

Stronger Economies Together

Strategies for Building New Economic Opportunities

Eastern Triangle – Wilson, Pitt, and Greene Counties



Economic Development Plan

Food and Beverage Industry/AgriBusiness Cluster

December 2013

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Stronger Economies Together Initiative

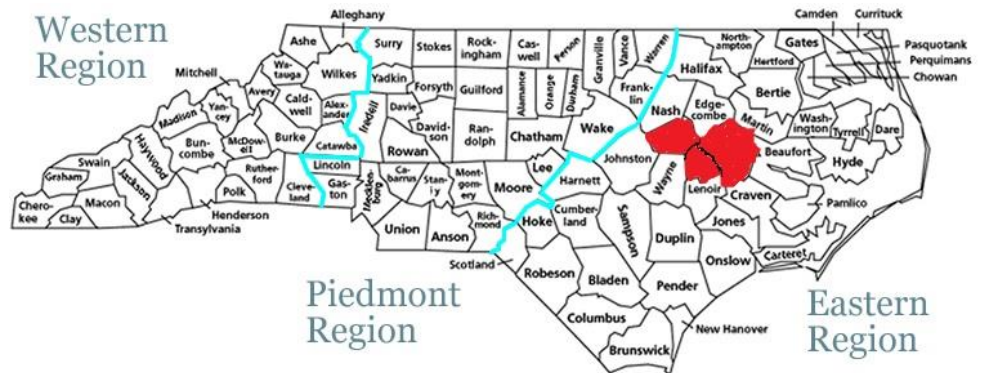
Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners, the purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing and implementing an economic development blueprint that strategically builds on the current and emerging economic strengths of their region. Important elements of the Stronger Economies Together program include: building collaboration between communities in a region, providing economic analyses that are tailored to help capture the region's current or emerging clusters and comparative economic advantages and support by technical assistance provided by land-grant university extension systems to the regions over a period of several months including the SET training.

Eastern Triangle Executive Summary

This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of North Carolina's Eastern Triangle with regard to the food and beverage industry. Key regional stakeholders embrace a spirit of regionalism to support this initiative. Implementing the action items described within this document will strengthen the ability of the Eastern Triangle to secure its economic future and position it as a competitive region. This plan reflects a nine module planning process with active participation from economic development leaders. Significant research and discussions have led to the development of this plan.

Eastern Triangle Description

North Carolina's Eastern Triangle is comprised of three counties located in the state's Coastal Plain region. Wilson County anchors the western edge of the Eastern Triangle and is within an hour's drive of the state's capital city of Raleigh and the strong economic engine provided by the nearby Research Triangle region.



An excellent system of interstate and federal highways benefits the City of Wilson, the county seat and largest city in Wilson County, connecting it to the Research Triangle and the rest of the nation and supporting a natural expansion of the industries using that transportation network, including food and beverage, pharmaceuticals and the biotech industry.

Pitt County lies directly east of Wilson County. It is connected by major federal highways to the rest of the state, providing rapid access but not direct access to the interstate system. Its primary economic engines are East Carolina University and Vidant Medical Center, the flagship of Vidant Health, a 10-hospital system located in Greenville, the county seat and the largest city in the Eastern Triangle. Pitt County is also home to a number of food and beverage processing and distribution centers.

Greene County is nested below both Wilson and Pitt Counties and is primarily rural, with no major interstate or federal highways traversing it. Its major industry is agriculture. Snow Hill is the county seat and the largest city in the county.

Most of the three county region has an abundance of water, thus making the region attractive to industry with high water usage.

At the time of application for the SET strategic planning process, all three counties were part of North Carolina's Eastern Region, one of seven regional economic development partnerships across the state. The region included Nash, Edgecombe, Craven, Pamlico, Carteret, Onslow, Jones, Duplin, Lenoir, and Wayne Counties. Recent changes in state government policies have resulted in each of the three counties being in a different state-appointed Prosperity Zones. At the time of application, the three counties constituted a logical economic region because of their proximity to one another and the existing economic linkages among the counties through the Eastern Region. Even with the changes in planning zones and the elimination of state funding for regional partnerships, the members of this SET region have agreed to jointly target one star industry cluster to benefit their region. This economic development plan for the North Carolina Eastern Triangle is therefore limited to strategies targeting the Food and Beverage Industry within the AgriBusiness Cluster.

Eastern Triangle Regional Vision

North Carolina's Eastern Triangle will increase employment opportunities, tax base, and standard of living for the region by attracting major food and beverage industry manufacturers and distributors to the region. Entrepreneurial and collaborative endeavors will naturally flow from the location of these major employers, thus building a network of small to mid-sized businesses supporting the industry as well as increasing opportunities for growth for the region's existing industries.

Introduction

Acknowledgements

The Eastern Triangle Region would like to thank the staff from the United States Department of Agriculture Rural Development, Regional Rural Development Centers, and North Carolina State University Extension for support throughout the course of this project. We would also like to show our appreciation to the local sponsors and/or organizations listed below, the distinguished individuals that took part in the training sessions, and numerous other individuals, for their invaluable insight and ideas that led to the creation of this plan.

Wilson Economic Development Council
Pitt County Development Commission
City of Greenville Office of Economic Development
Greene County Department of Economic Development and Planning



Regional Collaboration

The plan has buy-in from several key decision makers in the region including the County Extension offices in Wilson, Pitt, and Greene Counties.

Regional Economic Goals

Based on this input from the region coupled with the resources explored throughout the Stronger Economies Together process, we recommend the following goals for the Eastern Triangle Region:

Goal 1

Within the next 5 years, recruit 4 new food or beverage processing or distribution facilities in the Eastern Triangle.

Goal 2

Within the next 5 years, attract, establish and/or expand 5 businesses that support the food and beverage industry in the Eastern Triangle.

Regional Economic Development Plan

Goal 1: Within the next five years, recruit four new food or beverage processing or distribution facilities in the Eastern Triangle.

Goal 1 supports our vision by strengthening the existing food and beverage cluster in the region, thus bringing jobs and investment to strengthen the tax base and provide employment opportunities to the partner counties.

Regional Economic Benefits

According to the 2010 IMAP Food and Beverage Industry Global Report, the Food and Beverage Industry has historically witnessed growth and is credited as one of the major contributors to growth of all economies. It is expected to have a compound annual growth rate of 3.5% and by 2014 will have grown to \$7 trillion worldwide. Structurally, it is fragmented, with the top players – Nestle, Kraft, Cargill, and Unilever – accounting for less than 5% of the global value.

The recession had an impact on all businesses, but comparatively speaking the Food and Beverage Industry suffered far less loss (22.9%) versus the average S&P loss (37.6%). This comparison is a testament to the industry's resilience even in the worst of times.

