

REQUEST FOR QUALIFICATIONS
SOUTHEASTERN CATAWBA COUNTY BUSINESS PARK
MASTER PLANNING SERVICES
RFQ NO. 26-1010



catawba county
MAKING. LIVING. BETTER.

Date of Issue: February 18, 2026

Qualifications Statement Due Date: March 18, 2026

Time: 4:00 PM ET

Issued by:
Catawba County Purchasing Manager
25 Government Drive
Newton, North Carolina 28658
(828) 465-8224

INTRODUCTION

Catawba County (hereinafter “County”) is soliciting the submittal of qualification statements from experienced professional services firms (hereinafter “Firm”) interested in providing conceptual site master planning services for approximately 107.38 acres of County-owned property targeted for development of the Southeastern Catawba County Business Park. The selected Firm will provide professional conceptual master planning services for this project, which is envisioned as a collaboration between Catawba County, Catawba Valley Community College, Catawba Valley Medical Center, and private industry as facilitated through the Catawba County Economic Development Corporation.

Catawba County reserves the right to reject any and all submittals. This submittal request is neither a contractual offer nor a commitment to purchase services. The County assumes no contractual obligation as a result of the issuance of this request, the preparation or submission of a qualifications statement by a Firm, the evaluation of statements or final selection.

RFQ SCHEDULE

The table below shows the *intended* schedule for this RFQ. Catawba County will make every effort to adhere to this schedule.

Event	Responsibility	Date and Time
Issue RFQ	County	February 18, 2026
Submitted Written Questions	Firms	March 5, 2026 by 5:00 PM
Provide Responses to Questions	County	March 9, 2026 by 5:00 PM
Submit Statement of Qualifications	Firms	March 18, 2026 by 4:00 PM
Presentations (if requested)	Firms	March 30, 2026
Contract Award	County	TBA
Contract Effective Date	County	Upon execution

The qualifications statement shall be submitted no later than 4:00 PM, March 18, 2026. No submittals will be accepted after the deadline.

RFQ QUESTIONS

Written questions shall be emailed to tinawright@catawbacountync.gov by the date and time specified above. Firms should enter “RFQ # 26-1010 – Questions” as the subject for the email. Questions received prior to the submission deadline date, the County’s response, and any additional terms deemed necessary by the County will be posted in the form of an addendum to the Catawba County website, <https://www.catawbacountync.gov/county-services/purchasing/bid-notices/> and shall become an Addendum to this RFQ. No information, instruction or advice provided orally or informally by any County personnel, whether made in response to a question or otherwise in connection with this RFQ, shall be considered authoritative or binding. Firms shall rely *only* on written material contained in an Addendum to this RFQ.

SUBMISSION OF QUALIFICATIONS

The qualifications statement must be submitted with one (1) original and one (1) electronic copy on flash drive. When responding to this RFQ, please follow all instructions carefully. Please submit proposal contents according to the outline specified. Failure to follow these instructions may be considered a non-responsive submission and may result in immediate elimination from further consideration. The qualifications statement should be sent to the address indicated in the table below.

Mailing address for delivery of proposal via US Postal Service	Office Address of delivery by any other method (hand delivery, overnight, or any other carrier)
RFQ Number: RFQ 26-1010 Catawba County Government Center Attn: Purchasing Department Post Office Box 389 Newton, North Carolina 28658	RFQ Number: RFQ 26-1010 Catawba County Government Center Attn: Purchasing Department 25 Government Drive Newton, North Carolina 28658

IMPORTANT NOTE: All qualifications shall be physically delivered to the office address listed above on or before the submission deadline in order to be considered timely, regardless of the method of delivery. **This is an absolute requirement.** All risk of late arrival due to unanticipated delay—whether delivered by hand, U.S. Postal Service, courier or other delivery service is entirely on the Firm(s). **It is the sole responsibility of the Firm to have the qualifications physically in this Office by the specified submission deadline.**

BACKGROUND

For the past 15 years or so, the southeastern corner of Catawba County (SECC) has experienced rapid residential growth. Proximity to Lake Norman, the growing communities of Mooresville to the east and Charlotte to the south, and transportation improvements to NC 16 Highway and Interstate 485 have all positioned SECC to be a strategic, high-impact development location. In the early 2000s, Catawba County anticipated this residential growth trajectory and installed targeted water and sewer infrastructure as a means of encouraging orderly and thoughtful development. As this solid residential growth has established a community development blueprint in this area, the Catawba County Board of Commissioners recognizes the importance of catalyzing the creation of job centers to compliment the residential and retail growth that are shaping the area. The BOC’s economic vision for the area includes an appropriate mix of larger-scale business, health care providers, education centers, and industry operations to provide high quality jobs for citizens who want to enjoy the amenities and lifestyle the SECC area offers.

