



Impact WAYNE CAMPAIGN

COLLABORATION | INNOVATION | OPPORTUNITY

A Five-Year Plan Supporting Economic Prosperity
For
Wayne County
2021-2025



INTRODUCTION

The Wayne County Development Alliance (WCDA) is a cooperative public/private, nonprofit organization that has been providing the lead in economic development initiatives for the advancement of Wayne County and its citizens since 2006. WCDA accomplishes its economic development mission by focusing on agribusiness, aerospace, automotive, advanced manufacturing, distribution, and logistics industries to create meaningful jobs and purposeful capital investments.

Wayne County boasts a vast economic engine, creating over \$750 million in economic impact, with Seymour Johnson Air Force Base. The County has a proactive local government eager to work with the private sector. Building on the public-private partnership model the WCDA can promote a higher standard for creating products that attract industry to the region.

WCDA partners with industry leaders, site selection consultants, government agencies, and other organizations to facilitate expansion and development strategies for existing businesses and to recruit target industries and companies to the area.



Working with an engaged group of leaders has positioned Wayne County to capitalize on its many strengths and advantages fostering an environment for sustainable growth and expansion.

NEW REGIONAL PARTNERSHIP



The most effective economic development strategies are regional. To capitalize on regional opportunity, Wayne County is partnering with Lenoir and Green Counties to create the North Carolina Global TransPark Economic Development Region. This partnership will stimulate the growth of regional businesses, recruit high-paying jobs, increase the tax base, and encourage a more robust regional economy for citizens, businesses, cities, towns, and villages throughout the three counties.

Operations for this new partnership will be 100% publicly funded by the North Carolina Global TransPark together with Wayne, Lenoir, and Green Counties. However, the work of the WCDA and funding secured through the *Impact Wayne* Campaign will be restricted for economic development activities in Wayne County.

Recent feasibility study interviewees expressed significant confidence in the expertise and leadership of WCDA President Mark Pope. Mark will continue in his current role of executive leadership for the economic development program of work for Wayne County but will also serve as Senior Vice President of the NC-GTP. Combining the economic development role into the regional partnership will put Wayne

County even closer to an expanded menu of opportunities. Other WCDA staff will continue in the roles they currently have including marketing, research, and office management. Tiffany Creech will continue her work in Wayne County to provide an ongoing presence with business retention and expansion and overall engagement with existing business. In the new partnership all salaries and expenses will be covered through the shared financial commitment of all the partners in the NC-GTP. **This means funding raised through *Impact Wayne* goes exclusively to the four initiatives presented in the strategic plan and leveraged for the direct benefit of Wayne County.** Shared knowledge, resources, new relationships, and a broader reach can only have a positive impact on the growth of Wayne County.

MAXIMIZING WAYNE COUNTY'S POTENTIAL

The 2015 *Impact Wayne* campaign successfully raised funds for a five-year strategic plan focused on two Wayne County economic development objectives. The first objective raised over \$1.1 million, strengthened relationships with Wayne County's industrial and agricultural communities, funded workforce development efforts, and expanded new industry marketing attraction efforts.

The second objective funded the construction of a new agricultural and convention center, **The Maxwell Center**. The facility delivered an immediate economic payoff for Wayne County. After the first year of operation, it generated \$5,313,960 in new revenue for the Wayne County economy from visitor expenditures, translating into approximately \$358,692 in sales tax and \$7,042 in occupancy tax revenues.

IMPACT WAYNE'S FIVE-YEAR ACCOMPLISHMENTS

- Announced 543 new jobs
- Announced \$110,096,000 in new capital investment
- Completed a 50,000 SF shell building on Lot 8 in the ParkEast Industrial Park
- Advanced progress/sent bids for new Goldsboro Business Campus (first incubator building)
- Assisted Mount Olive to pursue and receive critical funds for improving water/sewer through State agencies and legislators
- Assisted Case Farms with their VRT freezer and wastewater treatment facility expansion
- Successfully recruited Michael Aram, Inc. from the NE US to the former EXCELL facility
- Assisted Electropin with relocation to the Rosewood area from the NE United States
- Successfully located Stormberg Foods in the former Sunburst site and facility
- Assisted Atlantic Casualty Insurance Company with ParkEast expansion and announcement
- Responded to 68 RFIs from North Carolina's Southeast (NCSE) or Economic Development Partnership of North Carolina (EDPNC) since August 2018
- Assisted ALTA Foods with their facility upfit and expansion

