

Kerr-Tar Regional Council of Governments



Comprehensive Economic Development Strategy 2013-2017

Table of Contents



Executive Summary

Region K
Franklin County, NC (37069) et al.
Geographies: 5 Counties

Region K Demographic Data

Franklin County, NC (3706...

Population

2000 Population	194,307
2010 Population	226,393
2012 Population	226,516
2017 Population	235,042
2000-2010 Annual Rate	1.54%
2010-2012 Annual Rate	0.02%
2012-2017 Annual Rate	0.74%
2012 Male Population	49.3%
2012 Female Population	50.7%
2012 Median Age	40.3

In the identified area, the current year population is 226,516. In 2010, the Census count in the area was 226,393. The rate of change since 2010 was 0.02% annually. The five-year projection for the population in the area is 235,042 representing a change of 0.74% annually from 2012 to 2017. Currently, the population is 49.3% male and 50.7% female.

Median Age

The median age in this area is 40.3, compared to U.S. median age of 37.3.

Race and Ethnicity

2012 White Alone	58.0%
2012 Black Alone	35.0%
2012 American Indian/Alaska Native Alone	1.0%
2012 Asian Alone	0.5%
2012 Pacific Islander Alone	0.0%
2012 Other Race	3.8%
2012 Two or More Races	1.7%
2012 Hispanic Origin (Any Race)	6.8%

Persons of Hispanic origin represent 6.8% of the population in the identified area compared to 16.9% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 60.0 in the identified area, compared to 61.4 for the U.S. as a whole.

Households

2000 Households	72,489
2010 Households	85,193
2012 Total Households	86,438
2017 Total Households	90,112
2000-2010 Annual Rate	1.63%
2010-2012 Annual Rate	0.65%
2012-2017 Annual Rate	0.84%
2012 Average Household Size	2.53

The household count in this area has changed from 85,193 in 2010 to 86,438 in the current year, a change of 0.65% annually. The five-year projection of households is 90,112, a change of 0.84% annually from the current year total. Average household size is currently 2.53, compared to 2.53 in the year 2010. The number of families in the current year is 59,766 in the specified area.

Data Note: Income is expressed in current dollars

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

March 19, 2013

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Median Household Income

2012 Median Household Income	\$37,863
2017 Median Household Income	\$43,677
2012-2017 Annual Rate	2.90%

Average Household Income

2012 Average Household Income	\$48,632
2017 Average Household Income	\$53,269
2012-2017 Annual Rate	1.84%

Per Capita Income

2012 Per Capita Income	\$19,319
2017 Per Capita Income	\$21,181
2012-2017 Annual Rate	1.86%

Households by Income

Current median household income is \$37,863 in the area, compared to \$50,157 for all U.S. households. Median household income is projected to be \$43,677 in five years, compared to \$56,895 for all U.S. households

Current average household income is \$48,632 in this area, compared to \$68,162 for all U.S. households. Average household income is projected to be \$53,269 in five years, compared to \$77,137 for all U.S. households

Current per capita income is \$19,319 in the area, compared to the U.S. per capita income of \$26,409. The per capita income is projected to be \$21,181 in five years, compared to \$29,882 for all U.S. households

Housing

2000 Total Housing Units	82,508
2000 Owner Occupied Housing Units	53,570
2000 Owner Occupied Housing Units	18,919
2000 Vacant Housing Units	10,019
2010 Total Housing Units	99,485
2010 Owner Occupied Housing Units	60,433
2010 Renter Occupied Housing Units	24,760
2010 Vacant Housing Units	14,292
2012 Total Housing Units	101,108
2012 Owner Occupied Housing Units	60,466
2012 Renter Occupied Housing Units	25,972
2012 Vacant Housing Units	14,670
2017 Total Housing Units	105,397
2017 Owner Occupied Housing Units	63,566
2017 Renter Occupied Housing Units	26,546
2017 Vacant Housing Units	15,285

Currently, 59.8% of the 101,108 housing units in the area are owner occupied; 25.7%, renter occupied; and 14.5% are vacant. Currently, in the U.S., 56.5% of the housing units in the area are owner occupied; 32.1% are renter occupied; and 11.4% are vacant. In 2010, there were 99,485 housing units in the area - 60.7% owner occupied, 24.9% renter occupied, and 14.4% vacant. The annual rate of change in housing units since 2010 is 0.72%. Median home value in the area is \$128,078, compared to a median home value of \$167,749 for the U.S. In five years, median value is projected to change by 1.68% annually to \$139,185.

Data Note: Income is expressed in current dollars

Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2012 and 2017. Esri converted Census 2000 data into 2010 geography.

March 19, 2013

Background

In March, 1975, the United States Department of Commerce's Economic Development Administration (EDA) designated the geographic area served by the Kerr-Tar Regional Council of Governments (COG) as an Economic Development District (EDD). As the administrative body of the Kerr-Tar EDD, the COG receives economic development planning funds from EDA and is eligible to participate in the development and administration of EDA-funded projects in the region. The COG is also responsible for preparation and maintenance of a Comprehensive Economic Development Strategy (CEDS) for the EDD.

A CEDS is the result of a regional economic planning process designed to guide the economic growth of the region. The purpose of the CEDS is to create a process that will "create jobs, foster more stable and diversified economies, improve living conditions and provide a mechanism for coordinating the efforts of people, organizations, local governments, and private industry concerned with economic development"¹. A CEDS is also necessary to qualify for EDA assistance with development.