The industry is experiencing significant change, and experts expect continued growth in 2013 with revenue increases largely driven by product innovations and the ability to add new customers, particularly through social media and mobile technology. *2013 Food and Beverage Outlook Survey, KPMG LLP.*

Research and Development. From 1994-2007 annual private-sector food and agricultural R&D grew from \$11.3 billion to \$19.7 billion. According to the December 2011 ERS Report Summary of the US Department of Agriculture, growth in the productivity of the global food and agricultural system will be largely determined by investments in research and development. The university research centers located at NC State University and East Carolina University stand to benefit from R&D requests from major food and beverage industry employers. This research will lead to strong agriculture and food sectors, as well as safe food, healthy animals, and a healthy environment for the region

Job Creation. In addition to the heavy research and development need of this industry, the primary benefit from recruiting food and beverage industry facilities to the Eastern Triangle will be creating jobs for the regional workforce. The bulk of positions at these facilities do not require specialized training, meaning that the existing workforce is adequate for the needs of this industry. Unemployment in each of the three counties is currently at 12.3% (Wilson), 8.4% (Pitt), and 9.8% (Greene). While industry standard wages are not high (\$23,500/year), the Eastern Triangle will recruit those companies that will provide living wages for that segment of the population that currently struggles for employment.

Agriculture. The farming sector also stands to benefit from the recruitment of employers in the food and beverage processing and distribution sectors. Wilson County is currently ranked 4th in the state and Pitt County is ranked 11th in the state in the value of cash receipts raised from crop production; Greene County is ranked 10th in the value of cash receipts from livestock, dairy, and poultry (6th for hogs and pigs). North Carolina supplies 50% of all sweet potatoes consumed in the United States. Wilson and Greene Counties are among the top 10 sweet potato producing counties in the state. According to *The Packer*, an online periodical, demand for sweet potato exports is rising steadily and has been growing the last decade, with the Russian market opening up in the last year.

By having its suppliers close by, food processing companies will be able to cut some of their transportation input costs. Farmers will benefit by having guaranteed contracts for their meat, dairy, and produce.

Strategy 1.1: Build knowledge base about food and beverage industry needs. (Attraction Strategy)

Target Outcomes:

Short Term: Economic developers become familiar with the needs of FBI.

Intermediate: Developers determine regional strengths/weaknesses with respect to FBI industry.

Long Term: Region is recognized by industry as being FBI-friendly.

Action Step	Responsible Party	Time Frame
Create an industry profile for the food and beverage industry.	NC Thrive (NCSU)	Short term
Discuss needs, challenges and supply chain with existing food and beverage cluster companies.	Member counties; Local F&B industry	Medium term
Develop skills gap training for industry with regional community colleges	Member counties; community colleges; local F&B industry	Long Term
Communicate the education/training/skills needs of FBI to public schools, private schools and the Northeast Regional School of Biotechnology and Agriscience	Member counties; public/private schools and NE Regional School of Biotech and Agriscience	Long Term

*For purposes of this plan, usage of the term, “Short Term” shall mean 6-12 months; “Medium Term” shall mean 1-2 years; and “Long Term” shall mean 3-5 years.



Strategy 1.2: Target food and beverage companies seeking to expand into the South. (Attraction Strategy)

Short Term: Team-building occurs between economic development offices and local food and beverage companies.

Intermediate: Dialogue begins between economic developers and national and regional process and distribution companies.

Long Term: Major companies in the food and beverage industry consider the region as probable market for expansion.

Action Step	Responsible Party	Time Frame
Contact local food and beverage companies to build bridges to national and regional processing and distribution companies.	Member counties	Short Term
Identify 50 fastest growing food and beverage companies in the US	Member counties	Short Term
Identify international food and beverage companies seeking to expand into the US	Member counties	Short Term



Strategy 1.3: Develop marketing materials for the region specifically directed at the food and beverage industry.
(Attraction Strategy)

Target Outcomes:

Short Term: Economic developers link regional assets critical to FBI needs.

Intermediate: Individuals, organizations, and agencies in region are aware of the desire to develop Eastern Triangle into FBI-friendly region.

Long Term: FBI companies learn more about the region through receipt of marketing materials.

Action Step	Responsible Party	Time Frame
Identify regional assets that would be attractive to the food and beverage industry	Member counties	Short Term
Conduct listening sessions to determine how these assets could play a role in FBI recruitment	Member counties, existing cluster businesses	Medium Term
Hire firm to develop marketing materials which incorporate identified assets	Member counties; marketing firm	Medium Term



Strategy 1.4: Develop collaborative recruitment strategy for the food and beverage industry to benefit the region.
(Attraction Strategy)

Target Outcomes:

Short Term: Economic developers work together on joint recruitment strategies.

Intermediate: Individuals, organizations, and agencies in region are aware of the collaborative effort to develop Eastern Triangle into FBI-friendly region.

Long Term: FBI companies learn more about the region through collaborative recruitment effort.

Action Step	Responsible Party	Time Frame
Develop a recruitment strategy based on research and available budget	Member counties	Short Term
Partner with NC Commerce to attend FBI trade shows and trade missions	Member counties, NC Commerce	Medium Term
Coordinate a site consultant visit to our region targeting FBI consultants and site selectors	Member counties	Medium Term

Goal 2: Within the next 5 years, attract, establish and/or expand 5 businesses that support the food and beverage industry in the Eastern Triangle.

Goal 2 supports our vision by enhancing the current climate for food and beverage recruitment and creating a unified message that promotes an [entrepreneurial climate](#).

Regional Economic Benefits

Despite the generally optimistic outlook for the food and beverage industry (FBI) described above, the industry faces significant challenges to its profitability. According to Frost and Sullivan, a leading FBI industry consultant, the four mega trends impacting the food and beverage industry, listed from most important to least, are (1) health and wellness; (2) food safety; (3) sustainability; and (4) globalization and changing economies. The dramatic rise in food prices over the past decade has been driven largely by population growth in the emerging regions of China and India and the growth in the cost of energy. These inputs are expected to continue to grow; however the increasing consumer price sensitivity is also expected to squeeze profit margins. Consequently, in order to stay competitive, FBI businesses need to take advantage of trends in consumer demands, including offering fresher and healthier food choices and adopting greener and less wasteful practices in all areas of their operations.

The FBI value chain is complex, full of challenges, and highly regulated. It starts with the seed (or for livestock, genetic traits), is impacted by farming practices (sustainable or not, pesticides, pollution, labor issues, animal welfare, water security, worker health and safety), is further impacted by the packing and shipment to the processor (waste and energy concerns), is processed (water security, work conditions, emissions, eco-efficiency, health and safety of employees), then distributed (more waste due to spoilage, transportation issues) to restaurants, retailers, and caterers, with the consumer being the end user in every case. The industry impacts farm supply companies (seed, fertilizer, pesticide, equipment), growers (farmers, ranchers, workers), finance and insurance, transportation (trucking, oil, rail, sea), software (agriculture, processing, logistics, retail), processors (utilities, including high water volume), marketing and design services, and retail and wholesale grocers and restaurants.

