



COUNTY COMMISSIONERS MEETING

Craven County, North Carolina

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIC PLAN

Plan Overview

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Presented By:

Kyle Talente, Vice President and Principal

Taylor Yewell, Senior Project Manager

RKG Associates, Inc.

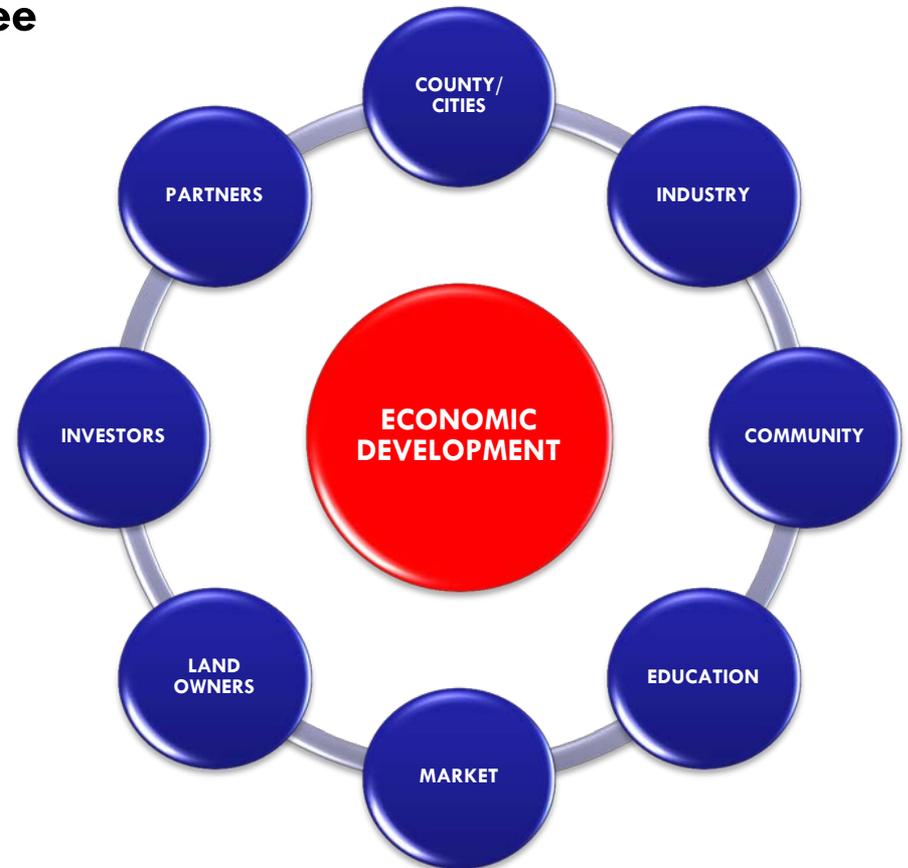


Project Background

- **Reorganize and focus economic development in Craven County**
- **Assess Craven County's role/place in regional and statewide economic development efforts**
- **Preserve and expand existing economic catalysts (Cherry Point/FRC East, Morehead City) in the region**
- **Identify strategies to improve economic development implementation**
- **Define the implementation vehicle best suited to Craven County's situation**

Approach To Effort

- **Established diverse steering committee**
 - County elected officials
 - County/municipal representation
 - Citizens
 - Implementation partners
 - Industry leaders
 - Education providers
- **Direct county coordination**
 - Work sessions
 - Interim progress discussions
- **More than 40 interviews**
 - Real estate professionals
 - Community leaders
 - Implementation partners
 - Business leaders
 - Local, regional, and state economic development entities
- **Technical Expertise**



