

# Course Corrections for Your Economic Development Strategic Plan

**WELCOME!**

While you wait...

## **ZOOM Logistics:**

- All attendees are muted.
- At the top of your screen, choose "speaker video" as your viewing option.
- There will be a Q&A session following the presentation.

## **HOW to ask questions?**

- Click "Q&A" button at the bottom of your screen.
- Type in your question.
- The moderator will read your question aloud.



**June 25**

# Course Corrections for Your Economic Development Strategic Plan

*Hosted By*



*Presented By*



**June 25**

# Long Leaf Pine Sponsors



## Dogwood Sponsor



STEWART

# Patron Sponsors



# Patron Sponsors



## North Carolina Biotechnology Center



**Media Partner**

**WRAL** TechWire

**Partners**

**ECONOMIC DEVELOPMENT PARTNERSHIP OF NORTH CAROLINA**

**NORTH CAROLINA DEPARTMENT OF COMMERCE**

# Course Corrections for Your Economic Development Strategic Plan

*Hosted By*



*Presented By*



**June 25**

# Course Corrections for Your Economic Development Strategic Plan

## Presenters

**Crystal Morphis** *(moderator)*

**Founder & CEO – Creative Economic Development Consulting**

**Nathan Huret**

**Director of Existing Industry Services – Catawba County Economic Development Corporation**

**Jason Vaughn**

**Regional Development Director – Agracel, Inc.**

**Leigh Ann Howe**

**President & Owner – Applied Marketing Sciences**





# Course Corrections for Your Economic Development Strategic Plan

*Hosted By*



*Presented By*



**June 25**

# Course Corrections for Your Economic Development Strategic Plan



**Crystal Morphis**

**Founder & CEO**

**Creative Economic Development Consulting**

**June 25**

# Course Corrections for Your Economic Development Strategic Plan



**Nathan Huret**

**Director, Existing Industry Services  
Catawba County Economic Development Corporation**

**June 25**



# BRE: Business as Unusual

Nathan Huret

Director, Existing Industry Services

# 4 Truths of Today's BRE

---

Business retention & expansion (BRE) has

---

- never been more important
- never dealt with such wide-ranging issues
- never shifted/evolved as rapidly
- never been more challenging

