developments that will attract and meet the needs of employers, millennials, seniors, and families – in small area plans.

#### Strategy E-3.3

Focus office park development, including medical offices, research space and professional offices, around the Highway 74 and I-485 interchanges where additional traffic can be accommodated.

#### Strategy E-3.4

Work with stakeholders (including private and public investors) to create small area plans and to incentivize the development of these plans.

#### Goal E-4

Partner with institutes of higher education and regional economic growth partners to develop and market existing programs that will equip Stallings' workforce for future employment opportunities especially in the fields of medicine and technology.

#### Strategy E-4.1

Coordinate communication between institutes of higher education and regional economic growth partners to identify existing programs and encourage the development of additional programs to meet the workforce needs of current and future businesses in Stallings.

#### Strategy E-4.2

Market courses offered at Central Piedmont Community College, South Piedmont Community College, and Wingate University to Stallings' citizens, employers and employees. Marketing opportunities include posting information on the Town's website, hosting an education fair, and including course catalogs at Town Hall.

#### Strategy E-4.3

Partner with businesses to develop an internship or apprenticeship program at Stallings Town Hall pairing students with various businesses, government agencies, departments, or services.





