

**Regularly-Scheduled Meeting
 Agenda**

4:00	Welcome Invocation	Mr. G. Phillip Allen, Chairman Mr. Donald Long, Vice-Chairman
4:02	Carolina Core Presentation	Mr. Loren Hill, Carolina Core
4:20	Interim Director's Update	Ms. Brandy Lynch, Interim ED Director
4:25	**Approval of Minutes	Mayor Merilyn Newell, Secretary
4:27	Member Comments	Members and Ex Officios
4:40	Chairman's Report	Mr. G. Phillip Allen, Chairman
4:45	Next Meeting <i>Set for November 22, 2022, 4:00pm, EDC Boardroom, 303 S. Morgan St., Roxboro, NC 27573</i>	Mr. G. Phillip Allen, Chairman
4:45	**Adjourn	Mr. G. Phillip Allen, Chairman

**Action Requested

NOTES

Takeaways:

-  **Leadership Transition**
-  **Polywood CDBG Grant**
-  **North Park Project**
-  **Raleigh Regional Airport Website**

**Minutes of the PCEDC Regularly Scheduled Meeting
Person County EDC Board Room
303 S. Morgan St., Roxboro, NC 27573
August 23, 2022**

Voting Board Members Present:

Mr. Phillip Allen-Chairman
Mr. Donald Long-Vice Chairman
Mr. Jay Poindexter
The Honorable Marilyn Newell
Mr. Jody Blackwell

Mr. Kenneth Perry
Dr. Scott McKinney
The Honorable Gordon Powell
Ms. Sherry Clayton

Ex Officios Present:

Mr. Ralph Clark, Interim County Manager
Dr. Claudia Berryhill, Agricultural Representative
Mr. Brooks Lockhart, City Manager

Dr. Rodney Peterson, PCS Superintendent

Ex Officios Absent:

Dr. Pamela Senegal, PCC President

ED Staff Present:

Ms. Sherry Wilborn, ED Director
Mr. Michael Thibault, Asst ED Director (Minutes)
Ms. Brandy Lynch, ED Specialist

Others Present:

Ms. Samantha Bagbey
Mr. George Willoughby
Mr. Bo Freeman
The Honorable PJ Gentry
Mr. Woody Jacobs

EDC Welcome, Invocation, and Oath:

At 4:00p.m., Chairman Allen called the meeting to order.

Mr. Donald Long gave the invocation.

Mr. Allen requested a motion to amend the agenda to include an update from Mr. Ralph Clark Interim County Manager on the next steps in the leadership transition process.

A motion is made seconded and unanimously passed to approve to amend the agenda.

Motion: Donald Long

Second: Sherry Clayton

Leadership Transition Process:

Mr. Ralph Clark began by confirming that Director Wilborn's last day would be September 15th and that a target date of September 1st has been set for beginning to advertise the position. Mr. Clark then stated that Brandy Lynch would be appointed as Interim Director and that he would be allocating a greater share of his time to ensure that office activities would remain stable. October 10th has been identified as an applicant deadline with October 20th marking the beginning of the formal review of applications through a panel to be assembled by Mr. Clark and Chairman Allen. Mr. Clark made mention that the search for a new County Manager has been ongoing and that he expects that appointment will be made by the end of October. As interviews are slated to begin the week of November 14th for the new EDC Director, the new County Manager will have the opportunity to be part of that process.

Strategic Plan Complete Review and Adoption:

Discussion ensued regarding the various General Categories of Work including Director Wilborn's recommendations for changes to the original. Wilborn's original and updated presentations are included with these minutes for comparative purposes. The formally adopted "mission statement" is included at the top of page one of the updated Strategic Plan, which the EDC voted to approve.

A motion is made, seconded and unanimously passed to approve the amended strategic plan

Motion: The Honorable Merilyn Newell

Second: Sherry Clayton

Chairman Allen made a point to thank Dr. Scott McKinney for his tremendous efforts with creating the very thorough document. Chairman Allen also mentioned the postponement of any decision-making with regard to Board support and the assignment of specific tasks until the next monthly meeting.

A discussion regarding the adoption of the "mission statement" then took place, resulting in a vote in favor of this mission:

"To create a new rural model where family and tradition are valued, willingness to work hard can lead to success and community leaders embrace change and provide the best possible opportunities for all residents."

A motion is made, seconded and unanimously passed to approve the Economic Development Mission Statement.

Motion: Donald Long

Second: Sherry Clayton

(At the board's request the Economic Development Mission Statement will now be the Economic Development Department motto as well.)