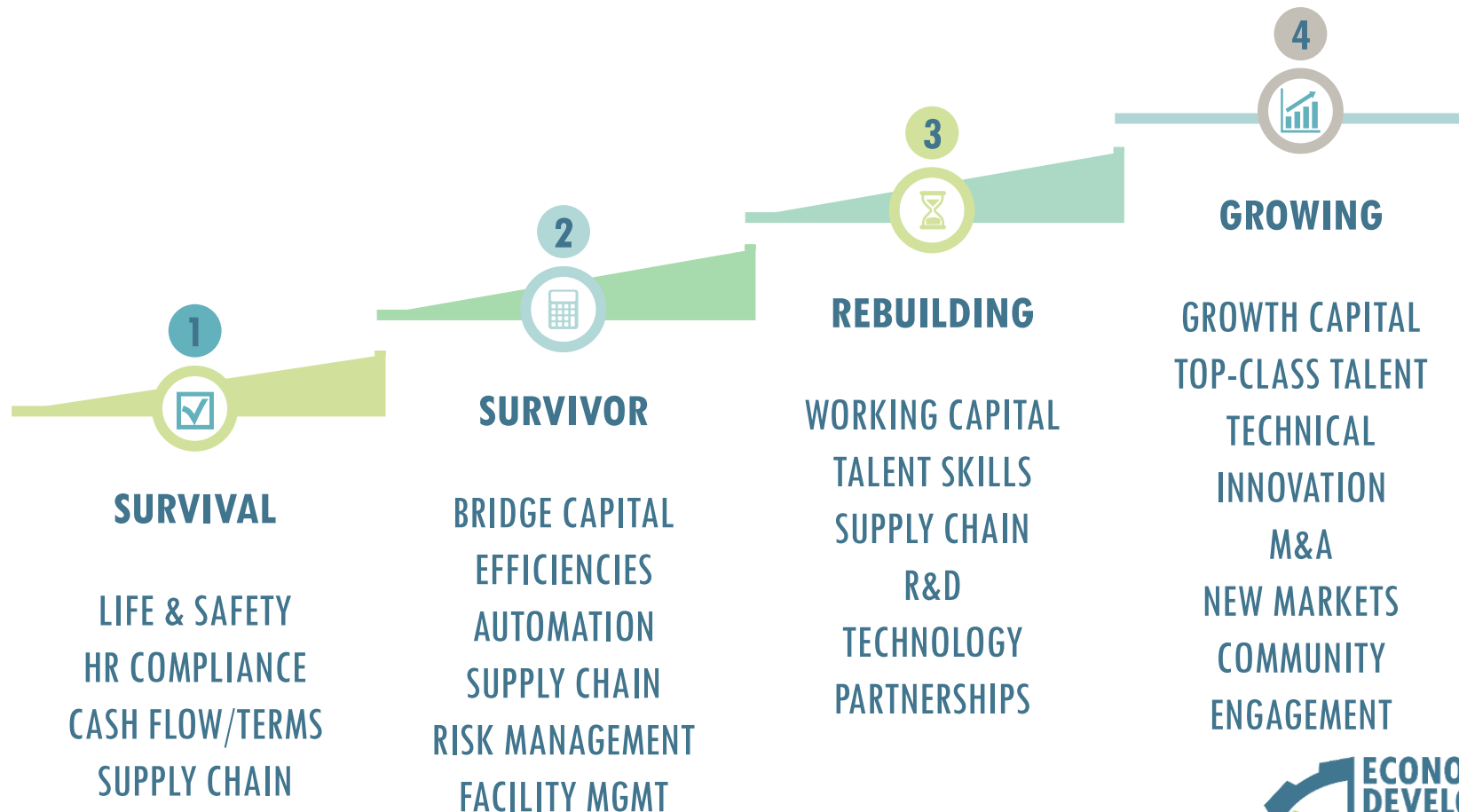
# Return to Psychology 101

---



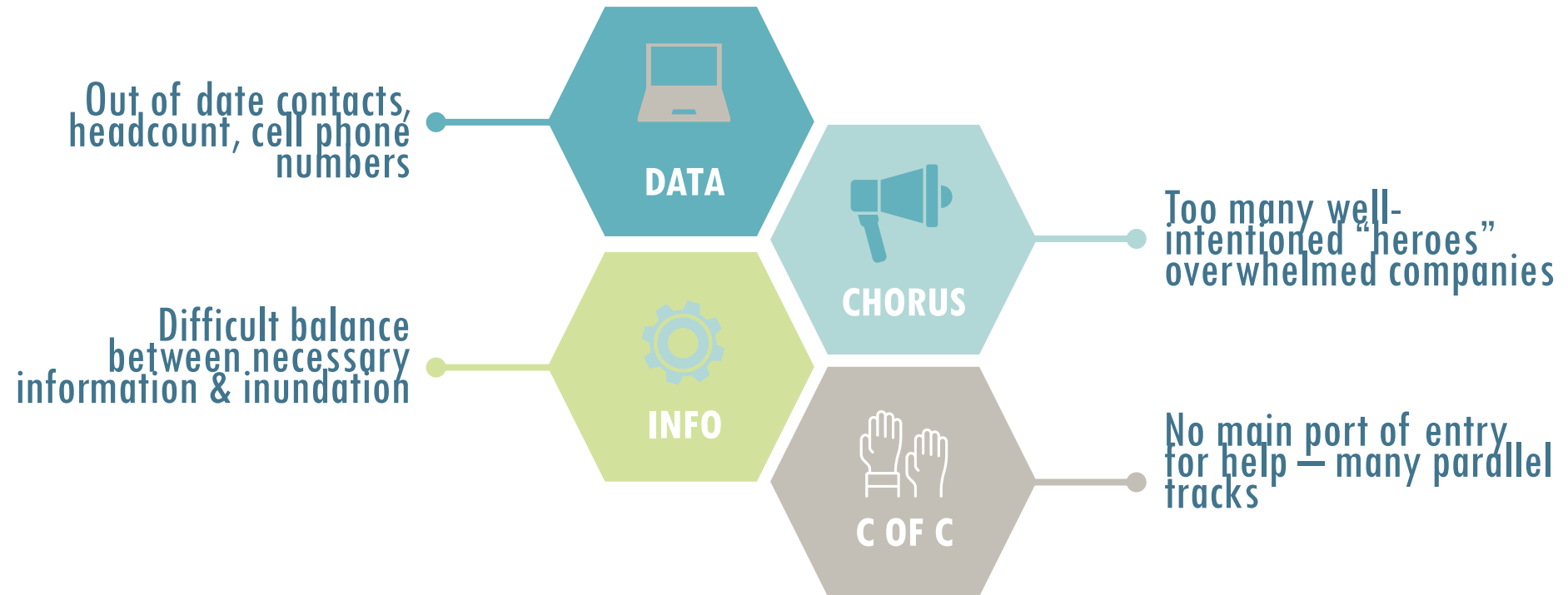
# New BRE Needs Arise Each Phase

---



# Early Lessons Learned: Survival Phase

---





# SURVIVAL & SURVIVOR STRATEGIES FOR BRE...

---



- 01 Open Partnerships
- 02 New Needs = new tools
- 03 New means of connection
- 04 Business integration
- 05 New partners

# Universal BRE Values: Pre-& Post-Covid19

---

Always remember\_\_\_\_\_.

- BRE is THE bedrock function of economic development
- Open, trusting relationships remain essential
- Value-added assistance and credibility build BRE programs
- Must know everything & everyone, an inch deep



**Nathan Huret**  
Director, Existing Industry Services  
[nhuret@catawbacountync.gov](mailto:nhuret@catawbacountync.gov)  
(828) 244-3085 - mobile

# Course Corrections for Your Economic Development Strategic Plan



**Jason Vaughn**

**Regional Development Director  
Agracel, Inc.**

**June 25**



The logo for AGRACEL, INC. is mounted on a dark, textured wall. It features a stylized 'A' on the left, composed of several parallel diagonal lines. To the right of the 'A', the word 'GRACEL, INC.' is written in a large, white, serif font. Below this, the words 'Industrial Developers' are written in a smaller, white, italicized serif font.

**AGRACEL, INC.**  
*Industrial Developers*

**Jason Vaughn, P.E.**  
**Southeast Business Director**



# Product Development

- Competition
- Pedal to the Metal
- Be Creative
- How to Engage







# Spec Competition

---

- VA – Not a lot...
- GA – Large boxes on I-85
- SC – Lots of competition
- NC – Somewhere in between...







**IF YOU AIN'T  
FIRST,  
YOU'RE LAST**

# Strategic Plan

Asset-Based Approach

Build Consensus on Direction

Implement Ready

## STRATEGIC PLANS INCLUDE



### VISION

Vision, Goals, Strategies and, most importantly, Action Steps.



### SWOT

We identify assets using a thorough SWOT Analysis that is both qualitative & quantitative



