

# SWOT ANALYSIS

Developing an Economic Development Plan  
for Alleghany County, North Carolina

# Agenda

- Introductions
- Project Overview
- A first look at Alleghany County
- Focus Group Exercises

# Who is AngelouEconomics?



# Selected Clients

## Private Sector



## Public Sector

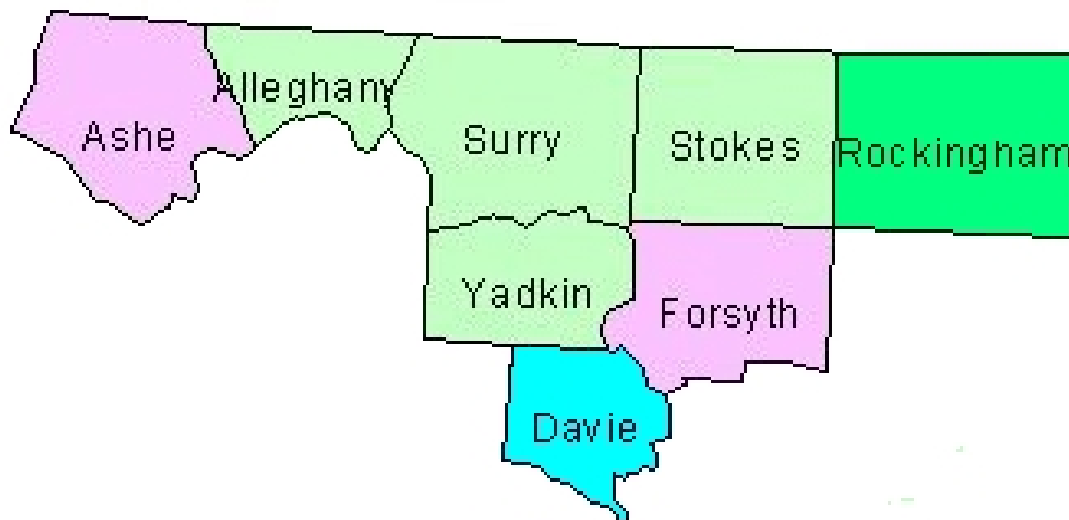


# The Process

<b>Phase 1</b> <b>Project Set-Up</b>	<b>Phase 2</b> <b>Regional Assessment</b>	<b>Phase 3</b> <b>SWOT Target Industry Benchmarking</b>	<b>Phase 4</b> <b>5-Year Strategic Plan</b>	<b>Phase 5</b> <b>Roll-Out</b>
<b>Introduce team</b> <b>Project website</b> <b>Review prior studies</b> <b>Project kick-off event</b>	<b>Research</b> <b>Public input</b> <b>Write situation report</b>	<b>Develop SWOT analysis</b> <b>Identify target industries</b> <b>Benchmark NW NC</b>	<b>Workforce Development</b> <b>Entrepreneurship</b> <b>Marketing and PR</b> <b>Community development</b> <b>Metrics</b>	<b>Regional Economic Summit</b>

# A Quick Look at the NWNC Region and Alleghany County

# The NWNC CEDS Counties



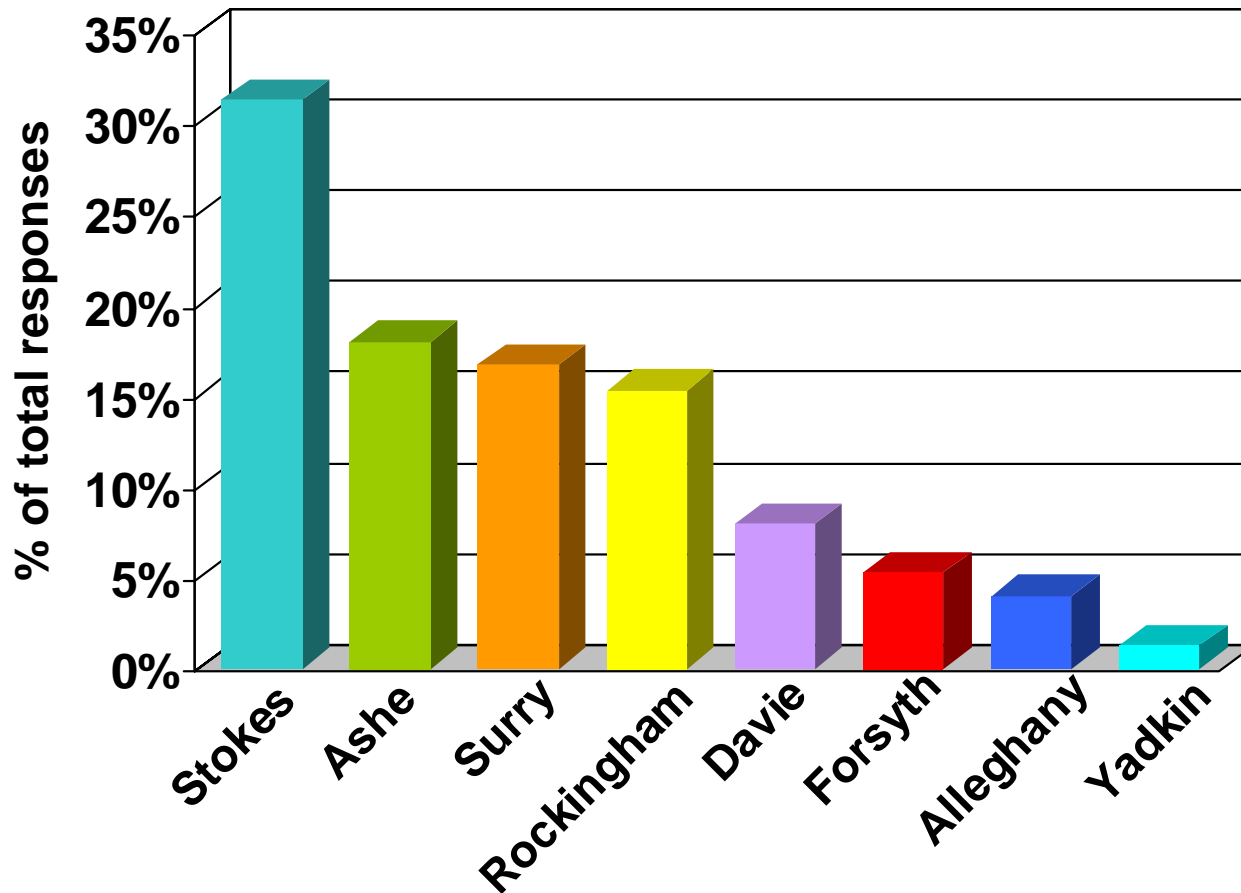
# Survey Results

*[www.NorthwestNC.com](http://www.NorthwestNC.com)*

# Survey Response Summary

- ❖ 238 Total Respondents
  - 88 Companies
  - 150 Residents
- ❖ Company Respondent Summary:
  - 27% Services
  - 23.6% Government
  - 14.6% Construction
  - 14.6% Other
  - 9% Retail
  - 7.9% Manufacturing
  - 3.4% Agriculture