To that end, Catawba County has assembled approximately 107 contiguous acres strategically located at the juncture of NC Highway 16 and NC Highway 150 ideally suited as an employment center with a mix of uses that include education, health care, and industry. Public water and sewer are available to serve the properties. To further support the County-owned 107 acres for strategic development, the County is seeking a partner to develop a Master Plan for the Southeastern Catawba County Business Park. Transportation network and ingress / egress planning will involve coordination with a private developer working on a 90+ acre project adjacent to the County-controlled acreage. (This privately controlled mixed use development project is currently in the planning phase. The County

has collaborated with this developer on technical transportation analyses important to ensuring adequate site access for both parties.) Ideally, the Master Plan will contemplate the adjacent development in designing transportation network connectivity, ingress / egress, traffic facilities, and other utilities and amenities.

In 2024 the Catawba County Economic Development commissioned and completed an Industry Growth Analysis, attached hereto as Attachment B. This analysis describes data-driven economic opportunities throughout Catawba County and provides very specific guidance for SECC job and business sector growth. Market conditions and targeted industries as identified in this analysis should guide the development concepts, streetscape, amenities and vertical building components most likely to attract targeted industries.

Generally, Catawba County is seeking to emulate the development style and subsequent development criteria as the Trivium Business Park developed in partnership between Catawba County and the City of Hickory.

1. Scope of Services

The intent of this Request for Qualifications is to procure professional services to develop a Master Plan for the Southeastern Catawba County Business Park. The Master Plan should incorporate direction derived from the 2024 Industry Growth Analysis completed by the Catawba County Economic Development Corporation, completed site analysis and due diligence work, and the unique aspects of each development partner's potential contributions to the array of planned uses for the site assemblage. The review of qualifications will focus in part on the expertise, experience, and understanding of the project evidenced by the project team. Note that consultants are not limited to the components presented here and are encouraged to expand on the suggested components and the approach they would take to develop the Master Plan. The plan should contain, but may not be limited to, the following key elements to establish a solid development foundation for the parcels and to guide future development and investment decisions:

- Proposals shall focus on the total 105.52-acre development area comprised of the following County-owned properties targeted for development of the Southeastern Catawba County Business Park: Parcel Identification Numbers 368601358496 (LRK 16000), 368614443110 (LRK 16056), 368614337677 (LRK 16063), 368614337127 (LRK 803655), 368614330207 (LRK 16065), 368614446172 (LRK 800453), 368614447211 (LRK 800452), 368614448318 (LRK 800451), and 368614447318 (LRK 16057) in Maiden, North Carolina. A map highlighting these parcels is attached hereto as Attachment C.
- A vision statement, mission statement, goals, requirements, and objectives reflective of the partners' specific and targeted interest in developing the property.
- Development recommendations and considerations establishing form and scale and incorporating a mix of uses to include light industrial / industrial headquarters, educational programming / instructional space, and medical office / outpatient services, among other targeted non-residential uses as appropriate.
- Connectivity Framework identifying a future multimodal network and potential roadway improvements, developed with acknowledgement of and in conjunction with contiguous mixed use development project currently in planning phase.
- Identification of site challenges and opportunities, design optioneering, design prototyping, and ultimately design reconciliation resulting in preparation of a future vision map,

conceptual illustrations of key project components, and supporting imagery to guide public investment decisions and inform potential partner investors.

- A recommendation for business park naming, based on Master Plan components and overarching site identity.
- Development of project visual representations, videos, and renderings (aerial, eye-level, fly-through, etc.) to be used for project marketing
- Project Coordination and Management:
 - Lead and manage project, identifying lead staff person as direct point of contact for local project team;
 - Prepare detailed work plan and schedule for accomplishing scope of work, including major milestones, check-ins with the local project team, and decision points;
 - Coordinate and meet with stakeholders and planning partners, including Catawba Valley Medical Center, Catawba Valley Community College, Catawba County EDC, and adjacent property owners, among others;
 - Visit site and general area, with representatives of local project team;
 - Prepare all necessary data collection, maps, graphics, and exhibits. Catawba County will become the owners of these documents at the end of the process. The consultant will furnish finished documents (i.e., PDFs) and as available, editable documents (i.e., Word docs), and CAD and GIS shapefiles.

Eligible firms must have demonstrated experience in conceptual master planning from design through project certification.

CONTENTS OF QUALIFICATIONS STATEMENT

Respondents must carefully read the information in this “Contents of Qualifications Statement” section and submit a complete Qualifications Statement responding to each request for information. Incomplete Qualifications Statements will be considered non-responsive and are subject to rejection.

Qualifications shall be submitted on 8-1/2 x 11 paper, side bound with Table of Contents and reference tabs for key sections.

The qualification statement must be submitted with one (1) original and one (1) electronic copy on flash drive.

Qualification Statement shall include the following information:

1. Introduction – Letter of Transmittal

- Summarize in a brief and concise manner the Firm’s understanding of the scope of work and make a positive commitment to perform the work in a professional and timely manner.