Because of the large number of farms and the solid presence of smaller food and beverage processors, packers, and distributors already in the region, the foundation for attracting major FBI companies to the region already exists. However, the capacity to serve these new companies may not yet be at the level needed. It follows that there is opportunity to create new businesses or expand on existing ones. The focus of Goal 2, therefore, is to build the supply chain needed to support the new FBI companies locating in the area.

Ag Suppliers. As stated earlier, farmers will also benefit from the addition of new processing or distribution centers to the region. However, a number of factors must be considered before the actual benefit can be confirmed. First, a survey of raw material needs must be conducted to determine whether farmers in the region can provide most, if not all, of those needs because many farmers in the region already have multi-year contracts in hand. Second, the farmers must be canvassed to determine their willingness to work together to provide the needed supply. A collaborative effort, whether as a cooperative or otherwise, will benefit the farmer by providing services that support their farming activities such as: bargaining with customers; collecting market information; accessing inputs, services and credit; providing technical assistance; and processing and marketing farm products. The food processor will benefit from working with the collaborative effort because it reduces the number of growers with whom it must negotiate.

Packagers. Among the low-hanging fruit that will be immediately attractive to the food and beverage industry is the use of smarter packaging. This reduces operational costs and includes “right” portion packs, usage of “smart” label technologies, and incorporation of environmentally sustainable materials. Tompkins International, *Supply Chain Consulting for the Food and Beverage Industry*. A number of packaging businesses are located within the Eastern Triangle. If they adopt these new packaging practices into their operations, they will help support the attraction of food processors and thus increase the demand for their packaging services.

Distributors. The cost and availability of carriers for the items processed are a huge concern for the food and beverage industry. Expanding on existing services or developing new ones that are within easy access to the interstate system that serves the heavily populated East Coast corridor should also entice the food and beverage industry to locate in the Eastern Triangle.

Aquaculture. According to Frost & Sullivan, aquaculture is one of the fastest growing segments of agriculture. The addition of a food processor to the region that specializes in flash freezing or distributing fresh farm-grown fish would be attractive to an entrepreneur interested in building a fish farm in the region, and vice versa. The Eastern Triangle's proximity to the ocean also makes it ideal for a processor of seafood.

Today, about half the fish consumed around the world is produced by aquaculture, explains **Marc Turano**, North Carolina Sea Grant mariculture and blue crab specialist. "Based simply on projected population growth, consumer demand for seafood will continue to rise. Aquaculture must grow to meet future needs, especially in the face of declining wild-caught fish populations," Turano points out.

According to statistics from the **National Oceanic and Atmospheric Administration**, close to 90 percent of all seafood is imported in the United States, with about half of that coming from aquaculture products. American fish farming supplies only about 5 percent of the seafood Americans consume.

In North Carolina, aquaculture accounts for only a small fraction of the annual total agriculture industry revenue, according to the **N.C. Department of Agriculture and Consumer Services**, or NCDA&CS. Still, as Turano sees it, the potential for North Carolina's aquaculture is strong because current and prospective fish growers don't have to go it alone. In fact, anyone looking for a working definition of science and technology transfer need look no further than the state's aquaculture industry and its network of partnerships.

The **1989 N.C. Aquaculture Development Act** provides a framework for partnerships that connect industry practitioners with university researchers, field faculty, and **N.C. Cooperative Extension** and Sea Grant specialists, as well as the **U.S. Department of Agriculture**, or USDA, and NCDA&CS marketing experts.

There are funds and expert assistance for converting former poultry farms into state-of-the-art aquaculture facilities. One such conversion is being funded, in part, with support from a **USDA Rural Development** grant and a **USDA National Institute for Food and Agriculture** grant.

<http://www.ncseagrant.org/home/coastwatch?task=showArticle&view=listarticles&id=764>



Strategy 2.1: Develop regional agriculture base for food and beverage industry. (Retention and Expansion Strategy)

Target Outcomes:

Short Term: Facilitate the growers working collaboratively to provide product to the FBI industry.

Intermediate: Growers see the benefit of working together.

Long Term: FBI has identified points of contact for agriculture supply in the region.

Action Step	Responsible Party	Time Frame
Determine potential for regional ag supply of FBI by conducting research	Ag Resources at ECU/NCSU and Cooperative Extension services	Short Term
Develop informational resources for area growers, including chicken farm conversions to fish farms	Cooperative Extension reps	MediumTerm
Conduct meetings/workshops to disseminate information to area growers	Cooperative Extension reps	Medium Term



Strategy 2.2: Develop regional non-food supplier base for food and beverage industry.
(Creation, Retention and Expansion Strategy)

Target Outcomes:

Short Term: Packagers and other non-food supply chain members will be aware of packaging and other F&B industry trends.

Intermediate: Packagers and other non-food supply chain members will modify practices, if necessary, to meet trend requirements.

Long Term: Packagers and other non-food supply chain members will be a regional asset and attractive to the F&B industry.

Action Step	Responsible Party	Time Frame
Develop database of existing support industries	Member counties	Short Term
Determine capacity of local packagers and other non-food supply chain members	Member counties	Short Term
Determine packaging and non-food supply chain needs of FBI targets for region	Member counties	Medium Term
Assist local packagers and other non-food supply chain members in developing capacity to fit needs of FBI targets for region	Member counties; local packagers and non-food supply chain members	Long Term



Strategy 2.3: Create a tech transfer pipeline from academic and industry research centers to the food and beverage industry and its supporting businesses.
(Attraction Strategy)

Target Outcomes:

Short Term: Regional academic and industry research centers will know FBI needs and opportunities for research.

Intermediate: Economic Developers will be aware of research areas benefitting FBI.

Long Term: A better tie will exist between FBI needs/wants and the available research in the area.

Action Step	Responsible Party	Time Frame
Contact researchers at East Carolina University and NC State University to identify FBI research projects and potential to link with region	NC Thrive	Short term
Develop materials and collaborative opportunities between regional economic developers and university researchers to recruit FBI targets	NC Thrive; NC Cooperative Extension; NCSU and ECU research departments	Medium term
Communicate research support to member counties	NC Thrive	Medium term



Strategy 2.4: Develop a regional “FBI-Friendly” entrepreneurship and local farm to table initiative.
(Creation Strategy)

Target Outcomes:

Short Term: Build Eastern Triangle as FBI and local foods entrepreneurial friendly region by understanding opportunities and regional assets.