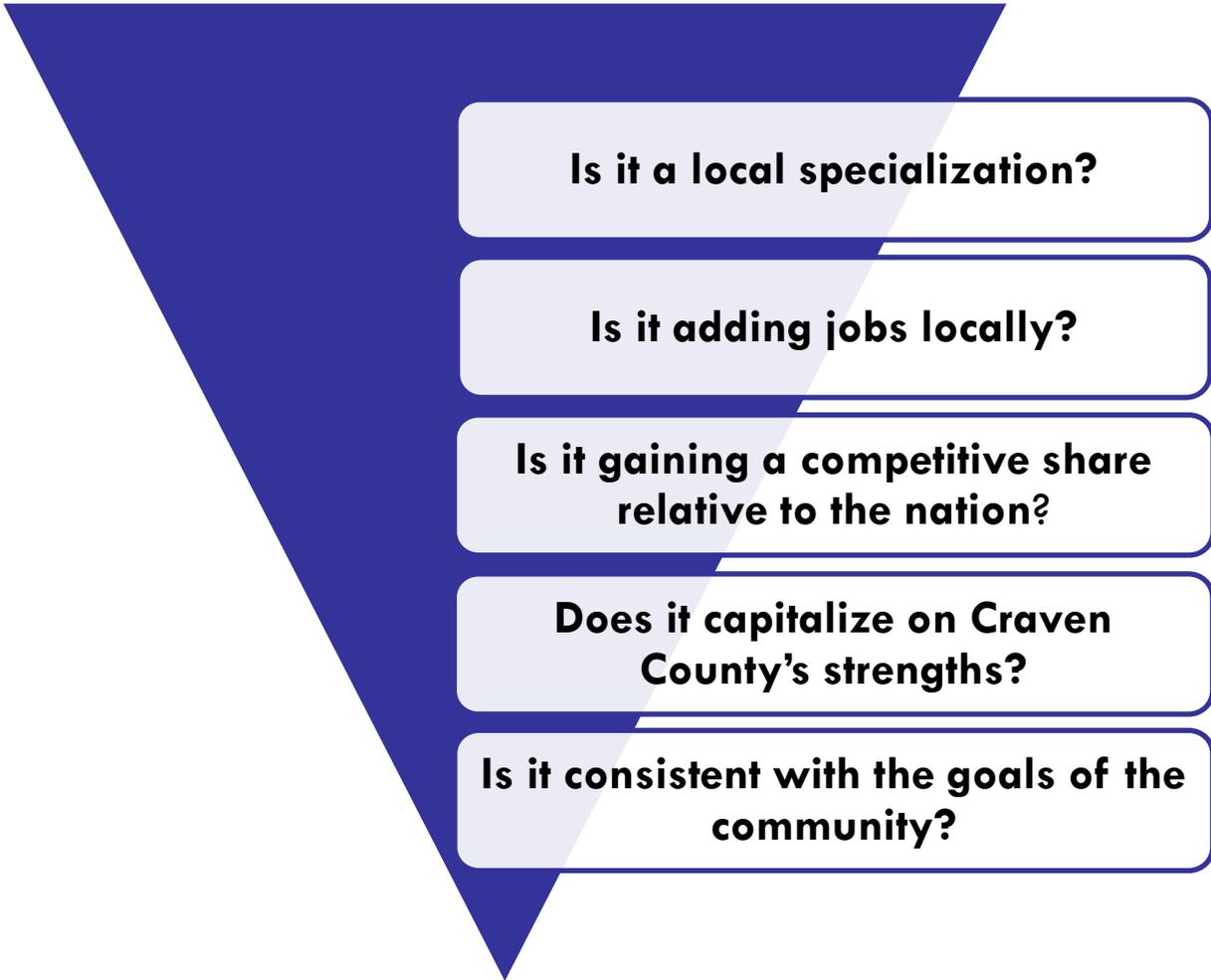
Economic Development Goals

- **To diversify the County's industry base**
- **To target industries that match the labor pool**
- **To increase civilian job opportunities**
- **To be more competitive statewide for business attraction**
- **To encourage the creation of jobs earning above \$40,000**
- **To create a business climate that minimizes regulatory obstacles**
- **To encourage unity of purpose to achieve common objectives**
- **To provide a quality workforce and workforce/education programs**
- **To enhance the sustainability of local military operations**
- **To grow existing businesses**
- **To foster entrepreneurialism**



TARGET INDUSTRIES

Target Industry Methodology



Is it a local specialization?

Is it adding jobs locally?