The current CEDS process is a new process in the Kerr-Tar EDD in several ways. CEDS have historically been developed in five year cycles during which a plan is established in the first year of the cycle, and the subsequent years are updates of that plan, based on the measurement of plan progress and goal achievement. This program year, 2012-2013, is the beginning of the new cycle, and a new CEDS has not been prepared in five years.

In addition, the Kerr-Tar COG has joined with the other 15 lead regional organizations in North Carolina to develop the NC Association of Regional Councils of Governments. That group has banded together to work with the North Carolina Department of Commerce in developing a North Carolina Comprehensive Economic Development Strategy, an effort that has never been attempted before. In order to accomplish that goal, the Association has reviewed the principles of CEDS planning, as outlined in the following section and prepared a common outline of the minimum contents to be contained in each CEDS across the State. Each region is obviously allowed to expand on those minimums, but establishing a content baseline will make compilation of a State-wide document easier. The Kerr-Tar CEDS is also conforming to the general format developed by the State organization.

The Economic Development Administration has developed a new set of **Investment Priorities** that provide an outline of the desired general focus on EDA investment. In addition, the Federal government, including not just EDA but a host other federal

agencies and departments that compose the **Federal Partnership for Sustainable Communities**, has developed a set of six **Livability Principles**

¹ From Page 6-7 of original CEDS Guidelines published by US Economic Development Administration

for use by governments and agencies that work with the various federal funding sources. Finally, the National Association of Development Organizations, which is the nation's leading advocate for economic development districts and in which the Kerr-Tar COG takes a leadership role, has developed a set of **Standards of Excellence** to which EDD's should aspire. These three sets of principles, outlined below, provide a set of policy-making principles and ground rules to which the Kerr-Tar EDD plans to adhere in developing its CEDS plans and programs.

The Livability Principles established by the Federal Government are contained within the guidelines of the Federal Partnership for Sustainable Communities. At least eight (8) federal agencies have joined together to create the Partnership, including the Economic Development Administration, Housing and Urban Development (HUD), the Environmental Protection Agency (EPA), and the Department of Transportation (DOT) along with several others. The Sustainable Communities Livability principles require that a comprehensive look be taken at the development of any geography, and includes the following Principles:

1. Provide more transportation Choices,
2. Promote equitable, sustainable, affordable housing,
3. Enhance economic competitiveness,
4. Support existing communities,
5. Coordinate and leverage federal policies and investments, and
6. Value communities and neighborhoods.

As the federal Economic Development Administration explores its opportunities for investment of funds into its economic development districts and areas across the US, it has established a set of priorities of the types of investments in which it is most interested in participating. Those Investment Priorities include the following:

1. Collaborative regional innovation,
2. Public/Private Partnerships,
3. National Strategic Priorities,
4. Global Competitiveness,
5. Environmentally sustainable development, and
6. Economically distressed and underserved communities.

The National Association of Development Organizations (NADO), which has been our primary contact and represents the rural and economic development districts throughout the U.S., has developed a set of Standards of Excellence, which if followed, allow regions to more effectively obtain and utilize the federal funding it needs in order to compete in the modern world. Those Standards of Excellence include the following:

1. Build more resilient economies and communities;
2. Foster a collaborative regional network to align resources,
3. Use modern scenario, data and analysis tools and planning techniques;
4. Create a more strategy-driven planning process,
5. Increase collaborations across boundaries and position regional CEDS into building blocks for statewide strategies,
6. Communicate in compelling and modern communication techniques; on-line and social media, and
7. Engage the public, private, non-profit and educational sectors along with the general public in development of the CEDS.

CEDS ADVISORY COMMITTEE

<u>NAME</u>	<u>INDUSTRY AFFILIATION</u>
STEVE MITCHELL	AGRICULTURE
RACHEL MONTEVERDI	AGRICULTURE - AG. EXTENSION
ADRIAN WOODY	BANKING
MICHAEL SHRIVER	CHAMBER OF COMMERCE
DEREK HALBERG	CONSERVATION
JASON PROCTOR	HEALTH CARE
DR. PHILLIP STOVER	HEALTH CARE
EDDIE INGRAM	K-12 EDUCATION
ANGELA HARRIS	MANAGER - COUNTY
TAMMY RAY	PLANNER - MUNICIPAL
MARK LA BRANCHE	PRIVATE POST SECONDARY
FANNIE BROWN	RECREATION / TOURISM
BRYCE MENDENHALL	UTILITIES
PETE AVERETTE	AGRICULTURE
Lt. JIMMY BOWDEN	MILITARY
LINDSAY MIZE	UTILITIES
BRYAN PFOHL	WDB CHAIR / AGGREGATES
ZELODIS JAY	Manufacturing
PRATT WINSTON	Electronic
STEVE WILSON	Manufacturing
TANYA WEARY	PLANNER - MUNICIPAL
RAY JEFFERS	AGRICULTURE
ART KRUEGER	BANKING
RANDY REYNOLDS	COMM COLLEGE
JIMMY CLAYTON	ELECTED OFFICIAL - COUNTY
JANET CLAYTON	HEALTH CARE
TANYA EVANS	UTILITIES
GARLAND ELLIOTT	COMM COLLEGE
JAY KENNEDY	HEALTH CARE
XAVIER WORTHAM	HOUSING AUTHORITY
MICHAEL INSCOE	INDUSTRIAL CONSULTANT
CATHERINE HUGHES	RECREATION - MARINA OWNER
STEVE WINSTEAD or John VanZandt	TRANSPORTATION
GABRIEL CUMMING	ECONOMIC DEVELOPMENT
WALTER GARDNER	INSURANCE

