

North Carolina

Stronger Economies Together

Strategies for Building New Economic Opportunities



Kerr-Tar Region Economic Development Plan 2016-2021

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Stronger Economies Together Initiative

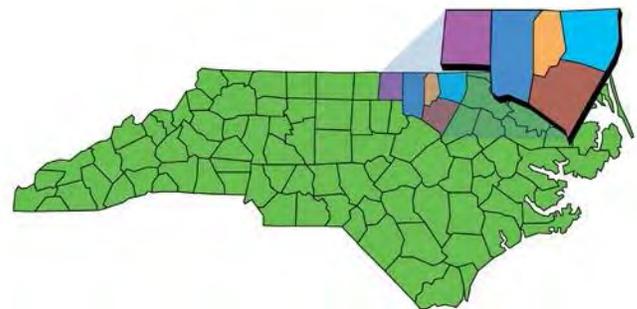
Launched in 2009 by USDA Rural Development in collaboration with the nation's Regional Rural Development Centers (RRDC) and their land-grant university partners. The purpose of Stronger Economies Together (SET) is to strengthen the capacity of communities in rural America to work together in developing 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.

Kerr-Tar Executive Summary

This Regional Economic Development Plan will serve as the roadmap for the future economic development efforts of the Kerr-Tar Region, a 5 county region in North Central North Carolina. 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 Kerr-Tar Region to secure its economic future and position it as a competitive region. This plan reflects a four module planning process with active participation from business, civic, and community leaders. Significant research and discussions have led to the development of this plan, including a civic forum in October 2015 where stakeholders from all 5 counties were present and engaged, and five training sessions conducted throughout the region from November 2015 to May 2016. A regional writing team was assigned the duty of developing this plan based on the input it received at the civic forum and the five training sessions.

Kerr-Tar Regional Description

The Kerr-Tar Region is five contiguous and rural counties in the northern Piedmont of North Carolina. The 224,000 people that make their home here share an economic lineage of agribusiness, forestry, textiles, manufacturing, power production, education, and healthcare. Other industry sectors also share a portion of the regional economy and will be explored in this plan.



Aesthetically, the Kerr-Tar Region is highly pastoral and picturesque. The topography is nearly identical from west to east, with rolling hills divided by farmland and forests and head waters for the Neuse and Tar-Pamlico River basins. A widespread mix of lakes, rivers, streams, and ponds promote outdoor recreation and leisure, as well as an abundance of clean drinking water availability.

The Kerr-Tar Region borders the cities and counties that comprise the Research Triangle Park (RTP), a nationally recognized business park, specifically for high knowledge capital firms. Although the proximity to RTP is a workforce asset for our region, the RTP wealth generator has not created the same middle class neighborhoods and amenities that exist today in the communities that call RTP home. With the exception of urban fringe bedroom communities along the Kerr-Tar counties that border RTP, much of the region does not look any different than it appeared 50 or more years ago.

16 municipalities serve incorporated communities, ranging in size from Henderson, population 15,300 to Macon with 300 residents. The larger towns in the Kerr-Tar Region have seen noticeable population declines over the past decade and little to no economic growth. In three of the five counties (Franklin,

Granville, and Person), 10-15 year residential growth has been in the southern tier of these counties, largely due to commuter residents working in the Research Triangle Region. Consistent with many rural and suburban communities bordering metropolitan regions, farmland tracts have developed into one acre parcel subdivisions, creating a similar scene of scattered land-uses dotting the landscape.

Kerr-Tar Regional Vision

The Kerr-Tar Region, an economic region in North Carolina that includes Person, Granville, Vance, Warren, and Franklin Counties, will continue its rich tradition of agriculture, natural resources, and manufacturing to provide its residents a quality lifestyle built on a diversity of attractive employment options and a variety of educational and recreational opportunities. It will distinguish itself from other regions by catering to a younger population through its unique combination of affordable living, rural landscapes with rapid access to urban centers, and downtown creative spaces that connect people and businesses to each other, their history, and the world.

Introduction

Acknowledgements

The Kerr-Tar 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 Franklin County 100, Union Bank, the distinguished individuals that took part in the training sessions, and numerous other individuals, for their valuable insight and ideas that led to the creation of this plan.

Regional Collaboration

Diverse and representative participation was a planning process objective from the start. The plan has buy-in from several key decision makers in the region including:

- Kerr-Tar Council of Government's Board of Delegates
- Kerr-Tar Workforce Development Board
- Vance County Schools
- Vance-Granville Community College
- Piedmont Community College
- Henderson-Vance Chamber of Commerce
- Henderson-Vance Economic Development Commission
- Franklin County Economic Development Commission
- Granville County Economic Development Commission
- Person County Government
- Warren County Government
- Granville County Chamber of Commerce
- Person, Granville, Vance, Warren, and Franklin County Cooperative Extension



- Town of Oxford
- City of Roxboro
- Town of Butner
- Henderson-Vance Rotary Club
- 62 businesses from the Workforce Development region were interviewed for the 1000 in 100 survey coordinated by North Carolina Department of Commerce. See page 96 for survey results.

Key decision makers have expressed commitment to support this plan's implementation in the following ways:

The Board of Directors of the Kerr-Tar Regional Council of Governments reviewed the plan on September 19, 2016 and voted unanimously to adopt it provided the plan also addressed broadband connectivity throughout the region. A revision to the plan was made to include broadband in Goal 1 strategies. A copy of the minutes is included in the Appendix to this plan.

Following review of the plan by the Board of Directors of the Kerr-Tar Regional Council of Governments, the plan was submitted to various stakeholders throughout the region for their review and commitment. Letters of support included in the Appendix to this plan are from:

- Franklin County Cooperative Extension
- Town of Warrenton
- City of Roxboro
- Vance-Granville Community College
- Piedmont Community College
- NC Department of Agriculture
- Warren County Cooperative Extension

More letters of support are expected as the plan continues its vetting process.

Regional Economic Goals

The Kerr-Tar Region's Civic Forum held in October 2015 drew 47 people who identified transportation infrastructure, access to higher education, agricultural economy, water resources, and commitment to natural environments as the region's biggest assets. Biggest challenges identified by the participants were the K-12 education system, workforce education and quality, and internet access. Major concerns following a review of the demographics were:

- Increase in poverty, particularly among minors, in the last decade
- Decrease in household income, in the last decade
- Lower average earnings/worker as compared to the state of NC; and
- Number of workers leaving the region for work, as compared to the number of workers coming into the region for work

Top opportunities identified included:

- Support for youth from cradle to career (focus on education and workforce development)
- Increase local amenities, including downtown revitalization
- Focus on agriculture and natural resources; and
- Support entrepreneurship

SET Session 1 concentrated on defining the impact of industrial cluster activity on regional economic vitality. Any industry that has a location quotient (LQ) of 1.2 and above is considered to have a competitive advantage nationally.

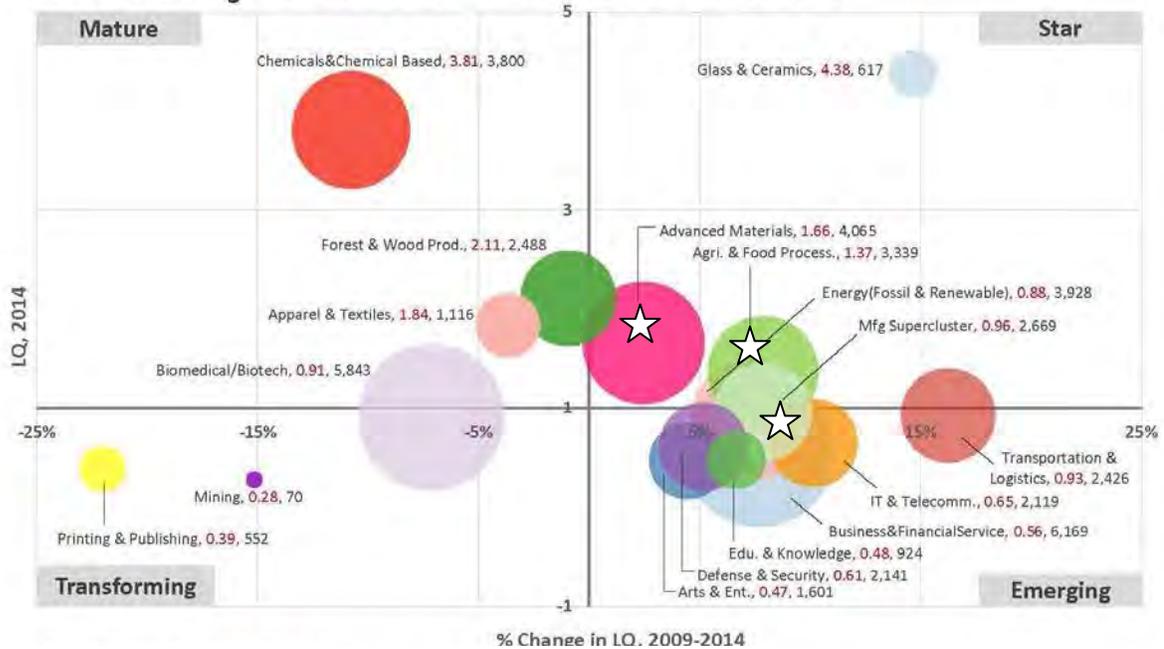
The industry clusters in the Kerr Tar Region that have a competitive advantage over other parts of the nation ("Star Clusters") are: (1) **Advanced Materials** (1.66 LQ, 4,065 workers), (2) **Agribusiness, Food Processing & Technology** (1.36 LQ, 3,339 workers), and (3) **Transportation Equipment Manufacturing** (1.25 LQ, 904 workers). The **Manufacturing SuperCluster** employs 2,669 workers and has a 0.96 LQ. The Transportation Equipment Manufacturing cluster, while only employing 904 workers, has potential for growth because of the relatively strong **Transportation and Logistics** sector (.093 LQ, 2,426 workers) and the region's location on Interstate 85, the "Boom Belt" that has created one of the world's largest economic megaregions, including the Greater Richmond Region in Virginia, the Research Triangle, Piedmont Triad, and Metrolina regions of North Carolina, Upstate South Carolina, the Atlanta metropolitan area in Georgia, and the Montgomery metropolitan area in Alabama.

Arts, Entertainment, Recreation & Visitor Industries is considered an Emerging Cluster. This is important to note because of the abundance of lakes and other natural resources in the region, as well as the many historic homes rich in Southern tradition located throughout.

The following two images illustrate the above narrative:

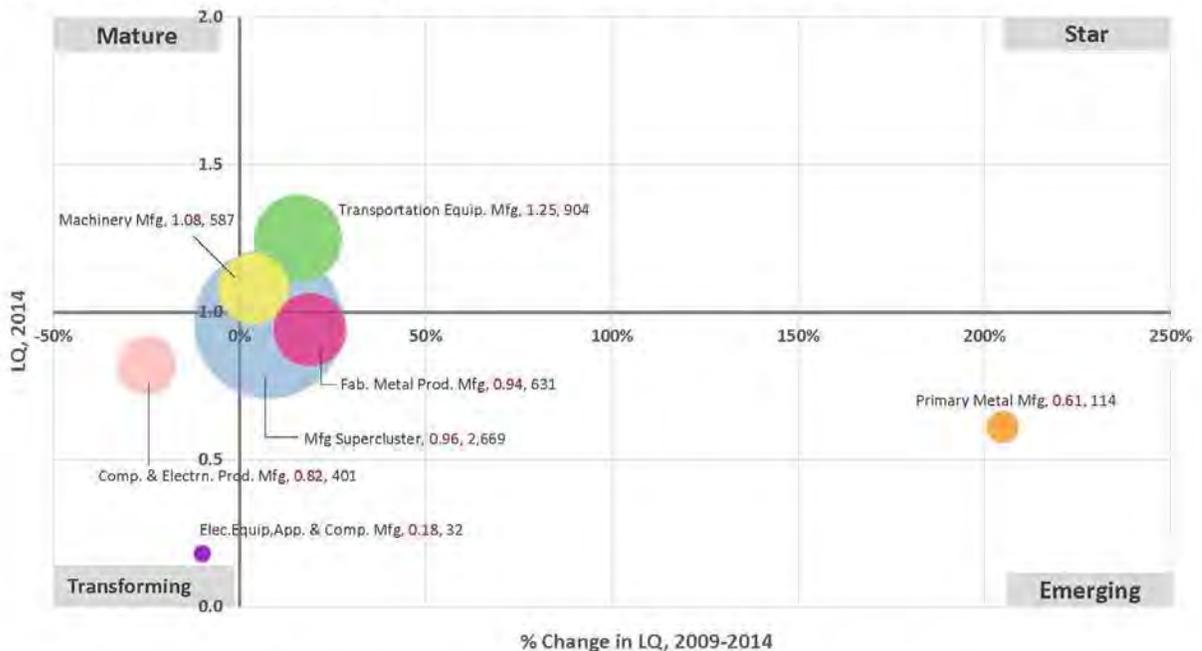
Industry and occupation

Industry cluster bubble chart



Industry and occupation

Manufacturing sub-cluster bubble chart



Note: Electrical Equipment, Appliance & Component Manufacturing cluster has too few jobs

In SET Session 2, regional stakeholders took a deeper dive into the targeted industry clusters identified in Session 1. A few industry representatives were interviewed but otherwise failed to further engage in the SET planning process. However, the Kerr-Tar Workforce Development Board had recently conducted its NCWorks 1000 in 100 Initiative which summarizes answers to key questions asked of companies during 50 visits made in Vance, Granville, Franklin, Person and Warren Counties. Key takeaways from this survey were:

- Over 50% of companies project **increasing** employment
- Primary workforce needs include:
 - Strong work ethic (48%)
 - Industrial Maintenance Technicians (40%)
 - Management/Leadership Positions (23%)
 - Basic Manufacturing Skills (23%)
- Over 50% of companies reported that applicants do not have the appropriate technical or job-related skill levels

A copy of this survey is included in the Appendix to this plan.

Based on these survey results, it was determined that critical plan steps should include targeted development of private industry engagement for the purpose of improving the regional economy. In addition, stakeholders developed strategies for supporting the Triangle North partnership, an existing regional effort to attract industry to the region, using vacant industrial park land to strengthen targeted industry clusters.

Stakeholders were coached to hold an interim SET session between Sessions 2 and 3 to address foundational needs of the region, based in large part on the results of the Vance-Granville Community College industry survey. **Workforce development** was identified as a critical need for the region, and strategies to address this need were identified. **Youth engagement** was also identified as a focus for foundational work, along with **affordable housing** for teachers and other needed professionals, and **downtown revitalization**.

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 Kerr-Tar Region:



Regional Economic Development Plan

Goal 1: *Improve Access to Jobs*

By 2021, (i) businesses within the targeted industry clusters will hire 10% more workers from within the region than outside of it; (ii) the number of individuals throughout the region who lack employment opportunities due to transportation barriers or criminal records will reduce by 10%; (iii) the region will increase the number of certified workers by 25%; (iv) the region will experience a 100% rise in expungements and a reduction in recidivism by 5%; and (v) the gap of remote areas without reliable, affordable Internet access will be less than 5%.

Goal 1 supports our vision by improving access to jobs for the region's job seekers while supplying the region's targeted industry clusters with the most reliable/dependable, skilled talent as possible.

The NCWorks 1000 in 100 Initiative, a survey of 10 businesses in each of the five Kerr-Tar Region counties, conducted by a local team of workforce development professionals in 2015, indicated that while over half of the businesses projected growth, they also expressed significant concerns about the lack of a readily available skilled or dependable workforce. This data, together with regional commuting patterns showing over 40% of the workforce commuting into the region, while only 33% of the workforce both living and working in the region, provides strong evidence that the workforce living within the region needs significant skill development in order to secure employment in targeted industries.

Goal 1 and its strategies have two purposes: (1) respond to the concern for low skilled labor voiced by employers; and (2) decrease barriers to better jobs for the regional labor force. By focusing on the targeted industry clusters, in particular advanced materials and transportation equipment manufacturing, residents of the region will earn higher wages, which will increase individual wealth and positively impact the significant poverty rates that afflict some parts of the region. More individual wealth will result in less of a burden on social services and increased consumer spending in the region. Regional employers will benefit from better skilled workers by suffering from less turnover and higher productivity.

We believe that greater collaboration among regional employers, workforce development resources, and education entities needs to occur in order to open more opportunities to the region's labor force, especially those with significant barriers. On the flip side, employers will have more candidates that can fit their needs. Other barriers that this goal addresses relate to building a sense of community and creating better avenues to engage more local, youth leaders and increase motivation of the working class.

Strategy 1.1 addresses the needs of employers by adapting workforce development services accordingly. Hundreds of interviews have already been conducted to engage employers to customize services or identify additional steps that fit their needs. Their feedback has allowed service teams to consult with educators to create relevant career pathways with the help of educators, address concerns about soft skills, and supply a prepared pipeline that the region's employers desperately need.

Strategy 1.2 is aimed at increasing the exposure of local companies and real job opportunities to both young and old job seekers, as well as the region's educators of the emerging workforce. This will be accomplished with On-the-Job Training (OJT), internships, apprenticeships, tours, and more business roundtables. This strategy will engage job seekers who are undecided about a career path or desire a hands-on approach to learning. This strategy will help local employers create a more skilled pipeline of talent and supplement hiring and training costs.

Strategy 1.3 focuses on transportation barriers that hinder workforce development throughout the region. An important way to improve job access for all is to improve rural transportation. The SET team will continue the

momentum established by the Job Access Mobility Institute. With the help of a Mobility Manager and leveraged resources, businesses will experience less turnover due to transportation issues and identify more local talent based on increased services. Job seekers will have more support from service providers, along with increased options to access training and job opportunities.

One of the barriers that keep unemployment rates high in the region is the lack of opportunities afforded former offenders. Strategy 1.4 aligns with many cities and regions throughout the state to increase awareness of the hidden talents of former offenders, break down misconceptions and labels, and evaluate policies that prevent them from reaching suitable, sustainable employment. Best practices and advocacy groups have been discussed at length during this SET process, and the workforce development team is confident, with the support of local governments, that many positive changes can occur during the implementation of this plan to assist a once forgotten segment of the population.

Strategy 1.5 will help ensure that the labor force has the necessary technology capacity to look for jobs, families can rely on the Internet for educational resources, and businesses can thrive even in remote areas of the region. Strong satellite and Internet connections help provide a high quality of life for residents and helps improve overall economic development strategies.

Assets that will be used to reach the workforce development goal are the funds to operate Workforce Innovation and Opportunity Act (WIOA) programs, the partnerships that have been forged during recent grant projects, employer engagement processes, and other resources that can be obtained through the SET planning process.

Strategy 1.1: Address targeted industry training needs in workforce development programming.

Target Outcomes:

Short Term (within 12 months):

All WIOA Youth workforce development programming, career centers, and community colleges within the region have incorporated relevant soft skills instruction into their short-term, continuing education curricula and workshops.

The number of students enrolled in manufacturing- and agribusiness-related courses throughout the region has doubled.

Intermediate (1-3 years):

25% of all businesses within the targeted industry clusters have identified and communicated to VGCC Customized Training representatives their specific workforce training needs.

The number of Certified Logistics Technician (CLT) graduates has increased by 30% and Certified Production Technician (CPT) graduates by 15%.

The number of individuals in the region successfully completing ACT, Inc. WorkKeys Assessments or showing measureable skills gains has increased by 25%.

Long Term (3-5 years):

Hiring of workers from within the region by businesses within the targeted industry clusters will have increased by 10%.

The number of certified manufacturing workers has increased by 25%.

5 more companies who complete Job Profiles and incorporate ACT WorkKeys Assessments as part of hiring, evaluation, and/or training protocol will be added.

A minimum of one industry-recognized credential that fits a county's or region's economic profile is developed.

Assets: Regional assets that will support the implementation of this strategy include:

- NCWorks Career Centers combine a variety of service providers, job seekers, and employers
- NCWorks Online links customers to Eligible Training Providers
- Economic Development Commission staff and continuous business roundtables with targeted industry clusters
- Community Colleges' Career Services
- *Working Smart Basic Skills builder* through community colleges' Human Resources Development (HRD) curriculum operating at the community colleges and Career Centers
- Community-based organizations that customize services to specific demographics, build rapport with specific populations, and have space where customers are more comfortable.
- NC State University Industrial Extension is also a good local resource for tools to achieve a more productive workforce.
- ACT, Inc. Authorized Job Profiler(s)
- Community Colleges' Mechanical Engineering Associate's Degree program; Certified Production Technician, Certified Logistics Technician, and Mechatronics curricula; OSHA-10 and OSHA-Forklift courses; Culinary Arts curricula
- Public School Systems Career and Technical Education representatives among horticulture and agriculture programs
- Departments of Social Services help promote workforce development offerings to local job seekers, recruit eligible candidates, and complement funding

Many of the area's workforce development partners will be tapped to assist with this Strategy. There are many avenues to use to reach employers and gain their feedback about the type of candidates that they desire, what skills are needed to perform their jobs at the highest level, and the best methods to use to connect the talent with the jobs of our region's employers. Community College and EDC representatives, along with ACT resources will be used to make sure service providers and local decision makers understand the current and future needs of businesses. The expectation is that we can use the Career Centers and connection tools to prepare job seekers in a way that is desired by the local companies that are hiring. The basic principle of connecting talent to the jobs will be improved from this Strategy while other assets will be employed to make sure employers are provided the best talent available. Steps used to accomplish Strategy 1.1 Targeted Outcomes are clearly outlined in the expanded version of the SET Plan of Action below with many of the listed Assets used as responsible parties within Action Steps. We are confident that we used the SET planning process to identify the right groups and individuals in this region to help employers assess their training and hiring needs, help prepare the region's talent, connect the best talent with the employers' expectations, and eventually improve access to local jobs.

Action Steps: In order to address training needs of businesses within the targeted industry clusters, area workforce development partners will increase the number and quality of soft skills trainings as well as identify the specific training needs of each cluster through surveys and interviews with business representatives. More

consultations will be incorporated into community events, hiring events, and career fairs and will be added as pre-requisites for many of the colleges' continuing education programs. Additionally, local course offerings will use established business roundtables and employer outreach to design curricula. By 2021, this region will have Career Ready Communities and be seen as a model for matching talent, education, and employment. Specific action steps for this strategy are identified in the Plan of Action below.



Plan of Action

Handout 4



Strategy: 1.1 Address targeted industry training needs in workforce development programming

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Use intensive career interest inventories throughout all WIOA Youth case management services to ensure young adults are participating in employment and training activities that are favorable.	WIOA Youth Providers and community-based organizations	Kerr-Tar COG Youth Programs Coordinator	4/1/2017	
2) Incorporate financial literacy education and career readiness assessments into all WIOA Youth work experience activities.	WIOA Youth Providers, local businesses and community-based organizations	Kerr-Tar COG Youth Programs Coordinator	4/1/2017	
3) New workshops in Career Centers help people train for interviews, prevent and eliminate barriers to employment, emphasize social media etiquette, improve job retention skills, and other topics related to employers' feedback at Career Pathway round tables, 1000 in 100 interviews, surveys, etc.	WIOA Service Providers, subject matter experts consultants, NCWorks Career Center management	NCWorks Career Center Instructor	12/1/2017	
4) Community Colleges add Introduction to Mechatronics continuing education courses.	Community Colleges	VGCC Director of Occupational Extension	12/1/2017	
5) Address job retention skill gaps and incorporate appropriate courses within HRD curriculum.	Community Colleges, community- and faith-based organizations, SME consultants	VGCC HRD Director	12/1/2017	
6) Community Colleges package HRD instruction to be facilitated outside normal campus or classroom venues such as community-based organizations and Career Centers.	Community Colleges	Vance-Granville Community College HRD Director	12/1/2017	
7) Add assessment of reading and math skills to HRD curriculum package to determine early if remediation is necessary.	Community Colleges, Triangle Literacy Council, community- and faith-based organizations	VGCC HRD Director	7/1/2017	
8) Develop presentations for promoting new course offerings.	Community Colleges and WIOA Service Providers	VGCC HRD Director	7/1/2017	

9)	Include sessions to practice interviewing, etiquette, and work place simulations, and coaching at all Job Resource Fairs.	Community Colleges, WIOA Service Providers	NCWorks Career Center Instructor	12/1/2017	
10)	Host forums and orientations to increase awareness and acclimate customers of the new course offerings.	HRD, WDB, and NCWorks Career Center staff and WIOA Service Providers	NCWorks Career Center Instructor	12/1/2018	
11)	Expand and package small workshop offerings, scenarios, and practices at various community events.	HRD, WDB, and NCWorks Career Center staff and WIOA Service Providers	NCWorks Career Center Instructor	7/1/2018	
12)	Conduct business tours that focus on modern working conditions throughout manufacturing and agribusiness industries, along with importance of dependability, culture of an organization, and standards of operation.	Cooperative Extension, Kerr-Tar Business Services Team, Community Colleges, Career and Technical Education Directors, AMSTA Advisory Group	Kerr-Tar COG Business Services Representative	12/1/2018	
13)	Establish on-going advanced manufacturing and Agribusiness round tables to fulfill business needs, recognize leadership, and highlight local talent.	County EDC, Chambers of Commerce Customized Training Coordinators, Kerr-Tar COG Business Services Team	Kerr-Tar COG Business Services Representative	7/1/2018	
14)	Certify staff at Career Centers (i.e. job coaches, career development facilitators, and others) that allow more specialized services related to any barriers to employment OR arrange for more partners to join the Centers who specialize in various barriers.	WIOA Service Providers, NCWorks Career Center Managers, Division of Workforce Solutions, and NC Workforce Development Training Center	Kerr-Tar COG WD Director	7/1/2018	
15)	Interview additional employers of targeted industry clusters to aid in development of courses that assure quality applicants are available to them	Customized Training, Continuing Education, HRD representatives, CTE representatives	Vance-Granville Community College Director of Occupational Extension	7/1/2018	
16)	Career Pathways incorporate various job scenarios within curriculum, based on feedback from employers.	Kerr-Tar WD Business Services Team	Kerr-Tar COG Business Services Representative	12/1/2019	
17)	Register the entire workforce development area or at least 1 municipality/county of the region as Career Ready Communities, according to ACT, Inc. standards	Kerr-Tar WD Business Services Team, local government officials, county Economic Development Commission staff	Kerr-Tar COG Business Services Representative	12/1/2021	
18)	Develop and offer appropriate tutoring services based on course curricula, industry feedback to ensure higher success rates	HRD Departments and WIOA Service Providers	Kerr-Tar COG Youth Programs Coordinator	4/1/2018	
19)	Use various local employer consultations to develop at least one certified industry-recognized credential focused around the targeted industry clusters and a local economic profile.	Kerr-Tar WD Business Services Team	Kerr-Tar COG Business Services Representative	12/1/202	

Evaluation:

Strategy 1.1 Measurement Plan

Strategy 1.1: Address targeted industry workforce needs in workforce development programming Participants: NCWorks Career Centers staff; Economic Development Commission (EDC) staff and employers within the targeted industry clusters; Community Colleges' Career Services, Human Resources Development, and Continuing Education staff; community-based organizations; NC State University Industrial Extension; Departments of Social Services; Authorized Job Profiler(s); Public schools' Career and Technical Education Departments				
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>Attitudes/Knowledge/Skills (within 12 months)</p> <p>All WIOA Youth workforce development programming, career centers, and community colleges within the region have incorporated soft skills instruction into their curricula. Measure: infiltration of appropriate soft skills training into case management protocol Measure: proper individual service strategy plan (ISSP) incorporated into WIOA Youth enrollment process</p>	<ul style="list-style-type: none"> - Colleges' Working Smart, Basic Skills builder other HRD curricula to be included - DSS STEPS and other curricula to be included - Case Notes, ISSP, and career interest assessments 	<p>WIOA Youth service providers, community colleges, and human services agencies</p>	<p>Desk reviews</p>	<p>Quarterly</p>
<p>Double the number of students enrolled in manufacturing-related and agribusiness-related courses throughout the region, including the Associate's Degree in Mechanical Engineering.</p>	<ul style="list-style-type: none"> - Data before and after - Career Pathway model - Recruitment strategy, including presentation materials, information about tours, and Career Center/College interest meetings 	<p>AMSTA advisory group, Career Center Business Services team, WIOA service providers</p>	<p>Data collection and outreach efforts</p>	<p>Monthly</p>

<p>Behavior (1-3 years)</p> <p>25% of all businesses within the targeted industry clusters have identified and communicated to VGCC Customized Training representatives their specific workforce training needs.</p> <p>Measure: Business contacts</p> <p>Measure: Feedback results</p>	<p>- Employer feedback with training needs</p>	<p>VGCC Customized Training division</p>	<p>Data collection and meetings</p>	<p>Monthly</p>
<p>Increase the number of Certified Logistics Technician (CLT) graduates by 30% and Certified Production Technician (CPT) graduates by 15%.</p> <p>Measure: Enrollment figures</p>	<p>- Class rosters among area community colleges</p> <p>- Recruitment strategy, including presentation materials, information about tours, and Career Center/College interest meetings</p>	<p>AMSTA advisory group, Career Center Business Services team, WIOA service providers</p>	<p>Data collection and outreach efforts</p>	<p>Monthly</p>
<p>Increase the number of individuals in the region completing ACT, Inc. WorkKeys Assessments by 25%.</p> <p>Measure: Numbers of assessments</p> <p>Measure: Subjects of assessments</p> <p>Measure: Scores</p> <p>Measure: Referrals</p>	<p>- Data before and after</p> <p>- Outreach efforts</p>	<p>Community Colleges</p> <p>Employers, NCWorks Career Center staff, Community Colleges</p>	<p>Data collection and outreach efforts</p>	<p>Monthly</p>

<p>Condition (3-5 years)</p> <p>Hiring of workers from within the region by businesses within the targeted industry clusters will have increased by 10%.</p> <p>Measure: Business relations</p> <p>Measure: Local Qualified workforce</p> <p>Measure: Hiring practices</p>	<ul style="list-style-type: none"> - Data before and after - Employer feedback - Open and filled positions 	<p>Employers</p> <p>NCWorks Online</p>	<p>Meetings and Reports</p>	<p>Quarterly</p>
<p>Create a more qualified labor force for the advanced manufacturing industry clusters by increasing the number of certified workers by 25%.</p> <p>Measure: Graduation rates</p> <p>Measure: Effectiveness of instruction and supportive services</p>	<ul style="list-style-type: none"> - Data before and after - Outreach efforts 	<p>Secondary and Post-secondary schools</p>	<p>Meetings and reports</p>	<p>Quarterly</p>
<p>Add 5 more companies who complete Job Profiles and incorporate ACT WorkKeys Assessments as part of hiring, evaluation, and/or training protocol.</p>	<ul style="list-style-type: none"> - Outreach efforts - Testing data 	<p>Community Colleges</p> <p>WDB Business Services team</p> <p>ACT Authorized Job Profiler</p>	<p>Interviews, Consultations, Forums, Reports</p>	<p>Bi-annually</p>

Strategy 1.2: **Expand Work-Based Learning Programs**

Target Outcomes:

Short Term (within 12 months):

The amount of workforce development funding used for work experience activities with targeted industry clusters has increased by 50%.