**Is it gaining a competitive share
relative to the nation?**

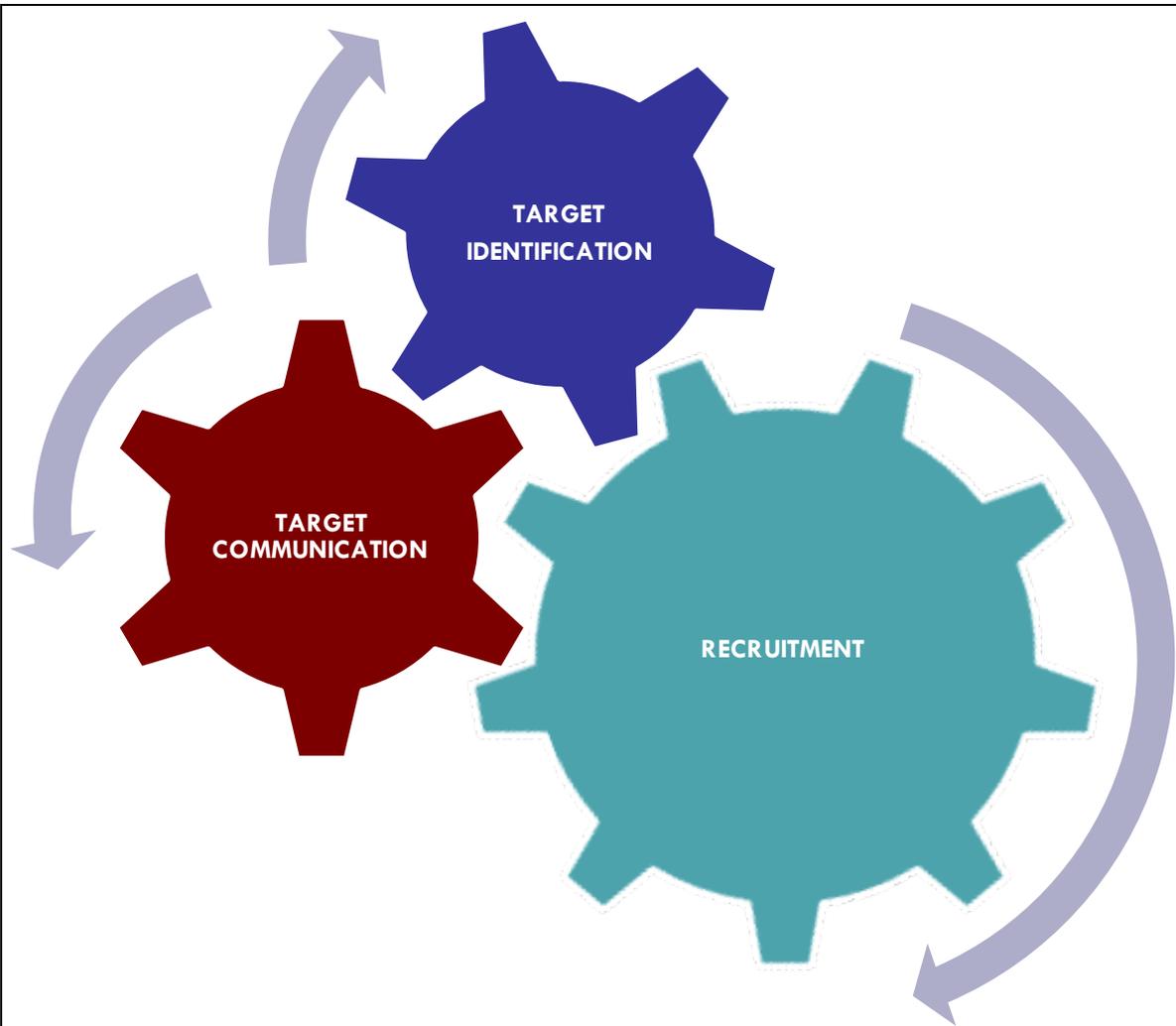
**Does it capitalize on Craven
County's strengths?**

**Is it consistent with the goals of the
community?**

Target Industry Clusters

- **Target industry clusters**
 - Advanced product manufacturing
 - Wood product manufacturing
 - Order processing, data processing and back office
 - Small-scale professional/technical services
 - Primary/specialty health care and social assistance
 - F-35 operational allocation (avionics)
- **Support structure**
 - Administrative services
 - Logistics
 - Business-to-business companies
- **Collaborative efforts**
 - Agribusiness
 - Processing / Research and development
 - Tourism

Industry Recruitment Process



- **Identify potential targets based on local/regional strengths and assets**
- **Implement comprehensive outreach strategy to targets**
- **Determine those targets with the greatest interest/potential for Craven County**
- **Continue recruitment with priority targets, restart process**