DEMOGRAPHICS

FRANKLIN COUNTY STATS

Municipalities:

- Bunn
- Franklinton
- Louisburg
- Youngsville

County Info

Population Statistics

Franklin County:

Population 2010—60,619
Population July 2006—55,316
Population 2000—47,620
Population 1990—36,414

Municipal Populations:

Bunn—344
Franklinton—2,023
Louisburg—3,359
Youngsville—1,157

Tax Values

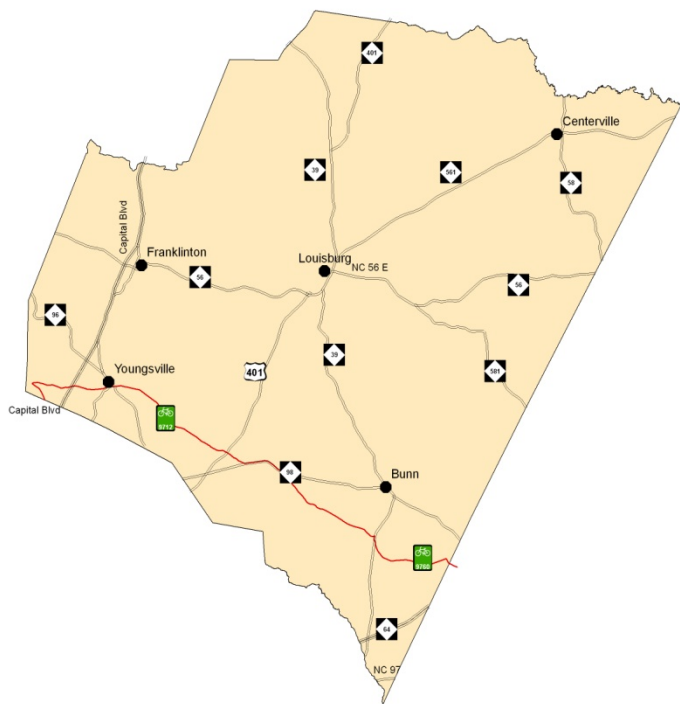
.87 per \$100 value

Workforce & Education

Employment - 28,622
Unemployed—2,939
Percent Unemployed 10
Percent HS Graduates 80
Percent with Bachelor's degree 15

Income

Avg Weekly Wage—\$877
Median Household Income—\$45,592
Per Capita Personal Income—\$21,331



Local Government

2013 Commissioners

Shane Mitchell, Chairman
Sidney Dunston, Vice Chairman
Cedric Jones
Donald C. Lancaster
Harry L. Foy, Jr.
John May
David Bunn

County Positions

Angela Harris, Interim County, Manager
Chuck Murray, Finance Director
Ronnie Goswick, EDC
Scott Hammerbacher, Planner
Jerry Jones, Sheriff
Dr. Bert L'Homme, School Superintendent

Marsha Strawbridge, Mayor of Bunn
Elic Senter, Mayor of Franklinton
Karl T. Pernell, Mayor of Louisburg
Sam Hardwick, Mayor of Youngsville

GRANVILLE COUNTY STATS

Municipalities:

- Butner
- Creedmoor
- Oxford
- Stem
- Stovall

County Info as Population Statistics Granville County:

Population 2010—59,916
Population July 2006—53,837
Population 2000—48,498
Population 1990—38,341

Municipal Populations:

Butner - 7,519
Creedmoor—4,124
Oxford—8,461
Stem—463
Stovall—418

Tax Values

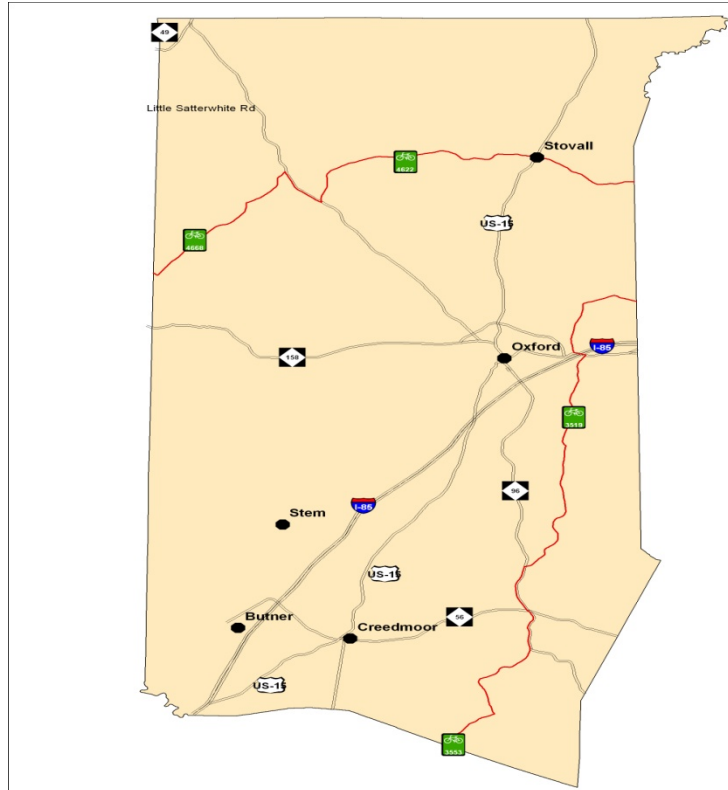
.80 per \$100 value

Workforce & Education

Employment - 26,518
Unemployed—2,772
Percent Unemployed 10
Percent HS Graduates 73
Percent with Bachelor's degree 10

