



HENDERSON / VANCE COUNTY ECONOMIC DEVELOPMENT COMMISSION



2010 – 2014

STRATEGIC PLAN



**Revised
February 19, 2010**

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

TABLE OF CONTENTS

Authorizing Resolutions

Resolution Approving Strategic Plan by EDC	4
Joint Resolution by County and City Approving Strategic Plan	5

Members and Partners

Economic Development Commission Members	7
Key Strategic Economic Development Partners	8

Basics of the Strategic Plan

Structure of and Basis for the Strategic Plan	9
Purpose, Mission and Vision Statements	13
Core Values	14
Key Strategic Advantages	16
Key Strategic Challenges	18
Key Local Priorities	20
Key Quality of Life & Site Selection Criteria	21

Key Strategic Objectives and Related Action Plans

Key Strategic Objectives Alignment Matrix	22
KSO 1: To Create and Retain Jobs	23
Action Plan 1-1: Develop Existing Business Program	23
Action Plan 1-2: Develop Potential New Business Opportunities	24
Action Plan 1-3: Develop Commercial Retail Development	25
Action Plan 1-4: Develop Business Incubator	27
Action Plan 1-5: Acquire High Speed Rail Station	27
KSO 2: To Market the Community	29
Action Plan 2-1: Develop Marketing Strategy	29
Action Plan 2-2: Update Websites	30
KSO 3: To Provide Effective Economic Development Leadership	32
Action Plan 3-1: Budget Development	32
Action Plan 3-2: Strategic Plan Alignment With Partners	33
KSO 4: To Improve Education and Workforce Development	35
Action Plan 4-1: Develop Educational Support Programs	36
Action Plan 4-2: Develop Workforce Development Programs	37
Action Plan 4-3: Partner with WIB and HUB	38
KSO 5: To Enhance the Pro-Business Environment	40
Action Plan 5-1: Develop Land and Building Assets	40
Action Plan 5-2: Move at the Speed of Business	40
Action Plan 5-3: Develop a Business Friendly Attitude	41

Table of Contents Continued on Next Page

**Henderson / Vance County Economic Development Commission
2010 – 2014 Strategic Plan**

TABLE OF CONTENTS

(Continued From Prior Page)

KSO 6: To Improve the Quality of Life	43
Action Plan 6-1: Overcome Community Self Esteem	43
Action Plan 6-2: Partner to Reduce Crime	44
Action Plan 6-3: Improve Community Appearance (See Action Plan AP 3-3)	45
Action Plan 6-4: Improve Housing and Neighborhoods	46
 Appendices	
Appendix A: One Page Strategic Plan Deployment Presentation	48

**Henderson / Vance County Economic Development Commission
2010 – 2014 Strategic Plan**

R E S O L U T I O N

**A RESOLUTION
OF THE
HENDERSON - VANCE COUNTY
ECONOMIC DEVELOPMENT COMMISSION
ADOPTING ITS 2010—2014 STRATEGIC PLAN**

WHEREAS, the County of Vance (County) and the City of Henderson (City) have approved an Inter-Local Agreement in June 2009 that re-established the Henderson-Vance Economic Development Commission (EDC) as a joint governmental agency; and

WHEREAS, the EDC is the primary local organization dedicated for the economic growth and development of the City and County; and

WHEREAS, in order to prepare a plan of action for the future economic development of the community, a strategic planning retreat was held on October 27-28, 2009 in Henderson with strong attendance and participation from the County and City governments, Strategic Economic Development Partners and the private sector; and

WHEREAS, an outcome of the strategic planning retreat is the development of *The 2010—2014 Economic Development Strategic Plan* (Strategic Plan) for Henderson and Vance County; and

NOW, THEREFORE BE IT RESOLVED BY THE HENDERSON-VANCE COUNTY ECONOMIC DEVELOPMENT BOARD THAT IT DOES HEREBY APPROVE *The Henderson - Vance County Economic Development Commission 2010-2014 Strategic Plan (Strategic Plan)*; and

BE IT FURTHER RESOLVED THAT copies of the Strategic Plan be provided to the Vance County Board of Commissioners and the Henderson City Council; and

BE IT FURTHER RESOLVED THAT both governing bodies be requested to approve said Strategic Plan in order that County, City and EDC policies and actions might be properly aligned and focused as the EDC proceeds with executing its charge and responsibilities.

The foregoing Resolution, introduced by EDC Board Member ***** and seconded by EDC Board Member*** on this the 18th day of November 2009 and approved by the following votes: Ayes: *** Nays: ***.

ATTEST

Andrea Harris, Secretary

Sam Watkins, Chairman

**Henderson / Vance County Economic Development Commission
2010 – 2014 Strategic Plan**

R 09—99 *(City of Henderson)*

R *(County of Vance)*

**A JOINT RESOLUTION
OF THE
VANCE COUNTY BOARD OF COMMISSIONERS
AND
THE HENDERSON CITY COUNCIL**

WHEREAS, the County of Vance and the City of Henderson have approved an Inter-Local Agreement in June 2009 that re-established the Henderson/Vance Economic Development Commission (EDC) as a joint governmental agency; and

WHEREAS, the EDC is the primary local organization dedicated for the economic growth and development of the city and county; and

WHEREAS, the services, goods and programs adopted by the EDC are for the purpose of benefiting the citizens and residents of the city and county; and

WHEREAS, one of the key actions taken by the newly appointed and seated EDC Board was to schedule a strategic planning retreat in order to gain a strong focus on future economic development initiatives and a strong consensus on how to successfully achieve said initiatives; and

WHEREAS, a strategic planning retreat was held on 27 and 28 October 2009 in Henderson with strong attendance and participation from the County and City governments, Strategic Economic Development Partners and the private sector; and

WHEREAS, an outcome of the strategic planning retreat is the 2009—2013 Economic Development Strategic Plan, said Strategic Plan being considered a part of this Resolution and more fully articulated in Attachment No. 1 to this Resolution.

NOW, THEREFORE BE IT RESOLVED BY THE VANCE COUNTY BOARD OF COMMISSIONERS AND THE HENDERSON CITY COUNCIL THAT IT DOES HEREBY APPROVE *The Henderson / Vance County Economic Development Commission 2009—2013 Strategic Plan (Strategic Plan)*; and

BE IT FURTHER RESOLVED THAT the Vance County Board of Commissioners and Henderson City Council do hereby extend appreciation for the work being performed by the Economic Development Board members and staff and thank them for conducting the recent strategic planning retreat and for developing the economic development Strategic Plan.

**Henderson / Vance County Economic Development Commission
2010 – 2014 Strategic Plan**

The foregoing Resolution, introduced by Commissioner **** and seconded by Commissioner *** on this the ** day of ** 2009 and approved by the following votes: Ayes: *** Nays: ***, and

The foregoing Resolution, introduced by Councilmember ***** and seconded by Councilmember*** on this the ** day of ** 2009 and approved by the following votes: Ayes: *** Nays: ***,

ATTEST:

Kelly H. Grissom, County Clerk

Danny W. Wright, Chairman

Approved to Legal Form

Jonathan S. Care, County Attorney

ATTEST:

Pamela E. Glover, City Clerk

James D. O'Geary, Mayor

Approved to Legal Form

John H. Zollicoffer, Jr., City Attorney

**Henderson / Vance County Economic Development Commission
2010 – 2014 Strategic Plan**

**HENDERSON / VANCE
ECONOMIC DEVELOPMENT COMMISSION**

Board Members

Sam Watkins *(County)*
Chairman
Private Sector

Paul Harris *(County)*
Vice Chairman
Private Sector

Tom Church *(County)*
Private Sector

John Foster *(County)*
Private Sector

Terry Garrison *(County)*
Elected Official

Jerry Ayscue *(ex officio)*
County Manager

Andrea Harris *(City)*
Secretary
Private Sector

Jim Kearney *(City)*
Private Sector

Mike Rainey *(City)*
Elected Official

Chuck Teeter *(County)*
Private Sector

Ray Griffin *(ex officio)*
City Manager

Jim Hinkle
Interim Executive Director

Wanda Easler
Executive Secretary

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

HVEDC STRATEGIC PARTNERS

Bill Edwards

Henderson/Vance Chamber of Commerce

Randy Parker

Vance-Granville Community College

Norman Shearin

Vance County Public School System

Bob Singletary

Maria Parham Medical Center

Dennis Tharrington

Henderson-Vance Economic Partnership

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

STRUCTURE OF AND BASIS FOR THE STRATEGIC PLAN

Purpose

The Purpose of the Henderson/Vance Economic Development (EDC) Strategic Plan¹ is to provide a visionary framework that forms the foundation for the tone and direction of how the County and City will plan for its economic future by addressing Key Strategic Challenges, leveraging Key Strategic Advantages and delivering services to stakeholders and citizens.