PRIORITY ACTIONS

Workforce and Asset Development

- **Create a real estate asset capital projects strategy**
 - **Create a development site inventory**
 - Formalize the joint-investment capital fund (governments)
 - Assess and prepare existing pad sites for development
 - Build a shell building
 - 25,000 SF; 32-foot ceilings; dock bay door; 17 or 70 access; expandable and sub-dividable
 - Identify and market no more than two industrial parks
- **Work to enhance school-to-work connectivity**
 - Career Academy – North Carolina Vocational Degree Program
 - Middle-school vocational track
 - Employment Exposition
- **Implement a business needs survey**
 - Start with workforce needs
 - Tie-in community college and schools to develop programs
 - Track results over time to identify trends

Market Development

- **Establish a formal existing business retention program**
 - Identify and train ambassadors
 - Perform 25 retention visits per year
 - Focus on primary industries, but do not ignore large employers (i.e. hospital)
 - Cultivate relationships and create networking opportunities
 - Identify prospects from support companies (supply chains)
- **Proactive industry recruitment**
 - Focus on target industries
 - Scale to available resources (rifle, not shotgun)
 - Join industry trade associations and market at events
 - Use databases/recruitment consultants to develop outreach trips
 - Attend events and exhibit (piggyback on region/state efforts)
 - Golden Leaf/custom training readiness

Organization

- **Create 501(c)(3) implementation entity**
 - Partnerships with New Bern, Havelock, towns
 - Include partners on Board of directors (i.e. utilities, community college, base...)
 - Make private sector majority of Board members (possible cash or in-kind requirement)
- **Take leadership role in creation of regional group**
 - Make reserve fund investment
 - Work to set mission, priorities, long-term action plan
 - Scale financial support to effort level
- **Staff implementation for success**
 - **NOW**
 - Executive director – Public image, outreach and coordination
 - Economic development director – Recruitment, existing business, technical work
 - Marketing consultant – Collateral creation, on-call support
 - **LATER**
 - Marketing manager – Communication, media relations
 - Administrative assistant – Day-to-day operations, scheduling

Regulatory Environment

- **Develop your grant toolbox**
 - Rebates
 - Fee reduction
 - Utility/infrastructure assistance
 - Tax allocation districts
 - Formulaic is best!
- **Consistent regulatory controls to provide surety to prospects**
 - Approval processes
 - Consider zoning the County to avoid incompatible development
 - Overlays for targeted job creation areas
 - Regulatory language to protect industry
 - Create grant zones
 - Tie grants to geographic areas
- **Establish criteria for public private partnerships**
 - Level of entrepreneurial spirit
 - Claw backs

Marketing Strategy

- **Establish a unified County business recruitment and retention marketing strategy.**
 - Implement an existing business networking series
 - Business leaders, developers/investors, real estate professionals
 - Collaborate with regional/state partners on marketing the County's priorities
 - Coordinate efforts with utility economic development efforts
 - Join at least one trade association in each target industry
- **Implement a proactive, multimedia marketing effort**
 - Develop an County-wide economic development website
 - Implement a digital/social media outreach effort
 - Twitter, Facebook, LinkedIn
 - Provide marketing materials in German, Chinese, Spanish
- **Develop and print customized, professional marketing collateral**
 - Industry Highlights
 - Quality of life
 - Grant programs