# Responses by County



# Alleghany Corporate Findings

## Top Areas of Importance

- K-12 Education
- Business Climate
- High speed internet connection
- Mobil phone service
- Availability of quality workers

## Top Areas to Improve

- General Economy
- Entertainment / recreation
- University
- R & D resources
- Arts / Culture

# Alleghany Individual Findings

## Top Areas of Importance

- K-12 Education
- Local Community College
- Low Crime
- Good healthcare
- Effective government leadership

## Top Areas to Improve

- University
- Job availability
- Career advancement opportunities
- Strong business growth
- High paying jobs

# Alleghany Industry Demographics

Government- 50%

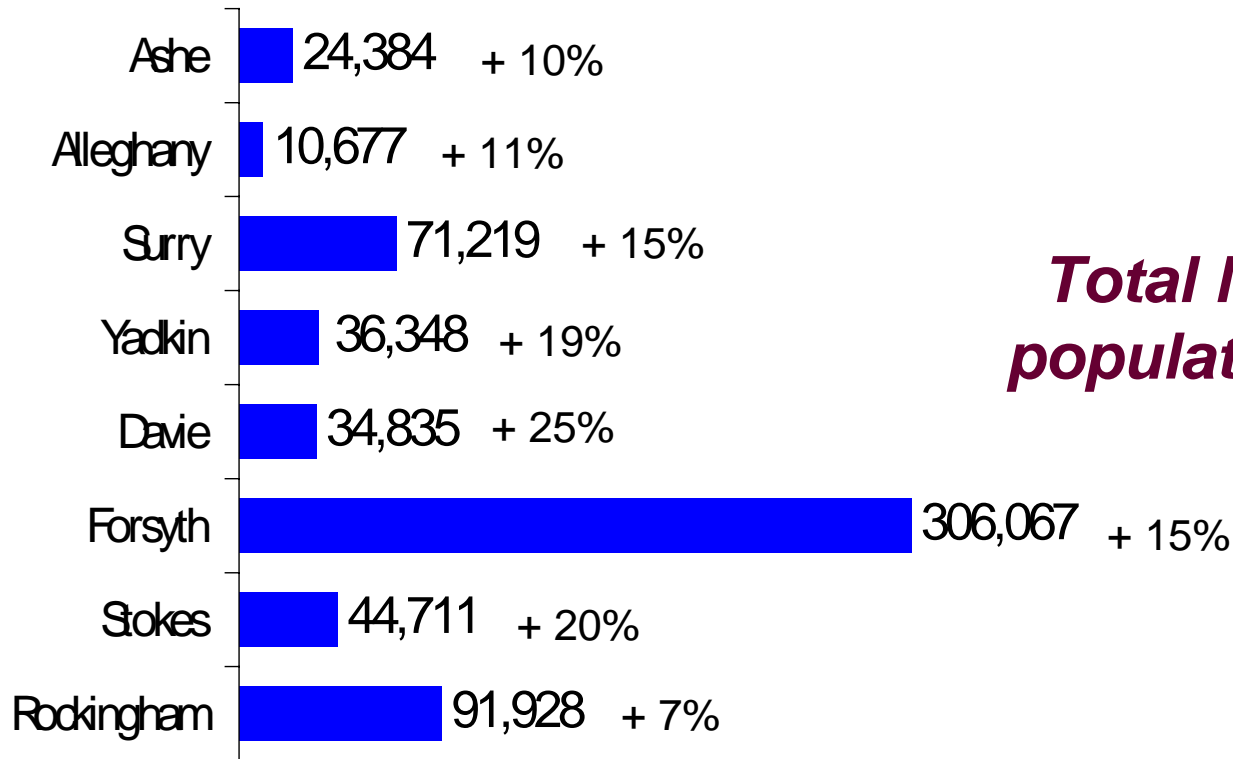
Services- 25%

Other- 25%

# Preliminary Research Findings

# Population Comparison, 2000

## By County

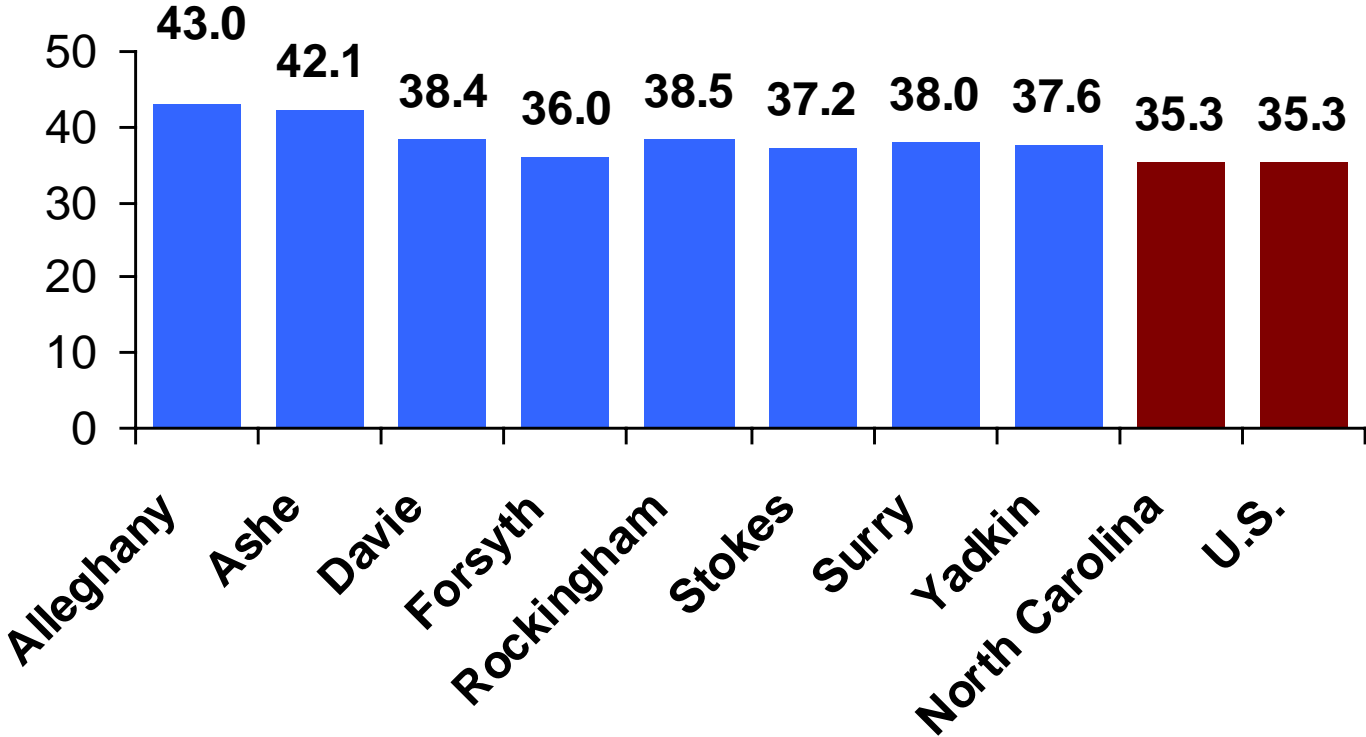


***Total Northwest NC  
population = 620,170***

Note: Growth figures include annexations

Source: U.S. Census Bureau

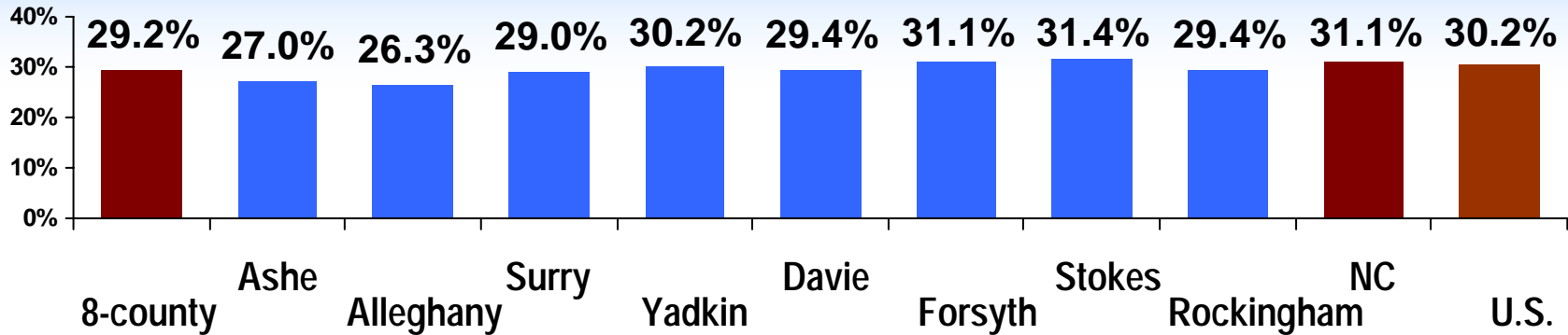
# Median Age, 2000



Source: U.S. Census Bureau; AngelouEconomics