Approach

The EDC conducted its first annual Strategic Planning Retreat on 27 and 28 October 2009 at The Ambassador Inn in Henderson. Approximately 50 individuals representing County and City governments, Chamber of Commerce, Community College, Gateway, Inc., and the private sector attended the Retreat on Tuesday. On Wednesday, members of the EDC Board and its Strategic Partners met in the Board Room of the Bank of America Building in downtown Henderson.

In order obtain as much information as possible about the thoughts of people involved with economic development and the community's growth and development, 131 questionnaires were distributed in early October. 32 questionnaires were completed and returned. The questionnaire asked individuals about their thoughts of the EDC's mission, vision and values as well as what individuals thought about the challenges that must be overcome in order to be more successful with economic development efforts. It also asked which advantages existed in the community that could be leveraged to foster economic development opportunities. *(A copy of the questionnaire and its summary results may be reviewed in Appendices B and C; respectively.)*

On Tuesday, the first day of the Retreat, Chairman Dan Brummitt and Mayor Pete O'Geary welcomed those present and thanked them for their contributions, both past and future, to the community's economic development efforts. Mayor O'Geary urged those present to work hard and push the envelope in order to help the County and City move forward as progressively and proactively as possible.

North Carolina Representative James W. Crawford, Jr., who represents Vance County and Henderson provided encouraging comments to those present. Representative Crawford stressed the importance of the word "*together*." He explained, *being together is working together* and this is absolutely required before progress can be made with successful economic development initiatives. He praised the City and County for reforming the joint economic development partnership.

¹ **Strategic Plan:** A strategic plan is the product of an organization's strategic planning process that defines its strategy, or direction, and makes decisions on allocating resources to pursue this strategy, including its capital and people. Strategic planning is the formal consideration of an organization's future course. All strategic planning deals with at least one of three key questions: 1) what do we do?, 2) For whom do we do it?, and 3) how do we excel?

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

The Facilitators² led participants through multiple exercises and discussions, including a review of their expectations for the Retreat, discussed Key Strategic Advantages and Key Strategic Challenges, and key issues within the community. Through a series of facilitated discussions and smaller round-table brainstorming sessions, several key issues, or priorities, were identified for each of the three key business themes as follows:

- Priorities for Business Recruitment
 - Marketing
 - Pro Business Environment
 - Quality of Life
 - Asset, Site and Product Development
 - Workforce Development
- Priorities for Business Retention and Expansion
 - Marketing
 - Customer Service and Customer Relations
 - Workforce Development
 - Work Together
 - Public/Private Incentives
- Priorities for Business Development and Entrepreneurship
 - Focus on Resources and Assets
 - Quality of Life
 - Awareness, Education and Workforce Development
 - Business Development
 - Home Grown Business Development (Incubator)
 - Funding and Resourcing

Seven Key Priorities were developed from the afore-referenced exercise as follows:

1. Marketing
 - *New and existing business, technology improvements, etc.*
2. Together
 - *City/County cooperation, diversity/race issues, collaborative outreach, etc.*
3. Quality of Life
 - *Crime, schools, housing, retail, recreation, health, medical, shopping, dining, cultural, etc.*
4. Pro-Business Activities and Environment
 - *Incentives, customer friendly, incubator, awareness of programs, etc.*

² The County hired The Aycock Group to provide facilitation for the two-day strategic planning retreat. The facilitators were Mr. Chris Aycock, President, and his father, Mr. Ron Aycock. Ron Aycock is the well-respected, retired Executive Director for the NC Association of County Commissioners.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

5. Infrastructure and Asset Development

- *Utilization of current assets, product development, readiness, utilities, technology, transportation, etc.*

6. Workforce Development

- *Education at all levels, coordination with business, awareness of tools that already exist, post-high school community college program, etc.*

7. Finance and Funding

- *Grants, loans, seed money, local money, banks involved, access existing funding, etc.*

During the second day of the Retreat, the afore-referenced priorities and Key Strategic Advantages and Challenges were further reviewed and discussed by the EDC Board. Purpose, Mission and Vision statements and Core Values were crafted and approved. Key Strategic Challenges and Key Strategic Advantages were identified and discussed vis-à-vis key quality of life and key site selection criteria utilized by economic development professionals. (*See Appendix D to review the comparative matrix*) Subsequently, Key Strategic Objectives and related Action Plans were identified to address them accordingly. (*Refer to Appendix E to review the Key Strategic Objectives Alignment Matrix*)

Action Plans³ identified in the initial Strategic Plan will be developed as the Stewards responsible for their implementation works with colleagues and others to form and implement the Plan. Thus, the summary of each Action Plan in this report is summarized and presents the conceptual framework around which the ultimate plan will be developed.

Desired Outcomes

Desired outcomes include:

- 1) increased and improved focus on addressing issues critical to the Community's current and future economic health and well being;
- 2) sharper focus in targeting efforts and resources for economic development;
- 3) increased and expanded investment by business and industry; and
- 4) creation of new, well paying jobs and retention of existing jobs.

Performance Measures

Performance measures⁴ will be developed for each of the Key Strategic Objectives⁵ and related action plans throughout the text of the Strategic Plan. These performance measures will

³ **Action Plan:** An Action Plan refers to specific actions that respond to short and longer-term strategic objectives. Action plans include details of resource commitments and time horizons for accomplishment. Action plan development represents the critical stage in planning when strategic objectives and goals are made specific so that effective, organization-wide understanding and deployment are possible.

⁴ **Performance Measure:** The term performance measure refers to numerical information that quantifies input, output and performance outcomes vis-à-vis targets and benchmarks. It is a means to determine how well progress is being made towards achieving a goal or objective.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

be developed as the action plans' development process matures. Additionally, a Balanced Scorecard⁶ will be developed for the measures provided within the Strategic Plan as well as other key measures necessary for the overall operation of the Economic Development Commission.

Strategic Plan Approval and Deployment

The 2010—2014 Strategic Plan was approved by the EDC at its February 10, 2010 meeting. It will be presented to both the Vance County Board of Commissioners and the Henderson City Council for review and approval. Subsequent to these approvals, the EDC Board will begin vigorous deployment of the *Strategic Plan*.

The Strategic Plan will be a dynamic plan in that it will be continually reviewed and modified during its implementation. Progress reports will be made to the EDC Board, County Commission and City Council on a quarterly basis. Revisions will be submitted to the City and County for approval.

⁵ **Key Strategic Objective:** A Key Strategic Objective (KSO) is designed to address Key Strategic Advantages, Key Strategic Challenges and other key issues and concerns within the City. The KSO focuses attention on these critical issues so that resources and efforts can be directed toward them in an effort to positively affect them and their outcomes.