Income

Avg Weekly Wage—\$881
Median Household Income— \$45,828
Per Capita Personal Income—\$21,733



Local Government

2013 Commissioners

Edgar Smoak, Chairman
David Smith, Vice Chairman
Ed Mims
Tim Karan
Tony Cozart
David Currin
Zelodis Jay

County Positions

Brian Alligood, Manager
Michael Felts, Finance Director
Bill Edwards, EDC
Barry Baker, Planner
Brindell Wilkins, Sheriff
Dr. Tim Farley, School Superintendent

Thomas Lane, Mayor of Butner
Darryl Moss, Mayor of Creedmoor
Jackie Sergent, Mayor of Oxford
Nancy Alford, Mayor of Stem
Janet Parrott, Mayor of Stovall

PERSON COUNTY STATS

Municipalities:

- Roxboro

County Info

Population Statistics

Person County:

Population—39,464
Population July 2006—37,440
Population 2000—35,623
Population 1990—30,180

Municipal Populations:

Roxboro—8,362

Tax Values

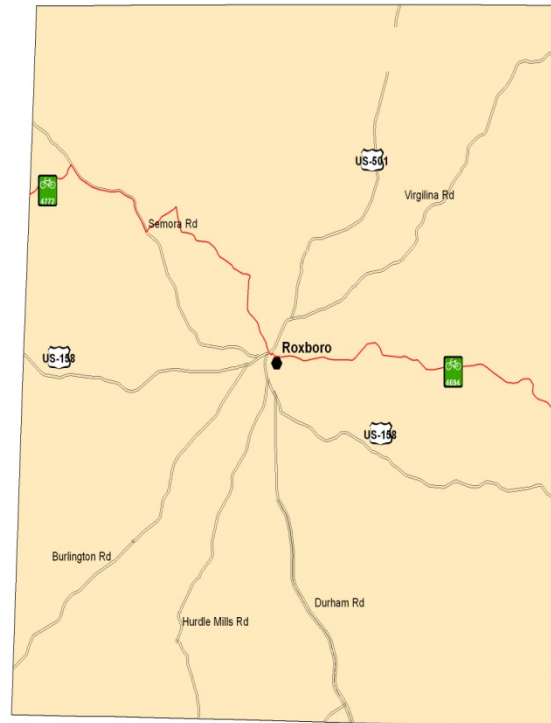
.700 per \$100 value

Workforce & Education

Employment - 19,559
Unemployed—2,064
Percent Unemployed 11
Percent HS Graduates 68
Percent with Bachelor's degree 14

Income

Avg Weekly Wage—\$813
Median Household Income—\$42,621
Per Capita Personal Income—\$21,848



Local Government

2013 Commissioners

Jimmy Clayton, Chairman
Ray Jeffers, Vice Chairman
Kyle Puryear
Frances Bullock
David Newell

County Positions

Heidi York, Manager
Amy Wehrenberg, Finance Director
Stuart Gilbert, EDC
Paula Murphy, Planner
Dewey Jones, Sheriff
Dr. Larry Cartner, School Superintendent

Merilyn Newell, Mayor of Roxboro

VANCE COUNTY STATS

Municipalities:

- Henderson
- Kittrell
- Middleburg

County Info Population Statistics Vance County:

Population 2010—45,422
Population July 2006—43,925
Population 2000—42,954
Population 1990—38,892

Municipal Populations:

Henderson—15,368
Kittrell—467
Middleburg—133

Tax Values

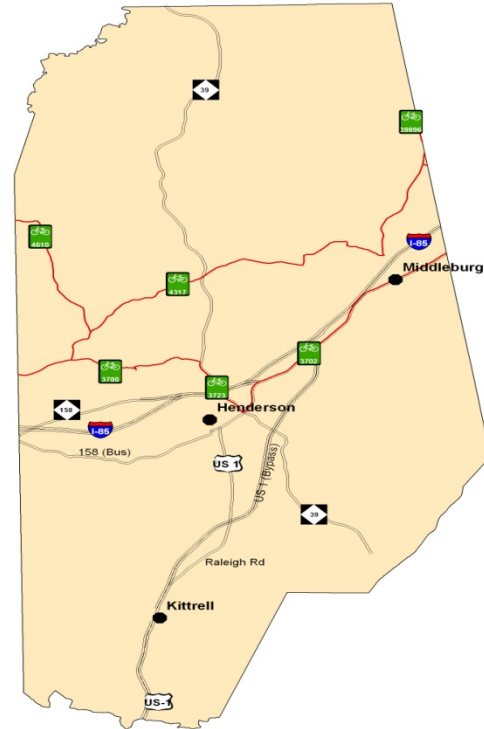
.7800 per \$100 value

Workforce & Education

Employment - 19,659
Unemployed—2,892
Percent Unemployed 15
Percent HS Graduates 68
Percent with Bachelor's degree 11