The number of students enrolled in Manufacturing; Agribusiness; Transportation and Logistics; and Arts, Entertainment, and Recreation courses throughout the region, has doubled.

Two businesses in each county have partnered with the Kerr-Tar Workforce Development Board for new hires to receive individualized short-term training that results in increased skills sets and maintain unsubsidized employment.

Intermediate (1-3 years):

A certified Career Pathway in Advanced Manufacturing has been established.

The number of manufacturing companies offering apprenticeships has increased by 2 in each county.

2 more employers from the Kerr-Tar region have joined NC Triangle Apprenticeship Program (NC TAP).

The number of internships provided to students through the Advanced Manufacturing Skills Training Alliance (AMSTA) has doubled.

Long Term (3-5 years):

Educators throughout the region are knowledgeable about the SET targeted industry clusters; **25% of educators attend “industry camps”.**

An Apprenticeship Program for adults is **offered**.

Assets: Regional assets that will support the implementation of this strategy include:

- Advanced Manufacturing Career Pathway steering committee
- Advanced Manufacturing Skills Training Alliance (AMSTA) advisory group
- NC TAP network
- WIOA Work Experience funds
- Advanced Manufacturing; Agribusiness; Transportation and Logistics; and Arts, Entertainment, and Recreation Employers
- Chambers of Commerce and EDC Industrial Relations, Human Resources, Education, and Industry Cluster Committees
- Public School Systems Career and Technical Education representatives among targeted industry clusters

This combination of Assets within Strategy 1.2 are meant to create a seamless flow of talent between those who help prepare job seekers for careers and employment, those who work with employers to assess and narrow their employment gaps, and employers. This group stays abreast of high-demand occupations and strategies to help employers try out talent, try out products without the major investments that go along with employee turnovers, or supplement the costs of training new employees. The SET planning process helped identify Emerging and Star industry cluster on which to focus economic and workforce development resources

in order to continue positive growth and sustainability. This group revealed the importance of work experiences for the emerging workforce and benefits of reduced labor costs for employers in these targeted clusters. The Plan of Action details ways to bring this group together more often, create an inventory of work-based learning opportunities, and ensure job seekers get the most of their opportunities. We believe there is no better way to improve access to jobs than to use these assets to provide first-hand access.

Action Steps: Work experience is well known to provide a leg up for job seekers in the eyes of employers. The Kerr-Tar SET team's strategy to expand work-based learning programs is guaranteed to increase employability of the region's labor force with limited experience or knowledge. This strategy extends beyond activities for job seekers who lack the skills or experience to become employed. We intend to expand or offer work-based learning programs to incumbent workers through OJT activities, to young adults, and to teachers within our education programs.

Understanding that offering industry tours, field trips, and educational opportunities with our region's employers for the region's educators (with assignments and requirements for them to incorporate the experiences into their curriculum) is a creative work-based learning activity to help teachers and administrators become more aware of the local economy as they teach skilled trades and the world of work to students. It was well received when offered as a grant program from the Division of Workforce Solutions and again under the AMSTA grant. Participating educators will be compensated with continuing education credits and stipends. Specific action steps for this strategy are identified in the Plan of Action below.



Strategy: 1.2 Expand Work-Based Learning Programs

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Gain Career Pathways certifications.	Kerr-Tar WDB staff, eligible training providers, Boards of Education and staff, local employers, local governments	Kerr-Tar COG Business Services Representative	7/1/2017	
2) Develop forums and materials for employers to identify common needs or areas for business services representatives to concentrate and employ specific resources.	Community Colleges; Kerr-Tar WDB Business Services Team; NC Department of Commerce	VGCC Customized Training Coordinator	7/1/2017	
3) Use employer feedback and NCWorks data to identify the most effective work-based learning offerings and locations.	Dept of Commerce Labor and Economic Analysis Division (LEAD) and Division of Workforce Solutions; WDB staff	Kerr-Tar COG Youth Programs Coordinator	12/1/2018	
4) Develop and present materials to educate stakeholders and promote the value of the region's work-based learning opportunities.	Kerr-Tar WDB Business Services Team; public schools representatives; local employers' experiences/success stories; NC Dept of Commerce	Kerr-Tar COG Business Services Representative	12/1/2017	
5) Build interactive database of employers that help expose the emerging workforce to real, local careers - speaking at events, hosting tours and sponsoring events, interns, apprentices, or volunteers.	Kerr-Tar WDB Business Services Team; School Systems; local employers	Kerr-Tar COG Youth Programs Coordinator	10/1/2017	
6) School systems gain resources to incorporate Career Ready 101 software into CTE curriculum.	Kerr-Tar WDB, DPI, local employers, ACT, Boards of Education and local governments	Kerr-Tar COG Youth Programs Coordinator	7/1/2019	
7) Market enhanced course offerings and recruit quality students through media outlets, human services agencies, improved social media, and more customized customer engagement techniques.	Kerr-Tar WDB staff; Community Colleges and Kerr-Tar Business Services Team; engagement consultant	PCC Dean of Workforce Development	7/1/2017	
8) Develop protocol and seek additional funding to re-establish regional incumbent worker training program for local employers of targeted industry clusters.	Kerr-Tar Business Services Team; Dept of Commerce	Kerr-Tar COG Business Services Representative	12/1/2018	
9) Gain support and leverage resources focused on business incubations efforts and WBL expansions across the region.	Kerr-Tar SET Team agencies, AMSTA Advisory Group; Chambers of Commerce, local and state governments; Kerr-Tar WDB staff; public school systems representatives	AMSTA project coordinator	12/1/2020	
10) Coordinate field trips, forums, and industry camps for educators focused on the targeted industries.	WDB staff, Boards of Education and staff, local and state government	AMSTA project coordinator	7/1/2018	
11) Add employer feedback and service/customer performance evaluations discussions on AMSTA, EDC, and Career Pathway business round table agendas.	Career Pathway Advisory Groups, local employers, WIOA service providers, AMSTA Advisory Group, Kerr-Tar WDB staff	Kerr-Tar COG Business Services Representative	7/1/2018	
12) Hold quarterly meetings with contributors of the WBL interactive database to evaluate effectiveness and secure updates.	Public schools CTE and Occupational Course of Study representatives; Vocational Rehabilitation representatives; AMSTA project coordinator; WIOA Service Providers; local employers; select human services agencies	Kerr-Tar COG Youth Programs Coordinator	10/1/2017	

Benefits: The SET team has used this strategy to inject creative work-based learning programs throughout the region. They will help complement the customized training strategy with effective, hands-on experiences

that can result in a career, prevent a young professional from making the wrong career move, spark additional interests, increase work place readiness and soft skills, and strengthen education efforts with public schools. Consultations with local companies have revealed that more companies want to begin offering work-based learning opportunities, but they need assistance creating the internal structure to handle interns. The WDB's business services representatives devote time to assess employment and training, human resources, incentives and credits to help employers build capacity. More workforce development programs are calling on work-based learning to enhance the skills of customers. The WDB has served as a clearinghouse for those opportunities; this strategy brings the appropriate partners together to efficiently recruit and manage effective work-based learning opportunities.

There is a shortage of skilled workers within the areas of Agribusiness and Advanced Manufacturing. The SET team is devoted to creating more awareness around these industry clusters and exposing the emerging workforce to opportunities that can lead to prosperous careers.

Evaluation:

Strategy 1.2 Measurement Plan

Strategy 1.2: <i>Expand Work-Based Learning Programs</i>				
Participants: <i>Advanced Manufacturing Career Pathway steering committee, Advanced Manufacturing Skills Training Alliance (AMSTA) advisory group, NC TAP network, WDB members and staff, WIOA service providers, Advanced Manufacturing and Agri-Business Employers</i>				
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>Attitudes/Knowledge/Skills (within 12 months)</p> <p><i>Increase the amount of workforce development funding used for work experience activities with targeted industry clusters by 50%.</i></p>	<p><i>- Outreach plan for employers, including presentations</i></p>	<p><i>Career Center Business Services; WIOA service providers; AMSTA representatives; public schools CTE representatives</i></p>	<p><i>Financial and WD program reports</i></p>	<p><i>Monthly</i></p>
<p><i>The number of students enrolled in Manufacturing; Agribusiness; Transportation and Logistics; and Arts, Entertainment, and Recreation courses throughout the region has doubled.</i></p>	<p><i>- Data before and after</i></p> <p><i>- Career Pathway models</i></p> <p><i>- Recruitment strategy, including presentation materials, information about tours, and Career Center/College interest meetings</i></p>	<p><i>AMSTA advisory group, Career Center Business Services team, WIOA service providers</i></p>	<p><i>Data collection and outreach efforts</i></p>	<p><i>Monthly</i></p>
<p><i>Two businesses in each county will partner with the Kerr-Tar Workforce Development Board to provide individualized short-term training that allows new hires to increase skills sets and maintain unsubsidized employment.</i></p> <p>Measure: <i>Number of OJT contracts</i></p>	<p><i>- Outreach plan</i></p>	<p><i>WDB Business Services team with help from WIOA service providers and community colleges' Customized Training representatives</i></p>	<p><i>Meetings and reports</i></p>	<p><i>Monthly</i></p>

<p>Behavior (1-3 years)</p> <p>A certified Career Pathway in Advanced Manufacturing has been established.</p>	<ul style="list-style-type: none"> - Career Pathway application - Employer buy-in - MOA with education entities 	<p>WDB Business Services team</p>	<p>Business roundtables, meetings and draft application(s)</p>	<p>Monthly</p>
<p>Gain 2 more employers from the Kerr-Tar region to join NC Triangle Apprenticeship Program (NC TAP). Measure: Employer investments</p>	<ul style="list-style-type: none"> - Presentations and forums 	<p>NC TAP and local employers</p>	<p>Meetings</p>	<p>Quarterly</p>
<p>Double the amount of internships provided to students through the Advanced Manufacturing Skills Training Alliance (AMSTA). Measure: Student engagement Measure: Employer buy-in</p>	<ul style="list-style-type: none"> - Separate student and employer outreach efforts - Employer buy-in 	<p>AMSTA advisory group</p>	<p>Meetings and reports</p>	<p>Monthly</p>
<p>Increase the number of manufacturing companies offering apprenticeships by 2 in each county. Measure: Employer buy-in</p>	<ul style="list-style-type: none"> - Official registration process 	<p>WIOA service providers, Business Services team, local employers, and community colleges</p>		<p>Quarterly</p>
<p>Condition (3-5 years)</p> <p>Educators throughout the region are knowledgeable about the SET targeted industry clusters. Measure: 25% of educators attend "industry camps"</p> <p>Double the number of students enrolled in the Associate's Degree in Mechanical Engineering Measure: Student engagement Measure: Class rosters/numbers</p> <p>A regional Adult Apprenticeship Program is offered. Measure: Employer buy-in Measure: Training opportunities</p>	<ul style="list-style-type: none"> - Schedule tours and activities - School systems approvals - Outreach efforts - Community college materials - Structure - Administrator 	<p>Employers and schools' administrators</p> <p>Community College and Career Center representatives</p> <p>Community College representatives, WIOA Adult/DW service provider(s), WDB Business Services team</p>	<p>Meetings, tours, and redesigned curricula (future class activities)</p> <p>Class rosters and reports</p> <p>Meetings and drafted documents</p>	<p>Bi-annually</p> <p>Quarterly</p>

Strategy 1.3: Improve Transportation Access to Employment (a.k.a. Job Access Mobility)

Target Outcomes:

Short Term (within 12 months):

Franklin and Warren Counties adopt a plan for **fixed route** transportation, **completing the region's need for fixed route transportation (Granville, Person, and Vance counties have already adopted the plan).**

The amount of transportation funds used within subsidized employment and training activities is doubled.

Intermediate (1-3 years):

A minimum of one employment shuttle in the region that is convenient to the community's labor force, schedules, transportation provider, and employers of the targeted industry cluster(s) is established.

The offerings of the region's 2 major transportation providers towards employment trips is expanded either through more staff, more vehicles, or extended hours.

Long Term (3-5 years):

Fixed route public transportation options will be available **throughout the region.**

The number of individuals throughout the region who lack employment opportunities due to transportation barriers is reduced by 10%.

Assets: Regional assets that will support the implementation of this strategy include:

- Devoted Kerr-Tar COG Mobility Management position
- Kerr-Tar Coordinated Human Services Advisory Group and Job Access Mobility Institute materials
- Chambers of Commerce network of HR professionals
- Society of Human Resource Management (SHRM) chapter(s)
- Employers identified from Targeted industry clusters and local retailers
- Workforce Development funding
- Low to moderate wage jobs within various shifts throughout entire region
- Local transportation providers
- County organizations (i.e. Cooperative Extension, DSS, Health Department, Senior Center)
- *Go Triangle* representatives
- Community Transportation Association of America (CTAA) representatives

The assets within this strategy have been in place for other projects in the region that have been building a strong job access mobility network. Some plans have been implemented. The SET planning process has enabled this group to regain purpose and energy to commit to the original goals of improving job access mobility across the region. Eliminating transportation barriers for many of the region's workers will most likely provide more job opportunities to the region's job seekers, provide employers with more productive workers, and reduce turnover rates. Achieving the targeted outcomes within Strategy 1.3 will also broaden economic development opportunities for the region.

The expanded SET Plan of Action below details how each of these individuals or groups will play into steps to achieving the Targeted Outcomes.

Action Steps: Improving transportation access for workers to their place of employment opens additional doors for local job opportunities among job seekers while allowing employers to increase their talent pool that previously had no access to employment due to transportation barriers. This results in more households working their way out of poverty and successful collaborations among human services agencies. This plan includes action steps from the region’s stakeholders which help provide more reliable options for job seekers and employers alike. The Kerr-Tar Coordinated Human Services Advisory Group that was established during the Job Access Mobility Institute will spearhead this strategy. They will update the inventory of resources, develop and maintain presentations, and coordinate local forums to increase awareness of job access mobility. In order to achieve the intermediate outcomes, the Group will survey many more businesses to compile and compare data about shift schedules, locations, and trouble spots. The Group will also analyze gaps in funding and pursue both public and private opportunities that can help sponsor these specialized services. To achieve long term outcomes, the team will strengthen existing and develop new partnerships with human services representatives and establish a curriculum to be used for training the emerging workforce. We believe this strategy also serves as an avenue for additional talent to be exposed to careers within Transportation and Logistics and support an entrepreneurship pipeline with education and work experience. Specific action steps for this strategy are identified in the Plan of Action below.



Plan of Action

Handout 4

Strategy: 1.3 Improve Transportation Access to Employment

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Take inventory of transportation resources and education options.	Kerr-Tar Coordinated Human Services Advisory Group	Kerr-Tar COG Mobility Manager	7/1/2017	
2) Complete or update county public transportation plans.	Local Governments	Kerr-Tar COG Mobility Manager	12/1/2017	
3) Develop presentation(s).	Kerr-Tar COG Mobility Manager and WDB staff	Kerr-Tar COG WD Director	4/1/2017	
4) Prioritize data to be collected related to job access, establish baselines and milestones to reach through project duration.	Kerr-Tar COG staff	Kerr-Tar COG WD Director	10/1/2017	
5) Promote resources of the area’s employment and training providers in order to double the amount of transportation funds used within subsidized employment and training activities.	Kerr-Tar WDB staff	Kerr-Tar COG WD Director	4/1/2017	
6) Compile and analyze households without vehicles, unemployment rates, and other data related to job access.	Kerr-Tar COG Mobility Manager and WDB staff	Kerr-Tar COG WD Director	7/1/2018	
7) Develop questionnaire for businesses.	Kerr-Tar WDB staff	Kerr-Tar COG Business Services Representative	12/1/2017	
8) Compile data about shifts, locations, and residences for employment shuttle.	Kerr-Tar Business Services Team (WDB staff, Community College Customized Training Coordinators, WIOA Service Providers)	Kerr-Tar COG Business Services Representative	12/1/2018	
9) Schedule a regional forum or sponsor Chamber of Commerce presentation in each county that highlights all of the public and community services that assist with job access.	Kerr-Tar COG Mobility Manager	Kerr-Tar COG WD Director	07/01/2018	

10) Survey business within the targeted industry clusters about turnover rates, transportation gaps, shifts, and residences.	Kerr-Tar Business Services Team	Kerr-Tar COG Business Services Representative	07/01/2019	
11) Survey business within the targeted industry clusters about turnover rates, transportation gaps, shifts, and residences.	Kerr-Tar Coordinated Human Services Advisory Group	Kerr-Tar COG Mobility Manager	12/01/2019	
12) Seek funding to implement new services created or expand existing employment-related services.	Kerr-Tar COG staff	Kerr-Tar COG WD Director	12/01/2019	
13) Establish a Transportation curriculum within Secondary or Post Secondary schools that focuses on the industry, business and entrepreneurial aspects, safety, and resources.	Schools, County Planners, COG Planning staff; NC Dept. of Transportation	Kerr-Tar COG Mobility Manager	12/01/2021	
14) Collect data to report outcomes and evaluate impact.	Kerr-Tar COG staff, NC Dept of Commerce and Transportation representatives	Kerr-Tar COG Mobility Manager	12/01/2021	

Benefits: This strategy focuses on job access mobility. Although there are currently some effective services that alleviate transportation barriers to/from jobs (i.e. fixed routes around the region’s larger towns, van pools for workers commuting outside the region), there are still significant barriers. For instance, public transportation services are only available daily until roughly 5 PM, Monday through Friday. Private transportation services are limited to one or two high-cost providers. Federal and state workforce development funding is not widely used for transportation (approximately 2% of total services budget), nor is the region’s transportation funding devoted to many specific job access initiatives, a region where over half of the workers commute to another county and 45% travel 30 or more minutes to their job.¹ Affordability of transportation is a major challenge. Transportation consistently ranks as the second highest consumer expense. Employee turnover rates among the region’s labor force, along with a large number of temporary and low-wage laborers, make it difficult to consistently maintain programs such as vanpools or commuter connectors in order to access jobs, interviews, or employment services. Insurance liabilities, costs and lengths of trips, and traveling outside of formally-prescribed boundaries add to the complexity of coordinating commuting efforts among the region’s providers.

The region participated in the first Community Transportation Association of America Job Access Mobility Institute, becoming one of 7 national teams to diagnose local job access challenges, then design and test strategies to resolve those challenges. There were representatives from each county, and the team was able to implement one project that has been highly successful (Uptown Roxboro Shuttle) since its inception in 2014. That group originally thought to tackle commuting patterns outside the region, but quickly settled into the region’s transportation gaps. The challenge facing the JAMI team was how to connect workers to opportunities. The Political, Economic, Social, and Technological (PEST) Analysis that began the project resulted in a reframed Challenge Statement that read, “How do we get communities to invest in job access mobility solutions?” This SET team analyzed some of the work of that group and decided that this strategy could enhance that original leg work by creating more awareness around costs to operate or maintain reliable transportation and the benefits of a more mobile labor force. Additional funding has been secured sporadically since then, but this plan will allow the original team to reconvene, including the other partners that have been helpful since 2012. More time and action steps will be devoted to educating employers’ human resources representatives of the value of reliable transportation options. More workforce development resources will help build upon the relationships and studies from JAMI in order to create an array of job access services similar to how trips for older adults, persons with disabilities, and medical facilities have been received in this rural region over the years. Ultimately, this group can serve as JAMI 2.0 and strive for the same result, which is designing and testing a “wheels on the ground” solution for part(s) of the region.

¹ NC Department of Commerce ACCESS NC – North Carolina Economic Data and Site Information. Kerr-Tar WDB Regional Profile. Commuters, Workers Age 16 and Over, 2014 Estimates. July 2016.

<http://accessnc.nccommerce.com/DemoGraphicsReports/pdfs/regionProfile/WDBKerr-Tar%20WDB.pdf>

Evaluation:

Strategy 1.3 Measurement Plan

Strategy 1.3: Improve Transportation Access to Employment				
Participants:				
<i>Kerr-Tar Mobility Manager, Kerr-Tar Coordinated Human Services Advisory Group, Chambers of Commerce, Employers identified from Targeted industry clusters and local retailers, Local transportation providers, County organizations (i.e. Cooperative Extension, DSS, Health Department, Senior Center and some local government administrators) Go Triangle representatives, Community Transportation Association of America representatives</i>				
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>Attitudes/Knowledge/Skills (within 12 months)</p> <p><i>Franklin and Warren Counties adopt a plan for fixed route transportation. Granville, Person, & Vance already have adopted the plan.</i></p> <ul style="list-style-type: none"> - Measure: current transportation services and gaps in communities - Measure: local buy-in to support transportation projects 	<ul style="list-style-type: none"> - Data analysis - List of committed individuals 	<p><i>Local Governments, Mobility Manager, and transportation providers</i></p>	<p><i>Meetings Surveys</i></p>	<p><i>Monthly</i></p>
<p><i>Double the amount of transportation funds used within subsidized employment and training activities.</i></p>	<ul style="list-style-type: none"> - Informed and prepared personnel 	<ul style="list-style-type: none"> - NCWorks Career Centers staff - Human Services agencies and community-based organizations 	<p><i>Provider meetings and extensive assessments of customers</i></p>	<p><i>Quarterly</i></p>
<p>Behavior (1-3 years)</p> <p><i>Pilot at least one employment shuttle in the region that is convenient to the community's labor force, schedules, transportation provider, and employers of the targeted industry cluster(s)</i></p>	<ul style="list-style-type: none"> - Provider that can meet the needs of employers - Schedules research - Riders research - Employment locations research 	<ul style="list-style-type: none"> - Local transportation providers, employers, NC Dept. of Commerce Labor and Economic Analysis Division (LEAD) 	<p><i>Mapping, meetings, data research, conference calls</i></p>	<p><i>Ongoing</i></p>

<p>Expand the offerings of current transportation providers towards employment trips either through more staff, more vehicles, or expanded</p> <p>- Measure current transportation services and gaps in communities</p>	<p>- Funding Sources</p> <p>- data to show specific needs for expanded services</p>	<p>- State and Local reports from providers and administrators</p>	<p>Workshops</p> <p>Grant Writing</p>	<p>Quarterly</p>
<p>Condition (3-5 years)</p> <p>Fixed route public bus services will be available throughout the region.</p>	<p>- Public Transportation Plan</p> <p>- Design routes</p> <p>- Devoted resources</p>	<p>- Local governments, transportation providers, locations (i.e. recreation, retailers, employment, human services)</p>	<p>Meetings</p>	<p>Quarterly</p>
<p>Reduce the number of individuals throughout the region who lack employment opportunities due to transportation barriers by 10%.</p> <p>- Measure: households without reliable transportation</p> <p>- Measure: Methods of travel</p> <p>- Measure: jobs created</p> <p>- Measure: use of resources to gain employment</p>	<p>- Data before and after</p>	<p>- NCWorks Career Centers staff, Human Services agencies, employers</p>	<p>Surveys and reports</p>	<p>Quarterly</p>

Strategy 1.4: Address Hiring Policies regarding employment for released prison population

Target Outcomes:

Short Term (within 12 months)

A resolution that will encourage and incentivize hiring former offenders with certain records is drafted for local governments and employers of targeted industry clusters to adopt.

Imprisoned individuals, specifically within city and county jails, are registered with NCWorks.gov.

A regional Re-Entry Council (or smaller, local Councils) is created that pursue(s) specific resources, draft short- and long-term goals for the community, and participates in specific projects designed to assist former offender populations.

Intermediate (1-3 years):

BAN THE BOX concept, which will eliminate the “conviction” question on employment applications of local governments, at a minimum, is placed in front of local governments for a vote.

Long Term (3-5 years):

The region’s employers are comfortable with established support networks and candidates with criminal records to allow second chances at employment, thus reducing the unemployment rate of former offenders of the region by 10%.

Former offenders **have the opportunity to interact with service providers** to address barriers to self sufficiency specific for the former offender population (i.e. transportation, legal, medical, housing, employment and training, food, etc.).

10% of the advanced manufacturing and agribusiness employers will attend hiring events catered to the former offender population of the region.

The number of expunctions occurring within the region over the next 5 years is doubled from the previous 5 years.

The region’s recidivism rates are lowered by 5%.

Assets: Regional assets that will support the implementation of this strategy include:

- Workforce Development funding sources
- Division of Workforce Solutions Former Offender Specialists and Career Center facilities
- Strong partnerships with non-profit organizations, Juvenile Crime Prevention Councils, and COG member governments
- NC Courts System

This Strategy is taking off due to some of the insight of employers and grassroots efforts by a small group in the region. The Assets outlined within Strategy 1.4 are meant to embark on new territory in this region. The responsibility parties are studying many models and experiences from other regions and hoping to gain some momentum that will spread throughout the region. The Assets are subject matter experts from other areas with experience implementing public services that close the employment gap. They have drawn from their experiences, the initial SET meetings and presented data to draft this Strategy. This group will abide by the Plan of Action in order to spearhead efforts to expand services, provide additional incentives for employers, gain political support, and make a huge impact on an isolated population. Similar to the transportation strategy, those responsible are working to eliminate barriers to employment and help level the playing field for job access. It was a plan like this that enabled some transportation projects that were discussed for many years to actually come to life after creating a formal plan combined with research, devoted stakeholders, and targeted outcomes.

Action Steps: The significance of assessing hiring policies among the region’s employers is to eliminate many of the misconceptions of criminal backgrounds. This strategy will allow the region to better promote publically subsidized programs that effectively eliminate barriers to employment, but the major emphasis is for employers to comfortably invest in the former offender population. Steps to achieve these measurable outcomes include collecting, clarifying, and effectively presenting data about former offenders, their abilities, and the value they pose for the targeted industries and local governments. A Re-Entry Council will be established to strategically match resources, assistance, and employment opportunities with the appropriate customers – both employers and job seekers. This group will advocate for additional support of the former offender populations, potentially lobby for more positive awareness of key issues that face employers and former offenders, and sponsor recurring events that bring together partners in one location to improve career opportunities for this population. Specific action steps for this strategy are identified in the Plan of Action below.



Plan of Action

Handout 4

Strategy: 1.4 Address Hiring Policies regarding employment for released prison population

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Collect data that highlights regional labor force with criminal backgrounds who are unemployed, reveals designated prison populations and demographics for each county, along with release schedule and numbers for each county.	Kerr-Tar COG Planning Dept staff, Department of Commerce, NC Justice Center, law enforcement representatives, other data sources	Kerr-Tar COG WD Director	12/1/2017	
2) Develop and present materials to educate stakeholders, promote the value of the talent pool, and highlight incentives/initiatives (i.e. Work Opportunity Tax Credit, expunctions, Bonding).	Division of Workforce Solutions, Kerr-Tar WDB staff, local governments, local employers, Chamber of Commerce	NC Division of Workforce Solutions Former Offender Specialist	10/1/2017	
3) Schedule meetings and outreach with local prison systems.	Community Colleges, Division of Workforce Solutions, local governments, WIOA Service Providers, NC Courts System	NC DWS Former Offender Specialist	10/1/2017	
4) Build relationships with advocacy groups that focus on services for former offenders.	DWS, Kerr-Tar WDB staff, community- and faith-based organizations	NCWorks Career Center Manager	7/1/2017	
5) Research structure, activities, and best practices from other Re-Entry Councils.	Kerr-Tar WDB staff, DWS, NC Courts System	NC DWS Former Offender Specialist	12/1/2017	
6) Convene stakeholders and draft memorandums of agreements to establish a Re-Entry Council.	DWS, local governments, local employers, Kerr-Tar WDB	Kerr-Tar COG WD Director	4/1/2018	
7) Draft local BAN THE BOX resolution(s) and consult with local governments.	DWS, local and state governments, Board of Elections, local employers, Chamber of Commerce, NC Courts System, COG Board, local attorneys, community- and faith-based organizations	Kerr-Tar COG WD Director	12/1/2018	
8) Reach out to local employers from the targeted industry clusters to coordinate work experience opportunities that can lead to unsubsidized employment.	local employers, Kerr-Tar WDB Business Services Team, District Attorneys, NC Courts System	Kerr-Tar COG WD Director	12/1/2017	
9) Organize vendors, materials, and logistics for Resource Fairs.	NCWorks Career Center staff, Re-Entry Council members, DWS, Kerr-Tar WDB staff and WIOA Service Providers	Kerr-Tar RE-Entry Council representative	12/1/2017	
10) Organize vendors, materials, and logistics for Hiring Events.	local employers, Kerr-Tar WDB Business Services Team, local and state governments	Kerr-Tar Re-Entry Council representative	7/1/2019	
11) Collect data to report outcomes and evaluate impact.	Kerr-Tar COG Planning Dept staff, Department of Commerce, NC Justice Center, NCWorks Online, NC Courts System, other data sources	Kerr-Tar COG WD Director	12/1/2021	
12) Create local incentives for employers to participate/support initiatives to employ former offenders.	Division of Workforce Solutions, Kerr-Tar WDB staff, local governments and elected officials, local employers, Chamber of Commerce, US Dept of Labor representatives	Kerr-Tar COG Director	12/1/2020	
13) Support or sponsor local expunction events to create awareness and higher rates of successful expunctions.	Community-based organizations, Division of Workforce Solutions, local governments, WIOA Service Providers, NC Courts System	Kerr-Tar Re-Entry Council representative	12/1/2018	

Benefits: This strategy is meant to raise awareness of the increasing concern for our region’s labor force with criminal backgrounds. There is a lot of discussion about substance abuse and high crime rates in this region, deservedly so. However, there is a large percentage of the labor force that has jobs or is looking for jobs where a minor offense is not or should not hinder their job opportunities. These mistakes frequently don’t affect the offender’s character or ability to perform on the job. The SET team wants to target the populations that are having trouble reentering the workforce strictly based on their criminal history while bringing together helpful partners more effectively than in the past. More importantly, this team wants to target the employers that have positions available within the region that are not limited by an individual’s background or could hire former offenders with incentives or insurance opportunities that provide peace of mind. An estimated 1 million individuals in North Carolina have a criminal conviction, roughly 10% of the state’s population. There are numerous programs and services available to employers and job seekers alike that can help mask the perceptions of criminal backgrounds. There are practices occurring in the work place every day that unfairly discriminate these individuals from even discussing or displaying their talents to employers. Some of the region’s most skilled labor is tainted by a minor criminal offense that has become impossible to erase. Employment is one of the most effective tools to reduce recidivism (which is approximately 40% for North Carolina), resulting in safer communities, greater investments, and lower cost for local governments.