### DATA

Make use of Economic and Demographic data to support goals, strategies, and analysis.



### ANALYSIS

How does your community compare to competitors in product, workforce, incentives, and business climate?



### FACILITATION

Retreat facilitation for boards, planning sessions, local government workshops, community engagement, and investor input.



### IMPLEMENTATION

Strategic plans are ready for immediate implementation, aligned with resources.



### BROCHURE

An executive summary you can use to communicate the plan with stake holders.



### LAUNCH

Public relations and media strategy to launch the strategic plan.



### RETAINER

We are available for one year following delivery of the plan for phone and email consultation to support implementation.

## Creative Strategic Planning Team



Penny Whiteheart  
Analysis



Heather Beard  
Research



St. Elkin, NC 28621

336-525-5555

# Pedal to the Metal

- EDO's focus on business retention
- Balance priorities
- It's a lot easier to maintain what you have obtained!
- Continue targeted recruitment

Insert  
Picture  
Here

CREATIVITY

I don't have it either



# Creativity

- Virtual Site Visits
- Big Boxes
- Transylvania Example
- Existing Industry Space
- Site Preparedness





**“Begin with the end in mind.”  
Stephen Covey**





# How to Engage

- Maybe a spec isn't right for you
- Know the competition
- Know the dirt
- How will you measure "success"
- Assumptions typically made
- Examples
  - *Deferred fee development*
  - *EDO Lease*
  - *Backstop*
  - *Master Planned*







**AGRACEL, INC.**  
*Industrial Developers*

• Jason Vaughn, P.E.  
Southeast Business Director  
[jvaughn@agrancel.com](mailto:jvaughn@agrancel.com)  
864-303-7150

# Course Corrections for Your Economic Development Strategic Plan



**Leigh Ann Howe**

**President & Owner  
Applied Marketing Sciences**

**June 25**



# Shifting Target Industries

Target Industry Adjustments for 2020

# A Look at Industry Trends



Supply chains will be a top priority



How will automotive and aerospace industry be impacted?