2. Qualifications of Firm

Please provide:

- General work plan that demonstrates the Firm’s complete understanding of the scope of work.

- Company’s recent history and experience in site planning in the last three years as relates to projects of same or similar scope as this project.
- Overall qualifications of project’s managers and key personnel.
- Previous project success for projects similar in scope to this project.
- Overall experience with:
 - Site planning to include environmental and geotechnical work
- Provide a summary of any litigation, claim(s), or contract dispute(s) filed by or against the Firm in the past five (5) years that are related to the services that the Firm provides in the regular course of business. The summary shall state the nature of the litigation, claim, or contract dispute; a brief description of the case; the outcome or projected outcome; and the monetary amount involved. If no litigation claim(s) or contract dispute(s) have been filed by or against the Firm in the past five (5) years, please state that.
- List any regulatory or license agency sanctions. If no license sanctions against the Firm, please state that.

3. Project Management and Key Personnel

Please provide:

- Firm staff resumes showing experience in North Carolina for staff assigned to this project.
- State qualifications of the firm and its key personnel who will be assigned to work with the County.
- List of personnel who will work on the project including their specific qualifications and experience on projects of similar scope.
- List any professional training and experience, especially in relation to the type and magnitude of work required for this particular scope of services.
- List any licenses or certifications related to the scope of work described in this Request for Qualifications.
- Describe the Firm’s approach to and/or method of cost control and project scheduling.
- Current workload and percentage of availability of key personnel. Estimated time frame for beginning and completely the project.
- Hourly billing rates charged by your Firm for each position type.

4. References – Past Performance and Existing Contracts

Please provide:

- List of previous and current clients for work similar to this scope of work within the past five (5) years. Include names and location of project, brief description and firm’s key personnel’s involvement, name of project manager and telephone number, date and value of project. In addition, please complete Attachment A: Reference Disclosure Form and submit with qualifications.

EVALUATION METHOD - SELECTION PROCESS

Catawba County will use the following selection process. This process is designed to ensure that Firms are selected in a fair and uniform manner, those selected for work are qualified and experienced

in the professional services desired, and to ensure that every qualified Firm has the opportunity to be considered for providing professional services to Catawba County.

A Selection Committee will evaluate responses to the Request for Qualifications and determine the most qualified applicants. The Selection Committee will use the total point scores, based on the evaluation criteria below, to rank the prospective Firms. The Selection Committee will determine the most highly qualified Firm based upon the highest-ranking score. Once the firm is selected, contract award and authorization will be sought from either the County Manager or the Catawba County Board of Commissioners, whichever is applicable.

EVALUATION CRITERIA

The Content of the Qualifications Statement, as referenced above, shall be evaluated as follows:

Description	Total Possible Points
Qualifications of Firm <ul style="list-style-type: none"> • Project understanding (5 pts) • Success of previous projects (15 pts) • Overall site planning experience (20 pts) • Previous/pending litigation (5 pts) 	45
Project Management and Key Personnel <ul style="list-style-type: none"> • Experience on similar projects (NC Only) (10 pts) • Projects on time and in budget (10 pts) • Professional training/qualification (10 pts) • Workload and availability (10 pts) • Cost control/scheduling (5 pts) • Relevant licenses/certifications (5 pts) 	50
References – Past Performance and Existing	5
	100 Points

FIRM INSURANCE REQUIREMENTS

The successful Firm will be required to provide the County with Certificates of Insurance meeting the County’s insurance requirements at the time of project award as specified below. Failure to provide the required insurance will result in cancellation of the selection and the County will have the right to enter into an agreement with the Firm with the next highest ranking. Firm shall maintain at all times during the term of this Agreement, at the Firm’s sole expense:

I. Commercial General Liability Insurance

Firm shall maintain Commercial General Liability insurance written on an occurrence basis, including coverage for products and completed operations liability, contractual liability, liability from independent contractors, property damage liability, bodily injury liability, and personal injury liability with limits of not less than \$1,000,000 per

occurrence and \$2,000,000 annual aggregate. The aggregate limit shall apply separately to each location. The limits may be satisfied by a combination of primary and excess insurance.

II. Professional Liability Insurance

Firm shall maintain Professional Liability insurance with limits of not less than \$1,000,000 per claim and \$2,000,000 aggregate.

III. Business Automobile Insurance

At all times while the Firm's representatives are conducting on-site work, the Firm shall maintain Automobile Liability insurance for any owned, hired, rented, or borrowed vehicle with a limit of not less than \$1,000,000 per occurrence for bodily injury and property damage liability. The limit may be satisfied by a combination of primary and excess insurance.