Intermediate: Disseminate information regarding FBI- and local foods - entrepreneurship opportunities to relevant parties.

Long Term: Eastern Triangle is known for being “hotbed” of FBI and local foods entrepreneurial start-ups.

Action Step	Responsible Party	Time Frame
Determine specific trends and needs in specific FBI emerging markets, such as organic farming/livestock, craft beverages, aquaculture.	NC Thrive	Short term
Create awareness through online marketing of assets and initiatives available for FBI and local foods entrepreneurs.	Member counties; chambers of commerce	Medium Term
Develop initiatives to help directly support entrepreneurial efforts in the FBI and local foods.	Member counties; SBTDCs; local university and colleges	Long Term
Identify opportunities with angel investors	Member counties	Long Term



Evidence Basis for Plan

Regional Demographic Data

The three counties of Wilson, Pitt, and Greene comprise North Carolina's Eastern Triangle. Wilson County has a population of 81,867 and is a Tier 1 County with almost 22% of its population living below the poverty level. 78% of its citizens have graduated from high school, while 18% have a bachelor's degree or higher. Barton College, a small private higher education institution, is located in Wilson, the county seat of Wilson County. It has approximately 1,100 undergraduates and offers 40 majors, including nursing, education, athletic training, and business. Wilson Community College has strong associates programs in Allied Health, Arts and Sciences, Industrial Technologies, Business/Computer Technology, and Public Services. Wilson Community College hosts a Small Business Development Center.

"The City of Wilson is the county seat of Wilson County, located approximately 50 miles east of Raleigh. It is serviced by a number of major highways including: I-95, US-264, US-264 Alt., US-301, NC-58, and NC-42. The Wilson Industrial Air Center is located three miles northwest of downtown Wilson. Wilson is a full-service community, offering water, sewer, electricity, and broadband internet to residents. Based on input from the City, water, from the Buckhorn Reservoir, and sewer have enough capacity to support future development. Wilson County has a workforce of more than 40,000; Manufacturing represents 22% of employment. The Wilson Economic Development Council targets five industries to maintain the manufacturing base. Targeted industries include security and defense, life sciences, building products, food, and automotive" (Warren & Associates, *City of Wilson Market and Economic Development Analysis*, 2009). The City of Wilson is growing to the north and west, primarily due to its proximity to the Research Triangle Park. There are 10 townships in addition to Wilson in Wilson County, with only one having population in excess of 1,000 people.

Pitt County lies directly east of Wilson County. It has a population of 172,554 and is a Tier 2 County with 24% of its population living below the poverty level. 85% of its citizens have graduated from high school, and 28% have a bachelor's degree or higher. East Carolina University, part of the UNC University System, is located in Greenville. ECU has approximately 21,000 students enrolled as undergraduates and another 6,000 enrolled in its graduate programs, which include 16 doctoral degree programs. Pitt Community College is also located in Greenville and has strong associates programs in Arts and Sciences, Business, Construction and Industrial Technology, Continuing Education and Community Services, Health Sciences, Public Services and Fine Arts.

Greenville is the county seat of Pitt County, principal city of the Greenville metropolitan area, and the 10th largest city in the state of North Carolina. The Greenville, NC MSA encompasses all of Pitt County. Greenville has been named the #6 small metro for business and careers by Forbes.com (August, 2013).

Greene County sits below Wilson and Pitt Counties. Greene County has a population of 21,429 and is a Tier 2 County with 18% of its population living below the poverty level. 75% of its citizens have graduated from high school, while 11% have a bachelor's degree or higher. There are no institutions of higher learning based in Greene County, although Lenoir Community College operates a 12 classroom campus in Snow Hill.

Although a largely agricultural area, Greene County still has a growing industrial community.

Snow Hill, the county seat of Greene County, has become known as "Tennis Town" and has some of the best clay courts around. Cutter Creek Golf Course, the Greene County Recreation Complex and Contentnea Creek provide recreational offerings of all kinds for all ages.

Regional Economic Data

The strongest industry clusters in the Eastern Triangle are education, food and beverage manufacturing/processing, life sciences, business/financial, agribusiness, and chemicals. Emerging industry clusters in the region include energy, transportation/logistics, and advanced materials. The Eastern Triangle will target the food and beverage industry in the areas of manufacturing, processing and distribution. This will also include support services such as packaging.

The food manufacturing industry has been less affected by the global economic recession than other industries, as the demand for food remains largely stable regardless of economic conditions. The industry is more sensitive to other factors, such as weather and animal diseases. According to the Bureau of Labor Statistics, the food manufacturing industry

represents 10% of all US manufacturing shipments. Over a third of the 50 leading food and beverage processing companies have their headquarters in the US, according to a report by the US Department of Commerce. Moving forward, the industry is likely to see high-intensity sweeteners influenced by falling prices, new companies entering the market and patent protection expiries.

The global market for machinery and equipment used in food processing is expected to reach over \$45 billion by 2015, according to research from Global Industry Analysts. The market is being shaped by technological innovation and regulations regarding food hygiene. Asia-Pacific is showing the strongest market growth for food processing machines and equipment. As the economic climate in developing countries in this region and Eastern Europe improve, the demand for food processing is rising in tandem with disposable income and living standards. The US, France, Germany and Switzerland are among the biggest exporters of food processing machinery while the US, the UK, France and Germany are among the heaviest importers. (Foodprocessing.com)

The Eastern Triangle has a growing cluster of food and beverage manufacturers and distributors. In addition, the area has a rich agricultural and manufacturing history. There are also several aquaculture companies in the Region.

Regional Assets

Natural. The Eastern Triangle's natural resources include an abundance of agricultural land. Many of the traditional crops and livestock, including tobacco, corn, sweet potatoes, peanuts, cotton and soybeans, are still grown today, and the Eastern Triangle has some of the largest growers of these crops in the state. In addition, entrepreneurial efforts have produced new sources of revenue in value-added ventures such as organic produce, flavored vodka and organically raised livestock.

This Region also boasts an abundance of water that cannot be matched in many other areas for its quality and quantity. The Region also consists of mainly flat land that is conducive to farming and manufacturing and helps keep construction costs lower than the state and national averages.

Support. The Region has excellent educational facilities, including the state's 3rd largest university, East Carolina University. Barton College, Wilson Community College and Pitt Community College all have robust curriculum offerings, and Lenoir Community College operates a 12 classroom campus in Snow Hill. Pitt Community College is also home of the BioNetwork Bioprocessing Center that prepares students from multiple counties for careers in the biotech industry.

At East Carolina University, there are support services such as the Entrepreneurial Institute, Office of Technology Transfer, Small Business and Technology Development Center (SBTDC) and many interdisciplinary programs with willing partners. Pitt Community College and Wilson Community College have a Small Business Center, a well-established Career Readiness Certificate program, and access to funds for Customized Industrial Training.