Outreach Initiatives

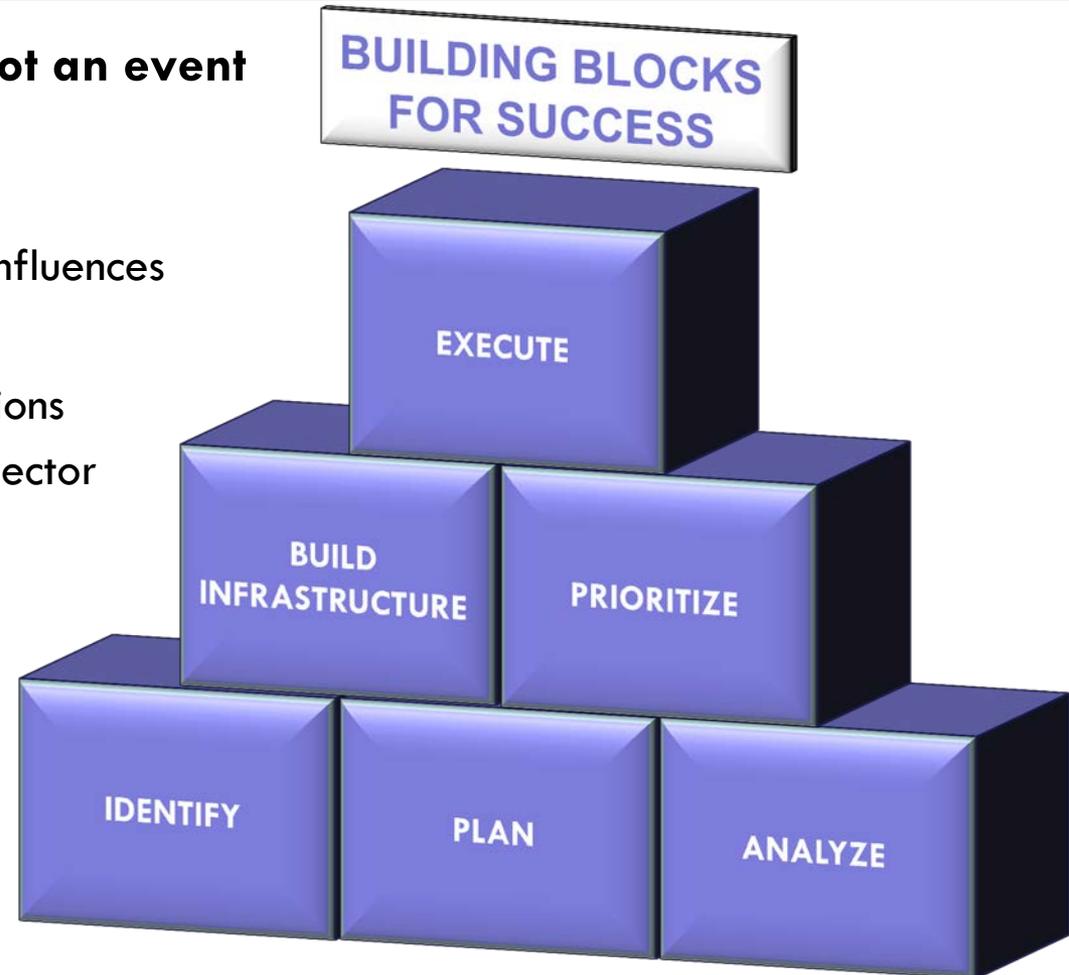
- **Coordinate and increase advocacy efforts on catalyst projects**
 - Consolidate efforts on lobbying for Cherry Point/FRC East
 - **Actively engage in support for port expansions in Morehead City**
 - Expand active support for planned roadway improvements
- **Implement growth readiness strategy for F-35 mission**
 - **Communicate with F-35 contractors on space/workforce needs**
 - Identify and execute option on site to accommodate new commerce park
 - 250 to 500 acres; within 2 miles of a gate; along major road
 - Establish joint agreement for infrastructure service capacity and pricing
 - Water, sewer, electricity, fiber
 - Develop infrastructure development plan
 - Create training programs to meet stated workforce need (similar to AST program)
- **Build strategic relationships with private sector implementation partners**
 - Financial institutions
 - Real Estate professionals
 - Development interests (regional)
 - Site selectors



CONCLUDING THOUGHTS

Building For Success

- **Implementation is a process, not an event**
 - Execute short-term plan
 - Reassess market climate
 - Adapt to changing conditions/influences
- **Key success factors**
 - Create viable, supportable actions
 - Meet the needs of the private sector
 - Proactive, not reactive
- **Collaboration is required**
 - Departmental
 - County-municipal
 - Public-private
 - Stakeholders/partners



Collaboration

- **No single entity in Craven County can accomplish economic development alone**
- **Benefits of collaboration**
 - Collective benefit – a rising tide...
 - Combined resources – do more with more
 - Shared knowledge base – holistic perspective on challenges
 - Improved message – unity of vision
 - Disbursed risk – sharing the “pain”
 - Efficiency – reduces duplication and confusion
- **Challenges to building support**
 - Ego – everyone can't be the top banana
 - Control – implementation by committee
 - Priorities – Not everyone benefits equally every time
 - Regulation – program requirements can be limiting
- **You have to build the relationships before you can build the partnerships**