IV. Workers Compensation & Employers Liability Insurance

At all times while the Firm's representatives are conducting on-site work, Firm shall maintain statutory Workers Compensation insurance in accordance with the laws of North Carolina. Firm shall also maintain Employers' Liability insurance with limits of not less than \$500,000 per accident and \$500,000 each employee for injury by disease.

V. General Requirements

1. Catawba County shall be named as an additional insured under Firm's Automobile and General Liability insurance. In the event of a loss arising out of, or related to the Firm's services performed under this Agreement, Firm's Liability insurance shall be primary (pay first) with respect to any other insurance which may be available to the County, regardless of how the "other insurance" provisions may read.
2. The Firm's Workers' Compensation insurance must contain a waiver of subrogation in favor of the County.
3. Firm shall be responsible for insuring all of its own personal property, improvements, and betterments.
4. All insurance policies put forth to satisfy the above requirements shall require the insurer to provide a minimum of sixty (60) days' notice to the County of any material change in coverage, cancellation, or non-renewal.
5. All insurance put forth to satisfy the above requirements shall be placed with insurance companies licensed to provide insurance in the state of North Carolina. Any deductibles or self-insured retentions in the required insurance shall be subject to approval by the County.

6. Prior to execution of contract, Firm shall provide written evidence of insurance as requested by the County to confirm that these insurance requirements are satisfied. Firm agrees to indemnify County if the insurance policy referenced in the COI does not contain, at a minimum, the coverage amounts listed on the COI. Firm agrees to provide complete copies of policies if requested. Failure of Firm to provide timely evidence of insurance, or to place coverage with insurance, or to place coverage with insurance companies acceptable to the County, shall be viewed as Firm's delaying performance entitling the County to all appropriate remedies under the law including termination of the contract.

**ATTACHMENT A
REFERENCE DISCLOSURE FORM**

Firm shall provide information regarding experience in work similar to this scope of work by listing FIVE (5) RECENT CLIENTS, ONLY ONE OF WHICH MAY BE A CATAWBA COUNTY GOVERNMENT LISTING. References should be clients of a similar scale as the services requested in this RFQ.

1. COMPANY NAME: _____
PERSON TO CONTACT: _____
TELEPHONE NUMBER: _____
EMAIL ADDRESS: _____
TYPE OF SERVICE PROVIDED: _____
SIZE: _____
JOB DATES:
BEGINNING _____ END _____

2. COMPANY NAME: _____
PERSON TO CONTACT: _____
TELEPHONE NUMBER: _____
EMAIL ADDRESS: _____
TYPE OF SERVICE PROVIDED: _____
SIZE: _____
JOB DATES:
BEGINNING _____ END _____

3. COMPANY NAME: _____
PERSON TO CONTACT: _____
TELEPHONE NUMBER: _____
EMAIL ADDRESS: _____
TYPE OF SERVICE PROVIDED: _____
SIZE: _____
JOB DATES:
BEGINNING _____ END _____

4. COMPANY NAME: _____
PERSON TO CONTACT: _____
TELEPHONE NUMBER: _____
EMAIL ADDRESS: _____
TYPE OF SERVICE PROVIDED: _____
SIZE: _____
JOB DATES:
BEGINNING _____ END _____

5. COMPANY NAME: _____
PERSON TO CONTACT: _____
TELEPHONE NUMBER: _____
EMAIL ADDRESS: _____
TYPE OF SERVICE PROVIDED: _____
SIZE: _____
JOB DATES:
BEGINNING _____ END _____



Industry Growth Analysis Summary and Full Report



Chris Schwinden

Partner

*Economic and Workforce
Analytics*



Dewey Evans

Director

Sites & Infrastructure



Ceci Grover

Senior Associate

*Economic and Workforce
Analytics*

Contents

Summary of Results

- Site Selection Group Overview
- Framework and Results
- Differences within Catawba
- Strategy and Discussion

Full Report

- Industry Growth Analysis
- Competitive Analysis
- Technical Site Analysis
- Impact Analysis & Strategy Recommendations

Summary of Results

Site Selection Group Overview



LOCATION
ADVISORY
SERVICES



REAL
ESTATE
SERVICES



ECONOMIC
INCENTIVE
SERVICES



ECONOMIC
DEVELOPMENT
CONSULTING

40+

Employees

Largest independent
site selection firm in the
U.S.