Income

Avg Weekly Wage—\$654
Median Household Income— \$34,000
Per Capita Personal Income—\$17,622



Local Government

2013 Commissioners

Tom Hester, Chairman
Deborah Brown, Vice Chairman
Dan Brummitt
Archie Taylor
Terry Garrison
Gordon Wilder
Eddie Wright

County Positions

Jerry Ayscue, Manager
Jerry Ayscue, Finance Director
Stuart Litvin, EDC
Peter White, Sheriff
Ronald Gregory, School Superintendent

Pete O'Geary, Mayor of Henderson
Jerry Joyner, Mayor of Kittrell
Ray Bullock, Mayor of Middleburg

WARREN COUNTY STATS

Municipalities:

- Macon
- Norlina
- Warrenton

County Info

Population Statistics

Warren County:

Population 2010—20,972
Population July 2006—19,969
Population 2000—19,972
Population 1990—17,265

Municipal Populations:

Macon—119
Norlina—1,118
Warrenton—862

Tax Values

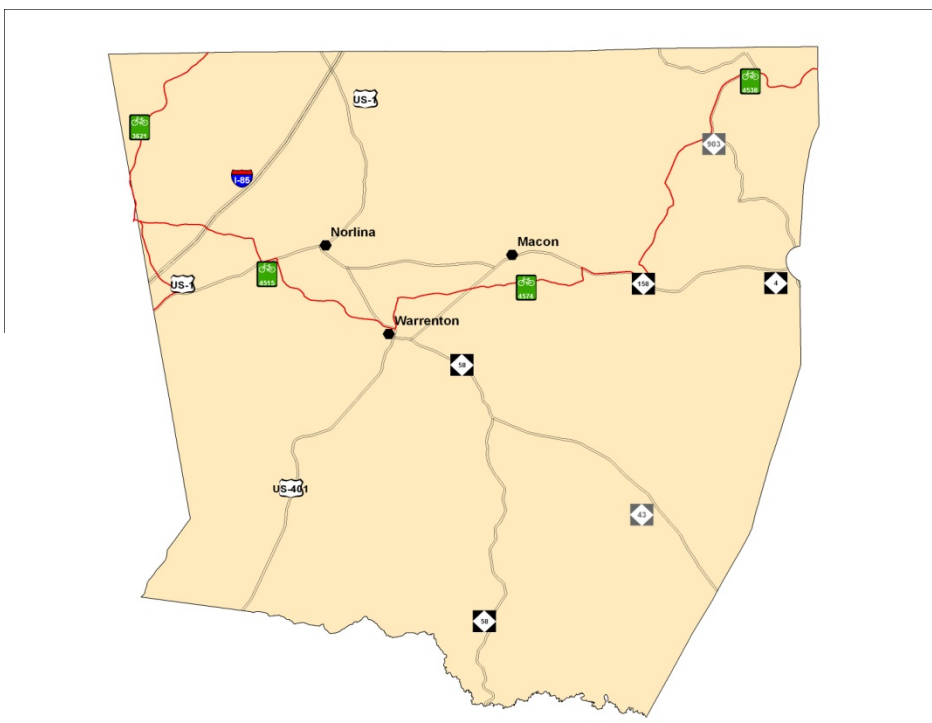
.6200 per \$100 value

Workforce & Education

Employment - 8,015
Unemployed—1,111
Percent Unemployed 14
Percent HS Graduates 84
Percent with Bachelor's degree 14

Income

Avg Weekly Wage—\$626
Median Household Income— \$32,574
Per Capita Personal Income—\$17,838



Local Government

2013 Commissioners

Ulysses Ross, Chairman
Barry Richardson, Vice Chairman
Jennifer Jordan
Ruby Downey
Bertadean Baker

County Positions

Linda Worth Manager
Barry Mayo, Finance Director
Gabe Cumming, EDC
Ken Krulik, Planner
Johnny Williams, Sheriff
Dr. Ray Spain, School Superintendent

Robert Evans, Mayor of Macon
Dwight Pearce, Mayor of Norlina
Walter Gardner, Mayor of Warrenton

Strategic Plan

Goal Number One

- Build on the Region's Competitive Advantage and Leverage the Marketplace

Objective

- Promote the Region
- Enhance natural Resource Stewardship within the region
- Expand recreational opportunities for regional residents

Strategies

- Develop and maintain NC Lakes District Recreation plan allowing expanded competition opportunities for Recreational Market

Lead Agency Partner: Kerr-Tar COG RPO through KTCOG Planning Division

Public/Private

Partnerships: USACOE, County Planning and Recreation Departments

Actions

- Develop initial phase of plan in first year, and
- Implement Phase I of Lakes District Plan in second year

Estimate Costs: \$225,000

Alignment of Resources: NC DOT Grant

Barriers/Issues: ACOE cooperation and lack of access to Kerr Lake shoreline

Performance Measures

- First year – Develop Phase I Plan
- Year Two – Implement Phase I of Plan

Goal Number One

- Build on the Region's Competitive Advantage and Leverage the Marketplace

Objective

- Develop expanded recreational and employment opportunities through development of regional bike plan included as part of the NC Parks District Plan

Strategies

- Develop and implement NC Lakes District Recreation plan allowing expanded competition opportunities for Recreational market