Public Infrastructure Request:

Wilborn presented a request by Weston Development, the entity that owns the building that Polywood occupies, where they are building a new 500,000 square foot addition to the building to accommodate the Polywood expansion. Through their due diligence with the City regarding the water line, it was discovered that because of an agreement between the County and the City that they would need to pick up the 12" line at the center of Jim Thorpe Highway and run that to and through the R.O.W. to the building. Since this would become part of public infrastructure, Weston has requested grant support in the amount of \$80,000 to cover the resulting cost overruns. The County Commissioners have the authority to authorize taking these funds from an account maintained for infrastructure expansion, but they would look for a recommendation from the EDC to provide those funds to benefit this specific project. Interim County Manager Clark indicated his support of this recommendation siting that future development continuing along Jim Thorpe Highway would be served more efficiently with the larger line. After further discussion it was decided to recommend to the County Commissioners for approval, this expenditure from the Economic Catalyst Fund in the amount of \$80,000.

A motion is made seconded and unanimously passed to recommend to the County Commissioners approval of this infrastructure expenditure in the amount of \$80,000 from the Economic Catalyst Fund.

Motion: Donald Long

Second: Dr. Scott McKinney

Director's Report:

Wilborn's presentation will be included in these minutes. Wilborn related information about the Carolina Core initiative, which is a marketing focused offshoot of the Piedmont Triad Partnership. Person County Mega Site would be eligible for inclusion with the Carolina Core efforts and would benefit in various ways as a result of membership and there is no cost to the PCEDC.

A motion was made and seconded for accepting the offer for PCEDC to become a member of Carolina Core to further the promotion of the County as well as the Mega Site.

Motion: The Honorable Marilyn Newell

Second: Scott McKinney

There was discussion of the Raleigh Regional Airport regarding the new hanger and marketing efforts including the addition of pictures of larger aircraft and expanding the marketing reach through all available social media with the use of multiple links. It was pointed out that there is room for additional airport and industrial expansion, which should also be highlighted.

Wilborn concluded with a list of deliverables before her final day with EDC.

Approval of the July 26, 2022 Meeting Minutes:

The Honorable Marilyn Newell requested a motion to approve the July 26, 2022 Meeting Minutes as presented.

A motion was made seconded and unanimously passed for approval of the July 26, 2022 Meeting Minutes as presented.

Motion: Dr. Scott McKinney

Second: Donald Long

Member Comments:

Brooks Lockhart announces the departure of Andy Oakley from the City of Roxboro on September 7th. The City did not receive funding for the Western Interceptor Project for the spring grant process but will be applying again in the fall.

The Honorable Marilyn Newell had a meeting with the new leadership at Spuntech. Spuntech is planning to become more engaged in the community. Mayor Newell recommended housing and food insecurity as projects Spuntech could explore.

Dr. Berryhill informed the board the Tourism Board had a Strategic Planning Session today. She expressed how thankful she is for the relationship EDC and Tourism has. Visit NC Tobacco is in and being harvested.

Chairman's Report:

Chairman Allen thanks Director Wilborn for her service. He noted he asked her to reconsider her resignation, which he notes is the ultimate compliment. He wished her serenity and peace and a life full of happiness and peace. He stated she had taken Economic Development to a new level unimaginable.

Next Meeting:

The next meeting was announced for September 27, 2022, at 4:00 p.m. in the Person County EDC Board Room 303 S. Morgan St. Roxboro, NC.

Adjournment:

A motion was made, seconded, and unanimously passed to adjourn the meeting at approximately 5:44p.m.