Evaluation:

Strategy 1.4 Measurement Plan

Strategy 1.4: Address policies regarding employment of released prison population				
<i>Participants: Department of Commerce Divisions of Employment Security and Workforce Solutions, DSS, Mental Health, Legal Aide, Court System-Probation-Parole, Non-profits-Infinite Possibilities, Gang Free Inc.</i>				
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>Attitudes/Knowledge/Skills (within 12 months)</p> <p><i>Draft a policy for local governments and employers of targeted industry clusters to adopt that will encourage and incentivize hiring former offenders with certain records</i></p>	<ul style="list-style-type: none"> - buy-in from local elected officials - information from job openings in local governments and targeted industry clusters that outlines requirements and limits based on criminal background - Examples of incentives that have worked in other locations - Commitments for Incentives 	<ul style="list-style-type: none"> - Elected officials and human services agencies - Employers’ HR representatives - Dept. of Commerce Colleagues - State/Federal Workforce Development funding 	<p><i>Conference Calls, meetings, document sharing</i></p> <p><i>Letters of commitment</i></p>	<p><i>Monthly</i></p>

<p><i>Ensure imprisoned individuals, specifically within city and county jails, are registered with NCWorks.gov</i></p>	<p><i>Target individuals in local prisons expecting to return to work (follow model for federal prisons)</i></p>	<p><i>NCWorks Career Centes staff, Dept. of Commerce representatives, Community-based organizations, Local prison officials</i></p>	<p><i>Meetings and visits</i></p>	<p><i>Monthly</i></p>
<p><i>Create a regional Re-Entry Council or smaller, local Councils that pursue(s) specific resources, draft short- and long-term goals for the community, and participates in specific projects designed to assist former offender populations</i></p>	<ul style="list-style-type: none"> <i>- Partnerships/ agreements with targeted entities that have a stake in the success of the former offender labor force</i> <i>- Drafted Mission and Goals to guide the group</i> <i>- Create a forum for discussion over data, trends, guest speakers from subject matter experts, and organized body to coordinate events or carry out objectives</i> 	<p><i>NCWorks Career Centers staff, Dept. of Commerce representatives, Employers, Community-based organizations, Local elected officials and human services agencies</i></p>	<p><i>Conference calls and meetings</i></p>	<p><i>Monthly</i></p>

<p>Behavior (1-3 years)</p> <p><i>BAN THE BOX</i> concept placed in front of local governments to vote, which will eliminate the "conviction" question on employment applications of local governments</p>	<p>Agreements to remove questions about criminal background from employment applications and/or initial stages of employment process to help eliminate negative hiring decisions when the crime is unrelated to the job duties.</p> <p>(Adapted from the NC Justice Center document prepared for the Durham Second Chance Alliance - http://www.ncjustice.org/?q=second-chance-alliance/ban-box-second-chance-fair-employment)</p>	<p>local governments and employers from targeted industry clusters</p> <p>Human Services Agencies and NC Dept. of Commerce representatives</p> <p>Chambers of Commerce</p> <p>Potentially labor unions</p>	<p>Presentations, Board/Council Meetings and minutes of agenda items/votes on Ban the Box Issue</p>	<p>Quarterly presentations</p> <p>Monthly meeting minutes</p>
<p>Condition (3-5 years)</p> <p>The region's employers are comfortable with established support networks and candidates with criminal records to allow second chances at employment, thus reducing the unemployment rate of former offenders of the region by 10%</p>	<ul style="list-style-type: none"> - Knowledge of collected data and established measurements prior to establishing Council and implementing services - Employers' understanding or interest testing the candidate market of former offenders based on presentations or services offered - Amount of former offenders interviewed and hired in local governments and targeted industry clusters - Track those individuals and employers who were served by Re-Entry Council 	<p>Re-Entry Council, NCWorks Career Centers staff</p>	<p>-Research</p> <p>- Surveys, Interviews</p> <p>- Reports of hiring results and/or case management files</p> <p>- Reports</p>	<p>Initial data collection</p> <p>Follow-up from sessions/events</p> <p>Quarterly interviews and reports</p>
<p><i>Former offenders have the opportunity to interact with service providers to address barriers to self sufficiency specific for the former offender population (i.e.</i></p>	<p>- Establish a comprehensive list of human service agencies/providers who focus efforts or</p>	<p>NCWorks Career Centers staff, Dept. of Commerce representatives, Human Services</p>	<p>Correspondence, spreadsheets, rosters</p> <p><i>Quarterly</i></p>	<p>Ongoing</p> <p><i>Quarterly</i></p>

transportation, legal, medical, housing, employment and training, food, etc.)	<p>have resources for former offenders</p> <ul style="list-style-type: none"> - Determine what is provided - Recruit former offenders and understand the barriers in place 	agencies, Community-based organizations, job seekers	Resource fair	
10% advanced manufacturing and Agri-Business employers will attend hiring events catered to the offender population of the region	<ul style="list-style-type: none"> - Establish a comprehensive list of employers who have open positions and that are available to populations with criminal backgrounds - Actively match potential candidates from the talent pool prior to the event(s) 	NCWorks Career Centers staff, Employers, Human services agencies, Community-based organizations, Job seekers	<p>Correspondence, spreadsheets, rosters, NCWorks Online</p> <p>Hiring events</p>	Ongoing Quarterly
The number of expunctions occurring within the region over the next 5 years is doubled from the previous 5 years.	<ul style="list-style-type: none"> - Baseline number of expunctions from previous 5 years - Progression of expunctions (un/successful) - Track those individuals served by Re-Entry Council 	NC Courts System or other official data source	<p>Correspondence and Research</p> <p>Record information within NCWorks Online throughout case management process</p>	<p>Initial research process</p> <p>Annual reports</p>
The region's recidivism rates are lowered by 5%.	<ul style="list-style-type: none"> - Data before and after 	NC Courts System, Department of Public Safety	Reports	Annual reports

Strategy 1.5: Enhance broadband infrastructure and connectivity options

Target Outcomes:

Short Term (within 12 months):

Areas of concern for entire region that have limited or no access to broadband internet are identified.

Intermediate (1-3 years):

Each county has a plan to extend internet coverage to identified impact areas.

Funding for a minimum of one local entity (municipality, county, ISP, etc.) is secured to strengthen coverage or expand infrastructure.

Long Term (3-5 years):

The gap of the outlying areas without reliable, affordable access is closed to less than 5%.

Assets: Regional assets that will support the implementation of this strategy include:

- Local governments and elected officials
- Strategic planning documents and counties' Capital Improvement Plans
- NC Broadband and Department of Commerce representatives
- Economic Development Commission staff
- Boards of Education
- USDA resources
- Kerr-Tar Regional Council of Governments
- Local and regional internet service providers
- Cellular companies
- Public libraries
- Emergency Management resources
- Community college campuses

There is a direct correlation between enhanced connectivity and access to jobs. There have been innumerable studies completed about the internet coverage and gaps of the region. The Assets outlined within this Strategy are an attempt to combine them to gain updated coverage before pursuing Intermediate and Long Term Targeted Outcomes. Local governments and regional partners understand that a strong technology infrastructure can enhance local business opportunities, improve access to educational materials, and above all help job seekers communicate, apply to positions, and even "travel" beyond their rural communities. The SET team has drafted a list of assets and subject matter experts meant to expedite decision making, fund projects, or secure funds that can keep the region's job seekers connected to current jobs and future opportunities while improving access to many other growth opportunities (i.e. education, social and recreation, economic development and additional job growth, tourism, etc.).

Action Steps: Many local governments took advantage of E-NC Authority's services over the past 10 years. Expansions were evident where it was cost effective, but many areas were still left unaffected. The SET team has established a few influential action steps that will help increase the return on investment for service providers to commit to covering the entire region. The emphasis is on broadband, fiber optics, and satellite infrastructure. The team aims to provide opportunities to increase affordability and connection options for end users. Specific action steps for this strategy are identified in the Plan of Action below.



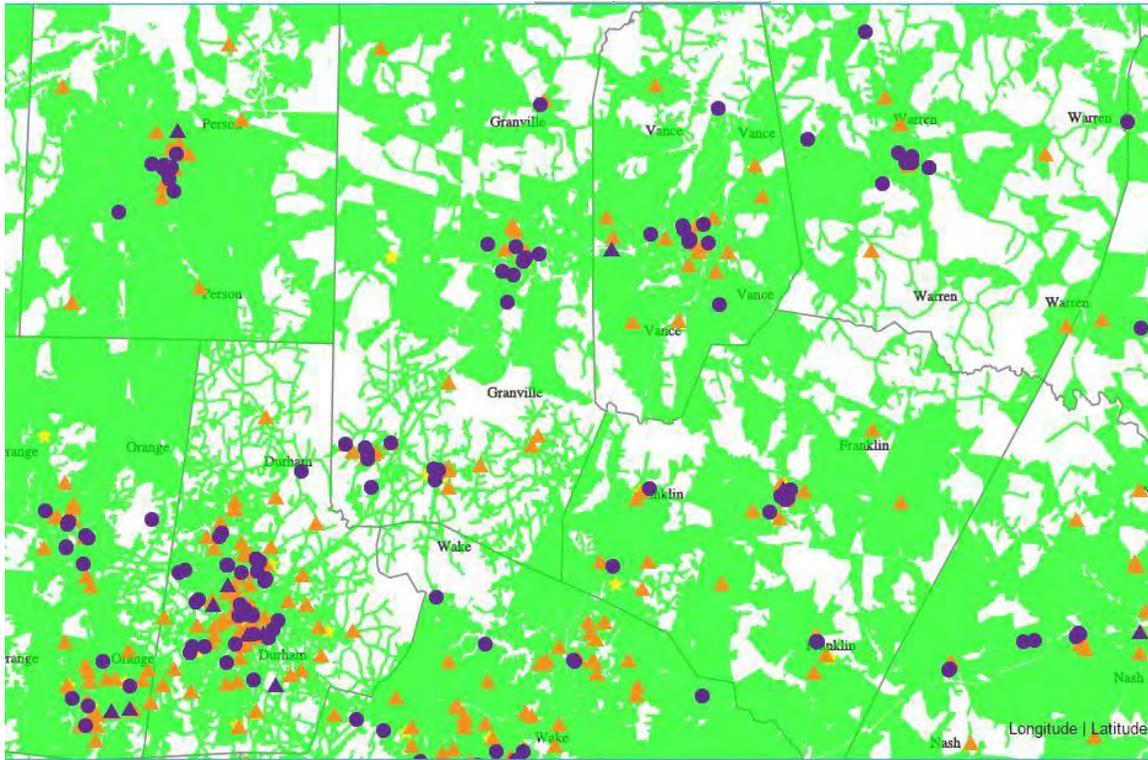
Strategy: 1.5 Enhance broadband infrastructure and connectivity options

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Collect data related to service options, costs, and gaps in service.	Local governments, Dept of Commerce representatives, Kerr-Tar COG Planning Dept	Kerr-Tar COG Planning Director	7/1/2017	
2) Survey residents, businesses, schools, and local governments to determine impact areas, areas of concern, and program design strategies.	Kerr-Tar COG Planning Dept, local governments, Kerr-Tar WDB staff and service providers	Kerr-Tar COG Planning Director	1/1/2018	
3) Evaluate existing and planned public access sites to determine effectiveness.	Kerr-Tar COG Planning Dept, NC Broadband Initiative, Local governments	Kerr-Tar COG Planning Director	1/1/2018	
4) Study best practices from similar areas.	Kerr-Tar COG staff, Local Governments, NC Dept of Commerce	Kerr-Tar COG Planning Director	7/1/2018	
5) Identify impact areas through surveys, mapping, and reconnaissance research.	Local governments, Kerr-Tar Planning department; Career Center staff	Kerr-Tar COG Planning Director	1/1/2018	
6) Establish a group of stakeholders to spearhead regional infrastructure initiatives.	Local and state government representatives, Kerr-Tar COG staff, Career Center staff and service providers, human services providers, local businesses and ISPs	Kerr-Tar COG Director	12/1/2017	
7) Meet with Internet service providers to determine how to proceed with expansions and address return on investments.	Kerr-Tar COG, local and state governments officials, ISP representatives	Kerr-Tar COG Director	7/1/2018	
8) Present findings to businesses, funders, schools, local governments, ISPs, and other stakeholders to raise awareness for issues and promote the value of high speed connections.	Local governments, Kerr-Tar COG staff, Kerr-Tar WDB and staff	Kerr-Tar COG Planning Director	1/1/2018	
9) Secure infrastructure funding for local projects.	Kerr-Tar COG staff, Local governments, elected officials, Dept of Commerce, USDA	Kerr-Tar COG Director	7/1/2019	

Benefits: This strategy aims to strengthen existing infrastructure projects in the region while assisting lagging infrastructures to keep pace with an evolving landscape. One of the best ways to improve access to jobs is to improve capacity of job seekers to find work. Stakeholders have discussed recent legislation to require school textbooks to be downloaded online rather than distributing printed materials. Furthermore, colleges and universities are offering more online courses to which this region’s students and emerging workforce should have access. These are major concerns for families with students, local school districts, and elected officials. Strong, consistent, and fast broadband and satellite coverage are essential for education and business recruitment. Similar to the previous strategies, the focus of this strategy is to eliminate barriers for job seekers, enable the economy to operate to the fullest potential, and create an appealing environment for future growth.

Some areas of the region are implementing strategies to increase access (e.g., constructing publically-subsidized towers or creating public access centers in remote areas). One city-county partnership is currently seeking input from public and private sectors, and others are studying models for rural broadband expansion. The SET team and Council of Governments are eager to assist with research methods and secure resources for local governments to expand access to high speed communications. This support can help ensure that smaller communities with low population density are not forgotten during infrastructure expansion or new technology legislation. Local investments on infrastructure will result in fewer burdens for companies who did not want to provide service to small populations previously. Additional entrepreneurship opportunities should also arise from these enhancements.

The images below were captured from the NC Department of Commerce Broadband Map, showing broadband providers throughout the state as of December 2013. Libraries are marked with yellow stars, government offices with purple circles, primary and secondary schools with orange triangles, and post secondary schools with purple triangles.² The green shades with the first map reveal the amount of the region covered by DSL, approximately 75% of the region.

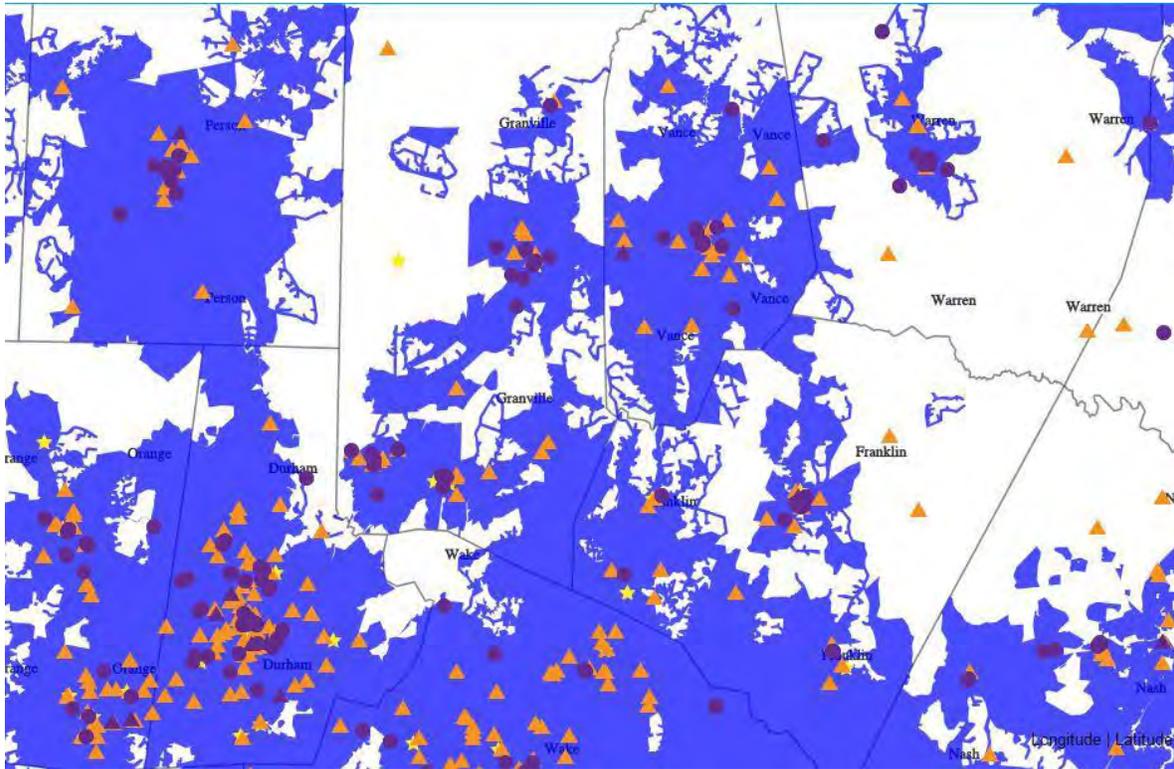


² NC Broadband map, December 2013.

<https://openmap.ncbroadband.gov/#zoom=11&lat=4349436.68671&lon=-8726823.12936&layers=BoTTTTTTTTTTTTTT>

The blue shades within the second map reveal the amount of the region that is covered by cable, approximately half of the entire region.

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Together, the two communication methods account for approximately 85% of the region. Cable and DSL are not reaching residents and businesses located in much of Warren County, southern and northern Granville County, and northern portions of Person, Vance, and Franklin Counties. As of the 2013 data, there was zero evidence of fiber optics conduit within the region. Even satellite coverage is lacking in the far eastern and northern sections of the region. Satellite coverage for data transmission is still extremely expensive and unattainable for area's living below the poverty line, and it tends to be inconsistent in rural areas. Finding internet service providers to invest in certain areas has been very difficult.

Evaluation:

Strategy 1.5 Measurement Plan

Strategy 1.5: Enhance broadband infrastructure and connectivity options				
<i>Participants: Local governments and elected officials, NC Broadband and Department of Commerce representatives, Economic Development Commission staff, Boards of Education, USDA, Kerr-Tar Regional Council of Governments staff, Local and regional internet service providers, Cellular companies, Public libraries, Emergency Management representatives, Community colleges</i>				
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>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Identify areas of concern for entire region that have limited or no access to broadband internet</p>	Public input, maps, reconnaissance, county reports, Census data	NC Broadband and Dept. of Commerce, Local governments, Department of Labor	Conference calls, meetings, research	Monthly
<p>Behaviors (1-3 years)</p> <p>Each county has a plan to extend internet coverage to identified impact areas</p>	Data, stakeholder buy-in	Local governments and businesses, internet service providers, WDB and Boards of Education	Meetings, forums, and reconnaissance	Quarterly
<p>Funding is secured for at least one local entity (municipality, county, ISP, etc.) to strengthen coverage or expand infrastructure and used as a "best practice" for the rest of the region.</p>	Data, Planning documents with impact strategies and stakeholder buy-in	Local and state governments, elected officials, Kerr-Tar COG staff, ISPs	Meetings, grant writing, forums	Quarterly
<p>Condition (3-5 years)</p> <p>Close the gap of the outlying areas without reliable, affordable access to less than 5%</p>	Funding, public access centers, data before and after implementations, stronger infrastructure	Local and state governments, elected officials, Kerr-Tar COG staff, ISPs, businesses, Schools	Research, project implementations, stakeholder meetings	Bi-annually

Goal 2: *Support Development of Targeted Manufacturing Industries (Advanced Materials, Transportation Equipment Manufacturing, Agribusiness and Food Processing)*

By 2021, we will (1) attract one new business from the targeted manufacturing industry clusters (Advanced Materials, Transportation Equipment Manufacturing, and Agribusiness and Food Processing) to at least one of the four industrial parks operated by the Triangle North partnership, (2) expand a minimum of two existing businesses in the targeted manufacturing industry clusters in each of the five counties, and (3) launch four startups in the targeted manufacturing industry clusters.

Goal 2 supports our vision by strengthening our existing manufacturing base, attracting new industry to the Kerr-Tar Region, and supporting entrepreneurship within the region, to provide quality jobs for our residents.

Attract New Business

Triangle North is an existing set of four easily accessible business parks with links to North Carolina's Research Triangle Region. This innovation alliance enables **businesses** to take advantage of North Carolina's most generous level of business incentives (Tier 1) **while also benefitting participating counties through a tax revenue sharing model regardless of the county the businesses locate**. Local and regional financial programs are also available. Each of the four parks has documentation attesting to its quality, pricing and shovel-readiness. Two of them boast current certification by the N.C. Department of Commerce. The parks have been developed with guidance from engineers and site consultants. The documentation trims time and expense from the development and pre-build process, further lowering risk and enhancing reliability.

Despite the low site costs, strong incentives, close proximity to RTP, and I-85 access, the Triangle North partnership has not been as effective as it would like to be in attracting new business to the four industrial parks located in 4 of the 5 counties (Granville, Warren, Vance, and Franklin Counties). By coordinating with the economic directors and economic commissions of the five counties and exchanging statistical information regarding the targeted industry clusters, we will give each county the information it needs to identify and recruit those industry sectors to this region. A comprehensive and collective market approach by all entities will help each county move forward to developing new industrial prospects and expanding existing industry. The further refinement of these clusters will set the context for and shape the recommendations of the future Capital Improvement Plan described below.

Regional Education and Outreach

The Kerr-Tar Regional Council of Government will serve as the catalyst in facilitating outreach programs and educational/roundtable discussions, along with public forums, in bringing all stakeholders together in each County to continue the process begun by the SET plan to attract new business/manufacturing industry, expand existing industry, and begin the process of completing a Capital Improvement Plan to prepare newly selected properties for industrial development. Utilizing the existing cluster data provided through SET will further define the regional specialties, develop further maps of industrial clusters, and prioritize clusters for regional development purposes.

Capital Improvement Plan

The Kerr-Tar Region will create a Capital Improvement Plan (CIP) for the necessary infrastructure to attract new manufacturing industry and expand existing manufacturing industry within the confines of the industrial parks and the new industrial zoned property along major corridors which are suitable for industrial development. Creating, adopting and implementing a new capital improvement plan will result in providing new industrial properties to be marketed for industrial development and provide a mechanism to systematically improve opportunities for existing industry to expand and remain in the region, thereby creating a positive climate for industrial prospects and existing industry. The Capital Improvement Plan will identify future industrial properties and corridors that are located in areas zoned for development, and the plan will identify

revenue resources and infrastructure that are necessary to make the area viable for development. Infrastructure necessary and identified in the CIP plan will include green infrastructure, water/sewer/storm water, transportation, natural gas, energy generation/distribution, telecommunications and waste management.

Strategy 2.1: **Develop and implement an outreach campaign to attract targeted manufacturing businesses to Triangle North industrial parks.**

Target Outcomes:

Short Term (within 12 months): Benefits and incentives of locating at Triangle North Industrial Parks are identified; diverse stakeholder committee is engaged to develop an **in-depth outreach campaign directed towards targeted clusters.**

Intermediate (1-3 years): An outreach campaign for Triangle North Industrial Parks is adopted and implemented by 4 Triangle North counties. By 2019, 3% of prospects will have initiated planning efforts to locate in the Triangle North parks.

Long Term (3-5 years): A minimum of one new business from the targeted manufacturing industry clusters will locate in one of the four industrial parks operated by the Triangle North (TN) partnership.

Assets: Regional assets that will support the implementation of this strategy include the Triangle North partnership and all of its marketing materials, the economic development and county planning offices in Person, Granville, Vance, and Warren Counties, the 4 Triangle North industrial parks, existing tenants in those parks, regional businesses in the targeted manufacturing clusters, Federal/State/Local Funding resources, local boards and officials, interested citizens, and the press.

This strategy is meant to draw on the development and potential of existing industrial parks in order to attract new/expanding businesses. The team, with the aid of the available assets, will update its outreach campaign(s) to educate those leaders throughout the targeted industry clusters about incentives available. The SET team will use the current leadership within the industrial parks and their governing committee(s) to target the industries that were focused upon during SET planning. That focus will be narrowed to promote opportunities and benefits to the niche clusters of the region, based on data reviewed during SET planning. Each county currently has an ownership interest in the Triangle North Parks; therefore their leadership and personnel will be valuable to developing new strategies and recruiting businesses that fit the targeted clusters. The SET Team will use the successes and best practices from Triangle North's brief history, along with existing businesses within the targeted industry clusters to redefine the parks with materials that support development.

Action Steps: In order to create an **updated, more** effective **outreach** campaign for the Triangle North industrial parks, a diverse and engaged set of people needs to provide input. Our first step, therefore, is to identify and select a committee that will be comprised of representatives from regional businesses in the targeted manufacturing industries, economic developers, elected officials, and members of the Triangle North partnership. Other steps include:

- Conducting research and collecting data from the Triangle North industrial parks in order to create the marketing plan.
- Identifying and targeting non-regional businesses within the targeted manufacturing industries who are considering expansion or relocation near the RTP region.
- Engaging site location consultants for feedback on best practices.
- Creating the marketing materials.

Our final steps will be to implement and monitor the marketing campaign. The Plan of Action for this strategy is set forth below.



Strategy: 2.1 Develop/implement a marketing/outreach campaign to attract targeted manufacturing businesses to TN

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Identify committee members for TN outreach campaign. Recruit regional business reps from targeted manufacturing industries, economic developers, planners, and others.	Kerr-Tar Regional Council of Governments, County ED Directors	Kerr-Tar COG Executive Director	4/1/2017	
2) Set schedule and hold quarterly committee meetings for TN outreach campaign.	Kerr-Tar Regional Council of Governments, County ED Directors	Kerr-Tar COG Executive Director	6/1/2017	
3) Gather feedback from county economic developers on successes and challenges of recruitment to TN parks.	Kerr-Tar Regional Council of Governments, County ED Directors	Kerr-Tar COG Executive Director	9/1/2017	
4) Interview representatives from targeted manufacturing industries already located in the region to understand strengths and weaknesses of the region.	Triangle North Marketing Committee	Triangle North Chairman	9/1/2017	
5) Interview site location consultant for best practices on attracting new businesses to the region.	Triangle North, Kerr-Tar COG, NC Department of Commerce	Triangle North Chairman	1/1/2018	
6) Hire a marketing firm to develop outreach materials based on the research and feedback.	Triangle North, Kerr-Tar COG, County ED Directors	Triangle North Chairman	4/1/2018	
7) Identify businesses within the targeted manufacturing industries who may be interested in expanding or relocating to the RTP region.	Triangle North, County ED Directors	Triangle North Chairman	6/1/2018	
8) Hire site location consultant to recruit such businesses.	Triangle North, County ED Directors, Kerr-Tar COG, County Managers	Triangle North Chairman	9/1/20118	

Benefits: While the Triangle North marketing campaign is intended to attract businesses in the targeted manufacturing industries of Advanced Materials, Transportation Equipment Manufacturing, Agribusiness and Food Processing and to initiate an effort to brand the region as an attractive destination for manufacturing, it is anticipated that this campaign will raise the profile of the region generally and make the Triangle North Industrial Parks attractive to other industries, including the **Chemicals** industry cluster, which employs over 3,000 workers and is considered a mature industry, and the **Biotech** industry, which though declining in the Kerr-Tar Region, employs nearly 6,000 workers and is very strong in the neighboring RTP region.