\$350M

Real Estate

Transaction value
in 2022

50+

Full-service Projects

Completed
each year

4.3M

Square Feet

Real estate transactions
completed in 2022

30+

Fortune 100
Companies

Represented

\$1.2B

Economic
Incentives

Managed for
our clients

SSG's Purpose

Enable our clients to make a positive impact in their communities

SSG's Mission

Connecting companies to the optimal locations through integrated service offerings

Office Locations



Recent Industrial Clients

Healthcare, Medical Device, Life Sciences



Transportation



Food & Beverage



Construction Products



Consumer Goods



E-Commerce & Warehousing



Heavy Industry



Community Competitiveness: Framework & Catawba Results

Industry Growth Analysis

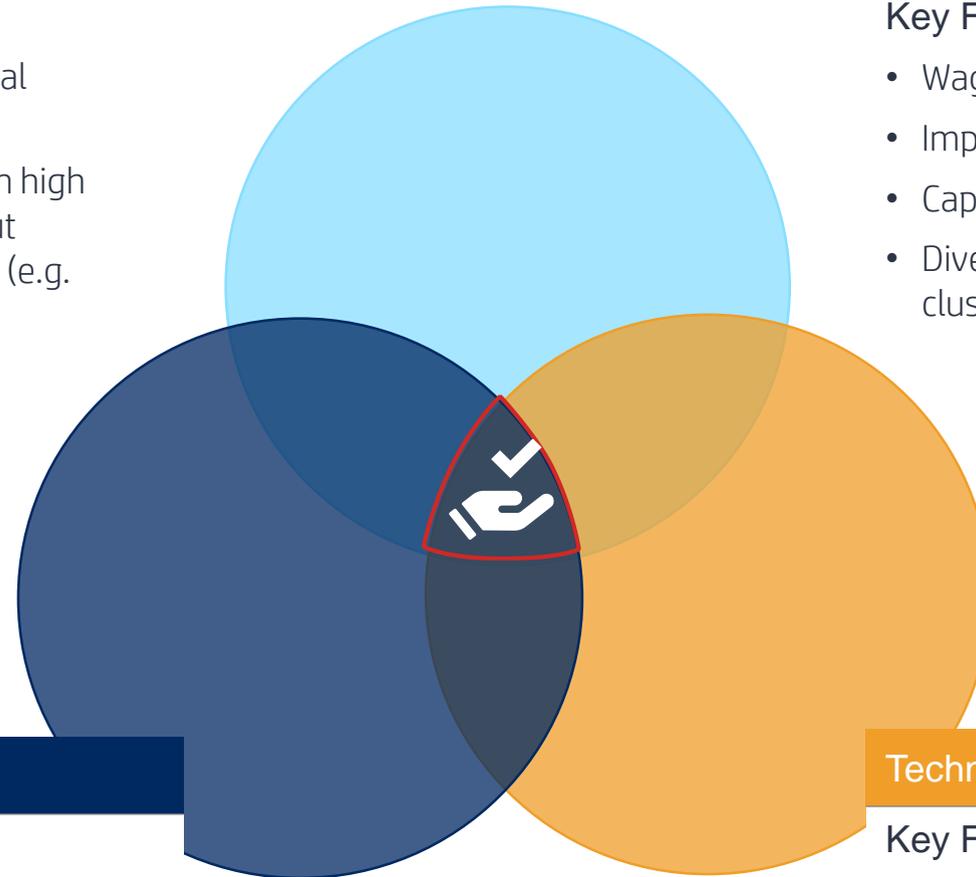
Key Factors

- National, regional, state, CLT, and local growth
- Employment data & projections
- Project Activity & relative NC/CLT Strengths

Results

- ✓ 20 sectors of potential Interest
- ✓ Including sectors with high existing presence, but lower growth figures (e.g. textiles & furniture)

Opportunity & Impact



Impact Analysis

Key Factors

- Wage Levels
- Impact Multipliers
- Capex
- Diversification (or clustering)

Results

- ✓ Potential to compete for impactful projects in Biotech, Aerospace, and Automotive as examples
- ✗ Other high impact projects are very site driven (e.g. Clean Energy)
- ✗ Competitive for existing industry, but lower impact

Competitive Analysis (Data Driven)

Key Factors

- Cost analysis
- Workforce analysis
- Unique assets
- Benchmarking against competitors

Results

- ✓ Favorable cost profile
- ✓ Strong manufacturing presence
- ✓ Strong training and potential engineering opportunities
- ✗ High competition
- ✗ Demographics for higher impact projects

Technical Site Analysis (Basic)