Motion: Jay Poindexter

Second: The Honorable Marilyn Newell

Date Approved

Secretary

EDC Regularly-Scheduled Meeting
August 23, 2022

EDC Strategic Plan **Action Plan – FY23**

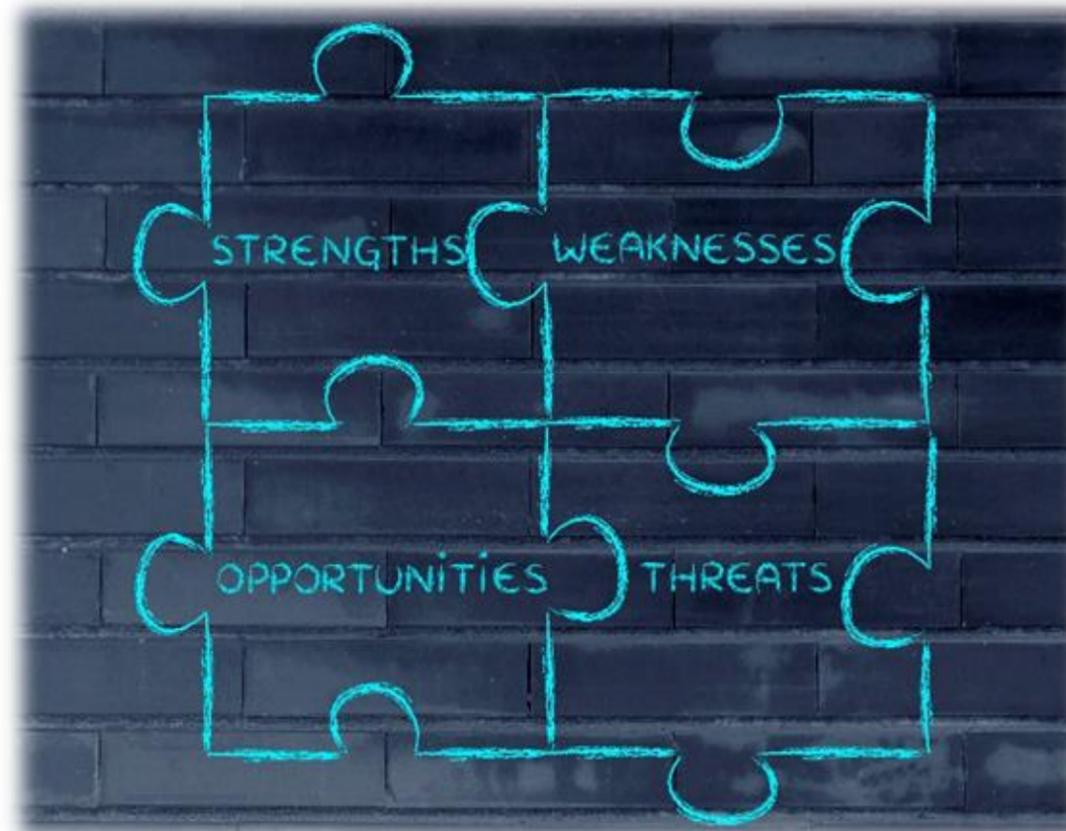
SWOT Analysis Results

Strengths:

- Proximity to growth in Triangle and Triad (overflow)
- Strong manufacturing base (above-average wages and greatest multiplier effect)
- Attractive QOL
- Person County Mega Park
- Connectivity through US 501
- New housing underway

Opportunities:

- Become a “community of choice” for the Triangle Region (increase population and thereby skilled workforce)
- Capture out-commuters
- Invest in PCC, especially facilities
- Continue to develop PCMP
- Benefit from Reshoring
- Take advantage of attractiveness in southern PC



Weaknesses:

- Older population and less growth than desired (population and jobs)
- Lack of infrastructure
- Lack of amenities appealing to younger population
- Scarcity of product (quality industrial bldgs. & sites)
- Under-represented in office and service-sector jobs

Threats:

- Competition
- Lack of population growth (affects tax base, workforce, and ability to attract new amenities)
- Labor force availability (national labor shortage makes talent critical)
- Dependence on manufacturing (automation is likely to cause reduction in jobs)
- Lack of consensus (inconsistency)

Common Threads from SWOT Analysis:

Growth:

- Population, especially a younger, educated demographic
- Jobs, especially higher wage and with sector diversity
- Workforce, especially skilled
- Tax base, especially non-residential
- Business support

Expansion:

- Job sector diversity
- Communicating strengths and opportunities to the Triangle market and beyond
- Local Amenities
- Infrastructure, water, wastewater, broadband, transportation, & fire protection
- Housing

Improvement:

- Product, industrial buildings and sites, especially PCMP
- Leadership that creates a shared vision that is consistent and achievable
- Educational Facilities, schools and PCC

Areas of Focus

Emerging Areas of Focus:

Grow Population

Develop Infrastructure

Attract & Retain Talent

Expand Fiber Optic Cable

**Prioritize EI
Expansion**

**Improve & Develop
Product**

Strengthen PCC

Build Consensus

**Improve Competitiveness of
PCMP**

Add Higher-Wage Jobs

Action Items

[Insert action items document once approved.]