Life sciences and medical industry growth



Other manufacturing sectors to examine

# Manufacturing Sectors to Prioritize

Consumer  
Products

Packaging

Automation  
Equipment

Material  
Handling  
Equipment

Food and  
Beverage

Plastic and  
Metal Inputs

# Competing Trends for Office Needs



Remote Work



Technology and  
Access Needs



Moves from High  
Population Areas



Revised Office  
Layouts



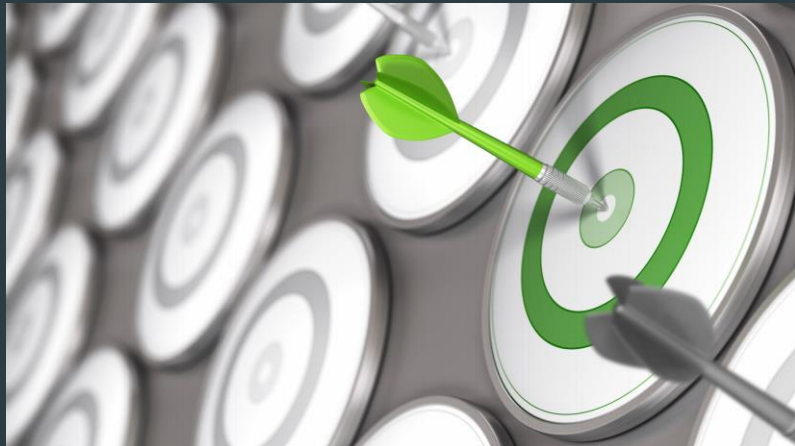
Growing Telehealth  
and Healthcare  
Related Needs



Education Trends



APPLIEDMARKETING



Leigh Howe, President  
317-385-9551  
[leigh.howe@appmktg.com](mailto:leigh.howe@appmktg.com)

[www.appliedmktg.com](http://www.appliedmktg.com)

# Course Corrections for Your Economic Development Strategic Plan



**Crystal Morphis**

**Founder & CEO**

**Creative Economic Development Consulting**

**June 25**

RETHINK  
REPOSITION  
NEW PLAN  
SHIFT  
Pivot!  
ALTERATION  
MODIFY  
COURSE  
CHANGE  
RESET

## **Course Corrections to the ED Strategic Plan**





## Understanding the changing landscape

- New economic data
- BRE survey
- Investor survey
- Changes in anchor institutions
- Local COVID/recovery task force