East Carolina University also has the Agromedicine Institute that, among other things, aims to ensure agricultural safety.

The Region also has good support from the local Cooperative Extension offices as well as from the NC Biotech Center (the Eastern Regional office resides in Greenville), and NC State University, including the Industrial Extension Service and the College of Agriculture and Life Sciences.

Built. Pitt and Wilson Counties have multiple industrial parks of various sizes for industrial development. Pitt County's include Indigreen, Worthington, Minges LandsEast and Farmville Corporate Park. Wilson is home to Wilson Corporate Park, Woodard Parkway, Hackney Industrial Park, Wilson Air Industrial Center, and Northside Business Park. There are also a number of buildings available for reuse.

There are several business incubators in Pitt County, including the Farmville Small Business Incubator and the Technology Enterprise Center of Eastern Carolina, and Greenville SEED.

Other entities invested in supporting entrepreneurial efforts in the Eastern Triangle include the Pitt County Development Commission, the Wilson Economic Development Council, Greenville-Pitt County Chamber of Commerce and the City of Greenville's Minority and Women-Owned Business Program, Wilson on the Move, Wilson Downtown Development, Uptown Greenville, Wilson Chamber of Commerce. There is also great support from the municipalities in each of the Eastern Triangle Counties.

Financial.

There are various groups in Pitt County that can offer angel funding and venture capital to qualifying projects. These include the Inception Micro Angel Fund (IMAF) and ECU's Entrepreneurial Initiative, headed by Marty Hackney.

Other sources of support include the NC Department of Commerce (although programs are in transition as the State reorganizes this department), the One NC Fund, the Golden LEAF Foundation, the NC Biotech Center, the Tobacco Trust Fund, Committees of 100, Sustainable Agriculture Research & Education (SARE), SBA microloan programs, and USDA coop and specialty agriculture lending programs. Local incentives packages can also be customized and can be very attractive and aggressive depending on the specifics of the project.

Social.

There has always been a good working relationship between Wilson, Greene and Pitt Counties. In addition, the Pitt County Development Commission has a steady and amicable working relationship with its municipalities, particularly the City of Greenville, which has its own Economic Development office.

There are various partners throughout the Region that are invested in economic development efforts through support and service. These include, but are not limited to, our respective public schools, Chambers, County Commissioners, local elected officials, Vidant Medical Center, East Carolina University, Barton College, Pitt Community College, Wilson Community College, Lenoir Community College, cooperative extension services, PGV airport, and local civic and service organizations.

Transportation and other Infrastructure.

Wilson has the advantage of having an interstate, I-95, for easy north/south access, as well as US 264 for east/west access. Pitt County has US 264 and 64 that are interstate-quality for east/west access. PGV airport has been recently expanded in Greenville for commuter flights to Charlotte-Douglas International Airport, and RDU airport is within 1-2 hours, depending on your location in the Region.

CSX and Norfolk Southern rail lines run through the region as well, providing North/South and East/West transport options.

There is also growing support for mass transit in Pitt County. East Carolina University and Vidant Medical Center create a daily influx of people from all directions, including Raleigh.

The Region is known for its quantity and quality of water (Pitt, Wilson), even during drought conditions in other parts of the state.

Broadband is widely available in most of the Region (except some spots in Greene County).

Quality of Life.

The Eastern Triangle Region boasts an abundance of recreational and leisure activities. From Little League to Senior games, there is something for everyone, no matter your age.

Regional paddle trails, plentiful park facilities, greenways, College athletics, renowned tennis facilities, soccer complexes, baseball leagues and tournaments, golf, BMX and many other recreational activities abound in our four-season, year-round sports climate. Whether you are watching or playing, there is something for all ages and all interests. Greenville has been designated as "Sportstown USA" by Sports Illustrated.

Our proximity to the coast and to other waterways is a draw for those who enjoy visiting coastal living and activities.

Greenville has been designated an inclusive community as ECU and Vidant draw from all over the nation and the world. In addition, Greenville has been named one of the 100 Best Communities for Young People four times in a row by America's Promise Alliance. The Greenville, NC MSA has also been named the #6 Best Small Metro for Business and Careers by Forbes.com.

A wealth of arts and cultural activities add to the mix of things to do in the Eastern Triangle Region. Many of these are provided by East Carolina University, but there are various local arts and theater groups in local towns as well.

Industry Outlook.

Food and beverage manufacturing and distribution is a growing industry. The organic and "farm to table" movements have opened up new opportunities in this industry for existing companies as well as entrepreneurs. The growing world population and dependence on American exports for food and beverages is also spiking demand. The aquaculture industry is growing, and there are existing companies and expertise in the Region that can help this segment grow. There are also opportunities to convert poultry farms into aquaculture farms.

Local Food and Beverage Industry companies include:

Wilson	Pitt	Greene
Smithfield Packing Bruce Foods Cott Beverage PL Softdrinks – RC Cola Old South Foods, Inc. Sun River Service Corporation Cargill/Nutrena	Duck Rabbit Brewery Azteca Tortilla Summerall Sausage Ham Farms Anne's Harvest Time Foods Minges Bottling (Distributor) Coastal Beverage (Distributor) Coca Cola (Distributor) Jeffrey's (Distributor) Sunbeam/Maola Carolina Classics Catfish	Ham Produce Yamco Covington Distillery APC American Prawn

Potential Barriers and Related Strategies

While the Eastern Triangle has a strong asset base for pursuing strategies related to food and beverage industrial recruitment, there are also challenges that must be identified and addressed before a plan can be implemented.

Need more resources for entrepreneurs.

Nurturing Entrepreneurs is hard work. **Angel funding and venture capital** is not plentiful, particularly for these types of start-ups, and is even harder in a slow economy. In addition, grant programs are disappearing that would have at one time given such projects a head start. Strategy 2.4 addresses this resource need.

Need more data on the industry.

While we know we have the assets and an existing cluster for food and beverage, we need to do more research on the site selection process for such projects and what the “hot buttons” are for such projects, such as water. Also, there are many segments of this industry, much like biotech, and we must be aware of the differences in each segment and determine primary areas of focus. Strategies 1.1, 1.3, and 1.4 address this information need.

Targeted Marketing. Not all of our natural resources and key assets are fully utilized or marketed. We also have to create awareness of our assets and create a positive outlook among our constituents. Strategies 1.3 and 2.4 address this concern.

Need infrastructure. Not all of our industrial parks have infrastructure, such as LandsEast Industrial Park. Some areas of Greene County need better broadband service. A lack of quality roads in rural areas inhibits industrial development in these areas. Greene County also may have water issues if larger industry comes in. Strategy 1.4 promotes collaborative recruitment efforts by the three counties which may fill the infrastructural needs of the region.