## % of Residents Aged 25-44 (2000)

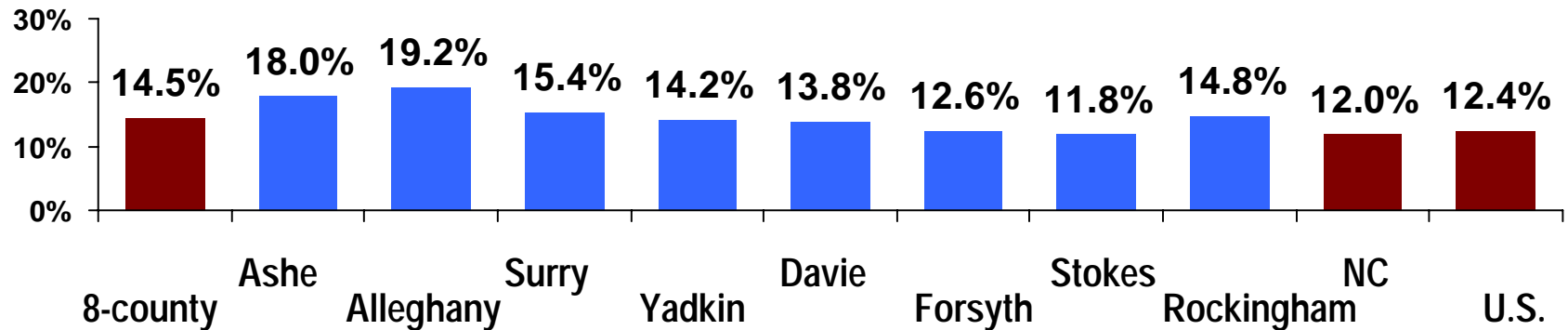
By County



Source: U.S. Census Bureau; AngelouEconomics

## % of Residents Aged 65+ (2000)

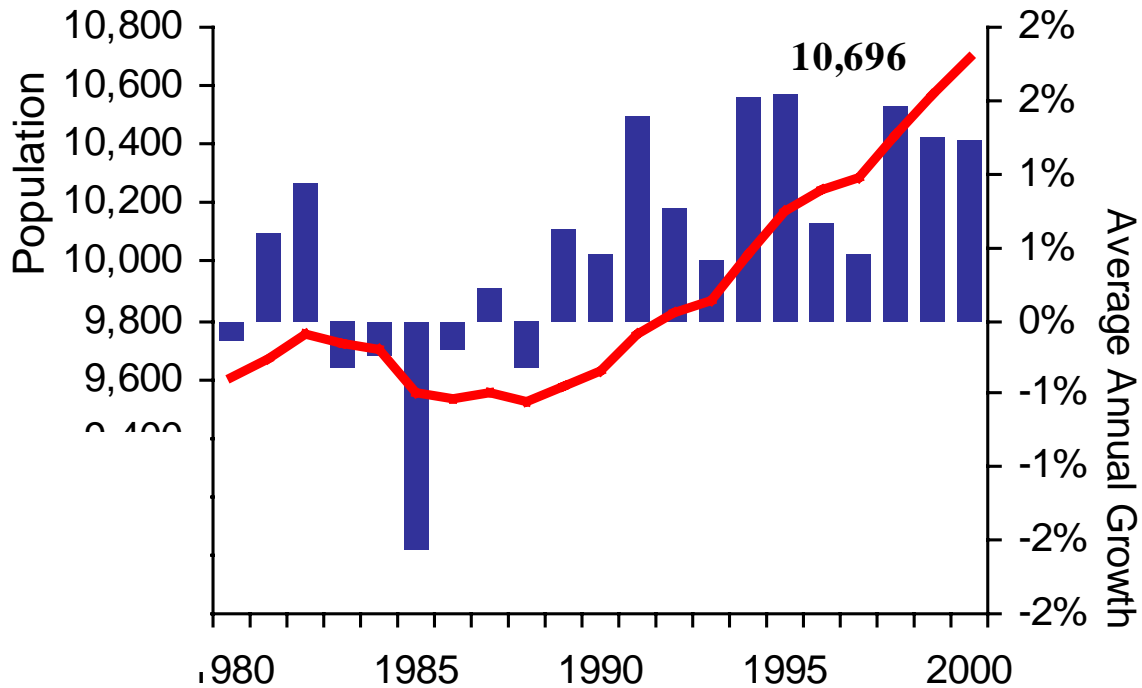
By County



Source: U.S. Census Bureau; AngelouEconomics

# Population Growth, 1980-2000

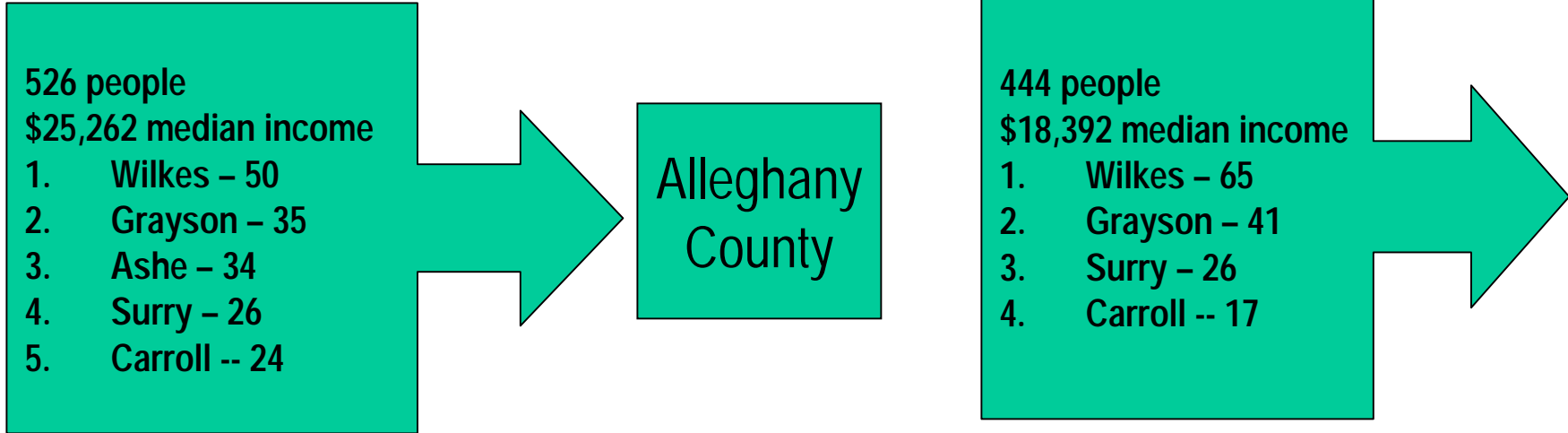
## *Allegheny County*



Source: US Bureau of Economic Analysis

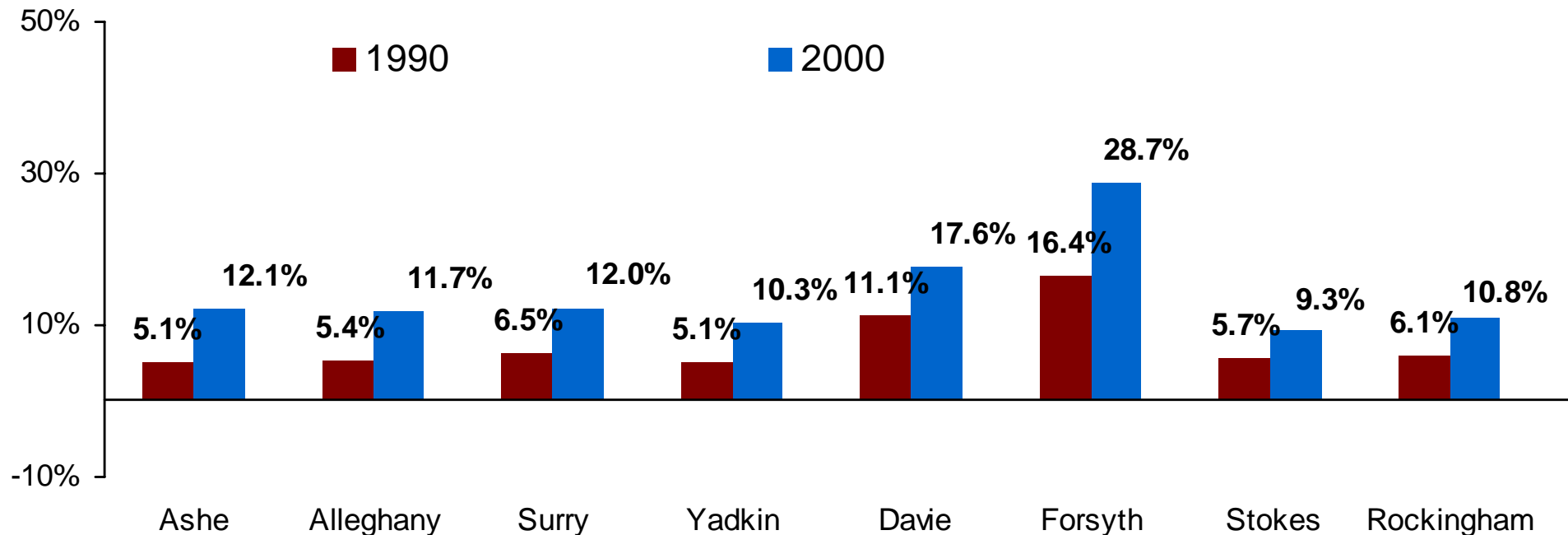
# Migration Patterns, 2000-2001

## *Alleghany County*



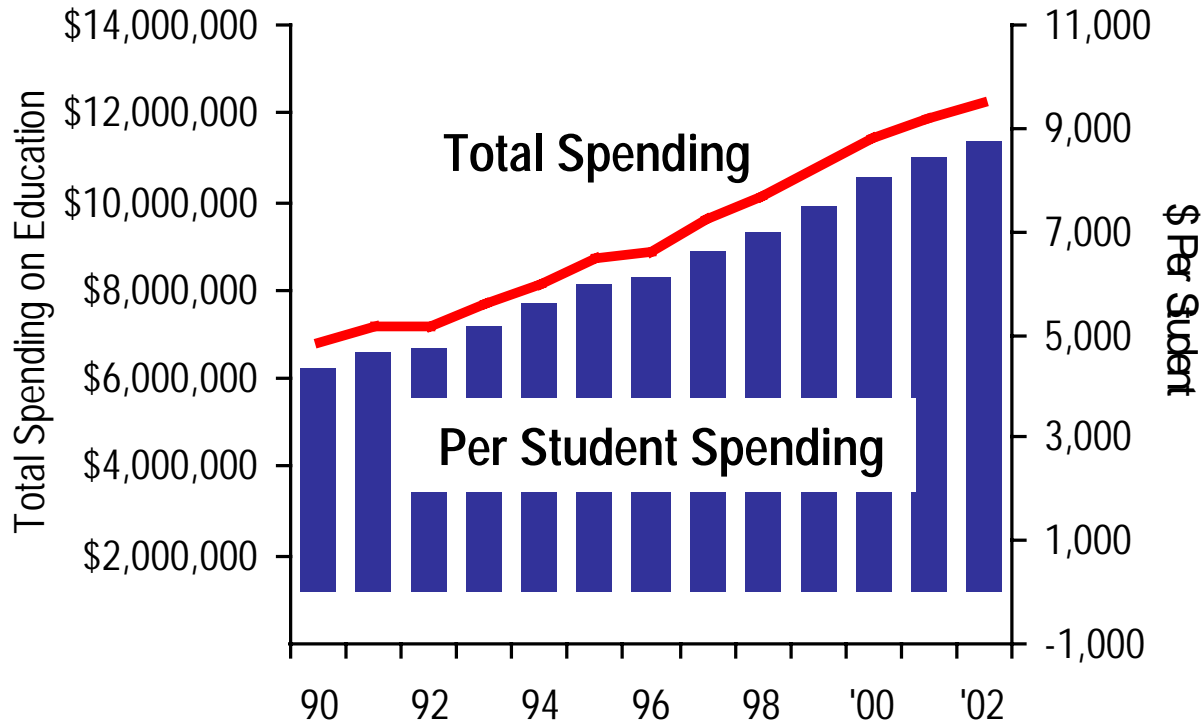
# Educational Attainment Comparison, 1990-2000