- Assisted Tactical Scorpion Gear relocation into the former Sportsman World facility
- Partnered with Lenoir & Craven Counties to develop/market the Hwy. 70 Aerospace Corridor
- Joined the Southeast Region for Wayne County regional promotion, marketing, and leads

543	new jobs
> \$110MM	capital investment
68	RFIs

While the accomplishments over the past five years are encouraging, Wayne County must continue developing a new and varied product portfolio, actively market its communities, and assist and collaborate with the community college system to create a ready workforce and labor pool that will attract new businesses.

Building on the accomplishments of the last five-years, the *Impact Wayne 2021-2025* plan will fuel economic growth, create new jobs, attract new capital investment, and enhance the quality of life in Wayne County and eastern North Carolina.

COVID-19

The COVID-19 pandemic has disrupted businesses and workplaces globally. Small and medium-sized businesses are the cornerstone of North Carolina’s economy with more than one-third of the state’s private sector jobs. The pandemic has negatively impacted many of our local businesses, some of which may not recover. However, a great many Wayne County businesses have had a record year.

The disruption caused by COVID-19 will bring change to the global supply chain. A recent manufacturer study indicated that 64% of respondents would likely consider reshoring after the pandemic. WCDA anticipates reshoring will be an opportunity for Wayne County and all eastern North Carolina.

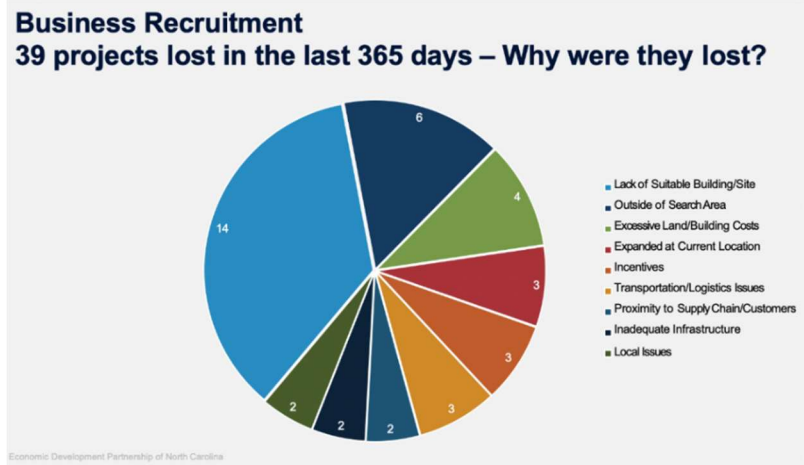
While the pandemic has changed short-term outlooks, WCDA's primary goals of product development and business retention remain unchanged.

THE NEXT FIVE YEARS

The WCDA’s five-year strategic plan pursues opportunities to build product and collaborate with allies to attract new companies and assist existing business with expansion in Wayne County. Building on recent successes and leveraging strengths, this comprehensive economic and community development plan will move Wayne County forward expanding the job base and enhancing the quality of life for residents.

Of particular importance is the need to increase Wayne County’s developable sites, parks, and shell buildings to attract companies. At the September Economic Development Advisory Council meeting of the Economic Development Partnership of NC an overview of its 12-month track record was presented.

As this visual illustrates, *North Carolina lost 36% of the projects it pursued over the last 12 months due to a lack of suitable buildings and/or sites*. This must be addressed in Wayne County to ensure its competitiveness with communities across the state and throughout the Southeast. The *Impact Wayne* plan therefore includes a significant expansion of product line that will draw the attention of domestic and global businesses for consideration of locating or expanding in Wayne County.



Additional actionable strategies will promote the region to attract new employers and focus on expansion assistance with existing industry. Marketing efforts will highlight product, workforce, education, training, and quality of life. To see continued success and to increase success, the alignment of community partners and resources plays a vital role in enabling the WCDA to accomplish the goals set for *Impact Wayne*.

Initiative I: Product Development

At last summer’s annual conference of the NC Economic Development Association, a representative from the Economic Development Partnership of NC informed the audience that the #1 reason NC communities were eliminated from consideration of relocation prospects was a lack of product – shell buildings and industrial sites. As the adage goes, “You can’t sell from an empty wagon.”