Limited money for incentives.

As grant and loan programs dry up, it is now more than ever up to local governments to provide robust incentives packages for projects, and clients are expecting more and bigger incentives over time as competition increases and the site consultants and selectors become more savvy of the process. Greene County is not in a good position to offer any incentives. Strategies 1.3 and 1.4 promote collaborative marketing and recruitment efforts by the three counties which will address the incentives gap.

Skills gap. The skills gap continues to widen, even for lower skill jobs. Employers have reported having a hard time recruiting talent for available jobs due to lack of necessary skills attainment. Strategy 1.1 addresses the skills gap issue.

Product. Our area is short on built facilities. While we do not wish to have an overabundance of empty buildings, many of our prospects wish to see existing buildings before they consider building a facility. Some are only looking for existing buildings. Pitt County is starting to develop a plan to build a new shell building in the near future. Strategy 1.4 promotes collaborative recruitment efforts by the three counties which may fill the product needs of the industry.

Evaluation Plan

Key Measures and Strategies to Track Progress:

The Eastern Triangle will use a variety of measures and strategies to track progress on the strategies identified in this plan. Among them are surveys and facilitated meetings that indicate changes in attitude towards the region. Each plan strategy has a measurement plan, as shown in Handout 2, Module 9 in the Appendix.

Appendix

Eastern Triangle Training Team Members

Susan Jakes, NC State University, NC Cooperative Extension
Becky Bowen, NC State University, NC Cooperative Extension
Mitch Renkow, NC State University, Department of Ag and Resource Economics
Brian Queen, USDA

Eastern Triangle Planning Group Members

Jennifer Lantz, Wilson Economic Development Council
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Module 7 Listing of Regional Assets and Barriers

Module 9 Measurement Plans

MODULE 7: Listing of Regional Assets

Wilson	Pitt	Greene
<p>Innovation and Creativity</p> <p>Wilson Leadership 2010 and 2013 Openess of WEDC to all citizens in Wilson County encourages an ongoing information exchange WEDC Wilson Chamber of Commerce – Ryan Simmons Wilson Visitors Bureau – Sandra Homes Wilson on the Move – Carol Bowen Wilson Downtown Deveopment – Kim Van Dyke Building on existing clusters of industry reduces financial needs for new programs Wilson Corporate Park Woodard Parkway Hackney Industrial Park Wilson Air Industrial Center Northside Business Park – Billy Lamm</p>	<p>Innovation and Creativity</p> <p>County’s lead in convening Entrepreneurial Group Entrepreneurial Initiative ECU Tech Transfer Inception Micro Angel Fund (IMAF) Technology Enterprise Center of Eastern Carolina Pitt County Development Commission Uptown Greenville Pitt County Arts Council @ Emerge</p> <p>Pitt Community College Small Business Center Greenville-Pitt County Chamber of Commerce Minority & Woman-owned Business (City program) ECU SBTDC Eastern Office of Biotech Center ECU Innovators Academy Many sources with some funding that are willing to partner and combine \$\$ Abundance of natural resources High volume of visual and performing arts, writing, etc. Greenville SEED Potential 3rd Street Community Center Interdisciplinary groups at ECU Annual Entrepreneurial Summit Greenville Economic Development office Greenville Minority and Women-Owned Business Development Greenville Business Plan Competition Diversity of Population “Inclusive Community” Agromedicine Institute at ECU ECU’s Interdisciplinary Biotechnology Initiative focuses on agbio</p>	

<p>Empowering Employment Options</p> <p>Communities in Schools – Lisa Earp Wilson Community College – Rob Hostein Wilson OIC – Howard Jones The Spot – Matt Edwards St. James Community Foundaitoin – Michael Bell Education Workforce Committee – Lachelle Parker Lson 20/20 – Paula Benson Wilson City Countil – Grant Goings Wilson County Commissioners – Ellis Williford Wilson Chamber of Commerce – Ryan Simmons Wilson County Schools – Sean Bowson Wilson Education Partnership Barton College Community College Campus PTAs Wilson OIC St. John’s Community Foundation</p>	<p>Empowering Employment Options</p> <p>Strong community college (PCC) Strong Univeristy (ECU) STRIVE Pitt County Schools Futures for Kids (F4K.org), career exploration Dedicated tax for capital improvements to PCC and bond refererendum (passed Nov 2013) Education-focused legislators and local elected officials County commissioners very committed to education and training TEC Bio Network NC Biotech Center Literacy Volunteers Parents for Public Schools Pitt County Partnership for Progress Student Success Academy Career Readiness Certificate Program Northeast Regional School for Biotech and Agriscience</p>	
<p>Enhance transportation infrastructure</p> <p>NC Natural Gas Duke Progress Energy City of Wilson Publicworks – Harry Tyson Local Transportation Committees Wilson County Water Department Golden Leaf Foundation Relatively flat rural land Pressure of tourism Greenlight: High Speed Broadband (City of Wilson) – model independent Rail Lines: CSX, Norfolk Southern & Coastal Carolina Railroad – Doug Golden AMTRAK City of Wilson Bus lines</p>	<p>Enhance transportation infrastructure</p> <p>Growing partnerships between Pitt, Wayne, Lenoir Growing support for mass transit Influence of Vidant Ability to create joint authorities that pay for transportation improvements Flat landscape of coastal plains ECU draws traffic from Research Triangle Existing US 264/64 is interstate quality except for the width of its shoulders Quick pickup of I-95 in Wilson Rail Lines: CSX, Norfolk Southern, Carolina Coastal Railway Expansion at PGV</p>	
<p>Placemaking</p> <p>Downtown Development Council (Henry Walton) Parks & Rec Wilson County Youth Athletic Association – Mikey Davis Buckhorn Reservoir Arts Counil (Barry Page) Youth and Adult Sports Church supported – Upward Hispanic Soccer Groups Fleming Stadium Gillette Park Golf Courses/Tennis Club Wedgewood Happy Valley Willow Springs Wilson Country Club</p>	<p>Placemaking</p> <p>ECU Sustainable Tourism “College Town” Young average age of citizens Angel networks Golden Leaf Foundation Kenan Flagler EAA Grant Regional paddle trails Park systems Greenways Proximity to coast Agrairian/rural mentality with an appreciation for the natural environment Inclusive community ECU and Vidant draw from all over Diversified existing industry Year-round golf courses ECU facilities for arts/cultural events</p>	

Wilson Active Artists Service Clubs	Other local arts councils Farmers markets/Umbrella markets ECU Sports Local youth sports (all kinds) Uptown Greenville Town Common Greenville branding initiative	
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Module 7: Listing of Regional Barriers