Establish Areas of Focus

Mission Statement

- What do you see as the mission of this board?
- What is the purpose of a mission statement, and what elements should it include?
 - States *Purpose* (Why do you exist?)
 - Is *Simple and Clear* (Casual, relatable, succinct, and portable)
 - Is *Inspirational* (Powerful, motivating, memorable)
 - Is *Measurable* (Within your capability, quantifiable)
 - Has *Longevity* (Will it still be relevant in years to come? Is it what you want to be known for, now and in the future?)

Mission Statement as Adopted with the 2019 Strategic Plan:

*To Create Opportunities for
Families and Businesses to
Prosper and Compete in a
Global Economy*

Mission Statement of the ED Department:

*To recruit, grow, and retain
businesses & industries that
provide Person County residents
with good jobs, opportunities to
learn & develop new skills, & the
benefits that derive from being
part of a diverse, vibrant,
economically sound community.*

Opening Paragraph of Strategic Action Agenda 2022-2025 as Prepared by EL:

*To create a new rural model, to be a
place where family & tradition are
valued, where willingness to work
hard can lead to success, & where
leaders & local government embrace
change & put in place strategies &
processes to provide the best possible
opportunities for all its residents.*

GroupLead Assessment Review

Dimension	Action to Enhance
Measuring Progress	ED Office will implement 2 new softwares and a dashboard, EDC will set metrics for action items and evaluate quarterly - annually
Focusing on Priorities	EDC will set a 1-year action plan, build meetings around the plan, and measure progress quarterly - annually

By establishing goals with metrics and tracking schedules, you will also be accomplishing the priorities of your GroupLead objectives.

Director's Report

Carolina Core



Newly-constructed, State-of-the-Art Corporate Hangar

A new Gulfstream-Class Corporate Hangar with Office at Raleigh Regional Airport features a fully-equipped, 130' x 120' hangar with a 28'-high hangar door and attached 2,000 square of office space.

It provides state of the art features including the safety of a foam fire suppression system, a pneumatic compressed air system, infrared heaters, LED lighting, multiple electrical systems, generator backup power, water, upfitted and fully-conditioned office space and workshop, aircraft parking apron and private, paved auto parking with EV charging.

-  15,600 square feet
-  Foam fire suppression system
-  EV charging station



[Learn More About the Airport](#)

Airport Services

- Link to implemented dashboard with JobsEQ Data
- Wrap-up of Airport Website (whether live will be contingent upon video update, IT support, etc.)
- Updated Project Report from Salesforce
- Comments on Industrial Inventory

THANK YOU!!

Mission Statement: (Added once selected)

General Category of Work	Emerging Areas of Focus	Action	Metric	Baseline	Data Source	Schedule
Recruitment	n/a	(AP 1) Meet with EDPNC and RTRP representatives to share priorities and new targeted industries.	# meetings		ED office	annually
Recruitment	n/a	(AP2) Increase recruitment efforts to site selection consultants through aggressive participation with EDPNC and RTRP opportunities.	# of events attended		ED office	annually
Recruitment	n/a	(AP7) Shift a larger proportion of business and talent recruitment efforts to individuals within the Triangle region and within a 60-mile radius of Roxboro.	# targeted contacts		ED office	annually
Recruitment	n/a	(AP15) Contract with a marketing firm to create publications and collateral materials, positioning the Mega Park to consultants for large industrial projects. (including new video and workforce collateral)	new materials published		ED office	2022 and later additional resources required

Retention	Prioritize EI Expansion	(AP 5) Conduct an annual major employer survey to determine common competitiveness issues and share broadly with policy makers in the county and with legislators.	# responses		ED office	annually
Retention	Prioritize EI Expansion	(AP 4) Develop an existing industry priority contact list (based on key industries, company growth, employment, and wage levels), creating goals for regular contact with each company on the list to offer assistance.	distribution of refreshed list to board, # visits		ED office	quarterly
Retention	Prioritize EI Expansion	Increase methods of dissemination of growth resources.	# and types comms, responses		ED office	quarterly
Retention	Prioritize EI Expansion	Conduct Existing Industry Visits with Major Employers and Agricultural Sector	#visits		ED office	quarterly