⁶ **Balanced Scorecard:** A framework within which performance measures are aligned with key strategic objectives and key operational needs of an organization. This tool is used by an organization's leadership to evaluate valid, real-time data as part of the decision making process.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

PURPOSE, MISSION AND VISION STATEMENTS

PURPOSE STATEMENT⁷

To be a facilitator and catalyst for business investment and value added job creation opportunities.

MISSION STATEMENT⁸

To provide leadership and market the community that improves the quality of life through business retention, recruitment and expansion.

VISION STATEMENT⁹

To be the most economically vibrant and socially responsible rural community in North Carolina with widely shared prosperity.

⁷ **Purpose Statement:** A purpose statement is generally a broad statement and refers to the fundamental reason that an organization exists. The primary role of a purpose statement is to inspire an organization and to guide its setting of values.

⁸ **Mission Statement:** A mission statement refers to the overall function of an organization and answers the question, “What is this organization attempting to accomplish?”

⁹ **Vision Statement:** A vision statement refers to the desired future state of the organization. The vision describes where the organization is headed, what it intends to be, or how it wishes to be perceived in the future.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

CORE VALUES¹⁰ AND PRINCIPLES THAT GUIDE OUR WORK

CV 1: Ethical Behavior

We value the public trust and will perform our duties and responsibilities with the highest levels of integrity, honesty, trustworthiness, professionalism and always avoiding any perceived conflict of interest as we strive to be sensitive to all legal and ethical requirements.

CV 2: Transparency in Governance

We value transparency in the governance and operations of the Economic Development Commission.

CV 3: Positive Attitude

We believe in our community and value approaching our associates, clients, customers, community stakeholders and citizens and our business with a positive, can-do attitude. We agree that we, as all communities, have challenges but we will not allow them to side track our passion to succeed.

CV 4: Respectful and Courteous

We value the opinions of others and will seek to first understand before seeking to be understood, and will at all times agree to disagree in a professional, respectful manner.

CV 5: Fairness and Inclusiveness

We value diversity and equity and will be fair in how we work with and include all of our citizens, stakeholders, providers and clients in how we conduct our business.

CV 6: Innovative

We value and will embrace the entrepreneurial and innovative spirit of our members, strategic partners, stakeholders and citizens that wish to assist us in moving our community forward.

¹⁰ **Core Values:** Core Values (CV) are the guiding principles and behaviors that embody how the EDC and its officials, officers and employees are expected to operate. Values reflect and reinforce the EDC's desired organizational culture. Values support and guide the decision making of every workforce member, helping the EDC to accomplish its mission and attain its vision.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

CORE VALUES AND PRINCIPLES THAT GUIDE OUR WORK (Continued)

CV 7: Value County, City and Other Strategic Economic Partners

We value a good, strong working relationship with the County of Vance, City of Henderson and our Strategic Economic Development Partners, and believe that by working together in a cooperative and collaborative effort we can better address the economic strategic challenges and opportunities facing our community.

CV 8: Collaboration and Partnerships

We value teamwork and collaborative efforts with our fellow members, employees, stakeholders, and partners and believe that through such efforts we will be better able to achieve our goals and objectives.

CV 9: Environmentally Responsible

We value our natural environment and will conduct our work in a manner that is caring for and responsible to the environment in a way that it is protected so that it can be used and enjoyed by all for business, recreation and nature.

CV 10: Data Based Decision Making

We value the use of valid data in conducting our business and in making our decisions. We will strive to make all decisions based on fact-based data and will accept such from any reliable source.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY STRATEGIC ADVANTAGES¹¹

KSA 1: Abundant Water Resources, Kerr Lake

Henderson and Vance County are home to Kerr Lake, 48,900 acres, a reservoir comprised of 3,364,500 acre feet at full pool (elevation 326' msl) and the source of the City's raw water supply. *[Site selection criteria]*

KSA 2: Major Highways (I-85, US Rt. 1, US Rt. 158) and Rail

Henderson and Vance County are served by Interstate 85, US Routes 1 and 158. I-85 and US Rt. 1 are both four-lane, median-divided, limited-access highways connecting the community to Raleigh, Durham, Research Triangle and Richmond, Virginia. Additionally, the new high-speed rail line will bisect the county on a North/South axis and a rail passenger station will be located in downtown Henderson. *[Site selection criteria]*

KSA 3: Great Location in State—Proximity to RDU, RTP, Major Universities, etc.

Henderson and Vance County are strategically located in the North Central Piedmont of North Carolina in proximity to Raleigh, Durham and Chapel Hill, research universities including NC State University, Duke University and the University of North Carolina at Chapel Hill; Raleigh-Durham International Airport and the Research Triangle Park. *[Site selection criteria]*

KSA 4: Kerr Lake

Vance County is the home of Kerr Lake, a 48,900 acre lake that offers tremendous recreational, sporting and green space opportunities for the approximately 1.4 million visitors it attracts annually. *[Quality of life criteria]*

KSA 5: Vance-Granville Community College

Vance-Granville Community College (VGCC) is part of the North Carolina Community College System and serves Vance, Granville, Franklin and Warren counties. Located at milepost 209 on I-85 in Southwest Vance County, and two miles south of the Henderson city limits, VGCC's main campus provides educational opportunities and workforce training to those living within our region. *[Site selection criteria and quality of life criteria]*

¹¹ **Key Strategic Advantages:** Key Strategic Advantages (KSA) refers to those benefits that exert a decisive influence on our community's likelihood of future success. These advantages can frequently be sources of the community's current and future competitive success.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY STRATEGIC ADVANTAGES (Continued)

KSA 6: Abundant, Affordable Land

The community has a tremendous amount of acreage, both developed and undeveloped, that is available for business and industrial development. *[Site selection criteria]*

KSA 7: Large Available Trained Workforce Pool

A large well trained, productive workforce resides in the immediate area and is available to meet the needs of current and future businesses. *[Site selection criteria]*

KSA 8: Medical Facilities

The Maria Parham Medical Center has recently expanded and offers full medical services to the community. If additional services are required, Duke Medical Center, UNC Medical Center and Wake Medical Center offer nearby regional medical services to the community as well. *[Quality of life criteria]*

KSA 9: Research Triangle Regional Partnership

The City of Henderson and County of Vance are part of the 13 county region that is served by the Research Triangle Regional Partnership (RTRP). RTRP and the NC Department of Commerce assists the EDC in marketing our community. *[Site selection criteria]*

KSA 10: Strong, Resilient Spirit

The people of our community have a strong, resilient spirit that is forward thinking and committed to helping move our community forward. The business community and its leadership are willing to be engaged in helping to move the community forward. *[Quality of life and site selection criteria]*

KSA 11: Tier 1 County

Vance County is a Tier 1 county. This status enables it to qualify for additional incentives and grants from the State that can be used to further economic development goals and objectives.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY STRATEGIC CHALLENGES¹²

KSC 1: High Crime and Poverty Rates

Henderson and Vance County have one of the highest crime and poverty rates in the state. Crime and poverty are considered to be a joint problem. High crime was identified as the number one key strategic challenge facing the community by the City Council, public, and those attending the EDC Retreat.¹³ *[Quality of life criteria]*

KSC 2: High Unemployment Rate

A major problem is the county's traditionally high unemployment rate that has been made worse by the current recession. There has been a large job loss over the past decade due to the demise of traditional industries such as tobacco, textiles and retail including corporate headquarters for Roses Department Stores and Harriett-Henderson Yarns. *[Quality of life criteria]*

KSC 3: Low Community Self Esteem and Pride

The community's sense of self esteem and pride is low due to a number of issues including high crime, poverty and unemployment. Parts of the community, particularly the minority areas, have issues of low pride and hope that must be addressed. *[Quality of life criteria]*

KSC 4: Workforce Development & Education

The community has a significant need for additional workforce development and educational opportunities for a segment of the population. Educational attainment and skill sets are low in comparison to competitor counties. Access to educational venues is a challenge for some in the community. Additionally, the need to be able to craft specific training programs for small business needs is apparent. *[Site selection criteria]*

KSC 5: Land Use Planning

While the City of Henderson exercises zoning within the city and its extraterritorial jurisdiction, Vance County remains one of the few counties in the state that does not provide zoning. This is seen as an impediment to sound development and encouraging new business development in the non-incorporated areas of the county. Additionally, both the City and County need updated comprehensive land use plans and to develop a Fast-Track permitting process. *[Site selection criteria]*

¹² **Key Strategic Challenges:** Key Strategic Challenges (KSC) refers to the pressures and challenges that are exerting a decisive influence on the City's likelihood of future success. These challenges frequently affect the City's potential future competitive position vis-à-vis other cities. Key Strategic Challenges may be both external and internal drivers.