Wilson	Pitt	Greene
Innovation and Creativity Lack of growth in professional and executive jobs could stifle overall growth as young leaders move to more urban areas Any political shift from the middle could create a “non-business friendly” environment Recession Excessive fund raising in the community Low prioritization for economic development in budgeting local funds Wetlands – excessive regulations that curb development – need balanced approach Poor self-esteem Existence of strong black market Need to complete infrastructure for Woodard Parkway	Innovation and Creativity Burnout. Entrepreneurship is hard work. How to include Greene County Determining the site location of high growth companies When there are limited funds, they are more likely to go to “sure things,” not start-ups Grant programs are disappearing No lending for biotech and nont-tech startups Not all natural resources are fully utilized or marketed Need more downtown quality places Need more “creative class” amenities There is support for technology, but not general entrepreneurship Lack of high speed internet in some areas No “transition” to accelerator from incubator Need to retain young professionals	
Empowering Employment Options Lack of interest or funding to improve oneself Lack of mentoring to show individuals an obtainable path to self-sufficiency Federal and state unfunded mandates and regulations on curriculum limit local political action Lack of free child care and transportation and stipend for those needing additional training Lack of after school care that engages students to get homework done and learn life skills Current social services structures, cultural beliefs and society criticism stop individuals from gaining the necessary education to change their lives from dependency to self-sufficiency	Empowering Employment Options Outward migration of young professionals Skills gap Graduation rates improving, but more work to be done Need for more specialized STEM education Dysfunctional school boards unwilling to make changes needed to advance education Budget cuts Increasing demands for incentives	

<p>Enhance Transportation Infrastructure</p> <p>Rising costs Public opposition Uncontrolled growth Reduced funding to agencies and to communities Wetlands Unmanaged tourism growth (traffic, not enough hotel rooms, parking) Maintenance Expansion into unserved areas Extensive power grid</p>	<p>Enhance Transportation Infrastructure</p> <p>People are tired of fighting the battle Priority going to more urban areas Hard to align priorities when need is so great Priority for military use (troop movement) Shrinking state and federal budgets Washington gridlock Wetland areas Lack of roads in rural areas</p>	
<p>Placemaking</p> <p>Few natural attractions in Wilson County Upkeep and maintenance costly with respect to public attractions Low self-esteem and opposition to change Local government funding is stretched to limit</p>	<p>Placemaking</p> <p>Transition between “good ole days” and “new economy” Perceptions of eastern NC Area is short on built facilities Sometimes not open to new people and new ways of doing things Two separate communities: quite liberal and very conservative Development pressures in Wilson and Pitt Working on downtown development Greene County not in strong position Possible burnout of folks with long time involvement Eastern NC history of “doing it on your own” Very poor part of state Need water access High costs of improvements</p>	

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Handout 2: Measurement Plan Template

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 1.1: Build knowledge base about food and beverage industry needs.</p> <p>Participants: Economic development staff in 3 Eastern Triangle counties</p>	What does the industry need in terms of infrastructure, workforce, supply chain	NCSU and NC A&T research departments; FBI Trade Associations	NC Thrive will contact NCSU and NC A&T for current trends	After initial research, update every 2 years to account for changes in industry, trends
<p>Attitudes/Knowledge/Skills</p> <p>Economic developers become familiar with needs of F&B industry</p>	Enhanced knowledge of industry by economic developers	Economic developers	Disseminate research and analysis to Eastern Triangle ED staff	Update every 2 years
<p>Behavior</p> <p>Economic developers will determine regional strengths and weaknesses in respect of the F&B Industry</p>	Identification of regional strengths/weaknesses	Economic developers; local partners	Compile information from Eastern Triangle ED staff input	Update every 2 years
<p>Condition</p> <p>Eastern Triangle is recognized by industry as being FBI-friendly</p>	Change in attitude by FBI-industry regarding region	FBI companies	Survey national companies	In 2 years

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Strategy 1.2: Target FBI companies seeking to expand into the South Participants: Economic development staff in 3 Eastern Triangle counties	FBI companies seeking to expand into the South	FBI trade associations; local FBI companies	Economic developers will contact	Annually
Attitudes/Knowledge/Skills Relationship building occurs between economic development offices and local FBI companies	Contacts at FBI companies, site selectors and consultants serving the F&B industry	Local FBI companies; site consulting firms; FBI trade organizations	Post survey asking economic developers about the developing relationship between the economic development office and the FBI industry	Ongoing
Behavior Dialogue begins between economic developers and national F&B processing and distribution companies	Strategic outreach efforts to targeted F&B companies	Economic developers; local FBI companies	Catalogue contacts and resulting conversations, visits and inquiries	Ongoing
Condition Major F&B companies consider the region as potential market for location/expansion	Change in attitude by FBI-industry regarding region as a desirable location for location/expansion	FBI companies	Survey national companies	In 3 years

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 1.3: <i>Develop marketing materials for the region specifically directed at the food and beverage industry</i></p> <p>Participants: <i>Economic development staff in 3 Eastern Triangle counties</i></p>	<i>F&B industry needs linked with regional assets</i>	<i>Economic developers</i>	<i>Economic developers will hire marketing firm to use information collected through Strategy 1.1</i>	<i>In 6 months</i>
<p>Attitudes/Knowledge/Skills</p> <p><i>Economic developers link regional assets critical to FBI needs</i></p>	<i>How regional assets support the F&B industry and value proposition for location/expansion to Eastern Triangle</i>	<i>Economic developers</i>	<i>Discussions among Eastern Triangle counties and expertise of marketing firm</i>	<i>In 6 months</i>
<p>Behavior</p> <p><i>Individuals, organizations, and agencies in region are aware of the desire to develop Eastern Triangle into FBI-friendly region</i></p>	<i>Contacts for partners to disseminate information on our plans to target FBI</i>	<i>Member counties</i>	<i>Documentation of disseminated information to partners</i>	<i>Ongoing</i>
<p>Condition</p> <p><i>FBI companies learn more about region through marketing materials</i></p>	<i>Change in attitude by FBI-industry regarding region</i>	<i>FBI companies</i>	<i>Survey national companies</i>	<i>In 1 year and ongoing</i>