Adults 25 years or older (*Bachelors Degree or Higher*)



# Spending on Education, 1990 - 2002

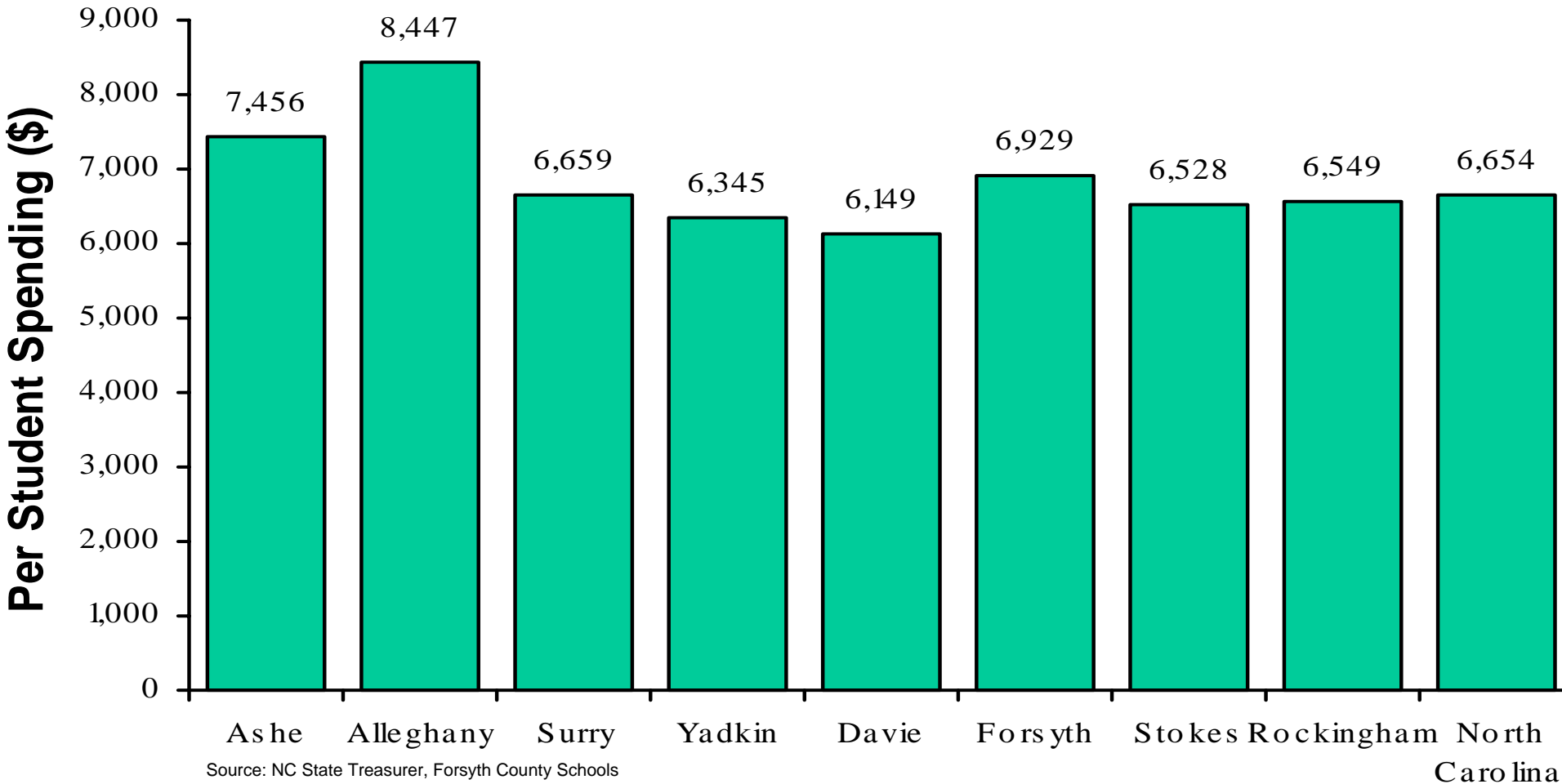
## *Allegheny County*



Source: NC Board of Education

# Spending on Education, 2001

*By county*

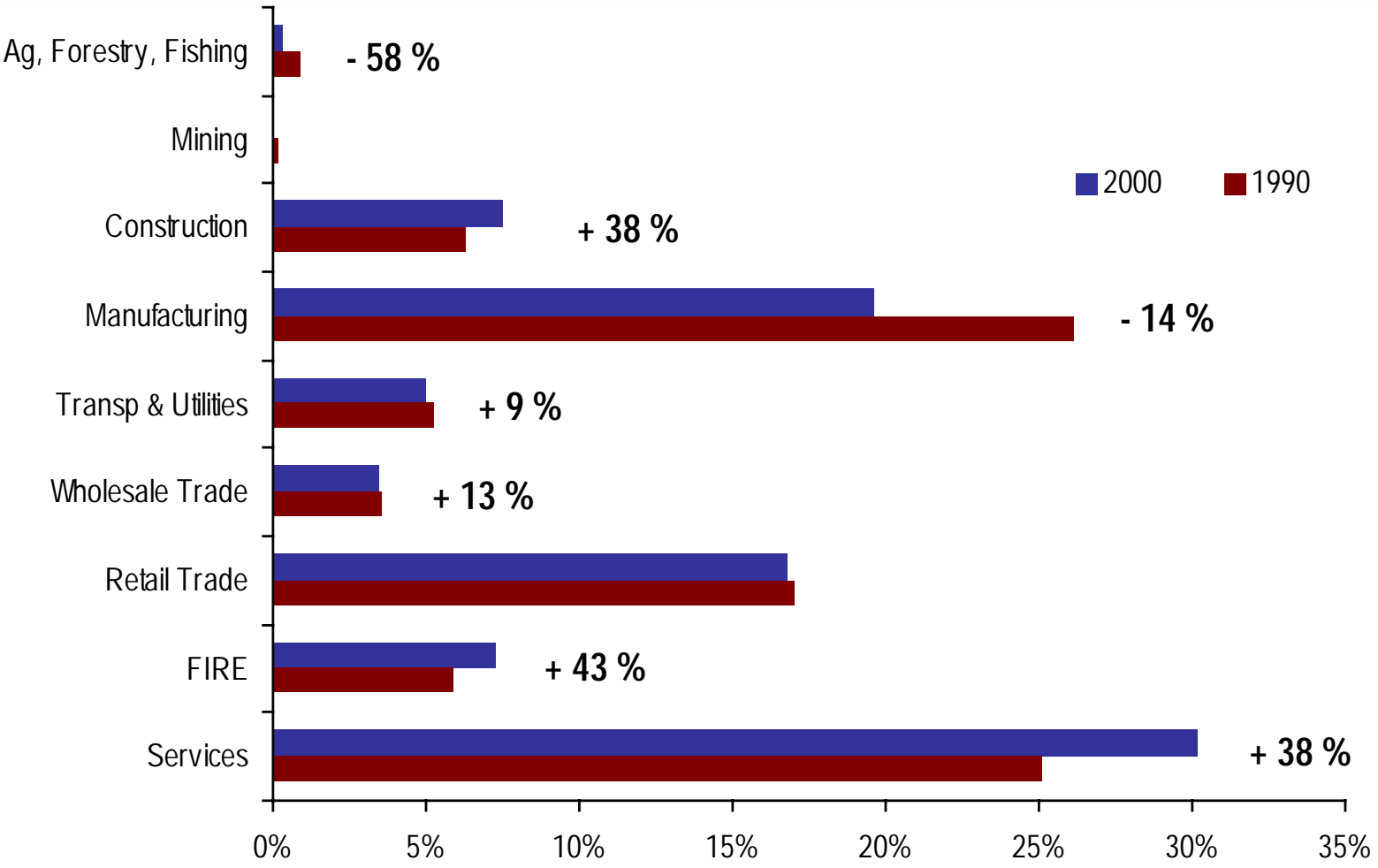


Source: NC State Treasurer, Forsyth County Schools



# Private Employment by Industry

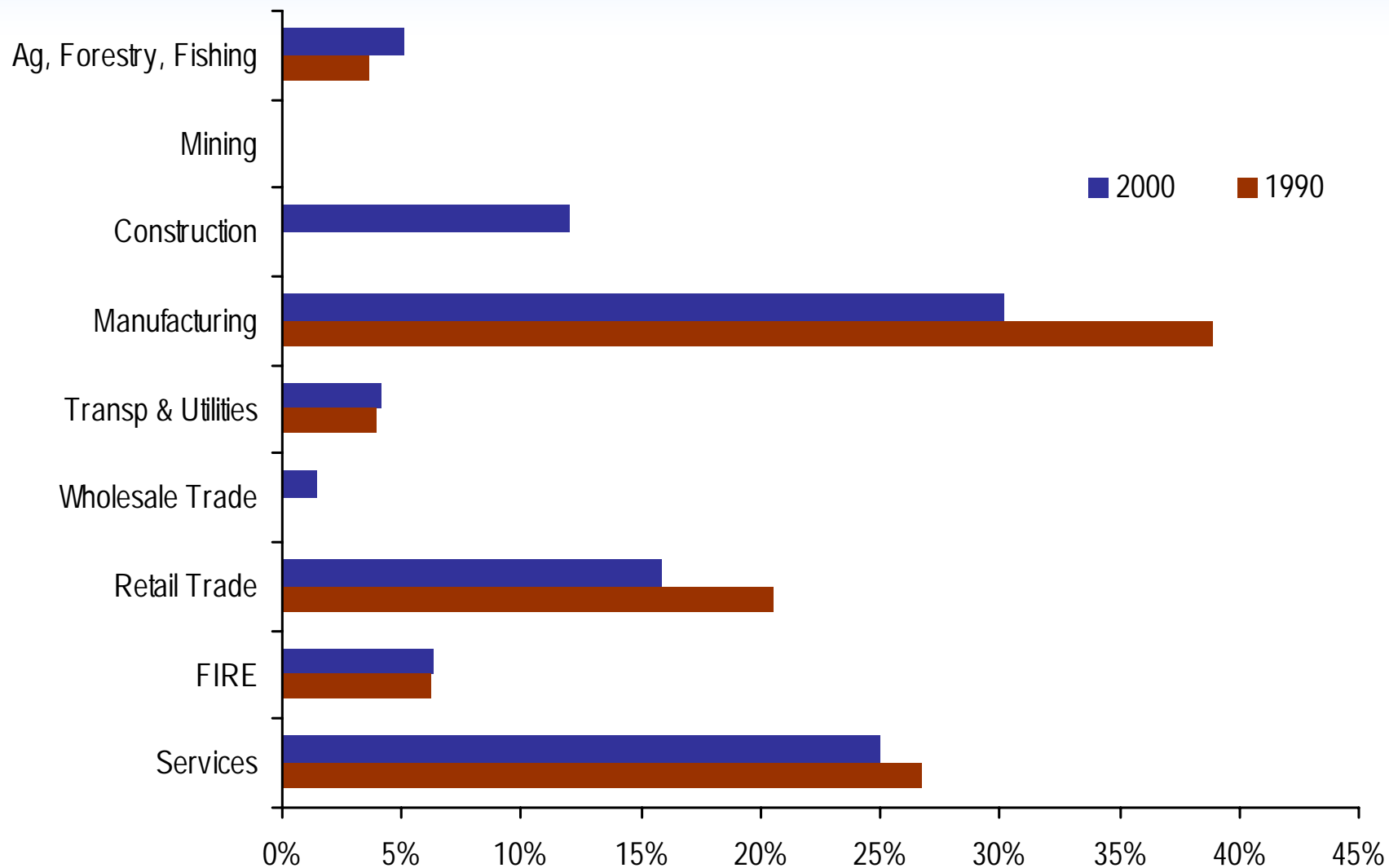
All Counties



Source: U.S. Bureau of Labor Statistics

# Private Employment by Industry

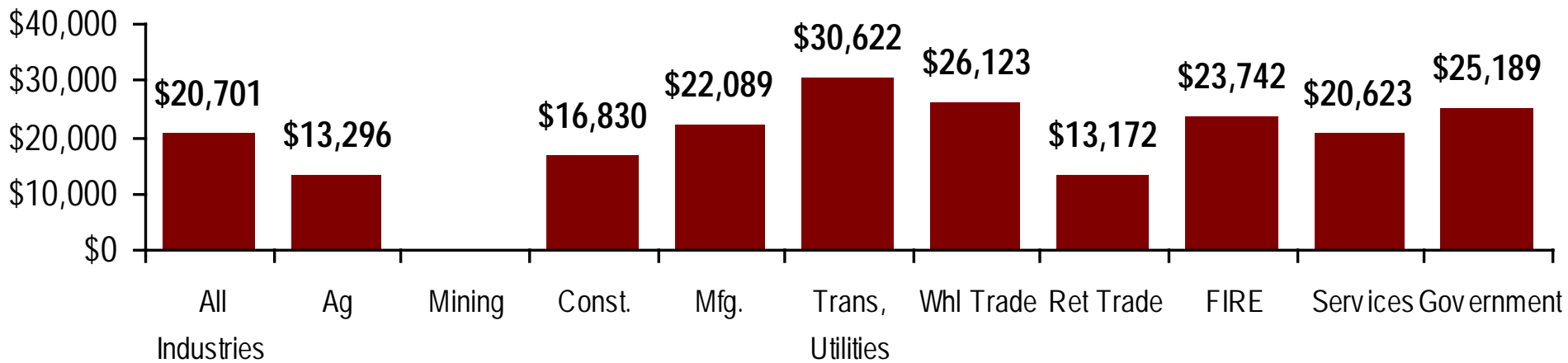
## *Allegheny County*



Source: U.S. Bureau of Labor Statistics

# Average Wage By Industry, 2000

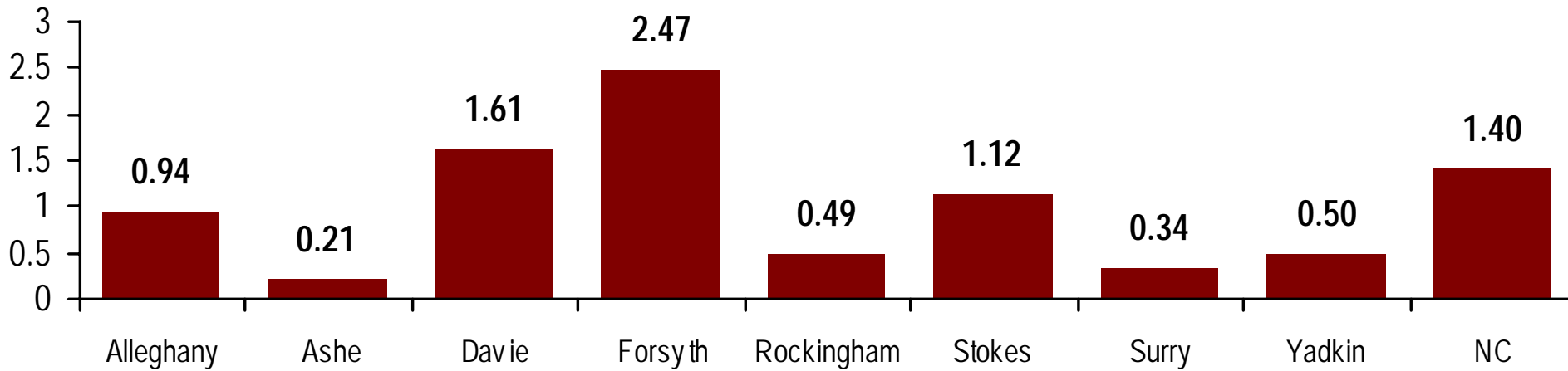
Alleghany County



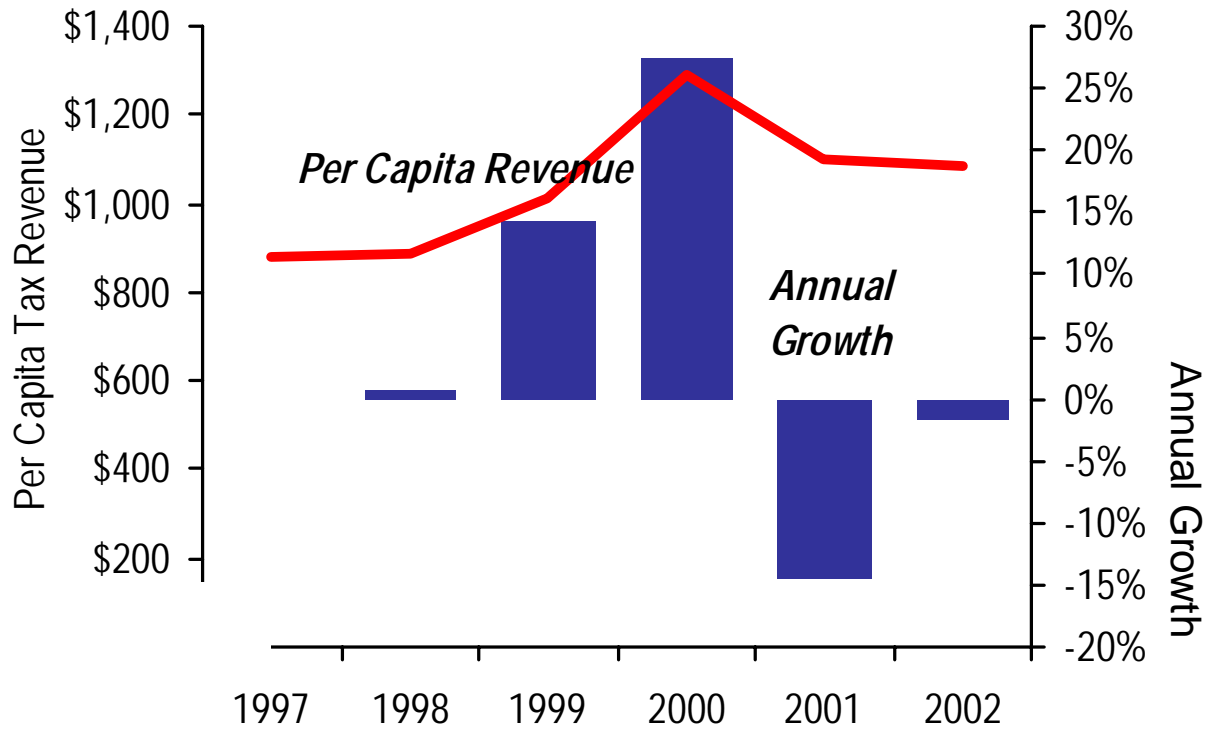