Lead Agency Partner: Kerr-Tar COG RPO through KTCOG Planning Division

Public/Private

Partnerships: USACOE, County Planning and Recreation Departments

Actions

- Develop initial phase of plan in first year, and
- Implement Phase I of Lakes District Plan in second year

Estimate Costs: \$225,000

Alignment of Resources: NC DOT Grant

Barriers/Issues: ACOE cooperation and lack of access to Kerr Lake shoreline

Performance Measures

- First year – Develop Phase I plan
- Year Two – Implement Phase I of plan

Goal Number Two

- Establish and maintain a Robust Regional Infrastructure

Objective

- Begin complete streets development along with major traffic corridors

Strategies

- Implement planning for complete streets for at least two major thoroughfares
- Include Madison Blvd in Person County
- Include Bickett Blvd in Franklin County

Lead Agency Partner: Kerr-Tar COG RPO

Public/Private

Partnerships: RPO Planning and Policy Committees

Actions

- Two governments begin corridor studies within first two years

Estimate Costs: TBD

Alignment of Resources: Corridor studies through RPO staff, funded by local governments

Barriers/Issues: State inertia and educate local leaders

Performance Measures

- Begin two corridor studies

Goal Number Two

- Establish and maintain a Robust Regional Infrastructure

Objective

- Expand and enhance high-speed broadband and cellular service to entire region

Strategies

- Implement State Broadband Expansion Plan
- Implement federal 67 county high speed coverage plan throughout the region

Lead Agency Partner: NC Rural Economic Development Center

Public/Private Partnerships:

Actions

- Implement USDA funded broadband expansion program

Estimate Costs: TBD

Alignment of Resources: Grant from USDA Rural Utilities Division

Barriers/Issues: Infrastructure to most rural locations

Performance Measures

- Start implementation in first year
- Complete 50% coverage by end of second year

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Ensure land use policies and regulations advance the region

Strategies

- Utilize Community Analyst

Lead Agency Partner: Kerr-Tar COG

Public/Private

Partnerships: CEDS Advisory Committee, County Planners and EDC Directors

Actions

- Develop suitability Maps for all counties
- Complete scenario for one Tier 2 County and one Tier 3 County

Estimate Costs: TBD

Alignment of Resources: To be paid by KTCOG Planning Department

Barriers/Issues

- None known

Performance Measures

- Suitability maps for counties in region completed

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Refine land use policies to achieve goals

Strategies

- Maximize underused or available infrastructure to encourage
- Infill
- Brownfield redevelopment, or
- Infrastructure repair

Lead Agency Partner: Kerr-Tar COG

Public/Private

Partnerships: County Planners, County EDCs, or local chambers of commerce

Actions

- Accommodate 50% of new development in first 2 years with existing infrastructure
- Have 30% of governmental units start water or sewer plan repairs

Estimate Costs: TBD

Alignment of Resources: TBD

Barriers/Issues: None Known

Performance Measures

- Measure of new development using existing infrastructure, or Percent of governments initiating plan repairs

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Enhance quality of life

Strategies

- Seek excellence designation for regional counties and municipalities
- Develop Lakes District Plan

Lead Agency Partner: Kerr-Tar Planning Department

Public/Private

Partnerships: EDC Directors, County planners, Lakes District Working Group

Actions

- Solicit special recognition
- Develop Regional "Lakes District: Biking and Recreation Plan"

Estimate Costs: \$193,000 for Lakes District Plan, TBD for recognition Program

Alignment of Resources

- Grant for Lakes District Plan from NC DOT
- In-kind services by KTCOG and counties

Barriers/Issues

- Location of Various Recognition venues
- Establishing breadth of recreational economic benefits

Performance Measures

- Achieve two recognitions first year
- Develop overall Lakes District Plan
- Develop Marketing Plan

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Expand Career Training Coordination and Exploration (CTE) Programs

Strategies

- Develop plan for expanded CTE program in K-12 schools
- Involve business community in development of expanded CTE programs

Lead Agency Partner: County School Districts

Public/Private

Partnerships: EDC, Chambers of Commerce and WDB Staff

Actions

- Develop initial extended orientation to CTE programs for local businesses
- With the cooperation of those businesses, expand and modify CTE program to make them more relevant to students and to businesses, and
- Extend CTE programs to active involvement starting in Grade three
- Expand teacher CTE orientations

Estimate Costs: TBD

Alignment of Resources: Local School District funding for staff, develop DPI funding for expansion and businesses defray cost of business visits and involvement.

Barriers/Issues: Lack of dedicated funding

Performance Measures

- Develop formal collaborative between Businesses and K-12 to develop expanded programs, and
- Implement expanded collaborative CTE Programs in at least two counties within the region.