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 1.4: Develop collaborative recruitment strategy of the food and beverage industry to benefit the region.</p> <p>Participants: Economic development staff in 3 Eastern Triangle counties</p>	<p><i>Regional profile linked with needs of FBI; marketing materials; list of target companies</i></p>	<p><i>Economic developers</i></p>	<p><i>Compiled in previous strategies/action steps</i></p>	<p><i>Immediately</i></p>
<p>Attitudes/Knowledge/Skills</p> <p><i>Economic developers work together on joint recruitment strategies</i></p>	<p><i>Strategies based on previously compiled data</i></p>	<p><i>Economic developers</i></p>	<p><i>Develop plan based on previous strategies/action steps</i></p>	<p><i>Within 1 year</i></p>
<p>Behavior</p> <p><i>Individuals, organizations, and agencies in region are aware of the collaborative effort to develop Eastern Triangle into FBI-friendly region.</i></p>	<p><i>Contact information for partners</i></p>	<p>Member counties</p>	<p>Disseminate information and compile any follow-up comments/suggestions</p>	<p><i>Once, within 6 months</i></p>
<p>Condition</p> <p><i>FBI companies learn more about the region through collaborative recruitment effort.</i></p>	<p><i>Change in attitude by FBI-industry regarding region</i></p>	<p><i>FBI companies</i></p>	<p><i>Survey national companies</i></p>	<p><i>In 2 years</i></p>

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
Strategy 2.1: <i>Develop regional agriculture base for F&B industry</i> Participants: <i>Growers</i>	<i>Which growers have contracts with F&B industry?</i> <i>How did they develop those relationships?</i>	<i>Growers; NCCE; Ag Resources at ECU and NCSU; NCDA</i>	<i>Coordinate with NCCE to obtain information</i>	<i>Immediately</i>
Attitudes/Knowledge/Skills <i>Facilitate the growers working collaboratively to provide product to the F&B industry</i>	<i>Best time of year to hold organizational meetings</i> <i>Best facilitator and content for this type of meeting</i> <i>What the growers need to attend the meeting</i>	<i>NCCE</i>	<i>Coordinate with NCCE</i>	<i>Immediately</i>
Behavior <i>Growers see the benefit of working together</i>	<i>Are the growers open to working collaboratively to supply F&B industry needs?</i>	<i>Growers</i>	<i>Conduct pre- and post-surveys</i>	<i>Immediately following organizational meetings</i>
Condition <i>F&B Industry has identified points of contact for agriculture supply in the region</i>	<i>Have growers collaborated to meet industry needs?</i> <i>Have growers identified contacts for F&B industry?</i>	<i>Growers</i>	<i>Conduct post-survey to determine extent of collaborative effort</i>	<i>In 2 years</i>

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 2.2: <i>Develop regional non-food supplier base for F&B industry</i></p> <p>Participants: <i>Non-food suppliers (packagers, distributors, other non-food supply chain participants)</i></p>	<p><i>Identification of non-food supplier base for F&B industry generally</i></p> <p><i>Identification of local companies who are members of the non-food supply chain</i></p>	<p><i>FBI Trade Association</i></p> <p><i>Economic developers/chambers of commerce</i></p>	<p><i>NC Thrive will contact and provide information to economic developers/chambers of commerce</i></p>	<p><i>Immediately</i></p>
<p>Attitudes/Knowledge/Skills</p> <p><i>Packagers and other non-food supply chain participants will be aware of packaging and other F&B industry trends</i></p>	<p><i>What are F&B industry trends?</i></p> <p><i>How will this information be disseminated to non-food supply chain participants?</i></p>	<p><i>FBI Trade Association</i></p>	<p><i>NC Thrive will contact and communicate trends to economic developers</i></p> <p><i>Economic developers will develop plan for information dissemination</i></p>	<p><i>In 3 months</i></p>
<p>Behavior</p> <p><i>Packagers and other non-food supply chain participants will modify operations, if necessary, to meet trend requirements.</i></p>	<p><i>Do current operations need to be modified?</i></p> <p><i>How does the region assist in those modifications?</i></p>	<p><i>Packagers and other non-food supply chain members</i></p> <p><i>Economic developers</i></p>	<p><i>Hold meetings with local companies</i></p>	<p><i>In 6 months</i></p>
<p>Condition</p> <p><i>Packagers and other non-food supply chain participants will be a regional asset and attractive to F&B industry.</i></p>	<p><i>Change in attitude by FBI-industry regarding region</i></p>	<p><i>FBI companies</i></p>	<p><i>Survey national companies</i></p>	<p><i>In 2 years</i></p>

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 2.3: Create a tech transfer pipeline from academic and industry research centers to the F&B industry and its supporting businesses</p> <p>Participants: Universities, Ag suppliers, and Non-food suppliers (packagers, distributors, other non-food supply chain participants)</p>	<p>Who is doing research for the F&B industry?</p> <p>Are local FBI companies benefitting from that research?</p>	NCSU; ECU; NCCE	NC Thrive will contact and provide information to economic developers	Immediately
<p>Attitudes/Knowledge/Skills</p> <p>Regional academic and industry research centers will know FBI needs and opportunities for research</p>	What communication exists between research centers and F&B industry?	NCSU; ECU; NCCE	NC Thrive will contact and provide information to economic developers	In 3 months
<p>Behavior</p> <p>Economic developers will be aware of research areas benefitting FBI</p>	Are economic developers among the first to know about research initiatives?	NCSU; ECU; NCCE	Survey research centers on communications efforts	In 6 months
<p>Condition</p> <p>A better tie will exist between FBI needs/wants and the available research capacity in the area</p>	Change in attitude by FBI-industry regarding region	FBI companies	Survey national companies	In 2 years

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What you want to measure	What information you need	Who has the information	How you will get the information	How often/when you will get the information
<p>Strategy 2.4: Create a regional “FBI-Friendly” entrepreneurship and local farm to table initiative</p> <p>Participants: Economic developers, universities, community colleges, growers</p>	<p>Identify current entrepreneurship initiatives</p> <p>Identify current local foods efforts</p>	<p>Regional universities and colleges</p> <p>NCCE</p>	<p>NC Thrive will contact and provide information to economic developers</p>	<p>Immediately</p>
<p>Attitudes/Knowledge/Skills</p> <p>Build Eastern Triangle as FBI and local foods entrepreneurial friendly region by understanding opportunities and regional assets</p>	<p>Identify regional assets and opportunities in F&B industry and local foods</p>	<p>Regional universities and colleges; NCCE; economic developers</p>	<p>Facilitate listening sessions with local FBI companies and local foods entrepreneurs</p>	<p>In 6 months</p>
<p>Behavior</p> <p>Disseminate information regarding FBI and local foods entrepreneurship opportunities to universities, community colleges, chambers of commerce, SBTDCs</p>	<p>Catalog all support resources for FBI entrepreneurship and local foods initiatives</p>	<p>Regional universities and colleges; NCCE; economic developers</p>	<p>Conduct survey</p>	<p>In 6 months</p>
<p>Condition</p> <p>Eastern Triangle is known for being “hotbed” of FBI and local foods entrepreneurial start-ups</p>	<p>Number of new business startups in FBI and local foods businesses</p>	<p>Economic developers; SBTDCs</p>	<p>Conduct survey</p>	<p>Annually</p>

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