¹³ *Henderson Public Input Report, Preliminary Report*, 22 April 2008. This Report was prepared by the NC Department of Commerce, Division of Community Assistance, as part of its work program to prepare a comprehensive land use development plan for the City.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY STRATEGIC CHALLENGES (Continued)

KSC 6: Marketing and Technology

While the County is a participant in the Research Triangle Regional Partnership, it does not have a well defined marketing plan and technology development plan. Additionally, there is a need to further develop an adequate financing plan for both EDC operations and marketing as well as incentives for new business growth or existing business expansion. *[Site selection criteria]*

KSC 7: Increase Product Development

While the HUB fills a significant need for quality land available for development in Western Vance County, there is a significant need to develop additional building sites, both shovel ready and move-in ready, for potential business prospects. Additionally, planning is needed for growth areas to include utility line extension, transportation, incubate and support small business development, etc., are needed in order to be ready for business prospects. *[Site selection criteria]*

KSC 8: Low Business Growth and Job Growth

The community has experienced low business growth and development and low job growth over the past decade. Business growth directly affects the tax base and the ability for local government to provide services with a reasonable tax rate. Low job growth exacerbates the unemployment and poverty rates. *[Site selection and quality of life criteria]*

KSC 9: Quality of Life

Overall, the community needs to enhance its quality of life in order to make it more attractive for people to choose to live and work here. Improved community appearance, expanded cultural opportunities and venues, expanded and improved retail shopping and amenities such as restaurants, coffee shops and niche shopping are needed.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY PRIORITIES FROM RETREAT

Seven Key Priorities (KP) were identified at the strategic planning retreat after three facilitated sessions and break out tables. These priorities have been aligned with the Key Strategic Objectives that were developed by the EDC Board Members.

KP 1: MARKETING

- *New and existing business, technology improvements, etc.*

KP 2: TOGETHER

- *City/County cooperation, diversity/race issues, collaborative outreach, etc.*

KP 3: QUALITY OF LIFE

- *Crime, schools, housing, retail, recreation, health, medical, shopping, dining, cultural, etc.*

KP 4: PRO-BUSINESS ACTIVITIES AND ENVIRONMENT

- *Incentives, customer friendly, incubator, awareness of programs, etc.*

KP 5: INFRASTRUCTURE AND ASSET DEVELOPMENT

- *Utilization of current assets, product development, readiness, utilities, technology, transportation, etc.*

KP 6: WORKFORCE DEVELOPMENT

- *Education at all levels, coordination with business, awareness of tools that already exist, post-high school community college program, etc.*

KP 7: FINANCING AND FUNDING

- *Grants, loans, seed money, local money, banks involved, access existing funding, etc.*

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KEY QUALITY OF LIFE AND SITE SELECTION CRITERIA (SC)

The following Quality of Life and Site Selection criteria were reviewed vis-à-vis the identified Key Strategic Advantages and Key Strategic Challenges. The manner in which the following criteria are addressed by this Strategic Plan is further described in the Key Strategic Objectives section of this Plan.

Quality of Life Criteria

1. Low Crime Rate
2. Health Care Facilities
3. Housing Costs
4. Housing Availability
5. Rating of Public Schools
6. Climate
7. Colleges and Universities in Area
8. Recreational Opportunities
9. Cultural Opportunities

Site Selection Criteria

10. Highway Accessibility
11. Labor Costs
12. Occupancy and Construction Costs
13. Tax Exemptions
14. Energy Availability and Costs
15. Availability of Skilled Labor
16. State and Local Incentives
17. Corporate Tax Rate
18. Low Union Profile
19. Available Land
20. Availability of Buildings
21. Proximity to Major Urban Areas
22. Right to Work State
23. Environmental Regulations
24. Expedited/Fast Track Permitting
25. Proximity to Suppliers
26. Availability of Long-Term Financing
27. Availability of Unskilled Labor
28. Training Programs
29. Raw Materials Availability
30. Availability of Advanced ICT Services
31. Accessibility to Major Airport
32. Proximity to Technical University

33. Railroad Services
34. Waterway/Ocean Port Accessibility

Locally Identified Challenges, Advantages and Concerns that Affect Selection

35. Resistance to Change
36. Inter-Governmental Cooperation
37. Race Relations
38. Low Community Self-Esteem
39. No County Zoning
40. High Poverty Rate
41. Abundant Water Resources

KEY STRATEGIC OBJECTIVES—SUMMARY

During its 2009 Retreat, the EDC approved six (6) Key Strategic Objectives (KSO) as a means to address the Key Strategic Challenges (KSC), Key Strategic Advantages (KSA), Selection Criteria (SC), Key Priorities (KP) and issues and concerns that were identified and discussed. A summary of the Key Strategic Objectives vis-à-vis their related KSA's, KSC's, SC's and KP's is provided in the following Matrix:

Key Strategic Objectives Alignment Matrix <i>(See KSA's on page 19, KSC's on page 21, KP's on page 22 and SC's on page 23)</i>					
#	Key Strategic Objective	Addresses KSA	Addresses KSC	Addresses SC	Addresses KP
1	To Create and Retain Jobs	5, 7, 9	1, 2, 3, 4	15, 19, 20,	4, 5
2	To Market the Community	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	6, 8	6, 7, 8, 10, 19, 21, 31, 41	1
3	To Provide Effective Economic Development Leadership	10, 11	3, 5, 7, 8, 9	19, 35, 36, 37, 38	2, 6
4	To Improve Education and Workforce Development	5	4	5, 15, 28	6
5	To Enhance the Pro-Business Environment	2, 3, 5	5, 7, 8	24, 39	4, 5
6	To Improve the Quality of Life	4, 5, 8	9	1, 2, 31, 32, 37, 38, 40	3

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 1: TO CREATE AND RETAIN JOBS

KSA's Addressed: 2, 3, 5, 6, 7, 9, 11
KSC's Addressed: 1, 2, 3, 4, 8

KP's Addressed: 3, 4, 5
SC's Addressed: 10, 11, 15, 19, 20

Purpose

The purpose of this KSO is to set forth an expectation that the EDC will seek out opportunities, develop plans and strategies, and form partnerships in order to create new jobs, and to retain existing jobs for our community. Driving factors are the traditionally high unemployment and loss of well paying jobs.

Approach

The Executive Director will develop formal policies and procedures for approval by the EDC. Further, EDC will work with the County, City and Strategic Partners to implement such plans.

Desired outcomes

- 1) Lower unemployment
- 2) Lower Poverty rate
- 3) Increase number of jobs

Key Performance Measures

- 1) Unemployment rate
- 2) Poverty rate

Stewards

EDC Executive Director
EDC Board
Strategic Partners

Action Plan 1-1: To develop an existing business program

KSA's Addressed: 5, 7, 9, 11
KSC's Addressed: 1, 2, 3, 4, 8
KP's Addressed: 4, 5
SC's Addressed: 11, 15, 19, 20

Purpose

Existing business is the best source for new and expanded investment, job creation and retention, and also corporate citizens within the community. The purpose of this Action Plan is to acknowledge this fact and to develop an effective existing business program.