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Develop business plan competitions in every county of the region

Strategies

- Develop Steering Committee to develop and implement criteria and operation of business plan competition in every county of region, and
- Implement business plan competitions in at least two counties in the region
- Encourage entrepreneurial spirit in youth in the region

Lead Agency Partner: County School Districts

Public/Private

Partnerships: EDC, Chambers of Commerce, KTCOG Economic Development Division

Actions

- Develop completion planning and program teams in each county of the region with education and business components
- Develop outline for conduct of competitions and develop promotional and publicity campaign
- Conduct initial competition, encouraging maximum publicity

Estimate Costs: TBD

Alignment of Resources: Local School District funding for staff, with possible contributions from businesses

Barriers/Issues: Lack of dedicated funding

Performance Measures

- Develop plans for completion in every county in region, and
- Conduct competitions in at least two counties

Goal Number Three

- Create Revitalized and Vibrant Communities

Objective

- Expand housing options, especially in the area of affordable housing and first time homeownership

Strategies

- Plan for and encourage construction of more affordable housing, especially for homeownership.
- Develop Individual Development Account programs in each county focusing on accumulation of adequate funds for a down payment for first-time buyers, focusing on those with lower incomes

Lead Agency Partner: Kerr-Tar COG

Public/Private

Partnerships: Private investors, Housing Authorities, USDA, HUD and other funders as well as Community Colleges

Actions

- Plan and zone for expanded affordable housing
- Acquire funding to assist with affordable housing construction, especially with energy efficient elements
- Develop a template for operation of IDA Programs for first time home purchase
- Provide classes in improving personal finance, and home maintenance and care

Estimate Costs: TBD

Alignment of Resources: TBD

Barriers/Issues: Development of new affordable housing that can be built allowing builder to make a decent profit

Performance Measures

- Develop an IDA in one County
- Expand zoning for affordable housing in one county
- Identify one funding source for IDA matching funds and begin strategy for application

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Enhance regional agricultural employment preparation

Strategies

- Create Regional Agricultural Cooperatives for value added agricultural activities

Lead Agency Partner: Newly develop Ag Coops

Public/Private

Partnerships: EDCs, Agribusiness Support agencies including Farm Bureau, 4H, Cooperative Extension, FFA and farmers

Actions

- Develop Coops
- Visit Value Added cops in other regions and states and learn there from
- Establish Coop Development Plan
- Create linkage to groups to assist with adding value to crops

Estimate Costs: TBD

Alignment of Resources: Possible USDA or NC Department of Agriculture funding, or Federal EDA investments

Barriers/Issues

- Historical resistance to Cooperatives
- Development of capital investment plan for adding value

Performance Measures

- Initiate one cooperative in first year
- Identify three areas of possible value added agriculture

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Develop cooperation with DENR in developing environmental waivers for above ground contamination redevelopment

Strategies

- Identify division of DENR responsible for waivers
- Create plan to identify developable business sites with below ground contamination that would be eligible for waivers, and
- Identify and work with businesses interested in working to redevelop the site

Lead Agency Partner: Kerr-Tar COG

Public/Private

Partnerships: EDCs, Chambers of Commerce, VGCC and DENR

Actions

- Identify likely sites
- Obtain waiver from DENR
- Assist business owner in development of business on site

Estimate Costs: TBD, Probably minimal in identification and waiver obtaining, but increasing during business planning and prep

Alignment of Resources: In kind contribution from KTCOG, VGCC (business planning) and Chamber business leaders

Barriers/Issues: Overcoming fear, especially with investors, of development of contaminated sites.

Performance Measures

- Obtain first waiver and identify private sector developer during first year

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Create Regional Entrepreneurship Network

Strategies

- Create Regional Support Network
- Determine initial activities, such as mentoring, etc.
- Establish linkage to Chambers of Commerce, especially Small Business Committees
- Establish linkage to EDCs
- Establish linkage to VCCC Small Business Center and Piedmont Community College for Small Business Development Center
- Establish link to NC Rural Center's Institute for Rural Entrepreneurship

Lead Agency Partner: Kerr-Tar COG, Regional Economic Development Division

Public/Private

Partnerships: EDCs, Chambers of Commerce, Community Colleges, NC Rural Center

Actions

- Develop liaisons
- Develop and implement marketing plan
- Conduct initial meeting to recruit and assist entrepreneurs

Estimate Costs: TBD (Minimal, mostly in-kind)

Alignment of Resources: Chambers of Commerce, EDCs, KTCOG, Community Colleges, and NC Rural Center

Barriers/Issues: Entrepreneurs unwilling to cooperate, need to learn value of networking

Performance Measures

- First year establish strategy for assistance and marketing plan

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Develop jobs through Lakes District Plan

Strategies

- Integrate job identification into Lake District Planning effort
- Identify job opportunities in the region resulting from development of recreation and environmental stewardship components of Lakes District Plan

Lead Agency Partner: Kerr-Tar COG

Public/Private

Partnerships: Public/Private partnership, Lake District Planning Committee and its working groups

Actions

- Document economic impact of Lakes District Plan in terms of potential job development and overall economic activity increase from plan to implementation

Estimate Costs: \$193,000

Alignment of Resources: NC DOT Grant

Barriers/Issues: Plan needs to coordinate with seasonality of recreational activities

Performance Measures

- Develop initial phase of Lakes District Plan first year

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Strengthen personal financial independence

Strategies

- Provide course to businesses through Small Business Centers

Lead Agency Partner: Chambers of Commerce

Public/Private

Partnerships: Personal growth consultants, Community College Small Business Centers

Actions

- Offer to Chamber Membership

Estimate Costs: TBD - Minimal

Alignment of Resources: Chamber funds

Barriers/Issues: Clarifying how this will support business growth and personal satisfaction

Performance Measures

- One Chamber of Commerce to commit to course

Goal Number Four

- Develop Healthy and Innovative People

Objective

- ??????