Evaluation:

Strategy 2.1 Measurement Plan

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 2.1: Outreach Campaign for TN Industrial Parks</p> <p>Participants: EDCs, County Planners, Chambers, COG</p>	<p>Existing marketing materials, records of past inquiries, existing tenant feedback, names of site consultants contacted, available TN properties</p>	<p>EDCs</p> <p>County Planners</p> <p>Chambers</p> <p>COG</p> <p>Triangle North Partnership</p>	<p>Triangle North meetings</p> <p>Email surveys</p>	<p>Quarterly</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Benefits and incentives of TN parks are identified</p> <p>A stakeholder committee is holding regular meetings to develop the updated, more efficient TN outreach plan</p>	<p>County demographics</p> <p>Workforce development program descriptions</p> <p>Community College engagement</p> <p>Projected regional growth</p> <p>Hazard mitigation planning</p> <p>Transportation infrastructure</p> <p>Incentive Specifics</p> <p>Past Location Site consultants</p> <p>Representatives from targeted mfg industries</p>	<p>EDCs</p> <p>County Planners</p> <p>Chambers</p> <p>COG</p> <p>Community Colleges</p> <p>DOT</p> <p>Triangle North Partnership</p> <p>Winter 2015 Economic Resilience Plan for Region</p>	<p>Triangle North meetings</p> <p>Secondary research</p> <p>Phone and F2F Interviews</p>	<p>Initial research will be completed within 12 months</p> <p>Stakeholder meetings will be initiated within 6 months of plan adoption and held quarterly thereafter</p>
<p>Behavior (1-3 years)</p> <p>TN Marketing Plan is implemented by all counties</p> <p>3% of prospects visit the TN parks and commence relocation planning</p>	<p>Names of Firms to create TN marketing materials and recommend campaign logistics</p> <p>Educational strategy for county implementation</p> <p>Recommended Location Site consultants</p> <p>List of prospects</p>	<p>NC Department of Commerce</p> <p>Other NC economic regions</p> <p>Greenville/Spartanburg (for transportation mfg)</p>	<p>Phone interviews</p> <p>Email annual surveys to obtain prospect information</p>	<p>Public Informational workshops will be held in each TN county in 2017 and 2018</p> <p>TN Marketing Plan will be implemented by 4 TNP counties by 2019</p>

<p>Condition (3-5 years)</p> <p><i>A minimum of 1 new business from targeted mfg industries relocates in a TN industrial park</i></p>	<p><i>Info on all new businesses locating into TN industrial parks</i></p>	<p><i>Triangle North partnership</i></p> <p><i>County planners</i></p> <p><i>EDCs</i></p>	<p><i>Surveys</i></p>	<p><i>Quarterly</i></p>
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Strategy 2.2: Develop a uniform Business Retention and Expansion program throughout the region.

Target Outcomes:

Short Term (within 12 months): All local businesses within targeted manufacturing industries will be identified, and an ongoing relationship with the COG and the County EDC will be established. The EDC's or industrial extensions will have standing committees that represent each of the targeted industry clusters who will host round tables on ideas that are currently working in one county and can be adopted into other counties.

Intermediate (1-3 years): All 5 counties have adopted a common BRE policy as a result of the round table sessions to help maximize growth in each county.

Long Term (3-5 years): A minimum of two existing businesses in the targeted manufacturing industry clusters will expand in each of the 5 counties.

Assets: Regional assets that will support the implementation of this strategy include Vance Granville Community College and Piedmont Community College who already partner with industry to identify needed skill sets, Economic Development offices in all 5 counties, the COG planning department, chambers of commerce, and existing and expanding businesses in the region. NC State Industrial Extension will be a resource for our BRE programming.

Discussion was vast between these stakeholders during SET planning. They all devote a lot of energy to expanding business offerings/incentives, creating a comfortable environment for commerce, or recruiting strong economic drivers that fit the business environment and labor force. Yet little is emphasized in the area of consistent growth or keeping those strategies/partnerships strong after initial accomplishments. The true art of development is building a sustainable economy, and the assets detailed within this Strategy have used the SET planning to embark on initiatives focused on nourishing the relationships and partnerships that are thriving in the region, especially since the data identified many positive aspects of the targeted industry clusters. These stakeholders will have separate committees and focus groups among the clusters that bring resources and partners to the table to meet their specific needs. Aligning the assets within this Strategy will help grow existing businesses, create spin-offs of thriving companies and ultimately increase the opportunity for business development within the Triangle North parks.

Action Steps: We have determined that uniform Business Retention and Expansion programming throughout the 5-county region will strengthen the region's overall services to existing industry and increase the potential for 100% occupancy of the Triangle North industrial parks as well as aid the planning effort for further infrastructure development. Action steps include establishing standing committees that represent each of the targeted industry clusters, conducting round table brainstorming sessions, interviewing manufacturing business owners, conducting research on effective BRE programming, identification of existing businesses with expansion needs, conducting a needs assessment of businesses initially within the targeted manufacturing industries and secondarily within other prioritized clusters, and establishing an active BRE

programming committee that engages businesses in every county in regional conversations.

Our final steps will be to implement and monitor the BRE programming in every county. The Plan of Action for his strategy is set forth below.



Plan of Action

Handout 4

Strategy: 2.2 Develop a uniform Business Retention and Expansion program throughout the region.

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Set scheduled meetings and establish an active BRE programming committee that engages business in every county in regional conversations.	Kerr-Tar Regional Council of Governments, Chamber Directors, Community Colleges	Kerr-Tar COG Planning Director	4/1/2017	
2) Conduct research on effective BRE programming.	Kerr-Tar Regional Council of Governments	Vance County Planning Director	6/1/2017	
3) Interview existing business owners to identify expansion needs.	BRE Committee, County ED Directors, Chamber Directors	Warren County Planning Director	9/1/2017	
4) Conduct a needs assessment of businesses initially within the targeted manufacturing industries and secondarily within other prioritized clusters.	BRE Committee, County ED Directors, Chamber Directors, Community Colleges	Person County Planning Director	1/1/2018	
5) Gather feedback from needs assessment of businesses.	BRE Committee, Kerr-Tar COG Planning Director, Community Colleges	Granville County Planning Director	4/1/2018	
6) Implement and effectively monitor the BRE programming in every county.	BRE Committee, Chamber Directors, County ED Directors	Franklin County Planning Director	6/1/2018	

Benefits: In addition to the potential for gaining new tenants at the Triangle North Industrial Parks from businesses that already are located in the Kerr Tar Region, the relationships between county administration, the community colleges, and local businesses will improve, thus resulting in better engagement of the private industry sector in regional economic development. Existing businesses will have greater confidence that county resources will be applied not only to recruitment/attraction efforts but also to ensuring that existing businesses also have access to incentives and other programming that gives them a reason to stay in the region.

Evaluation:

Strategy 2.2 Measurement Plan

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: Develop uniform BRE programming</p> <p>Participants: EDCs, Chambers, COG</p>	<p>Effective BRE programming materials</p> <p>Existing BRE programming materials from each county</p>	<p>NC Department of Commerce; other NC regions</p> <p>Community Colleges</p> <p>NC State Industrial Extension</p> <p>EDCs</p> <p>Chambers</p>	<p>Email request for information</p>	<p>Research on BRE programming will be conducted once annually</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>All local businesses within targeted mfg industries will be identified, and an ongoing relationship with the COG and the County EDC will be established.</p>	<p>Linkages between local businesses and targeted industry clusters</p> <p>Identification of business representatives to engage in county and regional BRE dialogue</p>	<p>Local businesses</p> <p>EDCs</p> <p>NC Department of Commerce</p> <p>Community Colleges</p> <p>Chambers</p>	<p>Distribute surveys to local businesses requesting identification of industry cluster and representative</p>	<p>Initial research will be completed within 12 months</p> <p>Follow-up annually</p>
<p>Behavior (1-3 years)</p> <p>All 5 counties have adopted a common BRE program.</p>	<p>Model BRE program will have been developed and reviewed by COG, EDCs, and Community Colleges</p> <p>Educational and political strategy for ensuring regional adoption of model BRE program</p>	<p>EDCs</p> <p>Community Colleges</p> <p>COG</p> <p>County Gov't</p>	<p>Quarterly meetings of stakeholders will be scheduled to review progress on Model BRE program and to present a unified front for region-wide adoption</p>	<p>BRE program will be developed un 2017 and adopted in 2018</p> <p>Annual reports of BRE activity thereafter to stakeholder meetings</p>
<p>Condition (3-5 years)</p> <p>A minimum of two existing businesses in the targeted manufacturing industry clusters will expand in each of the 5 counties.</p>	<p>Info on expansion or relocation activities of existing businesses</p>	<p>Local businesses</p> <p>County planners</p> <p>EDCs</p> <p>Chambers</p>	<p>Distribute surveys to local businesses</p>	<p>Annually</p>

Strategy 2.3: **Consolidate individual Capital Improvement Plans into a regional plan.**

Target Outcomes:

Short Term (within 12 months): Each county has a current inventory of properties and corridors suitable for industrial/commercial development.

Intermediate (1-3 years): Private landowners are informed of the benefits of commercial/industrial development. A Capital Improvement Plan is completed and adopted by **the region** to support the development of additional industrial/commercial sites and corridors.

Long Term (3-5 years): One new site in each county is ready for industrial/commercial development.

Assets: Regional assets that will support the implementation of this strategy include the COG, the County Economic Developers, and the County Planners. Funding for the assessment and other information needed to develop the plan will be sought from local, state, and federal funding sources.

A regional Capital Improvement Plan will help local governments establish priorities for industrial and commercial development. The assets used in the development of this plan and the partners involved will draw upon the data presented during SET planning; it will help them develop specific strategies that involve the targeted industry clusters and how to support their growth locally. Although the SET planning process was a way to bring multiple partners to the table, this Strategy is a way for those stakeholders to take what they learned and expand it out throughout their communities and aid the consistent distribution of messages and priorities with the hopes best outcomes can be achieved for manufacturing industries of the region.

Action Steps: A Capital Improvement Plan will designate the financing and prioritization of upcoming public improvement projects and is used to detail community renovations or improvements and plan out finances for equipment and materials and dates for projects to be started and completed. It is critical for counties to plan for the economic growth of the region, including the engagement of the community for such planned development. Accordingly, our steps will include inventorying existing properties and corridors suitable for industrial/commercial development, informing private landowners of potential development sites about the benefits of development, and the creation of a **regional** Capital Improvement Plan. CIP steps include the creation of a **regional** CIP planning committee, requesting project submissions from both the public and the private sectors, reassessing current projects for alignment with current needs and budgets, prioritizing incomplete current and new projects, evaluating budgets and planning funding, establishing timelines, assessing public impact through civic engagement processes, and vetting the CIP with each county authority.

Our final steps will be to implement and monitor the development of the CIP in the region. The Plan of Action for this strategy is set forth below.



Strategy: 2.3 Create a Capital Improvement Plan for each county in the region.

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Inventory existing properties and corridors suitable for industrial/commercial development.	County Planning Departments, County ED Directors	Kerr-Tar COG Planning Director	4/1/2017	
2) Inform private landowners of potential development sites of the benefits of development.	EDC Directors of each county	EDC Director of Granville county	6/1/2017	
3) Form a CIP planning committee in each county.	Kerr-Tar County Managers Committee	Chairman of COG Managers	9/1/2017	
4) Each county will assess current projects for alignment with current needs and budgets.	Kerr-Tar County Managers Committee	Chairman of COG Managers	1/1/2018	
5) Conduct meetings with both private and public sectors to request new project submissions.	County Government & County Managers, County Finance Directors, County Planning Director	County Manager of Person County	6/1/2018	
6) Prioritize incomplete current and new projects.	County Elected Officials & County Managers	Kerr-Tar COG Marketing Specialist	6/1/2018	
7) Evaluate budget and planning funds to ensure projects can be completed and establish time lines to complete projects.	County Elected Officials & County Managers	Kerr-Tar COG Finance Director	6/1/2018	
8) Conduct public meetings to assess public impact through civic engagement processes.	County Elected Officials & County Managers	Kerr-Tar COG Finance Director	9/1/2018	
9) Ensure the CIP is vetted with each county authority	County Elected Officials	County Manager of Warren County	9/1/2018	
10) Implement and monitor the development of the CIP in every county in the region	County Managers/ County Finance Director	Kerr-Tar COG Planning Director	9/1/2018	

Benefits: Creating, adopting and implementing a new Capital Improvement Plan for the region will result in planned growth for the region, specifically targeting sites and corridors for industrial development. This planned growth will create a positive climate for industrial prospects and existing industry. In addition, the CIP will result in a reassessment of existing properties and projects. For example, the Soul City planned development in Warren County, while a failed social experiment of the 1970s, may already possess needed infrastructure for industrial/commercial development.

Evaluation:

Strategy 2.3 Measurement Plan

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: Consolidate individual county Capital Improvement Plans into a regional plan.</p> <p>Participants: EDCs, County gov't, community members</p>	<p>Inventory of potential sites</p> <p>Preliminary engineering reports</p> <p>List of existing capital improvement projects</p>	<p>County Planners</p> <p>EDCs</p>	<p>Email request for information</p>	<p>Research on CIPs will be completed within 12 months</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Each county has a current inventory of properties and corridors suitable for industrial/commercial development to be included in the regional plan</p>	<p>Maps of existing parks and future parks</p> <p>Identify properties available along major highways with existing infrastructure adequate for industrial/commercial development</p>	<p>County Planners</p> <p>COG</p>	<p>Email requests to County Tax Office</p> <p>EDC</p> <p>County Planners</p>	<p>Initial research will be completed within 12 months</p> <p>Follow-up annually</p>
<p>Behavior (1-3 years)</p> <p>Private landowners support commercial/industrial development</p> <p>Each county has adopted the regional CIP plan focused on industrial/commercial development</p>	<p>Marketing materials describing benefits</p> <p>Property evaluations</p> <p>Site plans</p> <p>Site Development Costs</p> <p>Anticipated Revenue</p> <p>Incentive Costs</p> <p>Land Costs</p> <p>Street Costs</p>	<p>Finance Director</p> <p>Tax Office</p> <p>Private Engineers</p> <p>Land use plans</p>	<p>Email inquiries</p> <p>Site visits</p> <p>CIP Committee work</p>	<p>CIP committees will be formed in 2017</p> <p>CIP will be adopted by 2019</p>
<p>Condition (3-5 years)</p> <p>One new site in each county will be ready for industrial/commercial development</p>	<p>Regional checklist of shovel-ready properties</p>	<p>EDs</p> <p>County Office</p>	<p>Maintain on website</p> <p>Distribute to location site consultants</p>	<p>Updated monthly</p>

Strategy 2.4: Reassess or Create Incentives for Attraction, Expansion, or Creation of Businesses within Targeted Manufacturing Industry Clusters in TN Parks

Target Outcomes:

Short Term (within 12 months):

The TN Board has researched effective incentive models to attract new businesses within the targeted manufacturing clusters, expand existing businesses within such clusters, or launch new businesses within such clusters.

Intermediate (1-3 years):

Uniform incentives are secured by each county, either through a regional application or by independent county action depending on available budget. Funding will support entrepreneurship, industrial recruitment, industrial expansions, and financing for public infrastructure.

Long Term (3-5 years): Using the regional incentives developed as part of this plan, one new business will locate in each of the TN Business Parks, within the targeted manufacturing industry clusters.

Assets: To assist in the development of a regional incentive program, we will seek the support of the NC Department of Commerce, USDA-Rural Development, the Economic Development Administration, the NC Rural Center, the NC State Industrial Extension Service, and other state and federal agencies that serve our region. The Revolving Loan Fund offered through the COG is also a valuable resource and will be incorporated into the implementation of this strategy. The RLF shall not exceed \$200,000 or 75% of total project cost; whichever is less.

Just as Strategy 2.2 focuses attention on existing manufacturing clusters in order to meet their specific needs, this Strategy attempts to convene the necessary stakeholders/assets to create an environment that is conducive to those same manufacturing clusters. The idea is not to prevent economic diversification, but the team has many subject matter experts as Assets in order to design programs that emphasize the manufacturing clusters that can collaborate and thrive together, even if competing. This Strategy will involve more political action in order to achieve tangible outcomes; the Assets included can have real impact towards that development. The team expects to support the bottom line of new and existing manufacturing leaders and sway decisions of prospects, thus proving that the region is serious about their support of the cluster's success. It will be clear through this Strategy the direction of progress expected of those Assets and the advanced manufacturing clusters via the use of specific policies, incentives, and funding, along with manufacturing-friendly committees, and special incubation/creation strategies.

Action Steps: We will undertake the development of new policies regarding the use of incentives in economic development by:

- Reviewing existing processes and incentives
- Identifying available resources
- Developing new incentives following research of best practices
- Adopting new incentives
- Writing and publishing guidelines
- Offering incentives

Our final steps will be to implement and monitor the implementation of the incentives in every county in the region. The Plan of Action for this strategy is set forth below.



Strategy: 2.4 Reassess or Create Incentives for Attraction, Expansion, or Creation of Businesses within Targeted Markets

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Review existing processes and incentives that are currently being used.	Kerr-Tar Regional Council of Governments	Kerr-Tar Regional Executive Director	6/1/2017	
2) Identify available resources.	Kerr-Tar Regional Council of Governments	Kerr-Tar Regional Executive Director	6/1/2017	
3) Conduct research on incentives that are successful and how to implement them.	Kerr-Tar Regional Council of Governments	Kerr-Tar Regional Executive Director	6/1/2017	
4) Develop new incentives.	TN Board	TN Chairman	9/1/2017	
5) Write and publish guidelines to make incentives successful and encourage business owners to excel.	TN Board	TN Chairman	9/1/2017	
6) Offer incentives to businesses within our region.	TN Board	TN Chairman	1/1/2018	
7) Implement and monitor the implementation of the incentives in every county.	Kerr-Tar Regional Council of Governments	Kerr-Tar Regional Executive Director	6/1/2018	

Benefits:

The use of incentives to stimulate economic development is a hotly debated topic, but when bundled with commitment and accountability, can be an extremely effective tool when recruiting new businesses, strengthening existing ones, or launching startups. The research that we will conduct during the implementation of this strategy will inform our county government on best practices regarding incentive use. Our intention will be to use the incentives to develop a regional supply chain for the targeted manufacturing industry clusters.

Evaluation:

Strategy 2.4 Measurement Plan

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: <i>Reassess or Create Incentives for Businesses within Targeted Manufacturing Industry Clusters in TN Parks</i></p> <p>Participants: EDCs, County gov't</p>	<p>List of existing incentives in each county</p> <p>Research alternative types of incentives</p>	<p>County EDCs</p> <p>NC Department of Commerce</p> <p>ED Professional Associations</p>	<p>Email request for information</p> <p>Surveys</p> <p>Workshops</p>	<p>Research on incentives will be completed within 12 months</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p><i>The TN Board has researched effective incentive models</i></p>	<p>List of available incentives</p> <p>List of businesses that have received incentives and current employment information</p> <p><i>Reasons to why businesses did not relocate.</i></p>	<p>County EDCs</p> <p>County Tax Offices</p> <p><i>Kerr-Tar COG</i></p>	<p>Email requests to County Tax Office EDC</p>	<p>Initial research will be completed within 12 months</p> <p>Follow-up annually</p>
<p>Behavior (1-3 years)</p> <p><i>Each county has reassessed and/or created incentives for TN businesses in targeted clusters.</i></p>	<p>List of new incentives</p> <p>List of <i>resources to address reasons for not locating in the region.</i></p>	<p>County EDCs</p> <p><i>COG</i></p>	<p>Email inquiries</p> <p>Survey</p>	<p>New incentives will be adopted in 2020</p>
<p>Condition (3-5 years)</p> <p><i>One new business will locate in each of the TN parks</i></p>	<p>List of businesses in targeted sectors who have received incentives</p> <p>Number of jobs created as a result of incentives</p>	<p>EDs</p> <p>Tax Office</p> <p><i>Workforce Development</i></p>	<p>Email inquiries</p> <p>Survey</p>	<p>Updated annually</p>

Strategy 2.5: Host Public Forums and Support Entrepreneurship and Expansion to Build the Local Supply Chain for Targeted Industry Businesses.

Target Outcomes:

Short Term (within 12 months): Each county will have hosted a public forum on the development of the local supply chain for targeted industry businesses.

Intermediate (1-3 years): Partnerships focused on entrepreneurship within the targeted industry clusters will be built with all community colleges within the region.

Long Term (3-5 years): Four new businesses in the Targeted Industry supply chain will be launched.

Assets: The public forums will be used to build awareness of the need for buy-in by the region's residents both in terms of space that can be used to locate new or expanding businesses within the local supply chain and in terms of inspiring entrepreneurship in the targeted industry cluster. Resources to host the public forums include the Chambers of Commerce and economic development offices in each county, as well as all community colleges within the region.

In order to support development and realize the outcomes of the previous 4 Strategies within Goal 2, the team invests the talents of those entities who specialize in presenting data, models of support, or supporting entrepreneurship. The team sees this as way to support the growth of our manufacturing clusters from within, either through small businesses in the supply chain to employees within the manufacturing industries. Just as Goal 1 will produce a stronger local workforce for the targeted industry clusters, Goal 2 will help provide the best scenario for new and existing businesses to thrive in the local environment. The team will use the Assets to educate current leaders/interested leaders to understand how to best use the resources of our partners.

Action Steps: We will plan for the public forums by:

- Meeting with each county to assemble a planning and marketing team
- Planning for each meeting/Creating agendas
- Hosting forums in each county

Our final steps will be to implement and monitor the implementation of the public forums in every county in the region. The Plan of Action for this strategy is below.



Strategy: 2.5 Host Public Forums and Support Entrepreneurship and Expansion to Build the Local Supply Chain for

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Meet with each county to form a planning and marketing team.	County Planning Department, County EDC Directors, Kerr-Tar COG Planning Director	Kerr-Tar Regional Planning Director	4/1/2017	
2) Plan for meeting/create agendas.	County Planning Department, County EDC Directors, Kerr-Tar COG Planning Director	Kerr-Tar Regional Executive Director	6/1/2017	
3) Work with each county to host a public forum.	EDC Directors, Chamber of Commerce, Kerr-Tar COG Planning Director	Kerr-Tar Regional Planning Director	6/1/2017	
4) Implement identified strategies to support entrepreneurship.	County Commissioners & County Managers	Kerr-Tar Regional Executive Director	12/1/2019	

Benefits:

The public forums will provide the residents of each county the opportunity to participate in the industrial planning for the region. In addition to becoming more informed about the economic impact of cluster activity, the public will be encouraged to spread the word about supply chain development, including expansion of existing local businesses within the supply chain and the launch of new startups. The public forums are expected to increase entrepreneurial activity as well as support for entrepreneurial activity within the targeted manufacturing industry clusters.

Evaluation:

Strategy 2.5 Measurement Plan

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 2.5: Host public forums to build the local supply chain for targeted industries</p> <p>Participants: EDCs, County planners, public, community colleges</p>	<p>Sites to host forums</p> <p>Speakers</p> <p>Dates of forums</p> <p>Sponsorships</p>	<p>County EDCs</p> <p>NC Department of Commerce</p> <p>Community Colleges (SBDCs)</p>	<p>Phone calls</p> <p>Email request for information</p>	<p>Forums will be completed within 12 months</p>

<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p><i>Each county has held a public forum to promote development of the supply chain for the targeted industries</i></p>	<p><i>Agendas</i></p> <p><i>Marketing Materials</i></p> <p><i># of Attendees</i></p>	<p><i>County EDCs</i></p>	<p><i>Email request for information</i></p>	<p><i>Forums will be completed within 12 months</i></p>
<p>Behavior (1-3 years)</p> <p><i>Build partnerships with all community colleges within the region to establish an entrepreneurship program focused on the targeted industry clusters</i></p>	<p><i>Community college entrepreneurship curricula</i></p> <p><i>List of prospective entrepreneurs</i></p> <p><i>Available professionals to assist in classroom training</i></p>	<p><i>Colleges</i></p> <p><i>EDCs</i></p> <p><i>Chambers of Commerce</i></p> <p><i>County Extension</i></p>	<p><i>Email</i></p> <p><i>Publications</i></p> <p><i>Libraries</i></p> <p><i>County Extension (for agriculture)</i></p>	<p><i>Annually</i></p>
<p>Condition (3-5 years)</p> <p><i>4 new startups in the targeted manufacturing industry clusters</i></p>	<p><i>List of startups in targeted sectors</i></p> <p><i>Number of jobs created as a result of startups</i></p>	<p><i>EDs</i></p> <p><i>Tax Office</i></p>	<p><i>Email inquiries</i></p> <p><i>Survey</i></p>	<p><i>Updated annually</i></p>

Goal 3: *Enhance Quality of Place and Build Regional Pride*

By 2021, we will (1) decrease out-migration of our young adult population (aged 20-29 demographic) by 2%, (2) increase in-migration of retirees and households aged 30-49 with an annual household income of \$46,000 - \$60,000 by 2%, (3) increase the number of small businesses in each county by 10% net growth, and (4) increase the number of residential rental options by 5% for individuals with an income of \$30,000- \$45,000/year.

Goal 3 supports our vision by attracting and retaining a population demographic who will support the growth of the region's economy.

REGIONAL ECONOMIC BENEFITS

The Kerr-Tar Region, like many rural places, faces the challenge of an aging population. The vibrant Triangle Region to the south lies just minutes away, and our youth are naturally drawn to its promise of high-paying jobs and cultural amenities. The aging of our population, combined with the outmigration of our youth, results in several negative economic impacts to our region, including lack of a skilled workforce to replace aging workers, few succession planning options for retiring small business owners, need for more services, lower county tax revenues, and less interest in education.

We believe that by incorporating strategies that will decrease out-migration of population aged 20-29 and increase in-migration of households aged 30-49, we will rejuvenate our region. Attracting and retaining younger working class individuals to our region will fill the workforce void experienced by our industry with a younger generation of workers, who have the potential to move up the career path and make a good life for themselves. We believe that these attraction and retention strategies can be accomplished by implementing place-making strategies, conducting a needs assessment, and marketing to the appropriate audience.

Retirees, who are tired of the hustle and bustle of city life, are also a good target audience for the region. They may be drawn to the region because of their ability to make their dollar go farther. Beautiful forested landscapes, lower cost of living, including lower taxes, combined with good access to quality healthcare, make the Kerr-Tar Region an attractive place for retirees. And although retirees may not be young in age, many retirees with healthy pensions may be young at heart, bringing more disposable income to spend in the region as well as the potential for entrepreneurship and second careers.

Branding/Marketing

A regional branding of our region will provide an immediate recognition of the rich history and beautiful landscape the Kerr-Tar region offers, as well as its great value. A regional branding will also attract new businesses and further bolster the recognition of the area as one that will provide its residents a quality lifestyle built on a diversity of attractive employment options and a variety of educational and recreational opportunities.

To increase in-migration of households aged 30-49 with income of \$46-60K/year, as well as retirees, we will tailor the region's marketing to showcase attractive primary and secondary schools, family values, recreational opportunities, friendly atmosphere and a relaxed region. Parks and recreation, community colleges, Tourism Development Authorities, County School Systems, Charter Schools, Private Schools and main street/downtown managers will be team players in constructing beneficial marketing strategies.

Trainings/Workshops/Tax Incentives

Trainings and workshops are essential when targeting appropriate audiences and providing necessary knowledge and skills. Trainings and workshops that offer information and knowledge on place-making as well as how to start a small business or grow an already established one will be offered. Local and state tax incentives will create and expand small businesses and new job opportunities.

Housing Quality

Most rental housing in the region is either subsidized for low income families or overpriced for middle income families. Substandard, vacant and deteriorated housing is also common in our region; consequently quality rental housing for middle income families and retirees is very limited. New housing in the region to accommodate the retirement families, young entrepreneurs, middle class families and other in-migration groups is essential to attract newcomers to the region. Streamlining zoning and building regulations along with improved incentives to contractors and builders will be necessary to creating the needed housing stock. Landlords, developers, and property owners will also be offered incentives, such as deferred tax payments, to provide affordable housing to the working class with an annual income of between \$30,000 and \$45,000.

Barriers

There are many barriers to building a sense of community as each county differs in needs. The region suffers from the sense that there is little for people to do for fun and entertainment. The lack of accommodations will also challenge the region's potential for growth. However, we believe that Goal 3's focus on quality, affordable housing and entrepreneurship, combined with Goal 4's focus on increasing natural and cultural amenities will position the region as an attractive, accessible alternative for people desiring to live close by, but not in, the neighboring Research Triangle region.

Conclusion

Through proper marketing, trainings, workshops, and offering appropriate incentives for new businesses and property owners, we will attract the young and upwardly mobile, as well as the newly retired who are seeking a second career or adventure, thus bringing more wealth and opportunity to the region.

Strategy 3.1: Implement place-making strategies throughout the region

Target Outcomes:

Short Term (within 12 months): Every county seat in the region will have knowledge about place-making opportunities.

Intermediate (1-3 years): Every county seat in the region will have adopted a place-making plan to improve its downtown amenities.

Long Term (3-5 years): Place-making strategies are implemented in each downtown area, **increasing downtown businesses by 2%, and creating vibrant downtowns.**

Assets: The **City** of Roxboro in Person County has recently received recommendations on downtown redevelopment from Smart Growth America, which recommendations can be shared with other municipalities in the region. NC State Cooperative Extension has a series of place-making presentations and is connected with the NC State Design School. Other resources include the NC Rural Center and the Main Street division of the NC Department of Commerce **which offers technical assistance and potential grants.** Downtown developers, economic developers, non-profits, county and city government, and the public will participate in the plan development **by holding public hearings at numerous sites to solicit input in the preparation of the plan.**

Action Steps: The Kerr-Tar Regional COG will host a series of public forums on place-making throughout the region. These forums will set the tone and direction for the development of place-making plans. The following action steps will be taken to implement this strategy:

- Research trainings on place-making

- Develop public presentation
- Hold public forums in every county seat in the region
- Incorporate public feedback into place-making plans
- Each county seat in the region adopts and implements a place-making plan

Our final steps will be to implement and monitor the implementation of the place-making strategies in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy: 3.1 Implement place-making strategies throughout the region

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Kerr-Tar COG will host a series of public forums on place-making in each county.	COG Marketing Specialist, COG Planning Director	Kerr-Tar COG Marketing Specialist	4/1/2017	
2) Research trainings on place-making.	Each downtown in the region, Main Street Program Manager for each county, Kerr-Tar COG Marketing Specialist, Kerr-Tar COG Planning Director	Kerr-Tar COG Marketing Specialist	4/1/2017	
3) Develop public presentations.	Main Street program Managers, Downtown Development Commissioners, NC Department of Commerce	Main Street Program manager	11/1/2017	
4) Hold public forums in every county seat in the region.	County & Town Commissioners from each county	Kerr-Tar COG Marketing Specialist	5/1/2017	
5) Incorporate public feedback into place-making plans.	Downtown Development Program Managers, Main Street Program Managers	Kerr-Tar COG Marketing Specialist	5/1/2017	
6) Each county in the region will adopt and implement a place-making plan.	County Government and Town Government (elected body), Main Street Program Managers	Kerr-Tar COG Marketing Specialist	1/1/2018	

Benefits: Southern charm must have oozed from the main streets of each of the county seats in the Kerr-Tar Region in their heyday. Today, that charm has faded, displaced by decades of development outside of the downtown area. While significant effort has been made in most of the county seats to restore the vigor of a bygone era, more can and should be done. Research has shown that retirees and Millennials are searching for more walkable, urban lifestyles, which are typically more accessible in downtown areas and the neighborhoods that surround them. This strategy focuses on building that “village” atmosphere, which is appealing to both of these demographics. Successful implementation of place-making strategies in the county seats will eventually lead to replicable models for each of the smaller towns in the region.