# Leadership Engagement

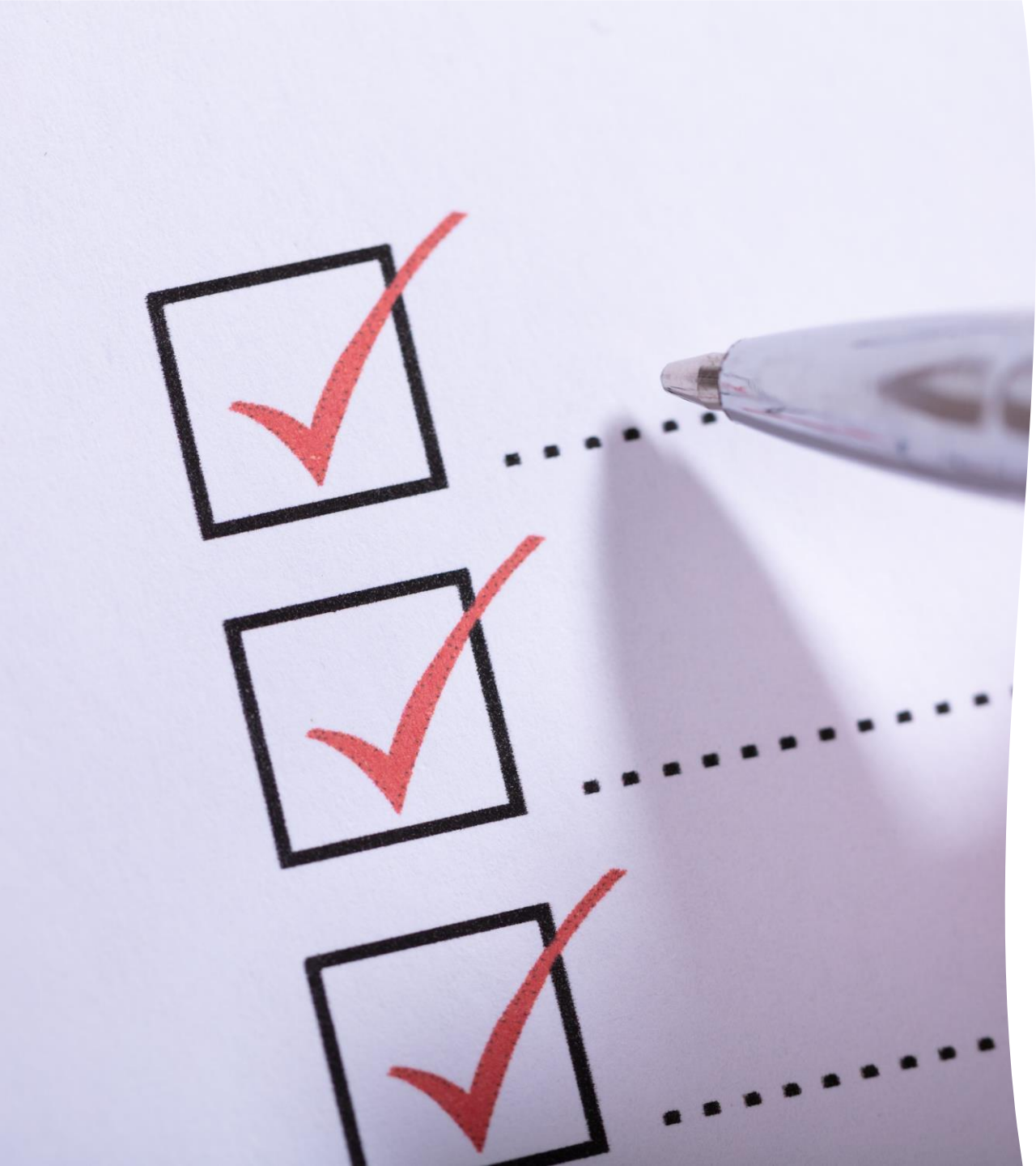
## High Level Input

- Vision
- Mission
- SWOT
- Goals

## Engagement

- Surveys
- One-on-one meetings
- Facilitated group input





# Staff Action Planning

## Details

- Strategies
- Action Steps

## Development

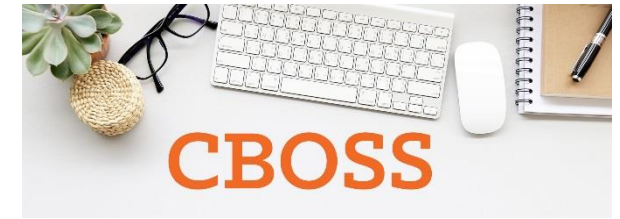
- Review each area of PoW
- Short, mid, long-term
- Integrate recovery strategies in short term actions





# Metrics

- Program metrics
- Organization metrics
- Community well-being metrics
- COVID recovery dashboard



Creative Back Office Suite of Services



**Crystal Morphis**

**CEcD, LEED Green Associate**

[www.creativeedc.com](http://www.creativeedc.com)

[www.creativesiteassessment.com](http://www.creativesiteassessment.com)

[www.creativecec.com](http://www.creativecec.com)

[www.certifiedindustrialbuilding.com](http://www.certifiedindustrialbuilding.com)

**economic development consulting**

[cmorphis@creativeedc.com](mailto:cmorphis@creativeedc.com)



# Course Corrections for Your Economic Development Strategic Plan

## Q&A Session

**Crystal Morphis** *(moderator)*

Founder & CEO – Creative Economic Development Consulting

**Nathan Huret**

Director of Existing Industry Services – Catawba County Economic Development Corporation

**Jason Vaughn**

Regional Development Director – Agracel, Inc.

**Leigh Ann Howe**

President & Owner – Applied Marketing Sciences



# Course Corrections for Your Economic Development Strategic Plan

*Hosted By*



*Presented By*



**June 25**