Approach

1) Create a round-table of existing business executives to discuss their needs, their current needs and plans for the future, and related expectations/role of the EDC; 2) Develop an existing business program strategy that addresses business needs and expectations; 3) Work with existing businesses to recruit “supply chain businesses” and locate them in proximity to those existing businesses; 4) Utilize existing broadband service and work to expand service as needed and appropriate; and 5) Deploy the strategy.

Desired outcomes

- 1) Improved partnership and relationship with existing businesses
- 2) Retention of existing businesses
- 3) Identification of opportunities to assist existing businesses that result in new investment, new jobs created and/or retained, and expansion of the tax base
- 4) Location of new businesses that would support existing businesses

Key Performance Measures

- 1) Existing Business New Investment Rate
- 2) New Jobs Created
- 3) Jobs Retained
- 4) Unemployment Rate
- 5) Tax Base Expansion

Stewards

EDC Director
Chamber Executive Director

Action Plan 1-2: To develop and enhance potential new business and industry opportunities

KSA's Addressed: 2, 3, 5, 6, 7, 9, 11

KSC's Addressed: 1, 2, 3, 4, 8

KP's Addressed: 4, 5

SC's Addressed: 10, 11, 15, 19, 20

Purpose

To establish and implement appropriate marketing strategies which recruit new businesses and industries, considering and utilizing current technology as appropriate. To enhance relationships with the Department of Commerce, RTRP, the Kerr Tar Regional Economic Development Corporation, and other economic development organizations.

Approach

- 1) Identify new business and industry prospects through all available outlets, including existing businesses and industries; 2) Coordinate with the Department of Commerce, RTRP, the Kerr Tar Regional Economic Development Corporation, and others in promoting vacant and new business sites; 3) Enhance the Economic Development website as a more viable recruiting tool; 4) Maximize the use of available technology and expand broadband service as needed and appropriate; 5) Fully utilize a team approach, including Strategic Partners, in meeting with business prospects as appropriate; 6) Establish close working relationships with academic and related organizations which are involved in economic development efforts, including those which nurture and support new businesses.

Desired outcomes

- 1) Creation of new jobs
- 2) Establishment of new businesses
- 3) Expansion of the tax base

Key Performance Measures

- 1) Number of new jobs created
- 2) Number of new businesses established
- 3) Amount of new investment

Stewards

EDC Executive Director
EDC Board Members
Strategic Partners

Action Plan 1-3: To Develop and Execute a Commercial/Retail Development Plan

KSA's Addressed: 2, 6, 7
KSC's Addressed: 1, 2, 3, 4, 8
KP's Addressed: 3, 4, 5
SC's Addressed: 10, 11, 15, 19, 20

Purpose

The purpose of this Action Plan is to develop commercial/retail development as an economic development strategy in order to provide for new and expanded development, new jobs, expanded tax base, increased sales tax collections, and improved quality of life for those living and working in our community.

Approach

- 1) Establish a CORE Team that will determine the gaps in the commercial/retail services area and develop a strategy to market and grow select commercial niches in order to add/provide net new shopping, dining, services, and entertainment venues;
- 2) Identify a commercial/retail incentives team to develop local incentives to help achieve desired outcomes; and
- 3) Utilize and enhance existing broadband service as needed and appropriate.

Desired outcomes

- 1) Re-establishment of Henderson and Vance County as a the leading commercial retail center for the North Central Piedmont area of North Carolina;
- 2) Improvement of the overall quality of life by providing the shopping, dining, services, and entertainment opportunities needed and wanted by citizens and businesses;
- 3) Increase in the number of new jobs;
- 4) Increase in sales tax collections; and
- 5) Expansion of the tax base.

Key Performance Measures

- 1) Net new shopping, dining, services, and entertainment
- 2) Number of new jobs creation
- 3) Amount of additional sales tax collections
- 4) Enhanced community perception

Stewards

EDC Executive Director
EDC Board Members
Chamber Executive Director

Action Plan 1-4: To develop a Business Incubator

KSA's Addressed: 5, 7, 11
KSC's Addressed: 1, 2, 3, 4, 8

KP's Addressed: 4, 5
SC's Addressed: 11, 15, 19, 20

Purpose

The purpose of this Action Plan is to further develop the Product available to the community for marketing to and recruiting new small, start-up businesses within the community. Small business accounts for the largest number of new jobs created and a Business Incubator is seen as one means to assist in the creation of new investment and jobs.

Approach

1) Determine the type of business incubator needed for the community; 2) Perform a market analysis on the potential types of start-up business that could be marketed to locate in the facility; 3) Ascertain how existing and expanded broadband service can enhance small business growth opportunities; and 4) Develop a Business Plan for the business incubator.

Desired outcomes

- 1) Development of a state-of-the art business incubator
- 2) Creation of new businesses and investment for the community
- 3) New jobs created

Key Performance Measures

- 1) New Businesses Created
- 2) New Jobs Created
- 3) New Investment

Stewards

EDC Executive Director
VGCC President

EDC Board Member (*Jim Kearney recommended*)
Chamber Executive Director

Action Plan 1-5: To Acquire the High Speed Rail Line and Station

KSA's Addressed: 2, 6, 7
KSC's Addressed: 1, 2, 3, 4, 8

KP's Addressed: 5
SC's Addressed: 10, 19, 20

Purpose

The purpose of this Action Plan is to coordinate and work with the Federal and State Departments of Transportation to locate the proposed high speed rail corridor through Vance County and Henderson, and to locate a high speed rail passenger station in downtown Henderson.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Approach

1) Continue to work with Federal and State officials and agencies on the location of the high speed rail corridor and passenger rail station in downtown Henderson; 2) Develop an adaptive reuse plan for the old SNB Bank Building, including necessary use needed such as parking, platforms, etc.; 3) Participate in a contingent location search for the rail passenger station as appropriate and necessary; and 4) Coordinate planning for the rail passenger station with NCDOT and appropriate state and federal agencies.

Desired outcomes

1) Location of high speed rail service in Vance County and a passenger rail station in downtown Henderson; 2) At least once-a-day stops heading north and south, with more frequent stops as passenger capacity increases.

Key Performance Measures

1) Progress being made to achieve goal.

Stewards

EDC Executive Director
Downtown Development Director

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 2: TO MARKET THE COMMUNITY

KSA's Addressed: 1—10

KSC's Addressed: 6, 8

KP's Addressed: 1

SC's Addressed: 6-8, 10, 19, 21, 31, 41

Purpose

To develop a strategically focused marketing plan of Henderson and Vance County and to effectively deploy it.

Approach

1) Identify the community's niche and the types of businesses and business clusters we wish to attract; 2) In coordination with the Research Triangle Regional Partnership, develop a marketing plan that can be deployed to prospects, both local and non-local; 3) Align the EDC's marketing plan with those of the Research Triangle Regional Partnership, NC Department of Commerce, NC State Centennial Campus, Duke Fuqua School of Business, NC Central University Bright Center and HUD; 4) Other institutions of higher education in the region; 5) Kerr-Tar HUB; and 6) to coordinate with Vance County Tourism in promotion of the City and the County.

Desired outcomes

- 1) Creation of an effective, strategically focused marketing plan
- 2) Effective deployment of the marketing plan to potential prospects

Key Performance Measures

- 1) Development of the marketing plan
- 2) Number of prospects' visits to the community
- 3) Number of prospects that choose the community

Stewards

Executive Director

Action Plan 2-1: Develop a strategically focused marketing plan

KSA's Addressed: 1-11

KSC's Addressed: 6, 9

KP's Addressed: 1-7

SC's Addressed: 10-34

Purpose

To create and deploy an effective, strategically focused marketing plan of our community and region to foster new investment and the creation of new jobs.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Approach

1) Identify the community's niche and the types of businesses and business clusters we wish to attract; 2) In coordination with the Research Triangle Regional Partnership, develop a marketing plan that can be deployed to prospects, both local and non-local; 3) Align the EDC's marketing plan with those of the Research Triangle Regional Partnership, NC Department of Commerce, NC State Centennial, Duke Fuqua School of Business and HUD; and 4) Coordinate with Vance County Tourism to determine how marketing efforts can be better coordinated.