Evaluation:

Strategy 3.1 Measurement Plan

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 3.1: Implement place-making strategies throughout the region.</p> <p>Participants: Chambers, town and downtown development managers, county and city government, public</p>	<p>Inventory of existing downtown development plans</p>	<p>Downtown developers</p> <p>Town managers</p>	<p>Email inquiry</p>	<p>In the first year</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Each county learns about place-making</p>	<p>Research the benefits</p> <p>Case studies</p> <p>Schedule and hold public forums</p>	<p>Main Street Program</p> <p>NC Rural Center</p> <p>NC State Cooperative Extension</p>	<p>Email inquiry</p>	<p>Research and public forums will be completed in 12 months</p>
<p>Behavior (1-3 years)</p> <p>Each county seat adopts a place-making plan for its downtown area</p>	<p>List of Planning Committee Members</p> <p>Feedback from public forums</p>	<p>KT COG</p> <p>County government</p>	<p>Committee meetings</p>	<p>Plans will be written by the end of year 2 and adopted by the end of year 3</p>
<p>Condition (3-5 years)</p> <p>Place-making strategies are implemented; 2% increase in downtown businesses, creating vibrant downtowns.</p>	<p># of business startups</p> <p>Plan strategies</p>	<p>Town government</p>	<p>Email inquiry</p>	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 3.2: Conduct business services and amenities needs assessment in every county in the Kerr-Tar region

Target Outcomes:

Short Term (within 12 months): Every county in the region will have knowledge about what its residents want and need in terms of business services and amenities.

Intermediate (1-3 years): Each county adopts recruitment and creation strategies to fill the identified needs in each county.

Long Term (3-5 years): County strategies are incorporated into a regional plan; **businesses experience 10% increase in satisfaction.**

Assets: To assist in the establishment of needed business services and amenities, we will seek the support of Economic Development Directors, Chambers of Commerce, and City and County Planners to conduct a needs assessment of the area. The Revolving Loan Fund offered through the Kerr-Tar Regional COG is also a valuable resource and will be incorporated into the implementation of this strategy, **by offering low interest loans to potential businesses that are identified in the assessment.** NC State Cooperative Extension can also help in the development of the needs assessment **by providing technical assistance in the collection of information.**

Action Steps: Through a collaborative effort between the chambers of commerce, Main Street programs, city and county planners, and economic development directors, the following action steps will be implemented:

- Inventory existing business activities within each county.
- Surveys will be conducted in each county and get the opinions of small business and public opinion.
- Research will be conducted on how to bring newly identified businesses to each county.
- Find available commercial redevelopment funding to attract new business opportunities through programs such as the North Carolina rural center, community development block grant program, USDA, and local façade incentive programs.
- Recruit businesses identified in the needs assessment through a collaborative marketing campaign conducted by County Economic Development Commissions.

Our final steps will be to implement and monitor the market analysis in every county. The Plan of Action for this strategy is below.



Strategy: 3.2 Conduct business services and amenities needs assessment in every county in the Kerr-Tar region

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Inventory existing business activities within each county.	County Planning Director, COG Planning Director, County EDC Director	Kerr-Tar COG Planning Director	4/1/2017	
2) Conduct surveys in each county and get the opinions of small businesses and the public.	Chamber & EDC Directors from each county	Kerr-Tar COG Planning Director	9/1/2017	
3) Conduct research on how to bring newly identified businesses to each county.	Chamber & EDC Directors from each county	Kerr-Tar COG Planning Director	1/1/2018	
4) Find available commercial redevelopment funding to attract new business opportunities through programs such as the NC Rural Center, Community Development Block Grant program, USDA, and local facade incentive program.	COG, County Planning Directors, Main Street Program Managers, NC Department of Commerce	Kerr-Tar COG Planning Director	4/1/2018	
5) Recruit businesses identified in the needs assessment through a collaborative marketing campaign conducted by TN.	County & EDC Directors	Kerr-Tar COG Planning Director	6/1/2018	

Benefits: The regional needs assessment will identify missing business services and amenities within each county. Recruitment and creation strategies will support new businesses and services identified through the needs assessment, including local dining, cultural, and entertainment options.

Evaluation:

Strategy 3.2 Measurement Plan

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 3.2: Conduct business service and amenities needs assessment</p> <p>Participants: Chambers, town and downtown development managers, county and city government, public</p>	<p>Inventory of existing downtown development plans</p> <p>Public input</p>	<p>Downtown developers</p> <p>Town managers</p>	<p>Email inquiry</p>	<p>In the first year</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Each county learns about gaps in business services and amenities</p>	<p>Schedule and hold public forums</p>	<p>Cooperative Extension</p> <p>Chambers of Commerce</p>	<p>Email inquiry</p>	<p>Research and public forums will be completed in 12 months</p>
<p>Behavior (1-3 years)</p> <p>Each county adopts recruitment and creation strategies to fill gaps in business services and amenities</p>	<p>List of Planning Committee Members</p> <p>Feedback from public forums</p>	<p>KT COG</p> <p>County government</p> <p>Chambers of Commerce</p>	<p>Committee meetings</p>	<p>Plans will be written by the end of year 2 and adopted by the end of year 3</p>
<p>Condition (3-5 years)</p> <p>County strategies are incorporated into a regional plan, 10% increase in resident satisfaction.</p>	<p>List of new businesses</p> <p>Resident survey</p>	<p>Town government</p> <p>Economic Developers</p>	<p>Email inquiry</p>	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 3.3: Brand the Kerr-Tar Region to Attract and Retain Millennials, Young Families, and Retirees

Target Outcomes:

Short Term (within 12 months): A branding session for the region will have been conducted.

Intermediate (1-3 years): The regional brand is developed, and each county adopts the brand for use in all its marketing materials.

Long Term (3-5 years): Region is recognized for retaining retirees, millennials, and young families as a result of branding.

Assets: The regional branding and subsequent marketing campaign will consist of a diverse group of agencies and businesses including Parks & Recreation departments, Community Colleges, TDA's, Main Street Program Managers, and Economic Development Directors that will enact the above strategy. The Parks and Recreation department will identify passive and active recreation activities that millennials, young families, and retirees participate in. Main Street Program Managers and Economic Development Directors will implement and develop potential properties for downtown housing and downtown commercial activities to attract millennials, young families, as well as retirees. Community Colleges within the region will provide an aggressive marketing program that will attract millennials and retirees pursuing continued education.

Action Steps: In order to brand the region to attract new citizens, the Kerr-Tar COG will partner with Parks and Recreation, Community College, TDA's, Main Street Program Mangers, Economic Development Directors, workforce development staff, and other agencies and business to execute the following action steps:

- Identify target audience as recommended in the plan.
- Conduct branding sessions and create brand.
- Collect information to be used to create a marketing plan that is consistent with the region's brand.
- Brochures, ads, billboards, websites, etc. will be created in a regional approach.
- Marketing materials will be printed and designed.
- Distribute/Advertise marketing information to agencies and social media.

Our final steps will be to implement and monitor the branding and marketing campaign. The Plan of Action for this strategy is below.



Strategy: 3.3 Brand the Kerr-Tar Region to Attract and Retain Millennials, Young Families, and Retirees

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Identify target audience.	COG Planning Director, COG Marketing Specialist	Kerr-Tar COG Marketing Specialist	4/1/2017	
2) Conduct branding sessions and create brand.	COG Planning Director, COG Marketing Specialist	Kerr-Tar COG Marketing Specialist	6/1/2017	
3) Collect information to use to create a marketing plan that is consistent with the region's brand.	County Planning Department & County Economic Directors from each county	Kerr-Tar COG Marketing Specialist	9/1/2017	
4) Create brochures, ads, billboards, websites, etc. in a regional approach.	TN (Private Consultant), COG Planning Department	Kerr-Tar COG Marketing Specialist	12/1/2017	
5) Print and design marketing material.	TN (Private Consultant), COG Planning Department	Kerr-Tar COG Marketing Specialist	6/1/2018	
6) Distribute/Advertise marketing information to agencies and social media.	TN (Private Consultant), COG Planning Department	Kerr-Tar COG Marketing Specialist	9/1/2018	

Benefits: By creating a regional brand and marketing plan that attracts and retains millennials, young families, and retirees, our goal **is to recognize the region for retaining retirees, millennials, and young families as a result of branding.** Proper advertising, billboards, ads, websites, etc. will assist in recruiting the targeted populations. Targeted populations will become an active part of rural and local communities in the region, thereby increasing local investment and wealth and providing revenue for needed county services.

Evaluation:

Strategy 3.3 Measurement Plan

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 3.3: Brand the region to attract and retain retirees, millennials, and young families</p> <p>Participants: Chambers, town and downtown development managers, county and city government</p>	<p>Public input</p> <p>Branding professional</p>	<p>Downtown developers</p> <p>Town managers</p>	<p>Email inquiry</p>	<p>In the first year</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Branding session will be conducted</p>	<p>Hire branding/marketing professional</p> <p>Schedule and hold branding session</p>	<p>Chambers of Commerce</p> <p>NC Department of Commerce</p>	<p>Email inquiry</p>	<p>Branding session will be completed in 12 months</p>
<p>Behavior (1-3 years)</p> <p>Regional brand is developed and adopted by every county</p>	<p>Branding/marketing professional</p>	<p>KT COG</p> <p>County government</p> <p>Chambers of Commerce</p>	<p>Quarterly Committee meetings</p>	<p>Marketing Plans will be written by the end of year 2 and adopted by the end of year 3</p>
<p>Condition (3-5 years)</p> <p>Region is recognized for retaining retirees, millennials, and young families as a result of branding.</p>	<p>List of new businesses</p> <p>Population growth</p>	<p>Town government</p> <p>Economic Developers</p> <p>Census</p>	<p>Email inquiry</p>	<p>Baseline survey at the beginning of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 3.4: Establish business incubators in each county in the region

Target Outcomes:

Short Term (within 12 months): Entrepreneurs will learn the “how to’s” on starting a new business through workshops and community college classes in every county.

Intermediate (1-3 years): Entrepreneurs will be connected with new business opportunities, available sites, incentives, and financings through a 1-stop shop.

Long Term (3-5 years): The number of small businesses in the downtown areas of the county seat in each county is increased by 10% net growth.

Assets: To establish new businesses, Kerr-Tar Regional Council of Governments will coordinate with Small Business Centers, Downtown Developers, banks, Workforce Development, and Community Centers to create incentives for aspiring business owners. **The Revolving Loan Fund offered through Kerr-Tar Regional COG will assist in offering small business loans to aspiring businesses. Banks and small loan offices will assist in financial support. To obtain adequate labor forces, the Workforce Development team at Kerr-Tar Regional COG will work with striving businesses.**

Action Steps: Kerr-Tar COG, Small Business Centers, Downtown Developers, Workforce Development, and Community centers will incubate new small businesses using the following action steps:

- Connect entrepreneurship trainings in community colleges with county resources to develop a 1-stop shop/business incubator for entrepreneurs.
- Assess county websites for ease of business licensing and permitting.
- Interview and complete a needs assessment of all small business owners and managers in the downtown development areas.
- Hold a public meeting in all five areas for public input.
- Research applicable incentives.
- Adopt incentives to assist businesses.
- Funding will be requested from town/county/NC Department of Commerce to assist in funding incentives.

Our final steps will be to implement and monitor the trainings and workshops in every county. The Plan of Action for this strategy is below.



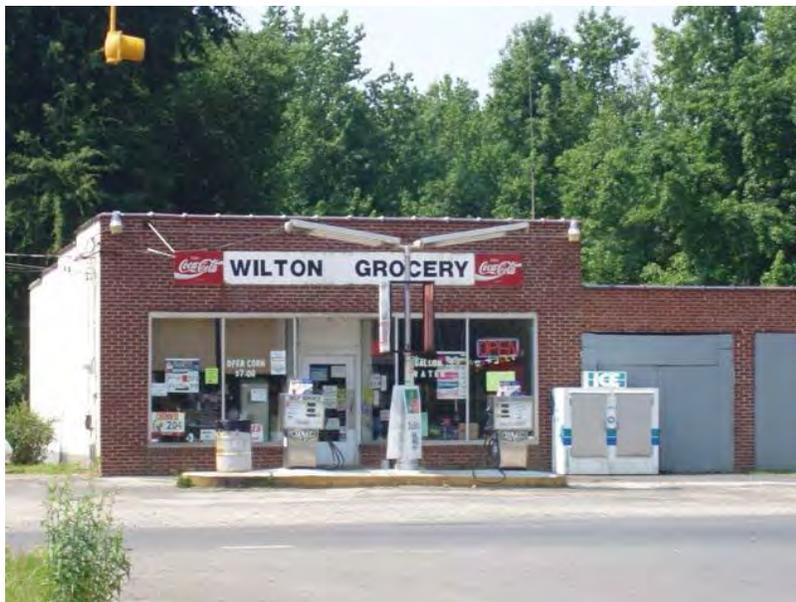
Plan of Action

Handout 4

Strategy: 3.4 Establish business incubators in each county in the region

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Connect entrepreneurship trainings in community colleges with county resources to develop a 1-stop shop/business incubator for entrepreneurs.	Economic Development Directors & Community Colleges	Community college President of Vance Granville Community College		
2) Assess county websites for ease of business licensing and permitting.	County IT Directors from each county, County Planning Director	Kerr-Tar COG Planning Director		
3) Interview and complete a needs assessment of all small business owners and managers in the downtown development areas.	Chamber of Commerce Directors from each county, Community Colleges	Kerr-Tar COG Planning Director		
4) Hold a public meeting in all five areas for public input.	County Governments, COG Staff, EDC Directors from each county	Director of Small Business Community Center at Piedmont Community College		
5) Research applicable incentives.	Economic Development Commissioner, County Planner, County Manager, COG Planning team	Director of Small Business Community Center at Piedmont Community College		
6) Adopt incentives to assist businesses.	County Commissioners, TN, County Managers	Kerr-Tar COG Executive Director		
7) Request funding from town/county/NC Department of Commerce to assist in funding incentives.	Economic Development Directors & COG	Kerr-Tar COG Planning Director		

Benefits: Research conducted during the implementation of this strategy will educate local government on best practices regarding use of incentives.



Evaluation:

Strategy 3.4 Measurement Plan

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 3.4: Establish business incubators</p> <p>Participants: Local government, Planners, Entrepreneurs, Young Professionals</p>	<p>Barriers to new business</p> <p>Effective incentive use</p> <p>Feedback from Strategy 3.2 needs assessment</p> <p>Inventory of entrepreneurship trainings</p>	<p>Downtown developers</p> <p>Town managers</p> <p>NC Rural Center</p> <p>NC Department of Commerce/Main Street Program</p>	<p>Committee meetings</p>	<p>In the first year</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Entrepreneurs learn how-to's of starting a new business in the region.</p>	<p>Quality and frequency of entrepreneurship trainings</p> <p># of trainees</p>	<p>Community Colleges</p> <p>Nonprofits</p> <p>Chambers of Commerce</p>	<p>Internet Research</p> <p>Quarterly Committee Meetings</p>	<p>Quarterly</p>
<p>Behavior (1-3 years)</p> <p>Entrepreneurs are connected with business opportunities, financing, etc. through a 1-stop shop</p>	<p># of entrepreneurs using 1-stop shop services</p>	<p>County government</p> <p>Chambers of Commerce</p> <p>Downtown Developers</p>	<p>Quarterly Committee meetings</p>	<p>1 stop shop will be established by end of year 2</p>
<p>Condition (3-5 years)</p> <p>10% net growth in downtown businesses in each county seat</p>	<p>List of new businesses</p>	<p>Town government</p> <p>Downtown Developers</p>	<p>Email inquiry</p>	<p>Baseline survey at the beginning of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 3.5: Create trainings on rental property ownership and incentives to develop quality **workforce** residential rental property

Target Outcomes:

Short Term (within 12 months): Each county understands the need to provide quality rental properties affordable to individuals with an annual income of between \$30,000 and \$45,000.

Intermediate (1-3 years): Each county develops a plan to address the housing shortage, including the development of incentives to property owners to provide **workforce** rental housing.

Long Term (3-5 years): The number of **workforce** residential rental options increases by 5% in the region.

Assets: Downtown Mangers, Local Association of Realtors, Local Government, and Kerr Lake Home Builders Association will work with landowners, developers, and property owners to establish effective incentives to provide quality **workforce** rental property.

Action Steps: In order to establish effective incentives to provide quality **workforce** rental property, the following action steps will be implemented:

- Conduct research for analysis of housing markets.
- Hold meetings with property owners, property managers, and property realtors to present information and gain perspective of their ideas to increase the housing market for the working class.
- Based on market surveys, provide education materials to potential/interested investors.
- Implement new economic development strategies that will provide a means of providing incentives to promote new housing.
- Develop financial incentives to produce new housing.



Plan of Action

Handout 4

Strategy: 3.5 Create trainings on rental property ownership and incentives to develop quality workforce residential rental property

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Conduct research for analysis of housing markets.	COG & County Planning Departments, Kerr-Tar Board of Realtors	COG Planning Director	3/1/2017	
2) Hold meetings with property owners, property managers, and property realtors to present information and gain perspective of their ideas to increase the housing market for the working class.	County Planner, & Kerr Lake Board of Realtors	COG Planning Director	6/1/2017	
3) Based on market survey, provide educational material to potential/interested investors.	Kerr-Tar COG, Kerr Lake Board of Realtors, County Planning Directors	COG Planning Director	12/1/2017	
4) Implement new economic development strategies that will provide a means of providing incentives to promote new housing.	County Planners, County Elected Officials, County & Town Managers	County Planning Director of Vance County	3/1/2018	
5) Develop financial incentives to produce new housing.	County Planners, County Government, County & Town Managers	County Planning Director of Vance County	6/1/2018	

Benefits: Individuals with income of \$30-45K per year will be able to afford housing without the option of roommates. Providing knowledge to landowners and landlords on the benefits of owning quality rental property and offering incentives may be a “game changer” in the cost of housing, which will attract targeted populations for growth.

Evaluation:

Strategy 3.5 Measurement Plan

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 3.5: Create trainings on rental property ownership and incentives to develop quality workforce housing</p> <p>Participants: Landowners, Real Estate Developers, Residential Property Owners</p>	<p>Existing incentives</p> <p>Current education programs</p>	<p>Department of housing and urban development</p> <p>NC Rural center</p>	<p>Email resources</p>	<p>In the first year</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Each county understands the need for better housing for targeted populations</p>	<p>Inventory of housing stock</p> <p>Rental rates</p> <p>Benefits of strategy</p>	<p>MLS</p> <p>Local realtors</p> <p>Realty associates</p> <p>Census</p>	<p>Request by mail</p> <p>Quarterly Committee Meetings</p>	<p>By the end of the first year</p>
<p>Behavior (1-3 years)</p> <p>Each county develops a plan to address the housing shortage, including the development of incentives to property owners to provide affordable rental housing.</p>	<p>List of prospects in targeted population</p> <p>Review of comparable plans and use of incentives</p>	<p>County government</p> <p>Landowners</p> <p>Real Estate Developers</p>	<p>Quarterly Committee meetings</p>	<p>Plans will be adopted by the end of year 2</p>
<p>Condition (3-5 years)</p> <p>The number of workforce residential rental options increases by 5% in the region.</p>	<p># of workforce residential rental options</p>	<p>MLS</p> <p>Realtors</p>	<p>Email inquiry</p>	<p>Baseline survey at the beginning of year 1</p> <p>Final survey at end of Year 5</p>

Goal 4: *Increase Awareness and Enjoyment of the **Region's** Cultural and Natural Resources*

By 2021, we will (1) have at least three additional community and outreach events in each County that showcase the cultural and natural resources in our region, (2) construct one new or enhance one existing natural resource educational/cultural facility in each of the five counties, (3) ensure that each County has acquired 10% more property for parks and recreational purposes, (4) increase the public participation in existing recreational activities (fishing tournaments, quilt trails, historic home tours, etc.) by 15%, and (5) increase tourism revenues in each County by 3%.

Goal 4 supports our vision by leveraging our abundant natural resources and deep Southern heritage to create a beautiful natural and built environment filled with plenty of outdoor activities and cultural attractions attractive to all generations. Goal 4 further supports our vision by improving the cultural amenities of the region to attract and retain targeted populations.

REGIONAL ECONOMIC BENEFITS

This goal will result in the development of natural resource and cultural marketing templates, strategies, a tourism guide, and promotional activities to create an interest in the natural resources and culture of the region on a broader scale. Agencies/stakeholders that can assist the region in formulating a comprehensive plan and capital improvement plan will be recruited to analyze existing natural and cultural resources. This plan will advocate the economic benefits relating to the enhancement of natural and cultural resources as well as identify potential projects of high priority.

Through local government funds, PARTF grants, U.S. Fish & Wildlife Service, US Forest Service, Tar River Land Conservancy, N.C. State Parks Service and donations from local industry at least one natural resources educational/cultural facility building will be developed or enhanced. In addition, we will encourage each County to increase its parks and recreation budget to allow for the acquisition of 10% additional property for recreational purposes. The comprehensive plan will analyze major facility needs, projected fiscal resources, establishment of priorities, and the development schedules for the acquisition and construction of capital facilities and future properties dedicated to natural resources enhancement.

In order to retain citizens and attract newcomers to the region, it is important to ensure having the appropriate attractions and accommodations in the region. All five counties will continuously work to bring in tourists and increase tourism revenue through marketing and outreach focused on heritage tourism, natural resource tourism, the Slow Food Movement, agritourism, and local culture. Increased tourism should also result in an increase in the number of businesses serving them, including the lodging and hospitality industry. An added benefit will be an increase in sales tax revenue for the region.

Get Involved

The development of the comprehensive plan will involve an engagement process of citizens and stakeholders from all five counties. These stakeholders will generate ideas, provide input on plan strategies, and collaborate on a region-wide plan to not only increase the natural amenities for the region's residents but also build tourism. This will involve the utilization of web-sites, social media, focus groups, surveys, visioning workshops, community meetings and outreach to elected officials. A collaborative and regionally coordinated effort will maximize the use of tourism dollars and increase the number of potential tourists to each area. The Kerr-Tar Regional Council of Governments will facilitate the group with a needs and priorities assessment, evaluation and analysis of existing park plans, and the development of educational material on the positive effects of tourism dollars. Public meetings and tourism meetings will be conducted for outsider input and ideas on how to strengthen the use of natural resources.

Growth and Development

Upon completion of the citizen participation process, a comprehensive plan will be developed to provide full utilization of natural resources and parks, improved aesthetic conditions, additional cultural and recreational benefits, and economic benefits to the region. The plan will be utilized to assist in future funding opportunities for capital projects, land acquisition, and a regional marketing plan for tourism opportunities. The plan will outline the economic impacts of tourism and the development of further recreation and cultural activities, such as increased property values, increased municipal and county revenues, and the attraction of retirees and new residents to live and work.

Marketing

Once meetings have been held, decisions have been made, and plans have been written, marketing will take place. Kerr-Tar Regional Council of Governments and other stakeholders will commence work on a marketing plan to ensure natural resource and cultural opportunities are being utilized. It is important to get residents, schools, churches, and even tourists involved and keep them well informed of local natural and cultural resource opportunities. Through successful marketing and advertising we will increase awareness of recreational and cultural activities, increase the use of public parks, and increase the participation in existing recreational and cultural activities.

Addressing Barriers

Policies and practices will be the largest barrier for natural resource and cultural development. For example, when building a new facility, zoning policies will play a key role in where the facility may be built. Therefore working with local, state, and federal government to make sure all improvement projects follow all codes, policies, and procedures is essential.

Conclusion

Through comprehensive collaboration, marketing, and the appropriate partners and funding sources, we will add at least three community and outreach events in each county, construct at least one natural resource educational/cultural facility in each of the five counties, obtain or purchase additional property for recreational purposes, and increase participation of tourists and residents in existing recreational activities.

Strategy 4.1: Create more events/festivals celebrating the region's Cultural and Natural Resources.

Target Outcomes:

Short Term (within 12 months): Each County learns about the economic benefits of Cultural and Natural Resource development.

Intermediate (1-3 years): Each county increases the number of outdoor events/festivals celebrating the region's natural and cultural amenities by 3.

Long Term (3-5 years): The region is recognized for its abundant cultural and natural resources.

Assets: The Chamber of Commerce in all five counties will collaborate in the establishment of new cultural events, along with enhancing existing events and market these events throughout the region. Tourism Development authority and local governments for each county will provide financial assistance in sponsoring

new and enhanced events that are identified. Volunteers, Small Business Centers, Local Government, Local Businesses, and Tourism Directors **will assent in a broader aspect of advertising throughout the region.**

Action Steps: We will plan the development of more outdoor events/festivals by:

- Researching the economic benefits of natural resource development and festival development
- Identifying all natural resources within each county - both available and “missed opportunity” resources
- Recruiting stakeholders to plan for community-engaged process of event/festival selection
- Holding public forums in each county to discuss event/festival development
- Planning for event/festival development
- Holding events/festivals

Our final steps will be to implement and monitor the implementation of the event/festival planning in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy: 4.1 Create more events/festivals celebrating the region’s Cultural and Natural Resources

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Research the economic benefits of natural resource development and festival development.	Kerr-Tar COG Marketing Specialist, Tourism Director, Chamber Directors	Planning Director of Warren	3/1/2017	
2) Identify all natural resources within each county – both available and “missed opportunity” resources.	County Planning Department, Tourism Director, Chamber Director	Planning Director of Franklin	6/1/2017	
3) Recruit stakeholders to plan for community-engaged process of event/festival selection.	Chamber Director, Main Street Program Manager, County/Town Planners	Planning Director of Person	9/1/2017	
4) Hold public forums in each county to discuss event/festival development.	County Planners, Main Street Program Managers, Chamber Directors	Chamber Director of Granville County	12/1/2017	
5) Coordinate with all five counties to plan for events/ festivals and do cross-marketing.	COG, County/Town Planner, Main Street Program Manager, Chamber Director	Kerr-Tar COG Marketing Specialist	2/1/2018	
6) Hold events/festivals.	County/Town Government, Chamber of Commerce, Main Street Program Manager, Chamber of Commerce	Kerr-Tar COG Planning Director	5/1/2018	

Benefits: The five county region will increase the number of outdoor events/festivals in the region. By doing so, tourism and tourism revenue will increase, as well as the knowledge of both locals and visitors about the cultural and natural resources available in the region. An added benefit is the increased awareness of the area as a viable investment area for businesses and residential growth. Immediate impacts will be increased sales tax revenues and local tax revenues from events.

Evaluation:

Strategy 4.1 Measurement Plan

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 4.1: Create 3 more events/festivals in each county</p> <p>Participants: Parks and Rec, NC State Tourism, Outfitting businesses, KT COG</p>	List of existing events/festivals in each county	<p>County Parks & Rec</p> <p>Chambers of Commerce</p> <p>State Parks & Rec</p>	Email inquiry	Annually
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Each county learns about the benefits of NR development</p>	<p>Research the benefits</p> <p>Case studies</p> <p>Schedule information sessions</p>	<p>NC State Tourism Extension</p> <p>State Parks & Rec</p> <p>County Parks & Rec</p>	Email inquiry	Research and information sessions will be completed in 12 months
<p>Behavior (1-3 years)</p> <p>Each county increases the # of outdoor events/festivals by 3</p>	<p>Community engagement processes</p> <p>Public input</p>	<p>County Extension</p> <p>KT COG</p>	<p>Committee meetings</p> <p>Outfitting and hospitality industry surveys</p>	Community engagement process will be completed by end of year 1; events/festivals will be launched by end of year 3
<p>Condition (3-5 years)</p> <p>The region is recognized for its abundant natural resources</p>	<p># of Visitors</p> <p># of Attendees</p>	<p>NC Department of Commerce/Tourism</p> <p>State and County Parks & Rec</p>	Outfitting and hospitality industry surveys	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 4.2: **Cross-market Cultural and Natural Resources throughout the Region.**

Target Outcomes:

Short Term (within 12 months): Marketing outlets, styles, and methods for cultural and natural resources in each county are inventoried and analyzed for reach and effectiveness.

Intermediate (1-3 years): Regional approach to marketing cultural and natural resources is developed and implemented, e.g., bike trails, walking trails, and regional events.

Long Term (3-5 years): Public participation in existing recreational activities (fishing tournaments, quilt trails, historic home tours, etc.) is increased by 15%.

Assets: Local Historic Districts **will collaborate with each other to develop a regional historic district tour. The Chamber of Commerce, Local governments, and TDA's will provide financial assistance through sponsorships and appropriating funds.** Local Businesses and Tourism Directors **will contribute opinions and input through community outreach to identify successful events.**

Action Steps: We will plan cross-marketing of natural resources throughout the region by:

- Identifying all natural resources within all five counties both available and “missed opportunity” resources and researching how they are marketed
- Conducting a public needs assessment
- Prioritizing needs to available funding
- Holding public meetings to gather information to assist with development of marketing plan
- Developing the marketing plan
- Obtaining the approval of the marketing plan by each county/Identifying key contacts and making presentations to county board of commissioners
- Formally requesting funds to carry out plan of actions

Our final steps will be to implement and monitor the implementation of the cross-marketing of natural resources in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4



Strategy: 4.2 Cross-market Cultural and Natural Resources throughout the Region.