Source: Employment Security Commission of North Carolina

# Patents Issued per 1000 Residents, 1990-1999

*By county*



# Alleghany County Per Capita Tax Revenue



Source: Employment Security Commission of NC; AngelouEconomics

# Focus Group Exercises

# Long-Term Objectives: Alleghany County

Let's identify some long-term economic development objectives.

- To **enlarge the vision** of Alleghany County
- To **create momentum** behind aggressive economic development
- Bring about **permanent positive economic change** to Alleghany County
- **Attract new investment, businesses and jobs** to Alleghany County
- **Prepare our workforce** to meet the needs of future business
- \_\_\_\_\_
- \_\_\_\_\_

# Sample ED Goals: Alleghany County



- **Increase jobs** \_\_\_% or more each year in **Alleghany County**
- **Increase average incomes** in **Alleghany County**
- **Retrain our workforce** to prepare for higher skill jobs
- Recruit and support **target industries** within **Alleghany County**
- Launch an **aggressive marketing campaign**
- Decrease **income / cost of living** disparity
- Increase **tourism** and **retail spending**
- Encourage more local **retail spending** in **Alleghany County**
- \_\_\_\_\_
- \_\_\_\_\_

# What is our Vision?

Before the economic development planning process,  
**establish a vision** for Northwest North Carolina.

A vision statement defines what the region / county will become in **5 years**.