Desired outcomes

- 1) Creation of an effective, strategically focused marketing plan
- 2) Effective deployment of the marketing plan to potential prospects
- 3) Location of new businesses and job creation in the community and region

Key Performance Measures

- 1) Development of the marketing plan
- 2) Number of prospects attracted to the community
- 3) Number of prospects that choose the community

Stewards

City/County
Economic Development Commission
Executive Director

Action Plan 2-2: To Update EDC and Key Related Websites

KSA's Addressed: 1-11
KSC's Addressed: 6, 9

KP's Addressed: 1, 3
SC's Addressed: 10-34

Purpose

To update the EDC website and encourage enhancement of other key websites within the community, i.e., City, County, etc., with the intent to align such websites in consistently marketing the community and region.

Approach

- 1) Contract with a web design firm to work with EDC to update and maintain its website in a professional manner; 2) Coordinate with the County and City to have them update

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

their websites and ensure that appropriate areas and information are aligned and linked with the EDC website; 3) Coordinate with key strategic partners and the various members of the business community to align and link their pages with the EDC website and vice versa; and 4) to monitor and update as appropriate Wikipedia and other sites that provide information on the community.

Desired outcomes

- 1) Improved websites that consistently provide useful, pertinent and timely information
- 2) Alignment and Linkage with multiple key websites in the community and region

Key Performance Measures

- 1) EDC website updated
- 2) Website kept current
- 3) Number of website hits

Stewards

Executive Director

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 3: PROVIDE EFFECTIVE ECONOMIC DEVELOPMENT LEADERSHIP

KSA's Addressed: 10, 11

KSC's Addressed: 3, 5, 7, 8, 9

KP's Addressed: 2, 6

SC's Addressed: 19, 35, 36, 37, 38

Purpose

The purpose of this KSO is to set an expectation that the EDC must provide strong, effective leadership for the County and City governments and the Key Strategic Partners in order to create and deploy innovative and effective initiatives that will help grow the local economy in a way that produces increased investment, create new jobs and retain existing jobs.

Approach

The Executive Director will lead and work with the EDC Board and its Strategic Partners, the State, etc. EDC will provide quarterly reports to both the City and County about activities and opportunities. Additionally, EDC will work with both jurisdictions to align economic development plans with water, sewer and land use planning needs.

Desired outcomes

Desired outcomes include: 1) improved citizen, County and City satisfaction with EDC services; 2) improved County-City inter-governmental cooperation; and 3) more focused and aggressive economic development activities.

Key Performance Measures

1. Satisfaction Scores
2. Development and presentation of useful quarterly reports
3. Alignment of Plans

Stewards

Chairman and Executive Director, Executive Secretary

Action Plan 3-1: Develop budgets that sufficiently addresses operating, marketing and product development initiatives.

KSA's Addressed: None

KSC's Addressed: 6, 7, 8, 9

KP's Addressed:

SC's Addressed:

Purpose

To develop a reasonable budget and funding stream that addresses the needs of the organization for operational, marketing and product development initiatives.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Approach

1) Develop a multi-year budget plan that provides for the needs of the organization and economic development activities; 2) Align economic development opportunities with City and County utility extension and/or renovation plans in order to plan for and develop future product; 3) Continuously seek grants and other external financing opportunities; and 4) solicit private sector funding to augment economic development budget.

Desired outcomes

- 1) Sufficient funds to operate and market economic development activities
- 2) Secure an additional annual budget allocation to include 5% of tax base increase due to EDC efforts that have resulted in new and expanded investment that grows the tax base. These funds will be used for marketing.
- 3) Sufficient funds to match grant opportunities
- 4) Sufficient funds to build product for marketing and sale

Key Performance Measures

- 1) Sufficient funds to operate and perform
- 2) Budgetary allocation resulting from 5% of new investment resulting from EDC efforts
- 3) Grants secured

Stewards

Executive Director, EDC Board Members

Action Plan 3-2: Align EDC's Strategic Plan and initiatives with RTP Marketing Region, City, County, Strategic Partners, etc.

KSA's Addressed: 1,2,3,4,5,6,7,8,9,10,11
KSC's Addressed: 4,6,7

KP's Addressed: 1,2,5
SC's Addressed: 10,13,24,36

Purpose

To ensure that the activities of the EDC are in alignment with those of its funding, marketing and strategic partners in order to minimize duplication of effort and maintain a strong, supportive consensus as economic development initiatives are created and deployed.

Approach

- 1) Coordinate with the identified groups and agencies and review their Strategic Plans and work with them to achieve alignment; 2) As initiatives are developed, coordinate with the appropriate groups and agencies to ensure alignment of effort and to firm up

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

consensus for deployment; 3) Obtain the UNC Planning School to review and align the various Strategic Plans that relate to the Henderson and Vance County area.

Desired outcomes

- 1) Strategic Plan alignment
- 2) Strong, supportive consensus among City, County, Strategic Partners, Research Triangle Regional Partnership, and Kerr-Tar Regional Economic Development

Key Performance Measures

- 1) Approval of the EDC Strategic Plan by the County and City
- 2) Consensus on initiatives as they occur

Stewards

Executive Director

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 4: TO IMPROVE EDUCATION AND WORKFORCE DEVELOPMENT

KSA's Addressed: KP's Addressed:

KSC's Addressed SC's Addressed:

Purpose

To collaborate with the leadership of Vance County Public Schools, Vance-Granville Community College, Kerr –Tar COG Workforce Development Board and other entities to develop initiatives and programs designed to help improve educational attainment and workforce skill levels of local residents for jobs in the new economy.

Approach

1. Meet on a scheduled basis with the leadership of the local public school system, community college, workforce board, community development corporations, community action agencies, and faith-based organizations such as Gateway CDC, Franklin-Vance-Warren Opportunity, Inc., Reclaiming Our Youth (ROY), Ministerial Alliance, First Baptist Church, and Shiloh Baptist Church to understand the current and projected needs of the workforce and those leaving school and preparing to enter the workforce.
2. Employ outreach strategies to convene local community-based and faith-based organizations that provide educational and workforce development support services in order to obtain a resource map of current services in Vance County.

Desired Outcomes

- 1) Increased educational attainment.
- 2) Improved high school graduation rates.
- 3) Reduced unemployment rate.

Key Performance measures

- 1) Increased educational attainment.
- 2) Improved high school graduation rate.
- 3) Obtain an inventory of service delivery resources to aid in the improvement of education and workforce development.
- 4) Identification of new collaborations and/or programs derived from meetings and resource mapping indicated within above Approach /method.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Stewards

- 1) Vance County Schools
- 2) Vance-Granville Community College
- 3) Kerr-Tar-COG Workforce Development Board

Action Plan 4-1: To Develop Educational Support Programs

KSA's Addressed: KP's Addressed:

KSC's Addressed SC's Addressed;

Purpose

The purpose of this Action Plan is to develop educational support programs to help increase graduation rates and employment opportunities for youths and adults in Vance County.

Approach

To facilitate collaboration among Vance County Schools, Vance-Granville Community College, Kerr-Tar COG Workforce Development Board and other entities to develop secondary and post-secondary academic support programs to help increase educational attainment levels and job opportunities.

Desired Outcomes

- 1) Development of countywide after school programs that include academic enrichment and current technology.
- 2) Identify and seek external support programs, services, and funding sources that can help increase student success in the public schools and the community college.
- 3) To provide both classroom and on the job training experiences for participants.