Key Factors

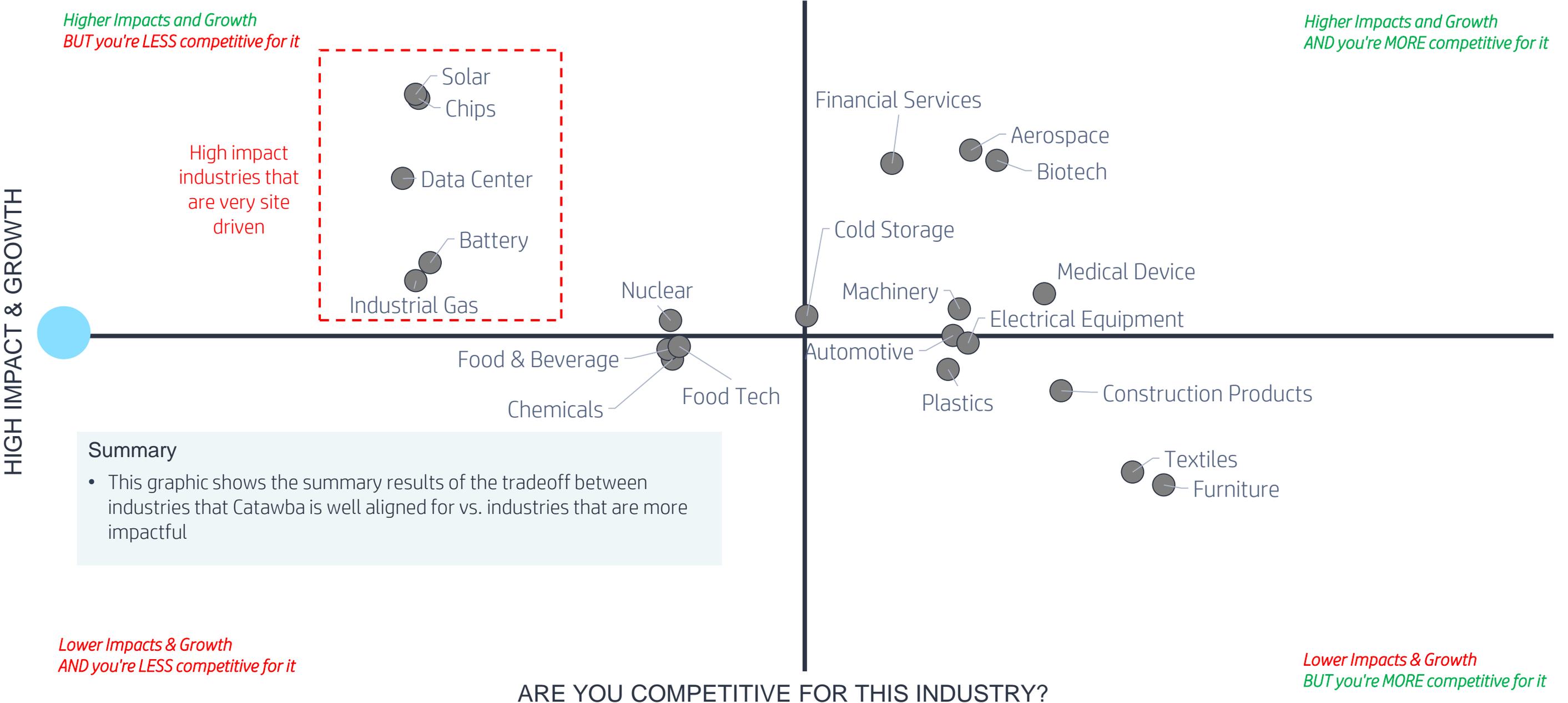
- Size
- Utilities
- General developability
- General transportation
- Benchmarking against typical industrial needs

Results

- ✓ Large, contiguous developable sites
- ✓ Diversity in property portfolio (rail-served, greenfield, spec, etc.)
- ✗ Utility system capacity constraints

Are You Competitive?

Results: Competitiveness vs. Impact



Aligned Sites are Critical to Attracting High Impact Projects

	Typical Site Requirements					Count of Sites Meeting Requirements					
	Acreage	Electric Demand (MW)	Gas (Monthly MCF)	Water (gpd)	Wastewater (GDP)	Meets All Reqs.	Acreage	Electric*	Gas**	Water	Wastewater
Biotech	40	5.7	7,200	200,000	140,000	Some	Some	Many	Unknown	Many	Many
Construction Products	40	2.9	5,000	150,000	105,000	Some	Some	Many	Unknown	Many	Many
Furniture	40	2.9	5,000	150,000	105,000	Some	Some	Many	Unknown	Many	Many
Medical Device	40	3.4	5,000	100,000	70,000	Some	Some	Many	Unknown	Many	Many
Textiles	40	2.9	5,000	150,000	105,000	Some	Some	Many	Unknown	Many	Many
Aerospace	40	5.7	10,000	250,000	175,000	Some	Some	Many	Unknown	Many	Many
Automotive	40	5.7	10,000	250,000	175,000	Some	Some	Many	Unknown	Many	Many
Machinery	40	5.7	5,000	250,000	175,000	Some	Some	Many	Unknown	Many	Many
Plastics	40	5.7	15,000	250,000	175,000	Some	Some	Many	Unknown	Many	Many
Cold Storage	40	17.1	500	50,000	35,000	Few	Some	Some	Unknown	Many	Many
Food & Beverage	40	5.7	10,000	500,000	250,000	None	Some	Many	Unknown	Many	Few
Battery	40	22.9	10,000	750,000	525,000	None	Some	Some	Unknown	Few	Very Few
Chemicals	40	11.4	30,000	500,000	350,000	None	Some	Some	Unknown	Many	Few
Chips	40	28.6	10,000	750,000	525,000	None	Some	Few	Unknown	Few	Very Few
Data Center	40	57.1	500	500,000	350,000	None	Some	None	Unknown	Many	Few
Food Tech	40	5.7	7,200	500,000	350,000	None	Some	Many	Unknown	Many	Few
Industrial Gas	40	22.9	30,000	500,000	350,000	None	Some	Some	Unknown	Many	Few
Nuclear	40	11.4	10,000	750,000	525,000	None	Some	Some	Unknown	Few	Very Few
Solar	40	22.9	10,000	750,000	525,000	None	Some	Some	Unknown	Few	Very Few
Financial Services	40	0.6	500	50,000	35,000	Some	Some	Many	Unknown	Many	Many