Based on:

1. **SWOT (regional and county)**
2. **Economic Development Goals (regional and county)**

## **A vision for Northwest NC:**

**To generate region-wide economic momentum that increases opportunity for Northwest North Carolina's residents and businesses.**

# Sample Vision Statements

## IEDC

To make economic development a priority in all size communities and at every level of government by professionalizing the economic development field, providing world class services to our members, increasing our policy and advocacy efforts and becoming the number one source of economic development information and expertise worldwide.

## Microsoft

To enable people and businesses throughout the world to realize their full potential.

## IBM

We strive to lead in the creation, development and manufacture of the industry's most advanced information technologies, including computer systems, software, networking systems, storage devices and microelectronics.

## Coca-Cola

We strive every day to refresh the marketplace, enrich the workplace, protect the environment and strengthen our communities.

## Starbucks

Establish Starbucks as the premier purveyor of the finest coffee in the world while maintaining our uncompromising principles while we grow.

# Creating a **vision**: Alleghany County

*Consider your economic development objectives and goals.*

## Example Goal

Alleghany's #1 goal is growing its base of skilled workers and entrepreneurs.

## Example Vision Statement

“Located at the edge of the Appalachian mountains, Alleghany provides a scenic setting in which to raise a family and start a business.”

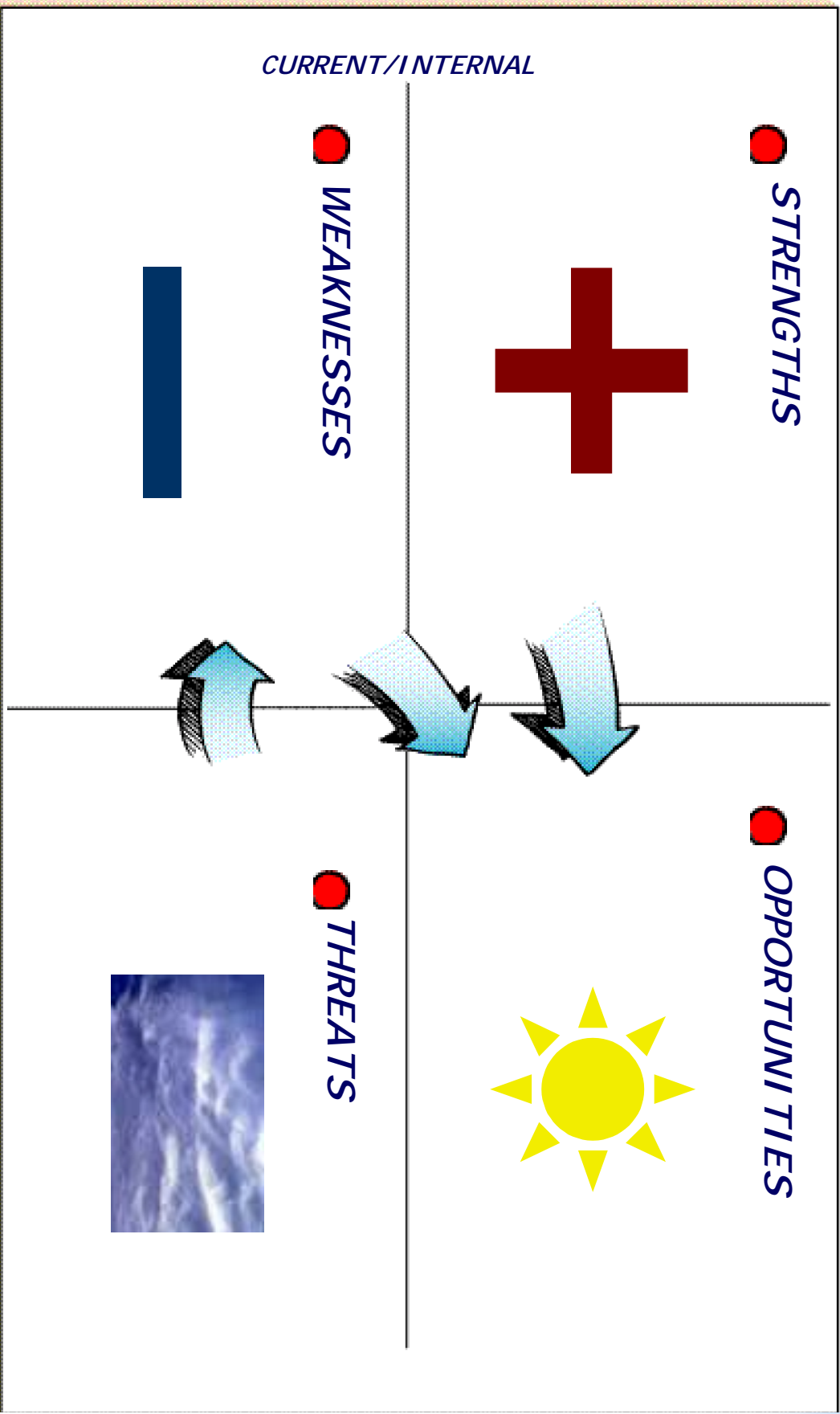
# Exercise

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Let's complete the following slides to  
create a SWOT analysis

Strengths, Weaknesses,  
Opportunities, and Threats

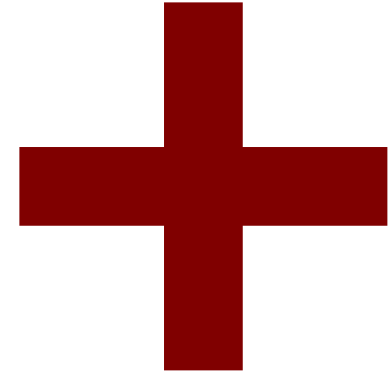
# ALLEGHANY COUNTY SWOT



# What are Alleghany County's Strengths?

For example

- Natural Resource Beauty
- Christmas Tree Industry
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# What are Alleghany County's Weaknesses?

For example

- Infrastructure
- Growth in low-paying jobs
- Economic Recession
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_



# What are Alleghany County's/Region's Threats?

For example

- Textile Industry job loss
- Continued loss of manufacturing overseas
- Economic Development competition within Region

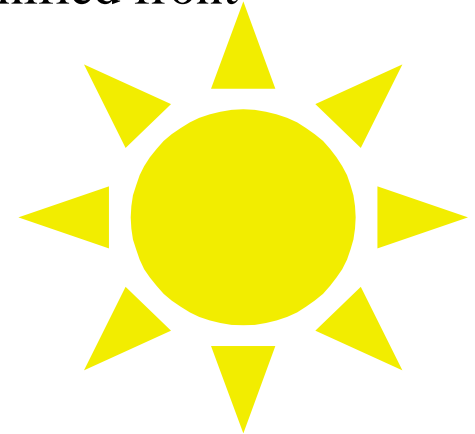


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# What are Alleghany County's / Region's Opportunities?

- Timing – Momentum throughout region to improve economy
- EDA Funding
- Cooperative branding and marketing among counties = unified front

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
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- \_\_\_\_\_



Thank you for your contribution to  
the NWNC Economic Development Plan

Please visit us on the web for more information:

**[www.NorthwestNC.com](http://www.NorthwestNC.com)**