Strategies

- Provide direct assistance to development of specific personal financial management programs such as Individual Development Accounts

Lead Agency Partner: Community Development Corporations

Public/Private

Partnerships: Chambers of Commerce, and local banks, NC DOC – DCI (technical assistance and possible grants)

Actions

- Design and offer initial IDA program

Estimate Costs: TBD – Minimal until accrual match in third year

Alignment of Resources: Grant from HUD - CDBG

Barriers/Issues: Identifying first time homeowners families classified as low/moderate income but with sufficient funds to make accrual payments into IDA accounts

Performance Measures

- Identify one CDC which will coordinate an initial IDA Program

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Expand recreation and fitness activities through NC Lakes District Recreation Plan

Strategies

- Develop and Implement Lakes District Plan

Lead Agency Partner: Kerr-Tar COG Regional Planning Division

Public/Private

Partnerships: County parks and recreation departments, Army Corps of Engineers (USACOE), Dominion Power

Actions

- First year – develop Phase I of Lakes District Plan
- Year two – implement Phase I of the plan

Estimate Costs: \$225,000

Alignment of Resources: NC DOT Grant

Barriers/Issues: USACOE cooperation and access to lake front properties

Performance Measures

- First year – establish Lakes District Plan
- Year two – Implementation of Plan

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Improve and increase basic literacy in K-12 programs

Strategies

- Develop heavier educational emphasis on basic literacy education

Lead Agency Partner: County Public School Districts

Public/Private

Partnerships: WDB and employers to emphasize need for literacy in workforce, State DPI and General Assembly

Actions

- First year – Expand and improve basic literacy educational efforts

Estimate Costs: TBD

Alignment of Resources: NC DPI funding

Barriers/Issues: Lack of family cooperation

Performance Measures

- Improvement in EOG Test scores

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Expand and improve basic literacy training for displaced and unemployed workers

Strategies

- Add stronger basic literacy testing and remedial training for displaced and unemployed workers working with Job Service (ESC) and WDB programs

Lead Agency Partner: Regional WDB Programs

Public/Private

Partnerships: WDB private sector partners, Community Colleges

Actions

- First year – redesign and implement basic literacy educational efforts

Estimate Costs: TBD

Alignment of Resources: WDB Federal and State funding

Barriers/Issues: Need for rapid retraining to allow faster work force re-entry

Performance Measures

- Improvement in test scores of WDB participants

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Develop vocational training in direct response to human resource needs of new and expanding companies throughout the region
-

Strategies

- Develop profile of skill needs for companies entering or expanding in regional workforce economy
- Have training centers and businesses jointly design vocational training programs designed to meet the specific needs of the businesses
- Businesses agree to hire 'graduates' of training programs

Lead Agency Partner: Regional WDB Programs

Public/Private

Partnerships: Community Colleges and expanding and new companies HR Departments

Actions

- First year – design and implement at least one training program as a result of joint business/training facility/WFB collaboration

Estimate Costs: TBD

Alignment of Resources: WDB Federal and State funding

Barriers/Issues: Need for rapid retraining to allow faster work force re-entry

Performance Measures

- Implementation and completion of one collaborative program

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Develop programs for regular health assessments for employees and include wellness programs as needed
-

Strategies

- Encourage employers to develop health assessment program to benefit employees
- Ask educational (K-12) agencies in five regional counties to develop initial model programs for employee health assessments

Lead Agency Partner: Regional CEDS Advisory Committee

Public/Private

Partnerships: Chambers of Commerce, EDCs, and County K-12 School Districts

Actions

- First year – Induce 2 school systems to develop new health assessment and wellness programs
- Encourage private companies to see benefit of health assessments and consider programs to be developed modeling after those of the school districts

Estimate Costs: TBD

Alignment of Resources: From internal staff budgets

Barriers/Issues: Added expense and reluctant mitigation participation

Performance Measures

- Implementation and completion of one health assessment program

Goal Number Four

- Develop Healthy and Innovative People

Objective

- Develop programs for enhanced quality of life for seniors

Strategies

- Expand Senior Friendly Community Programs
- Develop Safe Routes for Senior Programs
- Expand family caregiver respite programs, improving life for caregivers and for their recipients

Lead Agency Partner: Regional Area Agency on Aging

Public/Private

Partnerships: County and Municipal Aging Programs (Senior Centers), RPO and affiliates

Actions

- First year – Expand Senior Friend Community Programs, encouraging towns and villages to participate
- Plan for and gain county endorsement of Safe Routes for Senior Program, and
- Identify and acquire funds for expanded Caregiver Respite Programs

Estimate Costs: TBD

Alignment of Resources: From internal staff budgets, with outside resources needed for expanded Caregiver Respite Program

Barriers/Issues: Added expense and lack of awareness

Performance Measures

- First year – implement one of these programs in at least one county throughout the region

Goal Number Four

- Develop Healthy and Innovative People

Objective

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Strategies

- Expand Senior Friendly Community Program
- Develop Safe Routes for Seniors Programs
- Expand family caregiver respite programs, improving life for caregivers and for their recipients

Lead Agency Partner: Regional Area Agency on Aging

Public/Private

Partnerships: County and Municipal aging programs, RPO and affiliates

Actions

- First year – expand Senior Friendly Community Program, encouraging towns and villages to participate
- Plan for and gain county endorsement of Safe Routes for Senior Program, and
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