Site Strengths & Weaknesses by Region

Catawba West	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Proximity to I-40 ✓ Expansion at Trivium will continue to build out industrial base ✓ Utilities generally aligned 	<ul style="list-style-type: none"> ✗ Sites in Trivium Corporate Park are on the smaller size to be considered for many projects; however, upon park expansion this is remedied

Catawba East	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Proximity to I-40 ✓ Rail-served site offerings ✓ Established industrial area with legacy users with opportunity to expand 	<ul style="list-style-type: none"> ✗ Constraints at water and wastewater system ✗ Costly infrastructure projects hindering growth ✗ "At the end" of natural gas system (i.e., providing service to heavier gas users proves challenging)

Catawba South	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Enhanced electric infrastructure buildout due to data center clustering ✓ Robust water and wastewater system capacities with infrastructure projects planned ✓ Favorable access to Hwy 321 	<ul style="list-style-type: none"> ✗ No rail-served sites ✗ Hwy 321 corridor historically geared towards distribution users ✗ Developer influence will tighten as Charlotte continues to grow

Catawba Southeast	
Strengths	Weaknesses
<ul style="list-style-type: none"> ✓ Proximity to Charlotte's transportation network ✓ Greenfield sites near greater-Charlotte becoming increasingly difficult to find 	<ul style="list-style-type: none"> ✗ Sites further upstream in development ✗ Further from water and wastewater treatment systems, which makes infrastructure upgrades difficult ✗ Developer influence will tighten as Charlotte continues to grow

Also the most unique workforce profile of the four example regions due to proximity of ever encroaching Charlotte

Potential Targets and Strategies

	Potential Targets	Growth Analysis	Cost Structure	Workforce Structure	Sites	Impact Analysis	Comments
Enhanced Clustering	Textiles & Furniture	? Low growth ✓ But increasingly tech driven (esp. in textiles)	✓ Very competitive cost structure	✓ Very competitive ✓ Unique assets	✓ Adequate sites for typical reqs.	✓ Increasingly capital intensive ? Lower wages	✓ Enhance existing cluster esp. through early stage & R&D ✓ More entrepreneurial & development focus
	Automotive	✓ Moderate growth ✓ High project activity ? Very cyclical	✓ Very competitive cost structure	✓ Competitive workforce	✓ Adequate sites for typical reqs.	✓ Strong multipliers and job impacts	✓ Aspirational, but potential to grow given NC's <u>improving</u> position
Attainable & Impactful	Aerospace	✓ Growing stronger in NC ? Very cyclical	✓ Very competitive cost structure	✓ Competitive workforce	✓ Adequate sites for typical reqs.	✓ High wages	✓ Aspirational, but potential to grow given NC's <u>improving</u> position
	Biotech & Life Sciences	✓ Strong growth overall and in NC especially	✓ Very competitive cost structure	? Less competitive, but viable ✓ Very strong state positioning	✓ Adequate sites for typical reqs.	✓ High wages	✓ Aspirational, but potential to grow given NC's <u>very strong</u> position
Site Driven	Food, Bev, and Ag Tech	✓ High growth nationally	✓ Very competitive cost structure	✓ Moderate competitiveness	? Water and wastewater challenges ? Gas?	✓ Increasingly capital intensive ? Moderate wages	? Requires site investment
	Alternative Energy (Chips, Solar, Battery)	✓ Very high growth ? Some sectors will grow, some not	✓ Very competitive cost structure	? Less competitive, but viable	? Water and wastewater challenges ? Electric?	✓ Very capital intensive ✓ High wages	? Requires <u>significant</u> site investment

Preliminary Strategic Initiatives & Discussion

1. Site Development is Critical

- Good options for “Standard” requirements
- Water & wastewater for bigger requirements
- Collaboration across municipalities

2. Local Incentives

- Reward wages first and foremost - median wages or above

3. Workforce Training

- Very strong training assets -> Academy Approach
- Careful on proactive curricula
- Resource allocation on existing vs. future industry
- But assist existing industries with training for competitiveness
- Talent attraction and development of bachelors+ talent

4. Talent Attraction

- Recent community investments matter and are fantastic
- Proximity to CLT is a huge advantage
- Growth is coming, But what can you do to further support?