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Identify all natural resources within all five counties both available and "missed opportunity" resources and research how they are marketed.	COG Planner, Tourism Director	Planning Director of Granville County	3/1/2017	
2) Conduct a public needs assessment through surveys, social media, newspaper.	County Planning Department, Tourism Director, Chamber Directors	Planning Director of Vance County	5/1/2017	
3) Prioritize needs to available funding resources.	COG Planning Director, County/Town Manager	Planning Director of Person County	6/1/2017	
4) Hold public forums in each county to discuss event/festival development.	Hire Consultant, County/Town Planner, Tourism Director	Kerr-Tar COG Planning Director	9/1/2017	
5) Develop marketing plan.	Consultant, County/Town Planner, EDC Director, Tourism Director, Small Business Center	Kerr-Tar COG Marketing Specialist	12/1/2018	
6) Obtain the approval of the marketing plan by each county/ Identify key contacts and make presentations to county board of commissioners.	Consultant, Chamber Director, Tourism Director	Kerr-Tar COG Planning Director	3/1/2018	
7) Request funds to carry out plan of action.	County/Town Manager, County/Town Commissioner	Kerr-Tar COG Executive Director	6/1/2018	

Benefits: By cross-marketing natural and cultural resources within the five counties, we will increase participation in existing recreational activities like fishing tournaments, festivals, historic home tours, etc. Immediate impacts will be increased sales tax revenue.

Evaluation:

Strategy 4.2 Measurement Plan

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 4.2: Cross-market Natural Resources throughout the region</p> <p>Participants: Volunteers, Small Business Centers, Local Government, Local Businesses, Tourism Directors, County Economic Development Boards & Directors, Town Council, Kerr-Lake, Chamber of Commerce, Local Historic Districts</p>	<p>List of Natural Resources in each county</p> <p>Marketing Materials for Natural Resources</p>	<p>County Parks & Rec</p> <p>State Parks & Rec</p> <p>Tourism Offices</p>	<p>Email inquiry</p>	<p>Annually</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Marketing outlets, styles, and methods for natural resources in each county are inventories and analyzed for reach and effectiveness</p>	<p>Marketing outlets</p> <p>Marketing Materials</p> <p>List of Natural Resources</p>	<p>NC State Tourism Extension</p> <p>Parks & Rec</p> <p>Chambers of Commerce</p> <p>Tourism Offices</p>	<p>Email inquiry</p>	<p>Research and evaluation will be completed in 12 months</p>
<p>Behavior (1-3 years)</p> <p>Regional approach to marketing natural resources is developed and implemented including walking trails, biking trails, regional events, etc.</p>	<p>Community engagement processes</p> <p>Public input</p> <p>Innovative marketing ideas</p>	<p>NC Department of Commerce/Tourism</p> <p>Marketing Firm</p> <p>County Parks & Rec</p>	<p>Committee Meetings</p>	<p>Marketing Plan will be developed by end of Year 2; Plan will be adopted by all counties by end of Year 3</p>
<p>Condition (3-5 years)</p> <p>Public participation in existing cultural and natural resources is increased by 15%</p>	<p># of Visitors</p> <p># of Attendees</p>	<p>NC Department of Commerce/Tourism</p> <p>State and County Parks & Rec</p>	<p>Outfitting and hospitality industry surveys</p>	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 4.3: Increase County Parks & Rec Assets by 10%.

Target Outcomes:

Short Term (within 12 months): Stakeholders are organized for action.

Intermediate (1-3 years): County comprehensive parks & rec plans are adopted to include additional assets.

Long Term (3-5 years): Increased usage of Parks and Recreation assets.

Assets: The state of North Carolina, Federal Government, Foundations, Parks & Recreation, TDA's, and local governments will apply for available grants offered through the state of NC and provide financial matches to make grants successful. In addition, local governments will request contributions from local businesses and industries to assist in the development of these assets. Public input will be solicited from Civic Groups and Citizens to identify new assets.

Action Steps: We will increase Parks & Rec assets in each county by:

- Appointing stakeholders in each county to coordinate and collaborate on a plan of action
- Facilitating meetings of such stakeholders
- Conducting research to review existing comprehensive parks & rec plans and identify available properties for acquisition
- Establishing and writing a plan that defines the regions' natural resources and recommends policies and actions to increase county parks & rec assets by 10% as well as preserve documented resources for future generations
- Applying for state, federal, and foundation grants
- Utilizing funds for the purpose of acquiring additional assets

Our final steps will be to implement and monitor the acquisition of more parks & rec assets in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy: 4.3 Increase County Parks & Rec Assets by 10%

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Appoint stakeholders in each county to coordinate and collaborate on a plan of action.	County/Town Recreation Board, County/Town Elected Officials, Recreation Directors	County Recreation Director of Granville County	3/1/2017	
2) Stakeholders will be responsible to facilitate meetings.	Recreation Directors for County/Town	County Recreation Director of Person County	6/1/2017	
3) Conduct research to review existing comprehensive parks and rec plans and identify available properties for acquisition.	County/Town Recreation Directors, EDC Directors, County/Town Planners, Kerr-Tar COG Planning Director	County Recreation Director of Warren County	9/1/2017	
4) Establish and write a plan that defines the regions' natural resources and recommends policies and actions to increase county parks and rec assets by 10% as well as preserve documented resources for future generations.	COG Planner, Recreation Directors, PARTP Rep, Kerr-Tar COG Planning Director	County Recreation Director of Franklin County	12/1/2017	
5) Apply for state, federal, and foundation grants.	PARTP Rep, County/Town Government, Recreation Directors	Kerr-Tar COG Grants and Loan Officer	3/1/2018	
6) Utilize funds for the purpose of acquiring additional assets.	PARTP Rep, County/Town Government Officials, Recreation Directors	Kerr-Tar COG Grants and Loan Officer	6/1/2018	

Benefits: Increasing County Parks & Rec assets will add to the quality of life of the region, including a greater variety of recreational opportunities for locals and visitors alike.

Evaluation:

Strategy 4.3 Measurement Plan

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 4.3: Increase County Parks & Rec Assets by 10%</p> <p>Participants: Public, Families, Schools, Churches, Tourist, Civic Groups, Government</p>	<p>List of Parks & Rec assets in each county</p> <p>List of stakeholders</p>	<p>County Parks & Rec</p> <p>Outfitters</p> <p>Schools</p> <p>Churches</p>	<p>Public announcement</p>	<p>Annually</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Stakeholders are organized for action</p>	<p>Identify stakeholders</p> <p>Schedule meetings</p> <p>Develop agendas</p>	<p>County Parks & Rec</p> <p>Outfitters</p> <p>Schools</p> <p>Churches</p> <p>Civic Groups</p>	<p>Committee meetings</p>	<p>Stakeholders will have held their first meeting by the end of 12 months</p>
<p>Behavior (1-3 years)</p> <p>County comprehensive plans are adopted to increase parks & rec assets by 10%</p>	<p>Existing plans</p> <p>List of available properties to purchase</p> <p>Funding sources</p>	<p>County Parks & Rec</p> <p>State Parks & Rec</p> <p>NCSU Department of Natural Resources</p>	<p>Committee Meetings</p>	<p>Plan will be developed by end of Year 2; Plan will be adopted by all counties by end of Year 3</p>
<p>Condition (3-5 years)</p> <p>Increased <i>usage of</i> Parks & Recreation assets.</p>	<p><i>Number of Users</i></p>	<p>County Parks & Rec</p>	<p>Public survey</p>	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 4.4: Construct one new natural or cultural resource public facility per county.

Target Outcomes:

Short Term (within 12 months): Stakeholders are organized for action.

Intermediate (1-3 years): Public facilities are planned, financed, and constructed.

Long Term (3-5 years): Increased public facilities result in increased tourism, and a 3% increase in tourism dollars.

Assets: Families, Schools, Churches, and Public opinion are essential in the planning and development of new public facilities. Families, Schools, Churches, and the Public will hold stakeholder meetings at various locations to identify the new cultural resource facilities that will be constructed. Non-profit and Civic Groups, along with the Local Government will provide locations to receive input.

Action Steps: We will construct one new natural or cultural resource public facility in each county by:

- Appointing stakeholders in each county to coordinate and collaborate on a plan of action (include industry leaders)
- Facilitating meetings of such stakeholders
- Conducting research to review existing resources
- Establishing and writing a plan that identifies and plans for needed facilities
- Applying for state, federal, and foundation grants
- Utilizing funds for the purpose of constructing new facilities

Our final steps will be to implement and monitor the construction of new facilities in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy: 4.4 Construct one new natural or cultural resource public facility per county.

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Appoint stakeholders and industry leaders in each county to coordinate and collaborate on a plan of action.	County Recreation Boards, County/Town Government, Recreation Directors	County Recreation Director of Vance County	3/1/2017	
2) Facilitate meetings with appointed stakeholders and industry leaders.	Recreation Directors for County/Town	County Recreation Director of Warren County	6/1/2017	
3) Conduct research to review existing resources.	Directors, EDC Directors, County/Town Planners, Kerr-Tar Regional COG Planning Director	County Recreation Director of Person County	9/1/2017	
4) Establish and write a plan that identifies and plans for needed facilities.	COG Planner, Recreation Directors, PARTF Rep., Kerr-Tar COG Planning Director	County Recreation Director of Granville County	12/1/2017	
5) Apply for state, federal, and foundation grants.	State PARTF Rep, County/Town Elected Officials, Recreation Directors	Kerr-Tar COG Grants and Loan Officer	3/1/2018	
6) Construct new facilities with funds provided.	PARTF Rep, County/Town Government Officials, Recreation Directors	Kerr-Tar COG Grants and Loan Officer	6/1/2018	

Benefits: The construction of new natural and cultural resource facilities will improve quality of life for locals and create tourism dollars. New facilities will also increase knowledge of residents and youth through school-sponsored field trips.

Evaluation:

Strategy 4.4 Measurement Plan

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 4.3: Construct one new natural resource/cultural facility per county</p> <p>Participants: Public, Families, Schools, Churches, Tourist, Non-profit and Civic Groups, Government</p>	<p>List of natural resource and cultural assets in each county</p> <p>List of stakeholders (including industry)</p>	<p>County Parks & Rec</p> <p>Non-profits</p> <p>Schools</p> <p>Churches</p>	<p>Public announcement</p>	<p>Annually</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Stakeholders are organized for action</p>	<p>Identify stakeholders</p> <p>Schedule meetings</p> <p>Develop agendas</p>	<p>County Parks & Rec</p> <p>Non-profits</p> <p>Schools</p> <p>Churches</p> <p>Civic Groups</p>	<p>Committee meetings</p>	<p>Stakeholders will have held their first meeting by the end of 12 months</p>
<p>Behavior (1-3 years)</p> <p>Public facilities are planned, financed, and constructed</p>	<p>Existing plans</p> <p>Funding sources</p>	<p>County Parks & Rec</p> <p>NCSU Department of Natural Resources</p> <p>State Department of Natural and Cultural Resources</p>	<p>Committee Meetings</p>	<p>Plans will be developed and adopted by end of Year 2; facilities will be constructed by end of Year 3</p>
<p>Condition (3-5 years)</p> <p>Increased public facilities result in 3% increase in tourism revenue</p>	<p>Visitor count of County natural and cultural facilities</p>	<p>County Parks & Rec</p>	<p>Public survey</p>	<p>Baseline survey at the end of year 1</p> <p>Final survey at end of Year 5</p>

Strategy 4.5: Increase Lodging Opportunities throughout the Region.

Target Outcomes:

Short Term (within 12 months): Completion of a cost benefit plan for investment in lodging in the region with identification of opportunities for potential investors.

Intermediate (1-3 years): All 5 counties adopt the cost benefit plan and construct one new hotel/lodge accessible to natural and cultural resource destinations.

Long Term (3-5 years): Increased lodging will result in 3% growth in county tourism revenue.

Assets: Regional assets that will support the implementation of this strategy include the tourism development authorities, economic development commissions, county planning departments, county commissioners, and local newspapers, for each county within the region. **The Economic Directors and County Planning Departments will identify properties conducive to hotels. County Commissioners will appropriate funds to construct infrastructure to develop the properties. TDA's and the Chamber of Commerce will develop marketing plans and identify potential prospects.**

Action Steps: In order to effectively implement this strategy a joint county committee will be formed to facilitate each action step:

- Joint committee will conduct meetings to discuss opportunities, potential growth opportunities, available resources (money, land, contractors, etc.) and host public forums in each county.
- Economic development directors will contact potential land owners and contractors that construct lodging facilities.
- Funding will be requested from each county government and each tourism development authority.
- Investors will be identified and contacted to buy land and start the building process
- The chamber of commerce and tourism development authority in each county will market new lodging.

Our final steps will be to implement and monitor the marketing plan in every county. The Plan of Action for this strategy is below.



Strategy: 4.5 Increase Lodging Opportunities throughout the Region

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Form a joint five county committee.	County/City Managers, Tourism Directors, Chamber Directors, EDC Directors	Kerr-Tar COG Planning Director	3/1/2017	
2) Meetings will be conducted to discuss opportunities, potential growth opportunities, and available resources by joint committee.	County/City Manager, Tourism Director, Chamber Director, EDC Directors	EDC Director of Granville County	6/1/2017	
3) Each county will host public forums.	Tourism Directors, Chamber Directors, EDC Directors	EDC Director of Person County	9/1/2017	
4) Economic development directors from each county will contact potential land owners and contractors that construct lodging facilities.	EDC Directors, Planning Directors	EDC Director of Franklin County	12/1/2017	
5) Request funding from each county government to market property and/or expand infrastructure.	County Managers, EDC Directors, County Planning Directors	EDC Director of Warren County	1/1/2018	
6) Investors will be identified and contacted to buy land and start the building process.	County EDC Directors	EDC Director of Vance County	3/1/2018	
7) Each counties Chamber of Commerce will market new lodging.	Chamber Directors, EDC Directors, Kerr-Tar COG Marketing Specialist	Chamber Director of Vance County	4/1/2018	

Benefits: Increased lodging opportunities will increase sales revenue by bringing in tourist dollars. Lodging opportunities are intended to attract tourists to stay for longer durations of time which will also increase sales revenue by tourist spending.

Evaluation:

Strategy 4.5 Measurement Plan

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 4.5: Increase Lodging Opportunities</p> <p>Participants: Local gov't, economic developers, TDAs, real estate developers</p>	<p>-Marketing plan</p> <p>-List of existing lodging in area</p>	<p>-Hotel/Motel associates</p> <p>-EDC</p>	<p>-Email</p> <p>-Meetings</p> <p>-Visit lodging</p> <p>-Corporations</p>	<p>-Annually</p>

<p>Attitudes/Behaviors/Skills (within 12 months)</p> <p>A cost benefit plan is created to increase investment in lodging.</p> <p>A marketing plan is created to identify opportunities for potential investors.</p>	<ul style="list-style-type: none"> -Research and records of years past -Public and town opinions -Town and county engagement 	<ul style="list-style-type: none"> -State of NC -County Government -EDC -Public 	<ul style="list-style-type: none"> -Email -Public Meetings -Department of Commerce 	<p>-Annually</p>
<p>Behavior (1-3 years)</p> <p>Cost benefit plan and marketing plan is vetted in each county and plans are adopted.</p> <p>5 hotels/motels are constructed.</p>	<ul style="list-style-type: none"> -County participants -Board meetings -Signed agreements/contracts 	<ul style="list-style-type: none"> -County Planning Department -EDC 	<ul style="list-style-type: none"> -Internet -Email -Public Meetings 	<p>-Annually</p>
<p>Condition (3-5 years)</p> <p>Implementation of the two plans will increase tourism revenue by 3%</p>	<ul style="list-style-type: none"> -Existing tourism data for comparison -Projected tourism revenue by county 	<ul style="list-style-type: none"> -County EDC -Tourism office -Department of Commerce 	<ul style="list-style-type: none"> -Email -Public Info -Websites -Survey 	<p>-Annually</p>

Strategy 4.6: Offer hospitality and customer service trainings.

Short Term (within 12 months): Completed review of existing community college curricula and assessment of workforce and businesses available to participate in the trainings.

Intermediate (1-3 years): Number and frequency of customer service training programs are increased.

Long Term (3-5 years): Increase hospitality tax revenue by 2% in each county.

Assets: Trainings and information to educate individuals will be obtained from the workforce development staff, community colleges, and main street program managers.

Action Steps: In order to implement trainings and programs the Kerr-Tar COG will serve as lead agency and identify main street program managers, Chamber of Commerce Directors, and workforce development staff to implement the following actions steps:

- Identify existing customer service businesses that could benefit from these programs
- Identify successful training programs that could be provided by community colleges and consultants.
- A professional consultant will be hired that can be contracted out to individual businesses at an hourly rate
- Training will be advertised through community colleges and the Chamber of Commerce
- Host initial training workshops in each county.

Our final steps will be to implement and monitor the training in every county. The Plan of Action for this strategy is below.



Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Identify existing customer service businesses that can benefit from these programs.	Chamber of Commerce, COG Planner, COG Workforce Development, Community Colleges	Kerr-Tar COG Workforce Development Director	3/1/2017	
2) Identify successful training programs that could be provided by community colleges and consultants.	Chamber of Commerce, COG Planner, COG Workforce Development, Community Colleges	Kerr-Tar COG Workforce Development Director	6/1/2017	
3) Hire a professional consultant that can be contracted out to individual businesses at an hourly rate.	COG Director, Community Colleges, Kerr-Tar COG Workforce Team	Kerr-Tar COG Executive Director	9/1/2017	
4) Advertise trainings through community colleges and the Chamber of Commerce.	Community College Chamber Directors, COG Planners, Kerr-Tar COG Workforce Team	Kerr-Tar COG Workforce Development Director	12/1/2017	
5) Host initial training workshops in each county.	Community Colleges, Chamber Directors, Kerr-Tar COG Workforce Team	Kerr-Tar COG Workforce Development Director	3/1/2018	

Benefits: Creating and implementing hospitality and customer service trainings in each county will ultimately result in increased sales tax revenue. Through the knowledge gained by individuals from trainings, locals and tourists will gain a much better hospitality experience in each county. Friendly and warm welcomes and conversations will essentially increase buying habits; individuals will buy locally and thereby increase sales tax revenue within the region.

Evaluation:

Strategy 4.6 Measurement Plan

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 4.6: Increase hospitality and customer service training</p> <p>Participants: Hospitality industry</p>	<ul style="list-style-type: none"> -Offer training programs -Make certifications available - Counties/Towns 	<ul style="list-style-type: none"> -Private consultants -Community College 	<ul style="list-style-type: none"> -Email -Workshops 	-Annually
<p>Attitudes/Behaviors/Skills (within 12 months)</p> <p>Existing community college curriculum and workforce development staff will be reviewed to see who is available to participate in trainings.</p>	<ul style="list-style-type: none"> -Community colleges & workforce development staff -Existing curriculum -Training cost 	<ul style="list-style-type: none"> -State of NC -County Government -EDC 	<ul style="list-style-type: none"> -Email -Public Meetings -County Meetings -Research 	-Annually
<p>Behavior (1-3 years)</p> <p>More programs will be implemented to complete existing customer service businesses in each county.</p>	<ul style="list-style-type: none"> -Education of tourism and new revenues -Community colleges & workforce development staff 	<ul style="list-style-type: none"> -County Planning Department -EDC 	<ul style="list-style-type: none"> -Internet -Email -Public Meetings -Newspapers -Social Media 	-Annually
<p>Condition (3-5 years)</p> <p>Increase hospitality tax revenue by 2% in each county.</p>	<ul style="list-style-type: none"> -Existing tourism data -Projected tourism by county 	<ul style="list-style-type: none"> -County EDC -Tourism office -Department of Commerce 	<ul style="list-style-type: none"> -Email -Public Info -Websites 	-Annually

Goal 5: *Strengthen Agriculture and Food-Related Enterprises*

By 2021, we will (1) decrease the average farmer age to 56, (2) stabilize/maintain number of acres devoted to farming at 2012 ag census levels, and (3) increase the number of agribusinesses by 5%.

Goal 5 supports our vision by continuing the rich tradition of agriculture in the region and attracting a younger generation of farmers to the region.

Agribusiness is the largest industry in North Carolina. Through appropriate trainings and the creation of a roadmap, we will decrease the average age of farmers, stabilize/maintain the number of acres devoted to farming, and increase the number of businesses engaged in agriculture and food production. Community colleges, high schools, agricultural organizations, cooperative extension offices, experienced farmers, and the Department of Agriculture will work together to achieve this goal.

The main “speed bump” for stabilizing or maintaining the number of acres devoted to farmland is the lack of interest or education in farming. High schools and community colleges will collaborate to ensure students are better educated on agribusiness opportunities. By supplying more knowledge and information to school-aged students it is our hope that younger generations will become involved in farming and more agribusiness opportunities, which could increase the number of agribusinesses. High schools and community colleges will have to work with agricultural organizations, Cooperative Extension, experienced farmers, and the Department of Agriculture to collaborate on correct and appropriate trainings and information and to ensure no missed opportunities.

Agribusiness and farm land are essential to our region to keep the working lands in production and to provide locally produced foods and products. According to USDA in 2015, there are 48,800 farm operations in North Carolina encompassing 8,300,000 acres harvested. Maintaining farm land also reduces the chances of land being lost for industrial and residential development.

Decreasing the age of farmers

According to the USDA, the median age of farmers in North Carolina is 58.9 and is among America’s older workforce. Our goal is to decrease the average farmer age to 56 by attracting younger people to farming. Strategy 5.1 involves developing a mentoring program to help young farmers understand the opportunity within agriculture. By developing a mentoring/on the job training (OJT) program for students at the school of agribusiness at NC State University and NC A&T State University with local farmers in the region it is our hope that opportunities are understood, relationships with beginning farmers will be developed, and new small farms will be established by proprietors. Finances are also a reason that young aspiring farmers are unable to start up their business. We will provide for further lending opportunities to establish agribusiness in the region by implanting improved lending practices with Farm Credit agencies, local programs at the COG, and establishing tax incentives for County Governments to help decrease the average age of farmers.

Trainings and Educational Materials

Over the years, the number of acres devoted to farming seems to fluctuate; more often than not decreasing rather than increasing. Decreasing acres of farm land is due to the lack of knowledge and skills of farmers either starting a business or in the beginning phase of their farming career. Strategy 5.2 acknowledges developing trainings for beginning, small, large scale, and aspiring farmers. Trainings will increase knowledge and skill levels for farmers that can be applied through educational opportunities. An educational program for new farmers to learn about alternative crops and enterprises for small farm diversification (ex. culinary herbs, organic farming, exotic livestock, aquaculture, etc.) will also be developed by collaborating with NC State University and NC A&T State University. The goal of developing and implementing trainings is to stabilize or maintain the number of acres devoted to farming at the 2012 ag census levels.

Increasing Agribusinesses

By creating a roadmap of opportunities for new, interested, and existing farmers and other ag-interest as well as creating the appropriate means of marketing, it is our goal to increase the number of agribusinesses across the region by 5%. It is important to understand the importance and opportunities within agribusiness. These opportunities will be revealed through the creation of a roadmap. The ag extension service of each county will develop a comprehensive list of agribusiness opportunities/jobs in the region. Information can be shared through social media and institutions.

Addressing Barriers

Economic factors are a large barrier to substantial farming. Potential new farmers lack the financial opportunities to obtain capital and land to sustain themselves. We believe that the strategies we identify in this plan will address these barriers.

Conclusion

Our strategies for Goal 5 are to offer trainings, create an agribusiness roadmap, and properly market agribusiness in order to decrease the age of farmers, increase agribusiness, and stabilize or maintain the number of acres devoted to farming.

Strategy 5.1: Develop a New Farmer Mentoring Program

Target Outcomes:

Short Term (within 12 months): 12 existing farmers agree to participate in a new farmer mentoring program; 25 aspiring farmers agree to be mentored in the region.

Intermediate (1-3 years): 2 new farms are operated by farmers younger than 40 years in each county.

Long Term (3-5 years): Average age of farmer in the region is **stabilized or slightly decreased**.

Assets: Community Colleges, High Schools, Ag Organizations, county Extension offices, experienced farmers, and the NC Department of Agriculture will all play a role in the development of a mentoring program for new farmers. **Ag Organizations, NC Department of Agriculture, and experienced farmers will determine needs, information, and educational material to create a successful mentoring program for new farmers. Community Colleges and High Schools will assist in the recruiting process for eligible mentees to enroll in the mentoring program.**

Action Steps: We will plan the farmer mentoring program by:

- Reviewing existing programs
- Identifying resources for ag mentoring
- Developing mentoring program guidelines
- Writing and publishing guidelines
- Identifying potential mentors and mentees
- Offering programs and workshops

Our final steps will be to implement and monitor the implementation of the farmer mentoring program in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy: 5.1 Develop a New Farmer Mentoring Program

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Review existing programs.	County Ag Extension Office, NCSU, NC A&T	County Extension Director of Vance County	3/1/2017	
2) Identify resources for ag mentoring.	County Ag Extension Office, Community Colleges, County 4H Club	County Extension Director of Warren County	6/1/2017	
3) Develop mentoring program guidelines.	County Ag Extension Office, County 4H Club, Soil & Water	County Extension Director of Person County	9/1/2017	
4) Write and publish guidelines.	County Ag Extension Office, 4H Club, Soil & Water District	County Extension Director of Granville County	12/1/2017	
5) Identify potential mentors and mentees.	County Ag Extension Office, NCSU, NC A&T, Community Colleges	County Extension Director of Franklin County	3/1/2018	
6) Offer programs and workshops.	County Ag Extension Office, Community Colleges, County 4H Club	County Extension Director of Vance County	8/1/2018	



Evaluation:

Strategy 5.1 Measurement Plan

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 5.1: Develop a Farmer Mentoring Program</p> <p>Participants: Community Colleges, High Schools, County Extension offices, Experienced Farmers, Aspiring Farmers, Ag Organizations</p>	<p>Existing mentoring programs</p> <p>Inventory of local food initiatives</p>	<p>County Extension offices</p> <p>NC Department of Agriculture</p> <p>NC State University</p> <p>NC A&T State University</p> <p>Local food councils</p>	<p>Email inquiries</p> <p>Survey of local food councils</p>	<p>Mentoring program will be established within 6 months; identification of farmers will occur annually</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>12 existing farmers agree to mentor; 25 aspiring farmers agree to be mentored</p>	<p># of existing farmers who attend informational program on benefit of farm mentoring</p> <p>Program structure to connect mentors/mentees</p>	<p>County Extension offices</p>	<p>Email inquiries</p>	<p>Annually</p>
<p>Behavior (1-3 years)</p> <p>2 new farms are operated by farmers 40 years of age or younger in each county</p>	<p>Age of farmers</p> <p>Follow-up on mentoring program graduates</p>	<p>NC Department of Agriculture</p> <p>County Extension offices</p>	<p>Secondary Research</p> <p>Email inquiries</p>	<p>Annually</p>
<p>Condition (3-5 years)</p> <p>Average age of farmers is <i>stabilized or slightly decreased.</i></p>	<p>Age of farmers</p>	<p>NC Department of Agriculture</p>	<p>Secondary Research</p>	<p>Measurement will be taken in 2021</p>

Strategy 5.2: Increase the Number and Variety of Regional Agriculture and Agribusiness Training Opportunities

Target Outcomes:

Short Term (within 12 months): Number of agriculture and agribusiness training opportunities in the region will be doubled; 20 people will receive trainings in marketing techniques to achieve profitable operation by adapting to changes in production and culture.

Intermediate (1-3 years): 5 people will apply the knowledge that they learned in their trainings to their farm and agribusiness operations.

Long Term (3-5 years): A more vibrant farming and agribusiness sector will result in stabilization of acreage devoted to farming and agribusiness at 2012 Ag Census levels.

Assets: Community Colleges, High Schools, Ag Organizations, county Extension offices, experienced farmers, and the NC Department of Agriculture will all play a role in the development of farm and agribusiness training programs for both new and experienced farmers. **These organizations will identify and recruit potential farmers as well as assist in the transitioning of making a living by farming.**

Action Steps: We will plan the agriculture and agribusiness training programs by:

- Identifying existing and missed opportunities for training
- Conducting a needs assessment to determine the types of needed trainings
- Prioritizing those needs
- Writing plan of action to address needs
- Developing training programs and workshops

Our final steps will be to implement and monitor the implementation of the training programs in every county in the region. The Plan of Action for this strategy is below.



Strategy: 5.2 Increase the Number and Variety of Regional Agriculture and Agribusiness Training Opportunities

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Identify existing and missed opportunities for training.	County Extension Officer, NCSU, NC A&T, Soil & Water District	County Extension Director of Warren County	3/1/2017	
2) Conduct a needs assessment to determine the types of needed trainings.	County Extension Officer, NCSU, NC A&T, Soil & Water District	County Extension Director of Person County	6/1/2017	
3) Prioritize needs.	County Extension Officer, NCSU, NC A&T, Soil & Water District	County Extension Director of Granville County	9/1/2017	
4) Write a plan of action to address needs.	County Extension Officer, NCSU, NC A&T, Soil & Water District	County Extension Director of Franklin County	12/1/2017	
5) Develop training programs and workshops.	County Extension Officer, NCSU, NC A&T, Soil & Water District	County Extension Director of Vance County	3/1/2018	

Benefits:

Providing more trainings designed to strengthen the regional food system and agriculture will increase interest in farming throughout the region. Trainings in marketing techniques will help in achieving profitable operations to help adapt to changes in production and culture.