Expanding Wayne County’s product will continue to be a primary focus for the WCDA’s economic development program. Success in recruitment is tied to being able to develop sites, parks, and shell buildings. Communities that invest in product development now will capture the first wave of reinvestment during recovery from COVID-19 and the reshoring possibilities that arise over the next few years. **In the area of product development, the efforts will be focused as follows:**

The #1 reason NC communities were eliminated from consideration of relocation prospects was a lack of product – shell buildings and industrial sites.

— NC Economic Development Association

1. Target major areas/sites for development and options for product potential
2. Continue to pursue the development of Ag and Distribution and Warehousing corridors
3. Continue to development opportunities with allies such as NCRR, Duke Energy, and Electric Co-ops

4. Continue to work with the Town of Mount Olive to develop and market the Mount Olive Industrial Park
5. Continue progress on the Goldsboro Industrial Campus and begin construction of the first incubator building in 2021

Annual Budget: \$156,000
Five-Year Budget: \$780,000

Initiative II: Business Development & Marketing

WCDA has healthy, state level relationships with the Economic Development Partnership of NC and at the regional level with North Carolina's Southeast. WCDA relies on these two organizations to generate many of its leads outside of existing business expansions. Co-Star/LoopNet property listing services have become an additional lead generator, guiding clients directly to the WCDA. The WCDA is focusing on strengthening its recruitment and external marketing endeavors which have created a significant number of leads, project responses, and client visits. **Moving forward, the WCDA efforts will focus on the following areas:**

1. Maintain and enhance relationships with state and regional partners for lead generation
2. Leverage our attendance at expos and conventions to meet one-on-one with companies and consultants in industrial clusters that are ideal for Wayne County
3. Continue to partner with adjoining and like counties and NC Southeast partners
4. Target marketing efforts to recruit companies to Wayne County's Agribusiness, Automotive, Aerospace/Aviation, Advanced Manufacturing, and Distribution/Logistics industry sectors
5. Establish a taskforce to develop Wayne County reshoring strategy
6. Increase social media engagement of targeted audiences with the WCDA brand
7. Participate in external marketing events and programs on the state and regional levels

Annual Budget: \$48,000
Five-Year Budget: \$240,000

Initiative III: Business Retention & Expansion

The WCDA created a position for an Existing Industry Specialist in 2005, launching its Business Retention and Expansion (BRE) program. Since the formation of the program, there has been an increase in the public's awareness of economic development and its purpose, the importance of existing business, and the role of the WCDA.

BRE achievements lack the glamour of new company announcements. However, they are more critical because existing industries are the backbone of the local economy. National surveys have shown that

existing businesses represent **70% - 80% of new investment and job creation for local economies**. A strong BRE program supports business recruitment through marketing and relationship building on the local and state level. **Over the next five years BRE efforts will focus on the following:**

1. Assess and respond to needs of existing businesses in Wayne County, especially those negatively impacted by COVID-19
2. Continue to visit with the management of local industries to strengthen relationships with those industries
3. Develop a supplier recruitment strategy to capitalize on interest in reshoring supply chains
4. Support and encourage the Industrial Managers Association (IMA) involving top industry officials to allow them to voice concerns and address issues, as well as share best practices
5. Assist in the development of a regional manufacturing group to increase awareness
6. Strengthen the 'early warning system' to be proactive in assisting at-risk industries before layoffs and downsizing
7. Support awareness among youth in the school systems about the existence and importance of careers in manufacturing and other related fields of study
8. Promote industry achievement to recognize companies in Wayne County
9. Request updated (post COVID-19) Wayne County labor shed study

Annual Budget: \$39,000
Five-Year Budget: \$195,000

Initiative IV: Investor Relations & Development

A fully funded **Impact Wayne** campaign provides the resources necessary to accomplish the stated goals of this strategic plan, all of which will have tremendous impact on local business and the community at large. Investors are making a commitment to the success of this plan and the WCDA recognizes it has a responsibility to provide consistent, timely, and transparent communication regarding the performance of the plan. **To maintain a meaningful relationship with investors we will:**

1. Measure progress and regularly report results to our investors, governing board, council, and key stakeholders
2. Solicit and respond to investor feedback
3. Provide meaningful opportunities for investor involvement during the plan timeline
4. Provide an annual report card that shows progress made toward achieving the goals outlined in the proposed plan
5. Develop and implement a comprehensive plan of proactive and diverse methods of communication with investors, including newsletters, phone calls, and personal visits