Big Picture

- Very competitive state and region
- Targeting industries matter, but so does good companies
- High impact projects are correlated with sites
- Workforce is important, but sites still drive site selection
- **So, if you want high impact, high wage, high capex industrial investment, start with sites.**

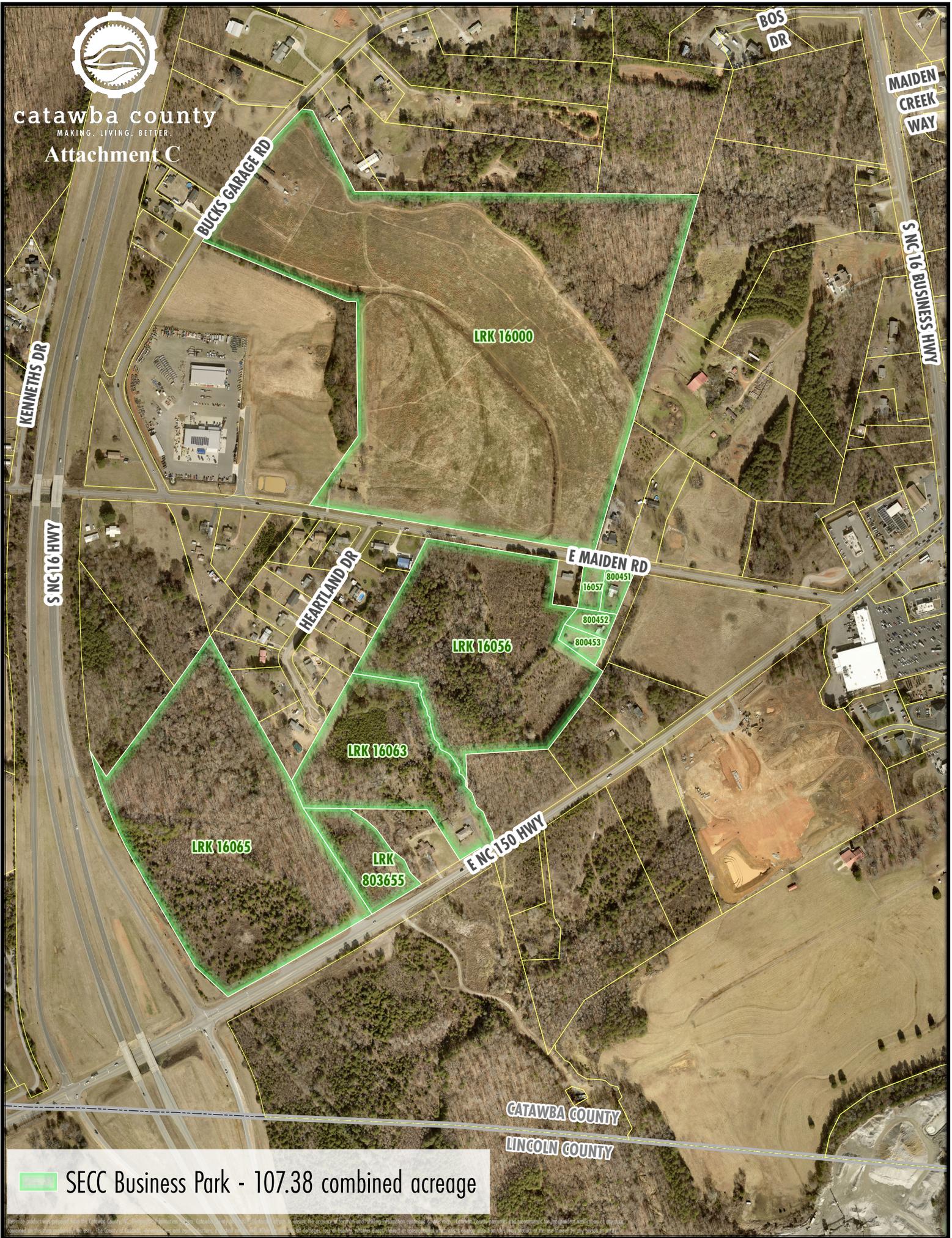


8235 Douglas Avenue | Suite 500 | Dallas, TX 75225

siteselectiongroup.com



catawba county
 MAKING. LIVING. BETTER.
Attachment C



 SECC Business Park - 107.38 combined acreage

This product was prepared from the Catawba County GIS Department's information system. Catawba County does not warrant the accuracy of the geographic information contained in this map. Catawba County promotes and encourages the independent verification of data and content on this map product by the user. The County of Catawba, its employees and agents, disclaims any liability for damages, loss of property, whether direct or consequential, or for any other loss or expense, arising from the use of this map product or from any other loss or expense.