Evaluation:

Strategy 5.2 Measurement Plan

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 5.2: Increase the number and variety of agricultural and agribusiness training opportunities</p> <p>Participants: Community Colleges, High Schools, County Extension offices, Experienced Farmers, Aspiring Farmers, Ag Organizations</p>	<p>Existing training programs</p> <p>Inventory of local food initiatives</p>	<p>County Extension offices</p> <p>NC Department of Agriculture</p> <p>NC State University</p> <p>NC A&T State University</p>	<p>Email inquiries</p> <p>Survey of local food councils</p>	<p>Training programs will be implemented within 12 months</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p># of training programs will be doubled</p> <p>20 people will be receive the training</p>	<p># of training programs delivered in 2015-2016 vs. # of training programs deliver in 2016-2017</p> <p># of people attending the trainings</p>	<p>County Extension offices</p> <p>Other training facilities</p>	<p>Email inquiries</p>	<p>Annually</p>
<p>Behavior (1-3 years)</p> <p>5 people will apply the knowledge to their farming operations</p>	<p>Follow-up with trainees</p>	<p>County Extension offices</p> <p>Other training facilities</p>	<p>Survey</p>	<p>Annually</p>
<p>Condition (3-5 years)</p> <p>Stabilization of working land acres at 2012 Ag Census levels</p>	<p># of acres in production in 2016 vs. # of acres in production in 2021</p>	<p>NC Department of Agriculture</p>	<p>Secondary Research</p>	<p>Measurement will be taken in 2021</p>

Strategy 5.3: Create an online interactive Roadmap to Regional Agricultural, Food-Related Enterprises, and other Agribusiness Opportunities

Target Outcomes:

Short Term (within 12 months): The Roadmap software platform will be created and marketed.

Intermediate (1-3 years): 100 people will use the Roadmap on an annual basis (a minimum of 3,000 hits/year).

Long Term (3-5 years): The number of agribusinesses across the region will increase by 5%.

Assets: Financial Institutions, Lenders, Community Colleges, High Schools, Ag Organizations, County offices of Cooperative Extension, Experienced Farmers, and NC Department of Agriculture will all participate in the creation of the roadmap to agricultural agribusiness opportunities in the region. **Each identified asset will be a stakeholder in implementing the action steps.**

Action Steps: We will create an online interactive roadmap to agriculture and agribusiness opportunities by:

- Deciding on its format
- Inventorying Resources: What's already out there and what's available.
- Consolidating and assembling resources, including web site development and maintenance
- Assembling a team to write the roadmap guide
- Writing and completing the roadmap guide/design (website, brochures, etc.)
- Publishing and marketing the roadmap/program

Our final steps will be to implement and monitor the implementation of the roadmap in every county in the region. The Plan of Action for this strategy is below.



Plan of Action

Handout 4

Strategy:
5.3 Create an online interactive roadmap to regional agricultural, food-related enterprises, and other agribu

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Decide on a format for the online interactive roadmap.	Ag Extension Office, NCSU, NC A&T, Community Colleges, Kerr-Tar COG Planning Director	County Ag Extension Director of Warren County	3/1/2017	
2) Inventory resources: What's already out there and what's available.	Ag Extension Office, NCSU, NC A&T, Kerr-Tar COG Planning Director	County Ag Extension Director of Person County	6/1/2017	
3) Consolidate and assemble resources, including website development and maintenance.	County Ag. Extension office, County IT Directors, Private Consultant	County Ag Extension Director of Granville County	9/1/2017	
4) Assemble a team to write the roadmap guide.	County Extension Director, NCSU, NC A&T, Community Colleges, 4H	County Ag Extension Director of Franklin County	12/1/2017	
5) Write and complete the roadmap guidelines/design (website, brochures, etc.).	County Extension Director, NCSU, NC A&T, Community Colleges, 4H	County Ag Extension Director of Vance County	1/1/2018	
6) Publish and market the roadmap/program.	County Extension Office, County Elected Officials	County Ag Extension Director of Warren County	6/1/2018	

Benefits: The online interactive roadmap to regional agriculture, food-related enterprises, and other agribusiness opportunities will assist in increasing the number of agribusinesses across the region.

Evaluation:

Strategy 5.3 Measurement Plan

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 5.3: Develop a roadmap to agricultural and agribusiness opportunities</p> <p>Participants: Beginning, Large Scale, Small Scale, and Aspiring farmers, Agribusiness and Food-related Enterprise entrepreneurs</p> <p>County Extension offices, Ag Organizations, NC Department of Ag, Universities</p>	<p>Existing resources</p> <p>Inventory of local food initiatives</p>	<p>County Extension offices</p> <p>NC Department of Agriculture</p> <p>NC State University</p> <p>NC A&T State University</p> <p>NGOs and Local Food Councils</p> <p>Realtors</p>	<p>Email inquiries</p> <p>Committee Meetings</p>	<p>Roadmap will be created in 12 months and updated quarterly</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Roadmap will be created and marketed</p>	<p>Available land</p> <p>Financing resources</p> <p>Other technical resources (insurance, legal, accounting, etc.)</p> <p>Grower/Buyer Connections</p>	<p>County Extension offices</p> <p>NC Farm Bureau</p> <p>CFSA, CCE</p> <p>CEFS</p> <p>Farm Credit</p> <p>Ag Funders</p> <p>NC Rural Center</p>	<p>Email inquiries</p> <p>Committee Meetings</p>	<p>Committee meetings will be held monthly until Roadmap is launched</p>
<p>Behavior (1-3 years)</p> <p>100 people use the Roadmap (3,000 hits)</p>	<p>Follow-up with Roadmap registrants</p>	<p>County Extension offices</p>	<p>Survey</p>	<p>Annually</p>
<p>Condition (3-5 years)</p> <p># of regional agribusinesses will increase by 5%</p>	<p># of agribusinesses in 2016 vs # of agribusinesses in 2021</p>	<p>NC Department of Agriculture</p> <p>County Tax Office</p>	<p>Secondary Research</p>	<p>Baseline will be taken in 2016</p> <p>Final will be taken in 2021</p>

Strategy 5.4: Market the Region for its Agribusiness Opportunities

Target Outcomes:

Short Term (within 12 months): Food processing and other agricultural processing infrastructure in the region will be identified from the NC food manufacturing initiative.

Intermediate (1-3 years): Resources for support of new agribusinesses will be identified and planning to fill the gaps in the infrastructure will be complete; marketing campaign will launch.

Long Term (3-5 years): The number of agribusinesses across the region will increase by 5%.

Assets: NC State University is currently conducting two initiatives that could potentially support this strategy. First, the region's local foods infrastructure is being assessed through a survey and focus group process conducted by NC State Cooperative Extension Community and Rural Development through funding from USDA-Agricultural Marketing Service. Second, NC State University is leading the statewide NC Food Manufacturing initiative. Both of these initiatives will provide needed information for this strategy's implementation. In addition, marketing materials on the economic impact of agriculture in the region has already been developed and should be used to effectively market the region for its agribusiness opportunities. Such materials are included in the appendix to this plan.

Action Steps: We will market the region for its agribusiness opportunities by:

- Inventorying existing/Identifying new products and need for new agribusinesses
- Consolidating and assembling products
- Identifying resources to fill gaps in infrastructure and opportunities for agricultural processing
- Developing marketing plan

Our final steps will be to implement and monitor the implementation of the marketing plan in every county in the region. The Plan of Action for this strategy is below.

The graphic features a dark blue header with the SET logo on the left and the text "Plan of Action" in white. To the right, "Handout 4" is written in a smaller font. Below this is a light blue bar with a white arrow pointing right and the text "Strategy: 5.4 Market the region for its Agribusiness Opportunities".

Steps to Accomplish	Responsibility	Key Contact	Goal Date	Completion Date
1) Inventory existing/Identify new products and need for new agribusinesses.	County Ag Ext Director, NCSU, NC A&T, 4H, Soil & Water District	County Ag Extension Director of Person County	3/1/2017	
2) Identify resources to fill gaps in infrastructure and opportunities for agricultural processing.	County Ag Ext Director, NCSU, NC A&T, 4H, Soil & Water District	County Ag Extension Director of Granville County	6/1/2017	
3) Develop marketing plan.	County Ag Ext Director, NCSU, NC A&T, 4H, Soil & Water District	County Ag Extension Director of Franklin County	12/1/2017	

Benefits: By creating a better marketing plan for the region to advertise agribusiness opportunities, we will increase the number of agribusinesses within the five counties. Proper advertising will attract individuals eager to start a new agribusiness.

Evaluation:

Strategy 5.4 Measurement Plan

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 5.4: Market the region for its agribusiness opportunities</p> <p>Participants: Beginning, Large Scale, Small Scale, and Aspiring farmers, Agribusiness and Food-related Enterprise entrepreneurs</p> <p>County Extension offices, Ag Organizations, NC Department of Ag, Universities</p>	<p>Existing resources</p> <p>Inventory of local food initiatives</p>	<p>County Extension offices</p> <p>NC Department of Agriculture</p> <p>NC State University</p> <p>NC A&T State University</p> <p>NGOs and Local Food Councils</p>	<p>Email inquiries</p> <p>Committee Meetings</p>	<p>Roadmap will be created in 12 months and updated quarterly</p>
<p>Attitudes/Knowledge/Skills (within 12 months)</p> <p>Food processing and other agricultural processing infrastructure will be identified in the region.</p>	<p>Current inventory of processing infrastructure</p> <p>Current food and agricultural processing initiatives</p>	<p>County Extension offices</p> <p>NC State University (NC Food Manufacturing initiative)</p>	<p>Email inquiries</p> <p>Committee Meetings</p>	<p>Committee meetings will be held monthly until marketing campaign is launched</p>
<p>Behavior (1-3 years)</p> <p>Resources are acquired to launch new agribusinesses</p> <p>Marketing campaign is launched</p>	<p>Ag financing programs</p> <p>Available sites suitable for agribusiness development</p>	<p>County Extension offices</p> <p>Farm Credit</p> <p>USDA</p> <p>Ag Lenders</p>	<p>Committee Meetings</p>	<p>Annually</p> <p>Available properties will be updated quarterly</p>
<p>Condition (3-5 years)</p> <p># of regional agribusinesses will increase by 5%</p>	<p># of agribusinesses in 2016 vs # of agribusinesses in 2021</p>	<p>NC Department of Agriculture</p> <p>County Tax Office</p>	<p>Secondary Research</p>	<p>Baseline will be taken in 2016</p> <p>Final will be taken in 2021</p>

Evidence Basis for Plan

Regional Demographic Data

In 2014 the Kerr-Tar Region had a population of 231,071, with a projected growth from 2014-2020 of 2.5%, compared to the state's 6.4%. Thirty-five percent (35%) of the population is black, and 61.3% is white, while the population that is seeing the most rapid growth in the region is Hispanic.

The region has seen an increase in the number of people living in poverty over the last decade from 15% to 20.2% (with minors at an alarming 28.7%), while the annual median household income during the same period has declined from \$45,110 to \$40,896.

The educational attainment of the Kerr-Tar region is on par with that of the rest of the state, with the exception of the percentage who has attained a bachelor's degree. While 18% of the state's population has a bachelor's degree, only 11% in the Kerr-Tar region do.

Unemployment in the region peaked in 2008 at 11.7%, but has decreased to 6.9%. However, that figure varies widely among counties. The average annual earnings per workers is \$38,351, compared to the state's average of \$47,335. A whopping 66.8% of the population living in the region commutes outside of the region, primarily to the economically strong Research Triangle/RTP region to the south.

Labor force

Journey to Work



Questions:

- How many people employed in the region actually reside outside the region? How many who live in the region commute to jobs outside the region?
- What are the implications for the region's economic development efforts?

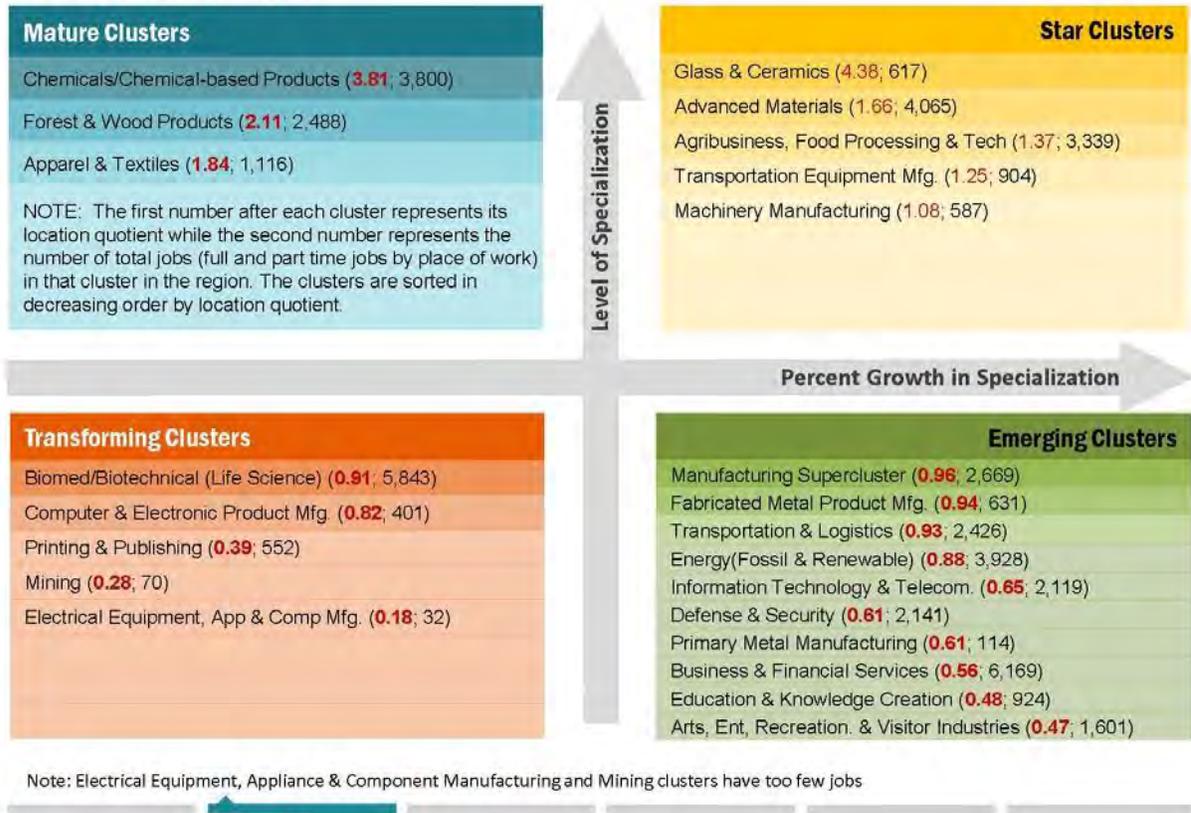
section 04

Source: LEHD, OTM, U.S. Census Bureau

Regional Economic Data

The SET process identified a number of star industry clusters in the region, including Glass and Ceramics, Advanced Materials, Agribusiness, Food Processing & Tech, Transportation Equipment Manufacturing, and Machinery Manufacturing. Emerging clusters included the Manufacturing Supercluster, Fabricated Metal Product Manufacturing, and Transportation and Logistics.

Industry cluster analysis



section 02

* Numbers in parenthesis include location quotient and employment in 2014.

The State of North Carolina has identified Manufacturing as one of its ten targeted clusters for economic development

(https://www.nccommerce.com/Portals/0/Documents/AboutOurDepartment/BoardsCommissions/NC%20Jobs%20Plan%20Report_Final.pdf), which complements this plan's emphasis in Goals 1 and 2 on strengthening manufacturing businesses across a broad range of industry sectors. Interstate 85, which dissects the region, allows ready access to global markets for these manufactured goods.

Similarly, the state has prioritized food manufacturing (<https://www.ces.ncsu.edu/spotlight/food-manufacturing-and-processing-initiative/>), which aligns with this plan's Goal 5 strategies.

Regional performance in the Manufacturing Supercluster from 2009-2014 indicated regional competitiveness in all but 3 of the industries (Motor Vehicle Transmission and Power Train Parts Manufacturing, Other Motor Vehicle Parts Manufacturing, and Industrial and Commercial Fan and Blower and Air Purification Equipment Manufacturing). In the Advanced Materials Cluster, all industries (with the exception of Toilet Preparation Manufacturing, All Other Basic Organic Chemical Manufacturing, Surgical and Medical Instrument Manufacturing, and Surgical Appliance and Supplies Manufacturing) experienced significant growth. Strong industries within the Agribusiness, Food Processing and Technology Cluster included Animal Production, Pet

Food Manufacturing, Farms Supplies Merchant Wholesalers, Rendering and Meat Byproduct Processing, Roasted Nuts and Peanut Butter Manufacturing, Soil Preparation, Wineries, Farm Machinery and Equipment Manufacturing, and Farm Management Services. The Shift-Share Analysis for the targeted industry clusters is included in the Appendix to this plan.

The Leakage Analysis for all targeted industry clusters indicated significant leakage, providing potential for further growth in the clusters. The Leakage Analyses are included in the Appendix to this plan.

Entry level education requirements for most positions within the targeted industries are consistent with the current average education level of the majority of the workforce (high school degree). Top occupations in each of the targeted clusters are included in the Appendix to this plan.

Regional Assets

Session 3 of the SET planning process asked participants to identify regional assets, using the Community Capitals framework. By capital, participants listed the following regional assets:

Financial: Participants identified USDA Loans and Grants, Golden LEAF, Local banks, Department of Transportation county mini-grants, the Kerr-Tar COG revolving loan fund, the T.I.F. program, the EDA, the NC Main Street program, and municipal and county incentive programs as strong financial resources for future development.

Political: The mayors of the county seats in each county, as well as the county commissioners, are perceived to be engaged and approachable with respect to economic development planning.

Social: The NC Department of Commerce's Main Street Program has been adopted in several of the regional county seats, resulting in more walkable and socially vibrant downtowns. Each community has active civic clubs and chambers of commerce, as well as a variety of evening social events. The local food movement, particularly in Warren County, has a growing social food network that should be tapped into. Faith-based community groups are also very strong in all counties.

Human: Participants identified access to higher education as a regional asset both in Session 3 and at the Civic Forum. Vance-Granville Community College, ranked as one of the top 5 community colleges in the state with campuses in Vance, Granville, Franklin, and Warren Counties, and Piedmont Community College in Person County are committed to the workforce development goal described in this plan. Early college classes offered in some county high schools and New Tech High School were also listed as resources. Proximity to the universities located in neighboring Wake and Durham counties was also listed as an asset.

Cultural: The region boasts many arts festivals, historic homes tours, preservation societies, and arts councils who are working hard to bring more entertainment and cultural amenities to the area. Regional festivals mentioned include the Chicken Pickin' in Butner, the Hot Sauce Festival in Oxford, and the Beach Music Festival in Creedmoor. Warren County is also home to the Haliwa-Saponi tribe.

Natural: Many natural destinations were identified, including Butner Creedmoor Greenway, Buck Spring Park, Mayo and Hyco Lakes, Kerr Lake, and the forest and farmland. Some natural areas developed for recreational use included the Disc Golf trails, walking and bike trails, and the Hokes District Bike plan. Participants discussed how more natural areas in the region needed development for public recreation.

Built: The Triangle North industrial parks were on the top of the list as a regional asset, along with the Kirby Theater in Roxboro, the performance venues at the community college, the Mayo Park Amphitheater, Merrit Commons, McGregor Hall, and the farmers' markets.

Participants also cited (1) the affordability of the region in terms of cost of living and cost of workforce; (2) the strong transportation infrastructure, and (3) adequate water and sewer resources as regional assets that need to be stressed in all regional marketing materials.

Potential Barriers and Related Strategies

This Regional Economic Development plan is meant to address many of the barriers that were revealed as part of the Civic Forum and five training sessions with creative, realistic strategies that help bring the region's stakeholders together to strengthen the economy.

The region's aging population was cited as both an asset and a barrier. As the population grows older, there is more and more strain on county services. However, the region is planning to capitalize on the entrepreneurial potential of this demographic by attracting retirees with second career potential as described in Goal 3.

Engagement of young professionals is a topic that gained heavy attention. Many of the strategies within Goals 1, 3, and 4 are aimed at keeping young professionals and families interested in working, living, and visiting throughout the region. The region will maintain its affordability with improved housing stock and expose the emerging workforce to valuable career opportunities that offer livable wages. Greater collaborations with the private sector and education entities have helped enhance workforce development services, resulting in the identification of career pathways that keep young adults focused on career accomplishments. Training options related to soft skills and job retention are key components to address workforce quality.

Barriers exist with poverty rates and low earnings among the region's population, especially among minorities. Advancing the industry-recognized skills of the region's workforce, both young and seasoned, will help bring low-skilled, low wage earners out of the rut that has been present now for multiple generations. Transportation in this rural region also makes it hard to connect these workers with relevant job opportunities. A multi-model approach, present within Goals 1 and 3, will help increase mobility for recreation and employment and result in a more attractive region to investors.

There are many barriers to building a sense of community as each county differs in needs. The region suffers from the sense that there is little for people to do for fun and entertainment. The lack of accommodations will also challenge the region's potential for growth. However, we believe that Goal 3's focus on quality, affordable housing and entrepreneurship, combined with Goal 4's focus on increasing natural and cultural amenities will position the region as an attractive, accessible alternative for people desiring to live close by, but not in, the neighboring Research Triangle region.

Economic factors are a large barrier to substantial farming. Potential new farmers lack the financial opportunities to obtain capital and land to sustain themselves. Advanced agribusiness training opportunities and new mentoring programs will provide skills and guidance necessary for new farmers to confidently maintain their business operations.

Policies and practices tend to be the largest barrier for natural resource and cultural development. For example, when building a new facility, zoning policies will play a key role in where the facility may be built. Therefore working with local, state, and federal government to make sure all improvement projects follow all codes, policies, and procedures is essential.

The SET process enabled the Kerr-Tar COG and its partners to analyze significant amounts of data that aided in brainstorming sessions. The team was able to identify the right stakeholders to address the barriers of the region and carry out strategies that will eventually combat those barriers and lead to a thriving economy, based on the regional economic vitality of three targeted industry clusters.

Appendix

SET Team Members:

Angela Allen – Granville County Tourism Development Authority
Mark Averette – Bridgestone
Barry Baker – Granville County Planning Director
Walter Bartlett – President, Piedmont Community College
Donald Belk – Town of Youngsville
Darrin Blalock – Benchmark Community Bank
Ken Bowman – Warren County EDC Director
Sam Brake – North Carolina Department of Agriculture & Consumer Sciences Agricultural Program Specialist
Will Brooks – Kerr-Tar Regional Council of Governments Planning Director
Melissa Catlett – Kerr-Tar Regional Council of Governments Caregiver Specialist
Jimmy Clayton – Person County Commissioner
Katie Conner – Kerr-Tar Regional Council of Governments Project Manager/Marketing Specialist
Diane Cox – Kerr-Tar Regional Council of Governments Executive Director
Brandie Crawford – Kerr-Tar Regional Council of Governments Transportation Planner
Gabriel Cumming – Working Landscape Associate Director
Ginnie Currin – Granville Chamber of Commerce Director
Robert Davie – Town Administrator for the Town of Warranton
Charla Duncan – Grants Manager for Granville County
Richie Duncan – Franklin County EDC Director, Industrial Relations Coordinator
Sidney Dunston – Franklin County Commissioner & Chairman
Amy Edge – Tar River Land Conservancy, Business Manager & General Council
Mike Felts – Granville County Manager
Dale Fey – Vance Granville Community College Dean of Continuing Education
Ben Foti – Kerr-Tar Regional Council of Governments Youth Programs Coordinator
Jessica Gladwin – Town of Butner Planner
Ronnie Goswick – Franklin County EDC Director
Cheryl Hart – City of Oxford, Planning Director
Terri Hedrick – Vance County Schools Public Information Officer
Dorwin Howard – Granville County Schools Superintendent
Kelly Hundley – Kerr-Tar Regional Council of Governments Workforce Development Program Specialist
Anthony Jackson – Vance County Schools Superintendent
Laureen Jones – Franklin County Schools Career & Technical Education Director
Kim Jordan – Benchmark Community Bank Business Banker
Justin Jorgenson – Granville County Transportation Planner
Stuart Litvin – Vance County EDC Director
Sara Lloyd – Vance Granville Community College Director of Customized Training
Bobbie Jo May – Vance Granville Community College Dean of Franklin County Campus
Paul McKenzie – Cooperative Extension – Vance Counties Area Agent for Vance County Cooperative Extension
Allison Medlin – NC Department of Agriculture
Harry Mills – Granville County EDC Director
Charles Mitchell – Cooperative Extension – Franklin County Director
Walter Montgomery – Piedmont Community College Early College High School Liaison
Gina Parham – Kerr-Tar Regional Council of Government Office Manager
George Rush – WIZS Owner & Operator
Jackie Sergent – City of Oxford Mayor
Betty Jo Shepherd – Field Representative for the Office of U.S. Senator Richard Burr
Crystal Smith – Cooperative Extension Director – Warren County
Ann Stroobant – Kerr-Tar Regional Council of Governments Regional Planner & RPO Coordinator

Tony Sumter – Kerr-Tar Regional Council of Governments Mobility Manager
Mark Warren – Kerr-Tar Regional Council of Governments Interim Planning Director
Paul Westfall – County Cooperative Extension Manager – Granville & Person Counties
Cecilia Wheeler – Vance Granville Community College Dean of South Campus
Morris White – Director of Vance County Cooperative Extension Office
Lauren Wrenn – City of Roxboro Uptown Development Director

Facilitators:

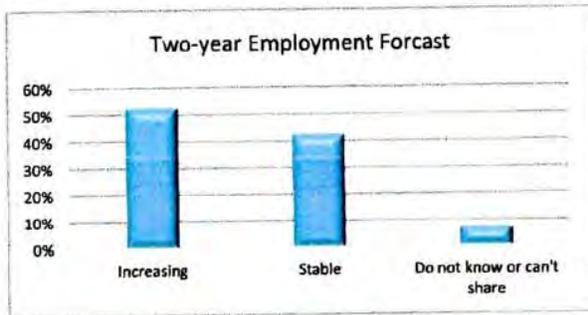
Becky Bowen – North Carolina State University
Susan Jakes – North Carolina State University
Brian Queen – USDA, Rural Development

As part of the statewide "NCWorks 1,000 in 100 initiative", Vance-Granville Community College and the Kerr-Tar Workforce Development Board partnered together to visit 40 companies in Vance, Granville, Franklin and Warren county. This report is a summary of the answers to key questions asked to companies during the 40 visits made in the four county area.

1. Which industry group best describes the company or organization?

Manufacturing (chemicals, metals, textiles, furniture, automotive)	45%
Transportation/Logistics (distribution, warehousing)	15%
Bio Pharma/health (biopharmaceuticals, health, medical devices)	15%
Agriculture, forestry, and food (food processing, wood products)	8%
Other Private Sector	8%
IT/Software (IT & analytic instruments, data center, software development)	5%
Business Services (insurance, financial services, business services)	3%
Hospitality / Tourism	3%
Public Sector (government)	3%

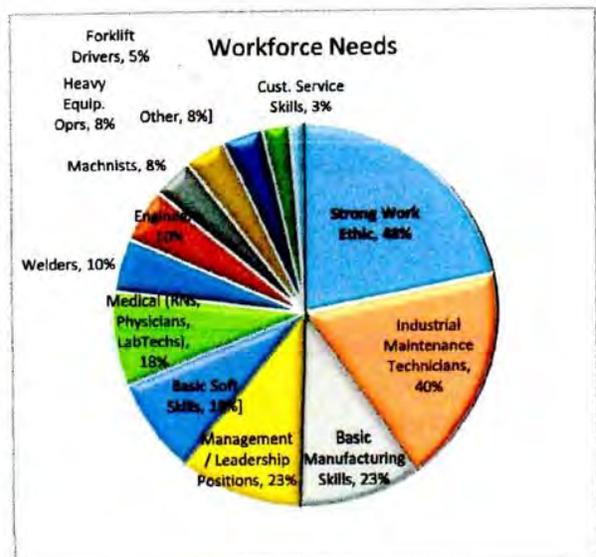
2. Over the next two years, do you expect to face declining, stable, or increasing employment?



Increasing	53%
Stable	43%
Do not know or can't share	8%

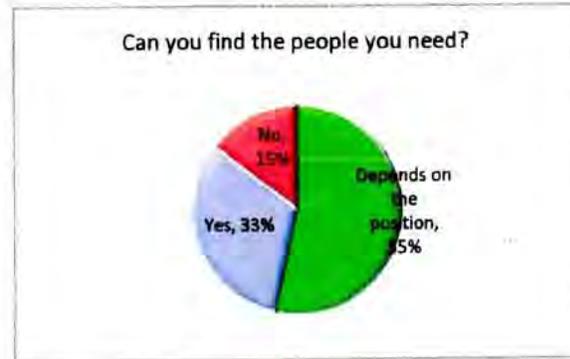
3. What are your primary workforce needs?

Strong Work Ethic (dependable, reliable)	48%
Industrial Maintenance Technicians	40%
Basic Manufacturing Skills	23%
Management / Leadership Positions	23%
Basic Soft Skills	18%
Medical (RN's, Physicians, LabTechs)	18%
Welders	10%
Engineers	10%
Machinists	8%
Heavy Equip Operators	8%
Other	8%
Forklift Drivers	5%
Customer Service Skills	3%



4. Are you able to find the employees you need?

Depends on the position	55%
Yes	33%
No	15%



5. What makes it difficult for you to fill jobs?

Do not have appropriate technical or job-related skill levels	55%
Do not possess "life skills" needed for the job (e.g., work ethic, interpersonal skills)	48%
Did not have critical thinking/problem-solving skills	25%
Are unwilling to accept work conditions of job	20%
Do not have required work experience	15%
Are unwilling or unable to accept the commuting distance or travel	15%
There is a low number of applicants (limited selection)	13%
Fail drug screening test or credit check	13%
Have not attained appropriate industry-recognized certifications	5%
Interview poorly or fail to follow through with application process appropriately	0%

6. In the past two years, which North Carolina workforce resources has your company used to meet its current workforce needs or prepare future workers?