Economic Development Ecosystem	Attract & Retain Talent	(AP11) In conjunction with the Roxboro Area Chamber, develop a retention campaign for residents who commute to jobs elsewhere, highlighting local job opportunities, and better work-life balance.	marketing metrics, # promotions		ED office and Chamber of Commerce	annually	
Economic Development Ecosystem	Attract & Retain Talent	(AP 16) Develop social media campaigns to raise awareness of Person County's assets among firms and talented individuals in the Triangle region.	marketing metrics, # impressions, JobsEQ, LEAD		ED office, Roxboro Chamber, TDA	annually	additional resources required
Economic Development Ecosystem	Attract & Retain Talent / Grow Population	Market QOL & COL to Region and Migration States	#impressions			annually	
Economic Development Ecosystem	Attract & Retain Talent / Grow Population	Housing - Track Growth; Population - Track Growth	residential permits; residential tax base	use graph for permits; Assessed valuation of residential real property as of 1/1/2022 - \$3.4M; population per census data - 39,127 (https://www.census.gov/quickfacts/fact/table/personcountynorthcarolina/PST045221)	ED Office	annually	
Economic Development Ecosystem	Develop Infrastructure	(AP12) Convene a meeting with state legislative representatives, NCDOT officials, EDC board and staff leaders to discuss funding options for improvements to Highway 158 between Roxboro and Interstate 85, and ways to prioritize them.	# attendees from each stakeholder group		ED office	2023	
Economic Development Ecosystem	Develop Infrastructure	(AP13) Stabilize, diversify, and increase Economic Development resources through public and private investors.	?		ED office	annually	
Economic Development Ecosystem	Develop Infrastructure	Water/WW seed money from county for infrastructure? Grants?					
Economic Development Ecosystem	Develop Infrastructure	Internet Access & Availability - Broadband/High Speed/Fiber/?					
Economic Development Ecosystem	Improve and Develop Product	Refresh industrial site list and identify deficiencies.	distribution of refreshed list to board		ED office	annually	added by Scott, has not been discussed by group

Economic Development Ecosystem	Improve and Develop Product	(AP 9) Contract with an environmental consultant to review the impact of watershed protection districts on economic development efforts in the county, and to suggest strategies for accommodating economic development while protecting regional watersheds & meeting regulations.	report of findings to board		ED office in conjunction with city and county planning staff	2023	There was some discussion at planning meeting about this item. There seemed to be little interest in hiring an outside consultant. Perhaps knowledgeable folks in city or county could assist here. Focus is Falls watershed restrictions.
Economic Development Ecosystem	Improve & Develop Product	(AP 14) Close on the purchase of a core section of the Mega Park site. Pursue grant funding to begin clearing and grading of the core section.	# acres purchased, # grant opportunities pursued		ED office	2022 and later	additional resources required
Economic Development Ecosystem	Improve & Develop Product	(AP17) Dedicate seed money for a speculative building program, or as part of an initiative to incentivize building development by the private sector to improve the county's overall ability to successfully compete when opportunities arise.	# projects affected		ED office	2024	additional resources required
Economic Development Ecosystem	Improve & Develop Product	Continue development of North Park.					
Economic Development Ecosystem	Improve & Develop Product	Promote Opportunity Zones, Building Reuse, Façade & RLF Grants to entice private partners.					
Economic Development Ecosystem	Strengthen PCC	(AP 10) Advocate for increased funding for Piedmont Community College to improve and expand training facilities and staffing, and consider a joint campaign with local partners to raise private sector funds for those needs at PCC.	\$ investment in significant renovation of existing facilities, \$ investment in construction of new facilities		PCC	annually	may need to be broader to include PCS

Organizational Effectiveness	Build Consensus	(AP 6) Improve the EDC website including a dashboard with board-approved metrics to gauge progress on a set of economic development and quality of life goals.	Launch date of dashboard		ED office	annually	
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Organizational Effectiveness	Build Consensus	(AP8) Develop an annual event for county economic development stakeholders, business leaders, and elected officials. Highlight demographic and economic trends, the intersection of economic development and quality of life, and the importance of education and training.	# attendees at event		ED office	2024 maybe	Scott's note - might make since to do after progress is made on other items such as annual survey, meeting with existing industry, etc. so event could be aligned with community needs, coordinate with Chamber, etc.
Organizational Effectiveness	Build Consensus	(AP 3) Conduct EDC Board member land and building product tours in Person County, as well as visits to learn about competitor offerings in the region. Conduct one of each annually.	# of local site visits # of out of county visits		ED office	annually	
Organizational Effectiveness	Build Consensus	Develop and implement communications plan to promote consistent communications about ED activity including: Carry same message out broadly to other boards, Collaborate with other local orgs with consistent message, share updates via social media, C-T column, through annual update to EDC and BOC and publication	# impressions, # comms, # posts, Feedback about column,, annual update		ED Office, Board members during comment period	monthly	

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