Key Performance Measures

- 1) Establish a pilot program and/or implement at least one new support services program annually that address the desired outcome(s). Some suggested programs include TRIO Programs (Upward Bound, Talent Search, Educational Opportunity Grant, & Student Support Services) and connection with the Science Engineering Mathematics Aerospace Academy (SEMAA) Program located in the Warren County Schools.
- 2) To implement summer Science Camps at Vance-Granville Community College
- 3) To expand MathCounts Program at Vance-Granville Community College

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Action Plan 4-2: To develop workforce development programs.

KSA's Addressed: KP's Addressed:

KSC's Addressed: SC's Addressed:

Purpose

To develop an educational and training program that is accessible, affordable and relevant to the skill sets needed for Vance County to have a competitive workforce in the new economy in the 21st century.

Approach

- 1) To develop a comprehensive Green Jobs Training Program that focus upon weatherization and light construction training, repair and renovation of substandard housing and offer and employment opportunities for youths and adults in Vance County
- 2) To engage Vance County Schools, Vance-Granville Community College, Kerr-Tar COG Workforce Board, Franklin Vance Warren Opportunity, USDA/Rural Development and other entities for delivery of training and employment services in green jobs.
- 3) To provide both classroom and practical learning experiences for participants through on the job training, work experience, apprenticeship and related exercises.

Desired outcomes

- 1) To provide a Green Jobs Training Program that will be targeted and aimed at renovating substandard houses while providing training and employment opportunities to Vance County's residents.
- 2) To provide green jobs training and employment opportunities to at least 150 participants a year.
- 3) To renovate/upgrade at least 50 substandard homes per year.

Key Performance Measures

- 1) Placement of at least 80 percent of participants into green jobs or other targeted occupational cluster.
- 2) Completion of repairs/upgrades to at least 50 substandard homes thereby improving local neighborhoods.
- 3) Reduction in crime and poverty conditions.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

4) Increased employment rates.

Stewards

- 1) Vance County Schools.
- 2) Vance-Granville Community College.
- 3) Kerr-Tar Workforce COG Workforce Development Board.

Action Plan 4-3: To partner with Workforce Investment Board and the HUB to explore options on improving workforce development needs.

KSA's Addressed: KP's Addressed:

> KSC's Addressed: SC's Addressed:

Purpose

To establish and maintain a working relationship with the Workforce Development Board, Hub and Vance County Economic Development Commission (EDC).

Approach

Seek to involve Economic Developers and Hub leadership with Workforce Investment Board in program planning and service delivery opportunities in the workforce arena.

Desired outcomes

- 1) Mutual involvement of stakeholders (Workforce Development Board, Hub, & Economic Development Commission) at board meetings for each entity.
- 2) Increased meeting attendance and completion of subcommittee work on the Boards of the three entities.
- 3) Improved communication, information sharing and networking among the stakeholders on workforce development matters.

Key Performance Measures

- 1) Provision of a better prepared workforce.
- 2) Increase in industrial recruitment and job opportunities

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Stewards

- 1) Vance County Schools
- 2) Vance-Granville Community College
- 3) Kerr-Tar Workforce COG Workforce Development Board.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 5: TO ENHANCE THE PRO-BUSINESS ENVIRONMENT

Action Plan 5-1: To develop land and building assets

KSA's Addressed: 2, 3, 6
KSC's Addressed: 5, 7, 8

KP's Addressed: 4, 5
SC's Addressed: 24, 39

Purpose

To make available information regarding all land and any current facilities which have been made available for industrial and commercial use for companies or consultants that have an interest in Vance County.

Approach

The purpose of this KSO is to make available through the EDC inventories of commercial lands and buildings which are suitable for immediate purchase or lease to new or expanding industries. Further, it shall be the responsibility of the EDC to seek out and encourage development of properties that have not been promoted in the past. The EDC should also seek grants to provide or assist in the cost of developing existing and new development.

Desired outcomes

- 1) To make available information regarding developed land and buildings for companies or consultants.

Key Performance Measures

- 1) The list of sites should be easily available and accessible on the internet.

Stewards

Chairman and Executive Director, Executive Secretary

Action Plan 5-2: To Move-at-the-Speed-of-Business (fast tracking permitting process and boa/pb approval process)

KSA's Addressed:
2, 3, 7, 10, 11, 14, 16, 19, 20, 21, 27, 28, 31,
33 & 41

KSC's Addressed:
1, 5, 17, 24, 35, 36, 38, 39 & 40

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

SC's Addressed: None

KP's Addressed:
2,4

Purpose

Action Plans 5-2 and 5-3 are actually the same.

The purpose of this Action Plan is that City and County governments should look at combining the planning and permitting operations if possible in one geographic area. Using standard forms and dealing with one office would improve the process.

Approach

City and County governments should look at combining the planning and permits operations if possible in one geographic area. Using standard forms and dealing with one office would improve the process.

Desired outcomes

Any business should be able to get permits and information about sites and what is allowed on those sites from one office and any applications should be processed in a timely manner. Hopefully, that information would be kept on all new sites in the EDC office.

It seems that the EDC has little control over these functions and has to rely on City and County officials working together to solve these types of problems. The EDC can only make recommendations.

Key Performance Measures

Satisfaction score
Monitoring City and County services

Stewards

Chairman and Executive Director, Executive Secretary

Action Plan 5-3: To develop a business customer friendly attitude at City and County planning and building offices

KSA's Addressed: 7,8,31,33 & 41

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSC's Addressed:
1,15,24,35,36,37,38,39 & 40

KP's addressed: 6

SC's Addressed: 5,15,28

Purpose

Action Plans 5-2 and 5-3 are actually the same.

The purpose of this Action Plan is that City and County governments should look at combining the planning and permitting operations if possible in one geographic area. Using standard forms and dealing with one office would improve the process.

Approach

City and County governments should look at combining the planning and permits operations if possible in one geographic area. Using standard forms and dealing with one office would improve the process.

Desired outcomes

Any business should be able to get permits and information about sites and what is allowed on those sites from one office and any applications should be processed in a timely manner. Hopefully, that information would be kept on all new sites in the EDC office.

It seems that the EDC has little control over these functions and has to rely on City and County officials working together to solve these types of problems. The EDC can only make recommendations.

Key Performance Measures

Satisfaction score
Monitoring City and County services

Stewards

Chairman and Executive Director, Executive Secretary

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

KSO 6: TO IMPROVE THE QUALITY OF LIFE

KSA's Addressed: 4, 5, 8

KSC's Addressed: 9

KP's Addressed: 3

SC's Addressed: 1,2,31,32,37,38,40

Purpose

To develop a community approach to improve the quality of life for the citizens of Henderson and Vance County.

Approach

1) To Market the community itself to overcome low self esteem; 2) Partner with local law enforcement agencies and the judicial system to develop and support strategies that reduce crime; 3) To improve community appearance; 4) To improve housing conditions and neighborhoods.

Desired outcomes

1) Improvement in pride and self esteem of Henderson and Vance County citizens; 2) Better communication between law enforcement and our citizens as well as a plan to reduce our crime rate; 3) Improve the overall appearance of Henderson and Vance County; 4) Improvement in rental housing and properties as well as increased home ownership.

Key Performance Measures

- 1) Overall improvement of community attitude and self esteem
- 2) Lower crime rate
- 3) Community appearance
- 4) Increase homeownership and improved properties

Stewards

City and County Government
Henderson-Vance Economic Development Commission

Action Plan 6-1: To market to the community itself to overcome low self esteem (negativity, etc)

KSA's Addressed: 10

KSC's Addressed: 3,9

KP's Addressed: 3

SC's Addressed: 38

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Purpose

To develop a strategy that promotes and educates the community about the positive attributes and amenities available in Henderson and Vance County.