Community Colleges	70%
NCWorks Career Centers (formerly known as JobLink Career Centers)	48%
Workforce Development Boards (including Business Service Representatives)	25%
NC Dept. of Commerce/Division of Workforce Solutions	20%
Public Schools	20%
Did not work with NC workforce services	20%
NCWorks Online	15%
Vocational Rehabilitation (Dept. of Health and Human Services)	10%
Apprenticeship	0%

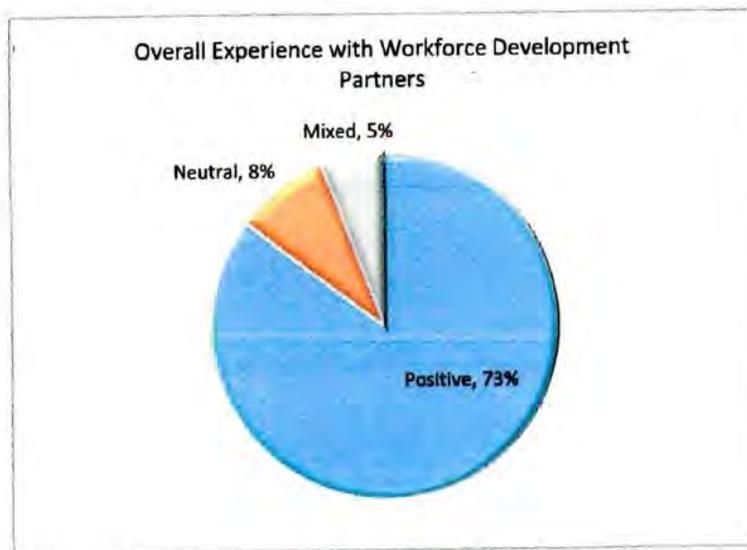
7. What types of services have you received from workforce resources in the past two years?

Education/training	48%
Recruiting/applicant screening/job matching	38%
Connection of workforce services to business/industry needs	15%
Help setting up work-based learning (On-the-Job Training, internship, co-op)	13%
Profiling jobs and/or helping workers/applicants obtain credentials	5%
Labor market information/workforce trends	5%
Outplacement Services (e.g., Rapid Response)	5%
Setting up Career Fairs with the Public Schools	5%

8. What were the end results of the services provided?

In general, listened to/met company needs	43%
Improved quality of workers/applicants	15%
Provided HR-related assistance to company	10%
Reduced costs to company	8%
Improved productivity of workers/applicants	3%
Enabled company to use new technology	3%
Reduced turnover	3%
Reduced time/aggravation for company/management	3%
Provided data/information	3%

9. How was your overall experience with the Workforce Development Partners?



Positive	73%
Neutral	8%
Mixed	5%

10. What can NC's workforce development system do to better meet your needs?

More communication with businesses and industries about what workforce services and opportunities are available	65%
No comment or have not used the workforce services	15%
Nothing. All experiences have been very positive and we look forward to future partnerships	8%
There should be one source that businesses can go to learn about all workforce services that are available	5%
We need some help figuring out a way to make manufacturing jobs more attractive again in order to attract people for our jobs	5%
Other	3%

Shift-Share Analysis

Shift-Share Analysis by Top Industry Sectors: Kerr-Tar Region, NC

Advanced Materials Cluster

Industries	Jobs 2014	National	Industry	Cumulative	Actual Job	Regional
		Trend, 2009-2014	Trend, 2009-2014			
		A	B	C=A+B	D	D-C
Toilet Preparation Manufacturing	1,485	130	104	234	-225	-459
All Other Basic Organic Chemical Mfg	419	32	8	40	-7	-47
Sheet Metal Work Manufacturing	185	1	0	1	178	177
Surgical and Medical Instrument Mfg	184	18	-13	5	-54	-59
Pottery, Ceramics, and Plumbing Fixture Manufacturing	180	6	8	14	107	93
Bare Printed Circuit Board Manufacturing	166	3	-13	-10	120	130
Other Motor Vehicle Parts Manufacturing	146	16	45	61	-60	-121
Plate Work Manufacturing	140	3	1	4	104	100
Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	133	0	0	0	133	133
All Other Miscellaneous Fabricated Metal Product Manufacturing	113	1	0	1	104	103
Polystyrene Foam Product Manufacturing	90	3	-1	2	45	43
Other Commercial and Service Industry Machinery Manufacturing	85	0	0	0	85	85
Surgical Appliance and Supplies Mfg	77	17	-16	1	-151	-152
Machine Shops	73	4	8	12	19	7
Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)	70	2	-1	1	42	41

Note: Upward arrow (↑) indicates regional competitiveness.

section 03

Source: EMSI, Class of Workers 2014.4 (COCW; non-COCW; self-employed and extended proprietors).

Shift-Share Analysis by Top Industry Sectors: Kerr-Tar Region, NC

Agribusiness, Food Processing and Technology Cluster

Industries	Jobs 2014	National	Industry	Cumulative	Actual Job	Regional
		Trend, 2009-2014	Trend, 2009-2014			
		A	B	C=A+B	D	D-C
Crop Production	1,652	145	-130	15	-255	-270
Animal Production	524	25	-31	-6	200	206
Farm Labor Contractors and Crew Leaders	244	16	14	30	30	0
Dog and Cat Food Manufacturing	168	11	4	15	18	3
Tobacco Manufacturing	162	0	0	0	162	162
Farm Supplies Merchant Wholesalers	138	8	0	8	35	27
Other Farm Product Raw Material Merchant Wholesalers	122	9	1	10	7	-3
Farm and Garden Machinery and Equipment Merchant Wholesalers	50	7	0	7	-45	-52
Rendering and Meat Byproduct Processing	45	0	0	0	45	45
Roasted Nuts and Peanut Butter Manufacturing	38	0	0	0	33	33
Flour Milling	33	3	-2	1	-2	-3
Soil Preparation, Planting, and Cultivating	26	1	2	3	9	6
Wineries	21	0	0	0	19	19
Farm Machinery and Equipment Manufacturing	18	0	0	0	14	14
Farm Management Services	16	1	1	2	8	6

Note: Upward arrow (↑) indicates regional competitiveness.

section 03

Source: EMSI, Class of Workers 2014.4 (COCW; non-COCW; self-employed and extended proprietors).

Shift-Share Analysis by Top Industry Sectors: Kerr-Tar Region, NC

Manufacturing Supercluster

Industries	Jobs 2014	National	Industry	Cumulative	Actual Job	Regional
		Trend, 2009-2014	Trend, 2009-2014			
		A	B	C=A+B	D	D-C
Motor Vehicle Transmission and Power Train Parts Manufacturing	541	31	128	159	137	-22
Construction Machinery Manufacturing	341	21	14	35	61	↑ 26
Sheet Metal Work Manufacturing	185	1	0	1	178	↑ 177
Analytical Laboratory Instrument Mfg	182	12	-2	10	27	↑ 17
Bare Printed Circuit Board Manufacturing	166	3	-13	-10	120	↑ 130
Motor Vehicle Metal Stamping	157	2	7	9	137	↑ 128
Other Motor Vehicle Parts Manufacturing	146	16	45	61	-60	-121
Plate Work Manufacturing	140	3	1	4	104	↑ 100
All Other Miscellaneous Fabricated Metal Product Manufacturing	113	1	0	1	104	↑ 103
Industrial and Commercial Fan and Blower and Air Purification Equipment Mfg	105	15	13	28	-99	-127
Other Commercial and Service Industry Machinery Manufacturing	85	0	0	0	85	↑ 85
Machine Shops	73	4	8	12	19	↑ 7
Other Metal Container Manufacturing	72	2	-2	0	44	↑ 44
Aluminum Sheet, Plate, and Foil Mfg	57	0	0	0	57	↑ 57
Iron and Steel Mills and Ferroalloy Mfg	57	0	0	0	54	↑ 54

Note: Upward arrow (↑) indicates regional competitiveness.

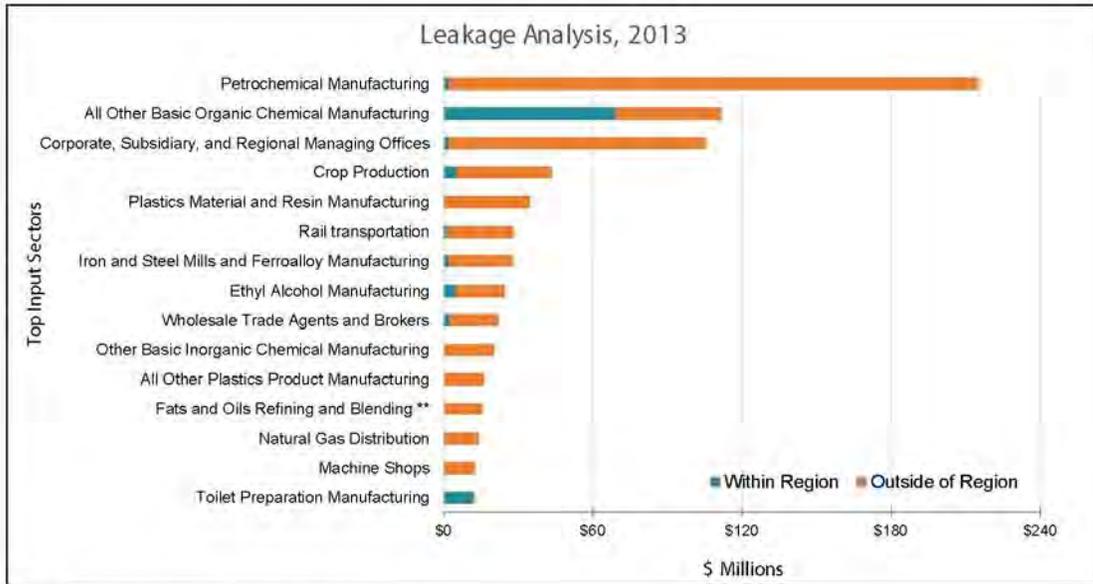
section 03

Source: EMSI - Class of Worker 2013-4 (OCLW, non-OTW, self-employed and extended proprietors).

Leakage Analysis

Top 15 Inputs by Dollars: Kerr-Tar Region, NC

Advanced Materials Cluster

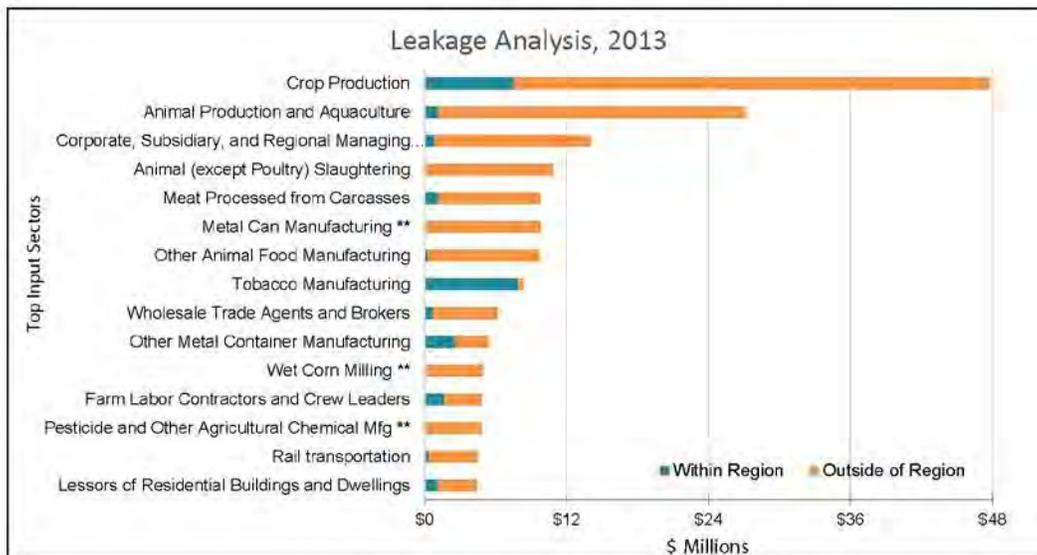


section 03

Source: EMSI, Class of Worker 2014.4 (OCEW, non-OCEW, self-employed and extended proprietors)

Top 15 Inputs by Dollars: Kerr-Tar Region, NC

Agribusiness, Food Processing and Technology Cluster

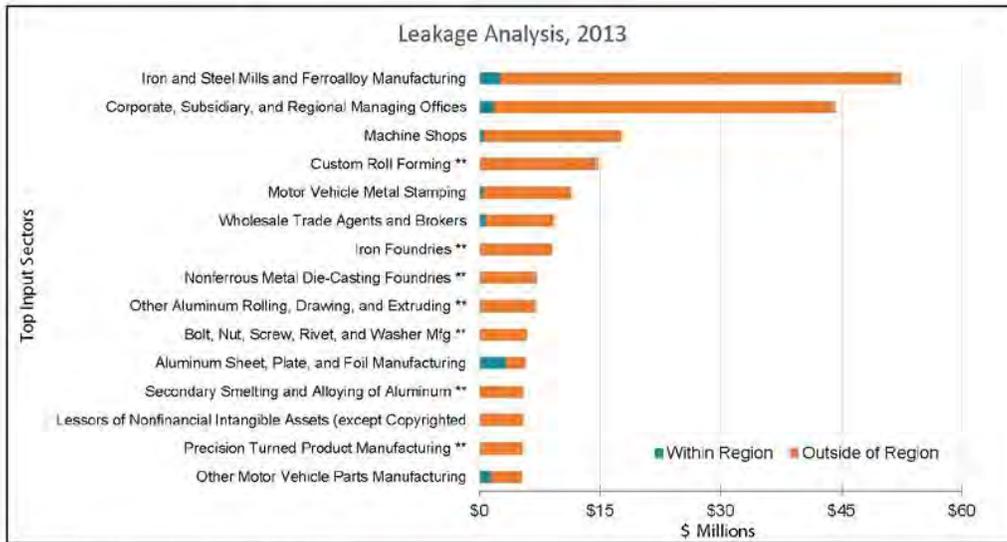


section 03

Source: EMSI, Class of Worker 2014.4 (OCEW, non-OCEW, self-employed and extended proprietors)

Top 15 Inputs by Dollars: Kerr-Tar Region, NC

Manufacturing Supercluster



Note: ** Industry sector is not present in the region.

section 03

Source: EMSI - Class of Worker 2014.4 (CCW; non-CCW, self-employed and extended proprietors)

Occupation Data

Top Occupations: Kerr-Tar Region, NC

Advanced Materials Cluster

Occupations	Jobs 2014	%Change, 2009-2014	Median Hourly Earnings, 2014	Entry Level Education
Team Assemblers	214	0%	\$12.0	High school diploma or equivalent
Packaging and Filling Machine Operators and Tenders	213	-12%	\$13.7	High school diploma or equivalent
Mixing and Blending Machine Setters, Operators, and Tenders	200	-6%	\$12.7	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	165	-9%	\$24.0	Postsecondary non-degree award
Helpers-Production Workers	140	14%	\$10.7	Less than high school
Inspectors, Testers, Sorters, Samplers, and Weighers	134	-3%	\$15.7	High school diploma or equivalent
Laborers and Freight, Stock, and Material Movers, Hand	112	8%	\$10.9	Less than high school
Maintenance and Repair Workers, General	97	8%	\$17.2	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	84	17%	\$22.2	High school diploma or equivalent
Shipping, Receiving, and Traffic Clerks	82	0%	\$13.6	High school diploma or equivalent
Machinists	81	21%	\$16.8	High school diploma or equivalent
Industrial Truck and Tractor Operators	80	5%	\$12.1	Less than high school
Chemical Equipment Operators and Tenders	79	-2%	\$22.2	High school diploma or equivalent
Packers and Packagers, Hand	77	0%	\$10.5	Less than high school
Industrial Machinery Mechanics	73	11%	\$20.2	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014.

section 03

Source: BLS: Class of Worker 2014.4 (OCBW, non-OCBW self-employed and extended proprietors)

Top Occupations: Kerr-Tar Region, NC

Agribusiness, Food Processing and Technology Cluster

Occupations	Jobs 2014	%Change, 2009-2014	Median Hourly Earnings, 2014	Entry Level Education
Farmers, Ranchers, and Other Agricultural Managers	1,592	-6%	\$10.9	High school diploma or equivalent
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	459	12%	\$9.2	Less than high school
Laborers and Freight, Stock, and Material Movers, Hand	67	22%	\$10.9	Less than high school
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	57	0%	\$22.2	High school diploma or equivalent
Heavy and Tractor-Trailer Truck Drivers	52	16%	\$16.3	Postsecondary non-degree award
Packaging and Filling Machine Operators and Tenders	47	57%	\$13.7	High school diploma or equivalent
Agricultural Equipment Operators	46	21%	\$8.9	Less than high school
Industrial Truck and Tractor Operators	37	54%	\$12.1	Less than high school
Farmworkers, Farm, Ranch, and Aquacultural Animals	36	-9%	\$15.8	Less than high school
Bookkeeping, Accounting, and Auditing Clerks	34	-3%	\$14.9	High school diploma or equivalent
Mixing and Blending Machine Setters, Operators, and Tenders	33	32%	\$12.7	High school diploma or equivalent
Packers and Packagers, Hand	32	28%	\$10.5	Less than high school
Slaughtering and Meat Packers	28	-33%	\$12.5	Less than high school
General and Operations Managers	28	27%	\$46.3	Bachelor's degree
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	27	93%	\$23.4	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014.

section 03

Source: BLS: Class of Worker 2014.4 (OCBW, non-OCBW self-employed and extended proprietors)

Top Occupations: Kerr-Tar Region, NC

Manufacturing Supercluster

Occupations	Jobs 2014	% Change, 2009-2014	Median Hourly Earnings, \$ 2014	Entry Level Education
Team Assemblers	309	14%	\$12.0	High school diploma or equivalent
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	113	9%	\$10.1	High school diploma or equivalent
Machinists	108	30%	\$16.8	High school diploma or equivalent
First-Line Supervisors of Production and Operating Workers	99	16%	\$24.0	Postsecondary non-degree award
Inspectors, Testers, Sorters, Samplers, and Weighers	95	9%	\$15.7	High school diploma or equivalent
Welders, Cutters, Solderers, and Brazers	77	8%	\$15.0	High school diploma or equivalent
Electrical and Electronic Equipment Assemblers	69	-26%	\$12.2	High school diploma or equivalent
Helpers-Production Workers	66	22%	\$10.7	Less than high school
Computer-Controlled Machine Tool Operators, Metal and Plastic	61	27%	\$16.1	High school diploma or equivalent
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	56	44%	\$15.6	High school diploma or equivalent
Laborers and Freight, Stock, and Material Movers, Hand	55	25%	\$10.9	Less than high school
Industrial Engineers	53	4%	\$35.1	Bachelor's degree
Shipping, Receiving, and Traffic Clerks	49	17%	\$13.6	High school diploma or equivalent
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	47	24%	\$22.2	High school diploma or equivalent
Maintenance and Repair Workers, General	45	25%	\$17.2	High school diploma or equivalent

Note: SOC (Standard Occupation Classification) 5-digit occupations are included by jobs in 2014

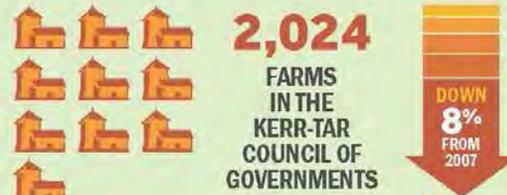
section 03

Source: BLS, Class of Workers 2014.4 (OCEM11) or OCEM12 (employed and extended proprietors)

Kerr-Tar Council of Governments

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS



CEFS
COUNTY ECONOMIC DEVELOPMENT SYSTEMS
NOVA | NCASI | NCDA/CSA
www.cedfs.com

10 BUILDING NORTH CAROLINA'S LOCAL FOOD ECONOMY

SARE
Sustainable Agriculture Research & Education

This material is based upon work that is supported by the National Institute of Food and Agriculture, U.S. Department of Agriculture, under award number RD309-122/4940246 through the Southern Sustainable Agriculture Research and Education program. USDA is an equal opportunity employer and service provider. Data Compiled from USDA Census - North Carolina Public Health Department - Farmers Market Data

Franklin County

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS



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Granville County

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS



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Person County

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS

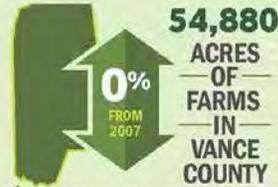


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Vance County

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS



54,880
ACRES
OF
FARMS
IN
VANCE
COUNTY



242
FARMS IN
VANCE
COUNTY



50 FARMS



227 ACRES
AVERAGE SIZE
OF FARM

\$116,000
GROSS REVENUE
FROM AGRITOURISM
& RECREATIONAL
ACTIVITY

CENSUS DATA UNAVAILABLE FOR 2007



68
ANIMAL
FARMS IN
VANCE
COUNTY



50 FARMS

13 FARMS WITH
AGRITOURISM &
RECREATIONAL
ACTIVITY



\$398,000
VALUE OF
ANIMAL
PRODUCTS IN
VANCE
COUNTY



14 FARMS THAT SELL
DIRECT TO CONSUMER

\$29,000
DIRECT TO
CONSUMER SALES



8 FRUIT, NUT
& BERRY FARMS

10 FARMS



15 MELON,
VEGETABLE &
POTATO FARMS

10 FARMS



5
FARMERS MARKETS,
ROADSIDE STANDS,
AND PRODUCE MARKETS IN
VANCE COUNTY



1 FARMS
SELLING THROUGH
CSA



CENSUS DATA
UNAVAILABLE
FOR 2007

\$39,000
SALES
FRUIT
NUT
BERRY
FARMS



\$337,000
SALES
VEGETABLE,
MELON,
POTATO
FARMS



13,890
ACRES
HARVESTED



This material is based upon work that is supported by the National Institute of Food and Agriculture, U.S. Department of Agriculture, under award number RD309-122-4940266 through the Southern Sustainable Agriculture Research and Education program. USDA is an equal opportunity employer and service provider. Data Compiled from USDA, Census - North Carolina Public Health Department - Farmers Market Data

Warren County

LOCAL FARMS AND FOOD PROFILE

DATA FROM 2012 & 2007 USDA CENSUS



This material is based upon work that is supported by the National Institute of Food and Agriculture, U.S. Department of Agriculture, under award number RD309-12274940246 through the Southern Sustainable Agriculture Research and Education program. USDA is an equal opportunity employer and service provider. Data Compiled from USDA Census - North Carolina Public Health Department - Farmers Market Data.

KERR-TAR REGIONAL COUNCIL OF GOVERNMENTS
Executive Committee
Conference Call
September 19, 2016

MEMBERS PRESENT:

John Alston
Eddie Ellington
Tommy Hester
Linda Jordon
Barry Richardson
Danny Wright

Jimmy Clayton
Walter Gardner
Zelodis Jay
Bryan Pfohl
Joe Shearon

COG STAFF PRESENT:

Diane Cox
Gina Parham
Mark Warren
Katie Conner
Ben Foti

OTHERS:

Becky Bowen

Call to Order

Chairman Tommy Hester called the conference call meeting to order and asked Diane to begin with first Agenda item.

Diane advised members had been sent the Draft SET plan as well as the Executive Summary for review prior to the call. She highlighted the five (5) goals:

- Improve Access to Jobs
- Support Development of Targeted Manufacturing Industries
- Enhance Quality of Place and Build Regional Pride
- Increase Awareness and Enjoyment of the Region's Cultural and Natural Resources
- Strengthen Agriculture and Food-Related Enterprises

She also reviewed the strategies that had been suggested to help meet each goal. The next step once the Board recommends approval is to send to USDA for their approval. This plan will also be used for the Kerr Tar COG CEDS plan.

Meeting was then turned over to Becky Bowen of NCSU and Mark, Katie and Ben of the COG staff.

Becky advised that she works with NCSU Cooperative Extension and that Kerr Tar was one of four regions currently working through this planning process. Kerr Tar was successfully awarded participation in the SET program and the original kick – off meeting was held last October and 5 additional planning sessions had been held since the original kick off. Two sessions were dedicated strictly to analysis of data.

Discussion arose around the plan and if the goals were in order of priority. Becky informed members that all were equally important and there was no order.

Members also discussed the importance of Broadband infrastructure. After discussion all agreed that Broadband should be worked into the plan most likely under Improved Job Access. Members discussed the possibility of adding a bullet for Broadband under Goal # 1. Tommy Hester stated that NC Commerce may be able to assist the with the Broadband effort too.

Katie confirmed that this was just a draft and COG staff understood that there would be additional strategies and pictures added to the final document.

Becky advised that the next steps were:

- Approval of the Draft
- Forward the draft to all that participated in compiling the plan data
- Get final approval
- Forward to USDA for peer review (3 people)
- Comments back from Peer Review within 30 days – staff will make changes accordingly
- Plan to make it a high quality plan with the seed grant of \$5,000
- A good plan is a priority to receive funding from USDA

Approval of SET Strategy

Motion # 1

Motion was made by Barry Richardson to approve the plan as presented with an addition to Goal 1 regarding Broadband. Motion was seconded by Zelodis Jay. Motion carried unanimously.

There being no further business or comments the meeting (conference call) was adjourned.

Respectfully submitted,

Patricia S. Cox, Executive Director
Secretary to the Board of Directors

October 4, 2016

Franklin County Cooperative Extension
103 S Bickett Blvd.
Louisburg, NC 27549

Re: Letter of Support

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

- Implementation of regional strategies that represent a key part of the overall economic development blueprint for region's small communities, cities, and counties;
- Participation in economic activities that will focus on implementation of strategies;
- Collaboration and cooperation from a large diverse set of institutions and people when implementing the region's goals and strategies;
- Commitment to devoting the significant time and energy needed to actively participate and work through the entire SET implementation planning process as a regional team;
- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,





Walter M. Gardner, Jr. - Mayor
Robert F. Davie, Jr. -Town Administrator

P.O. Box 281
Warrenton, NC 27589-0281
(252) 257-1122 Fax (252) 257-9219

October 3, 2016

Town of Warrenton
133 South Main Street
Warrenton, NC 27589

Re: Letter of Support

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

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- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,


Robert Davie
Town Administrator



October 3, 2016

City of Roxboro
105 South Lamar Street
Roxboro, NC 27573

Re: Letter of Support

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

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- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,

A handwritten signature in black ink, appearing to read "Lauren Wrenn", with a horizontal line extending to the right.

Lauren Wrenn, Uptown Development Director

VANCE- GRANVILLE

COMMUNITY COLLEGE

October 4, 2016

Vance-Granville Community College
200 Community College Road
Henderson, NC 27536

Re: Letter of Support

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

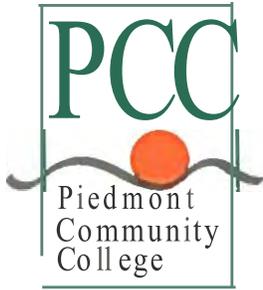
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- Collaboration and cooperation from a large diverse set of institutions and people when implementing the region's goals and strategies;
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- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,



Sara Lloyd
Director of Customized Training
Vance-Granville Community College



Office of the
President

October 3, 2016

'OCT06 —

Ms. Katie Conner
Finance Assistant
Kerr Tar Regional Council of Governments
P.O. Box 709
Henderson, NC 27536

Re: Letter of Support

Dear Ms. Conner:

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together (SET) Plan for 2016. Piedmont Community College remains committed and will engage in the implementation process as outlined below:

- Implementation of regional strategies that represent a key part of the overall economic development blueprint for the region's small communities, cities, and counties;
- Participation in economic activities that will focus on implementation of strategies;
- Collaboration and cooperation from a large diverse set of institutions and people when implementing the region's goals and strategies;
- Commitment to devoting the significant time and energy needed to actively participate in and work through the entire SET implementation planning process as a regional team;
- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,

/s/ 

Walter C. Bartlett, Ph.D.
President

cwf



Steve Troxler
Commissioner

North Carolina Department of Agriculture
and Consumer Services
Research Stations Division

Alexander M. Stewart, Ph.D.
Director

October 6, 2016

North Carolina Department of Agriculture
1001 Mail Service Center
Raleigh, NC 27699

Re: Letter of Support

As a participating member and stakeholder of the Kerr-Tar SET Regional Team, I support and approve the Stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

- Implementation of regional strategies that represent a key part of the overall economic development blueprint for region's small communities, cities, and counties;
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- Collaboration and cooperation from a large diverse set of institutions and people when implementing the region's goals and strategies;
- Commitment to devoting the significant time and energy needed to actively participate and work through the entire SET implementation planning process as a regional team;
- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr-Tar Region through this strategic planning process.

Sincerely,

Allison Medlin
Administrative Assistant II

MAILING ADDRESS
Research Stations Division
1001 Mail Service Center
Raleigh, NC 27699-1001

Alexander M. Stewart, PhD
Sandy.Stewart@ncagr.gov
Telephone: 919-707-3243
Fax Number: 919-733-1754

LOCATION
Agriculture Building
2 West Edenton Street
Raleigh, NC 27601

Warren County Center
North Carolina Cooperative Extension
158 Rafters Lane
P. O. Box 708
Warrenton, NC 27589
252--257--3640

October 6, 2016

Warren County Cooperative Extension
158 Rafters Lane
Warrenton, NC 27589

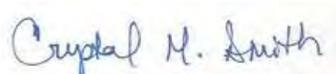
Re: Letter of Support

As a participating member and stake holder of the Kerr--Tar SET Regional Team, I support and approve the stronger Economies Together Plan for 2016. We remain committed and will engage in the implementation process as outlined below:

- Implementation of regional strategies that represent a key part of the overall economic development blueprint for region's small communities, cities, and counties;;
- Participation in economic activities that will focus on implementation of strategies;;
- Collaboration and cooperation from a large diverse set of institutions and people when implementing the region's goals and strategies;;
- Commitment to devoting the significant time and energy needed to actively participate and work through the entire SET implementation planning process, as a regional team;;
- Commitment to carry SET work past the planning process, integrating plan strategies into my professional organization when able.

I look forward to furthering opportunities in the Kerr--Tar Region through this strategic planning process.

Sincerely,



County Extension Director

Kerr-Tar Regional Council of Governments

1724 Graham Avenue, Henderson, NC 27536
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