6. Increase awareness of *Impact Wayne* investors by showcasing them on the WCDA website, in social media, on printed materials, signage and other organization collateral
7. Create an investor advisory council made up of mostly top investors who will periodically review and offer feedback on program implementation
8. In response to feedback received during the feasibility study, WCDA will review the make-up of the Board of Directors in consideration of additional community representation and will review and revise organization bylaws to reflect the new partnership

Annual Budget: \$57,000
Five-Year Budget: \$285,000

OUTCOMES

Through consistent execution on plan initiatives over the five-year period *Impact Wayne* will create regional prosperity and a robust, thriving Wayne County economy. **The following measurements will be used to gauge the success of the plan and to connect investors with tangible results.**

- 700 new jobs paying at or above the average county wage
- \$150 million in new capital investment

RETURN ON INVESTMENT

\$22,567,684

Additional consumer expenditures in Wayne County expected from the Impact Wayne Campaign

Once all jobs that are expected to be created from the efforts of *Impact Wayne* are realized, they are estimated to generate more than \$22 million in annual consumer expenditures.

Every job created through *Impact Wayne* is estimated to create another **.5285 additional jobs** in the area. At the end of five years, the program's targeted creation of 700 new jobs is estimated to create an additional **370 secondary jobs** for an estimated **1070 total new jobs**.

TIME TO INVEST

Impact Wayne will play a critical role in elevating the Wayne County economy. The success of this plan lies in the commitment of local business underwriting. The collective support of investors, the County, and municipalities will ensure continued growth, enhanced livability, and work that creates a sustainable and broadly beneficial economy for all businesses and citizens of Wayne County.

An investment of **\$1.5 million over the next five years** will provide the funds necessary to execute the *Impact Wayne* plan. With staff and other operational expenses for the WCDA being included in the new regional partnership, Wayne County can now allocate the balance of its economic development fund to

product development. This creates an even greater opportunity for success with the *Impact Wayne* plan. The comprehensive plan builds on recent achievements, leverages strengths, and focuses on the WCDA’s core competencies. **Through collaboration between local governments and the private sector, investments in *Impact Wayne* represent an investment in the future of Wayne County.**

Economic Development Initiative	Annual Budget	Five-Year Budget
Initiative I: Product Development	\$156,000	\$780,000
*Wayne County Commitment to Product Development	\$250,000	\$1,250,000
Initiative II: Business Development and Marketing	\$48,000	\$240,000
Initiative III: Business Retention and Expansion	\$39,000	\$195,000
Initiative IV: Investor Relations & Development	\$57,000	\$285,000
CAMPAIGN GOAL		\$1,500,000
TOTAL WCDA BUDGET		\$2,750,000

***This is an approximate annual contribution. The actual amount will be determined each year from the County’s fund balance for economic development.**

Impact Wayne Leadership

Campaign Chairman

David Perry, Goldsboro Builders Supply

Division Co-Chairs

Platinum Division

Neal Benton, Truist Bank
Bobby Frye, Mt. Olive Pickle Company

Silver Division

Judson Pope, E.J. Pope and Sons
Rick Sumner, Wooten Development Company

Gold Division

Troy Kabrich, SPX Transformer Solutions
Kent Warren, Jackson Builders

Bronze Division

Bob Logan, Wayne Realty
Gary Smithwick, Turner Equipment Company

Honorary Cabinet

Chuck Allen, City of Goldsboro
Jack Best, M. Best & Sons
Bill Bryan, Mt. Olive Pickle
Dr. Ed Croom, University of Mount Olive
Kate Daniels, Wayne County Chamber of Commerce
Joe Daughtery, Wayne County Council
Sam Hunter, TA Loving
Grey Morgan, Southern Bank
Kenny Talton, Town of Mount Olive
Dr. Jessie Tucker, Wayne UNC Healthcare
Dr. Thomas Walker, Wayne Community College



Economic development is more competitive now than ever before. Promoting job creation is key to our success, and the Wayne County Development Alliance is laser-focused on what industries need to start, grow, and stay here in Wayne County.

BOB KORNEGAY
WCDA BOARD CHAIRMAN



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