Approach

1) Identify all positive attributes of the community; 2) Partner with local news media i.e. newspaper, radio, internet, billboards, etc., to disseminate the positive message; 3) Recognize and reward success in Henderson and Vance County; and 4) Develop local individuals that have become successful to help market the county.

Desired outcomes

- 1) Improved community self esteem
- 2) Positive community attitude
- 3) Henderson/Vance County Pride

Key Performance Measures

- 1) Monitor positive vs. negative media
- 2) Overall improvement of community attitude and self esteem

Stewards

City and County Government
EDC Board of Directors
EDC Executive Director

Action Plan 6-2: To partner with local law enforcement agencies and judicial system to develop and support strategies that reduce crime.

KSA's Addressed: 10

KSC's Addressed: 1,2,3,4,8,9

KP's Addressed: 2,3,4

SC's Addressed:

Purpose

To identify all agencies that can impact crime in Henderson/Vance County.

Approach

1) Schedule a conference with the Sheriff, Police Chief, District Attorney and Clerk of Courts office in 1st quarter 2010 to gather input and seek assistance; 2) Identify all resources that support the Criminal Justice System from detection through prosecution; 3)

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Seek assistance from the NC Attorney General's office on a study of our high crime and recidivism rates in Vance County.

Desired outcomes

- 1) To develop better communications between law enforcement and our citizens as to the adverse impact crime has on our community
- 2) To create a plan to immediately reduce our overall crime rate.

Key Performance Measures

- 1) Lower crime rate

Stewards

- 1) Henderson-Vance Economic Development Board
- 2) EDC Executive Director
- 3) City and County Government

Action Plan 6-3: To improve community appearance.

KSA's Addressed: 10
KSC's Addressed: 3,5,6,9

KP's Addressed: 1,2,3,4
SC's Addressed: 1,38,39

Purpose

To develop partnerships and opportunities that result in the improved appearance of Vance County and Henderson through improved landscaping of business developments, development and deployment of public art in key public places, and continued removal of blight within our neighborhoods and commercial districts.

Approach

- 1) Coordinate with the Chamber of Commerce to develop a business landscaping improvement plan; 2) Coordinate and support the Clean Up Henderson! and the Henderson/Vance County Appearance Commission's efforts to improve the overall appearance and aesthetic appeal of the community; 3) Coordinate with the City/County to develop a Gateway Development Plan for major corridors leading into and through the City/County; 4) Encourage development and implementation of a public art program in conjunction with the Vance County Arts Council and the Henderson Downtown Development Commission; and 5) Work toward countywide zoning.

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

Desired outcomes

- 1) Improved gateway appearance
- 2) Improved overall community appearance
- 3) Creation of an effective public arts program
- 4) County-wide zoning
- 5) Improved community self-esteem

Key Performance Measures

- 1) Community Appearance; 2) Linear miles of street landscaped and maintained; 3) Gateway's identified, developed and maintained; 4) Public art installations in buildings and in public open space areas, and 5) Public art incorporated as part of new and existing business design elements

Stewards

EDC Subcommittee and Director
City/County Government

Action Plan 6-4: To improve housing conditions and neighborhoods.

KSA's Addressed:
KSC's Addressed:

KP's Addressed:
SC's Addressed:

Purpose

Work to encourage home ownership and establish higher standards for rental property.

Approach

- 1) Partner with all agencies that provide and manage rental properties; 2) Continue to work with City and County government to improve minimum housing and property standards; 3) Work to identify all funding resources that can be utilized to increase home ownership and development; 4) Implement countywide zoning.

Desired outcomes

- 1) Reduce substandard housing
- 2) Increase housing affordability
- 3) Improve safety and desirability of rental housing and property
- 4) Increased home ownership

Key Performance Measures

Henderson / Vance County Economic Development Commission 2010 – 2014 Strategic Plan

- 1) Increased home ownership
- 2) Improved rental housing and properties

Stewards

City and County Government
EDC

DRAFT Economic Development Commission, Key Strategic Objectives and Action Plan Deployment: 2010 - 2014												
Last Updated: 11 Nov 09, rg												
VISION: To be the most economically vibrant and socially responsible rural community in North Carolina with widely shared prosperity.												
MISSION: To provide leadership and market the community that improves the quality of life through business retention, recruitment and expansion.												
PURPOSE STATEMENT: To be a facilitator and catalyst for business investment and value-added job creation opportunities.												
Motto: Progress, Potential and Pride												
Core Values (CV)		Key Strategic Challenges (KSC)		Key Strategic Advantages (KSA)			Key Priorities (KP)		Key Customers			
1. Ethical Behavior		1. High Crime and Poverty Rates		1. Abundant Water Resources			1. Marketing		1. Citizens of Henderson and Vance County			
2. Transparency in Governance		2. High Unemployment Rate		2. Key Transportation Corridors			2. Together		2. Businesses in Henderson and Vance County			
3. Positive Attitude		3. Low Community Self Esteem		3. Great Location in State			3. Quality of Life		Key Competitors			
4. Respectful and Courteous		4. Workforce Development & Education		4. Kerr Lake			4. Pro-Business Activities and Environment		1. Other jurisdictions in North Central NC and Southside VA			
5. Fairness and Inclusiveness		5. Land Use Planning		5. Vance Granville Community College			5. Infrastructure and Asset Development		Key Strategic Partners			
6. Innovative		6. Marketing and Technology		6. Abundant, Affordable Land			6. Workforce Development		1. Henderson/Vance Chamber of Commerce			
7. Value County, City and Other Strategic Partners		7. Product Development		7. Large Available Trained Workforce Pool			7. Financing and Funding		2. Henderson/Vance Economic Partnership			
8. Collaboration and Partnerships		8. Low Business & Job Growth		8. Medical Facilities					3. Maria Parham Medical Center			
9. Environmentally Responsible		9. Quality of Life		9. Strong, Resilient Spirit					4. Vance County Public Schools			
10. Data Based Decision Making				10. Tier 1 County					5. Vance-Granville Community College			
	Key Strategic Objectives	Key Action Plans	KAP Status	Steward	Key Strategic Challenge	Key Strategic Advantages	Key Measures for the Key Strategic Objectives and Comments		Est. 2010	Target 2011	Target 2012	Performance Measure Figure
1	To Create and Retain Jobs	1-1: Develop existing business program										
		1-2: Develop Business Incubator										
		1-3: High Speed Rail										
		1-4: Relationships With New Business Promoters										
2	To Market the Community	2-1: Develop Marketing Plan										
		2-2: Update EDC & Key Websites										
		2-3: Improve Community Appearance										
		2-4: Develop Marketing Budget Allocation Plan										
3	To Provide Effective Economic Development Leadership	3-1: Sufficient Resourcing for EDC Initiatives										
		3-2: Align Strategic Plan with City, County, etc.										
		3-3: Become 501C3 Organization										
4	To Enhance the Pro-Business Environment	4-1: Develop Educational Support Programs										
		4-2: Develop Workforce Development Programs										
		4-3: Partner with WIB and HUB										
5	To Improve Education and Workforce Development	5-1: Develop Land and Building Assets										
		5-2: Move At-The-Speed-Of-Business										
		5-3: Customer Friendly City/County Planning										
6	To Improve the Quality of Life	6-1: Overcome Low Self Esteem										
		6-2: Partner with Law Enforcement to reduce Crime										
		6-3: Improve Community Appearance										
		6-4: Improve housing stock and Neighborhoods										
Blue = action plan is completed		Green = AP is progressing on schedule		Tan = Not Yet Started		Yellow = AP is not on schedule, but not in danger of failing		RED = Item Not Proceeding				

APPENDIX A:

Key Strategic Objectives and Action Plan Deployment Matrix: 2010-2014

Key Strategic Objectives and Action Plan Deployment
Matrix: 2010-2014

APPENDIX A:

