



Economic Development Action Plan

Developed by

SH
The Sanford Holshouser
Business Development Group

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The Sanford Holshouser Business Development Group, LLC Information

Executive Summary

The Yadkinville Economic Development Action Plan focuses the Town's efforts on growing the business base, marketing, and downtown development and capitalizing on tourism assets in the region. As the "**Gateway to the Yadkin Valley**," Yadkinville is in an advantageous position to transform itself. Local leaders envision a vibrant town with locally owned stores in downtown, a cluster of retailers along the commercial corridor, business parks with companies that offer opportunities to local citizens, and tourists that use Yadkinville as their hub for the Yadkin Valley Wine Region.

The Town of Yadkinville engaged Sanford Holshouser Business Development Group to facilitate the action planning process. We gathered input from local leaders through interviews, a focus group session, and an online survey. We also talked with outside allies in economic development, such as the Piedmont Triad Partnership and NC Department of Commerce. What we heard is that Yadkinville has many strengths, some weaknesses that need to be addressed, growing opportunities, and limited threats in economic development. There are several key points generated from the SWOT (strengths, weaknesses, opportunities, and threats) analysis. First, Yadkinville was said to have many assets, such as downtown revitalization projects, Yadkin Center of Surry Community College, proximity to vineyards and wineries, and a good business location. Second, challenges to economic development include lack of sites and buildings, retail and commercial business base growth, leakage of retail dollars, downtown parking, and organized and well-funded efforts in marketing. Third, Town leaders must take advantage of the viticulture industry, retail development, Yadkin Cultural Arts Center, and developing amenities, such as the new recreation park. Finally, the Town must maintain vigilant watch over potential threats, such as the impact of the national recession, the status of Hoots Memorial Hospital, relocation of government offices from downtown, and loss of industrial tax base.

Another component of the action planning process was learning from similar small towns in North Carolina. Sanford Holshouser found good examples of community development, downtown revitalization, targeted incentives, and best practices in economic development. In this report, we used these best practices to identify ways Yadkinville can overcome similar economic development challenges.

The consulting team also researched economic indicators and the changing demographics of Yadkinville and compared them to the region and state. The key highlights of this research are: population growth is flat; young working age groups are declining; educational attainment has made advances; there is more out-commuting as local job opportunities have not kept pace with labor force growth; manufacturing is the largest employer even after a 24% decrease; retail sales are growing steadily; and the income gap between the Town and state is growing. All of this information was used in the formation of the economic development plan.

Strategies and actions were developed based on all of the information gathered locally, external interviews, quantitative analysis, and best practices in economic development. We boiled the recommendations down to bullet points here for the summary; however, we stress the importance of reading the full report to give context and meaning to the actions.

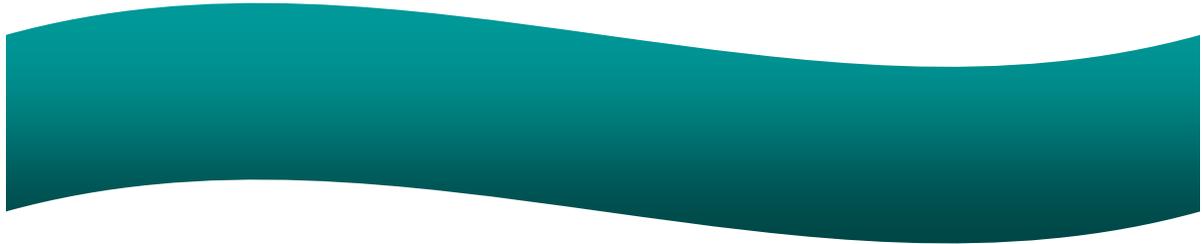
- **Create a new staff position of Director of Development and Planning**
- **Identify and develop business sites/parks**
 - Investigate a multi-jurisdictional park
 - Investigate public private partnerships
- **Identify commercial and retail sites**
 - Review redevelopment opportunities
 - Review in-fill opportunities
- **Implement downtown master plan in phases**
- **Marketing**
 - Develop Yadkinville's brand
 - Create a marketing brochure
 - Upgrade the Town's website and add an economic development website
- **Internal marketing and public relations**
 - Create a town newsletter for insertion in utility bills
 - Hold joint board meetings once/twice a year to share information
- **Tourism development**
 - Conduct an asset inventory
 - Host familiarization tours
 - Market to NC Travel and Tourism
 - Connect to regional tourism programs
- **Downtown development**
 - Enact ordinances that encourage active business uses
 - Review example incentive policies for downtown districts
 - Investigate a special purpose tax district to raise funds
 - Implement a façade grant program
- **Retail development and recruitment**
 - Maintain market data and information
 - Maintain an inventory of properties
 - Consider conducting a retail leakage study
- **Small business development**
 - Create a resource directory of small business development agencies
 - Extend Surry Community College Small Business Center outreach
 - Promote regional and state programs that support small businesses
- **Link to Chamber's Existing Business Support Program**
- **Continue to foster Town-County cooperation and collaboration in economic development**

These strategies and actions are designed to be implemented over a three to five year period. We recommend each year **Yadkinville build a work plan based on the outline and identify work items in each of the major categories**. By tackling a few items each year, Yadkinville will not let this study gather dust.

Yadkinville leaders reviewed and discussed the strategies and actions in detail. The key to accomplishing these tasks is dedicating staff, the new position for Director of Development and

Planning, to lead implementation. With staff and resources, Yadkinville can carry out the key priorities of product development, marketing, and retail development.

SWOT ANALYSIS



Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

A **Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis** provides Sanford Holshouser with valuable input from Yadkinville leadership. Through interviews, a focus group, and an online survey with almost 40 participants, local opinion leaders shared information on the assets they believe Yadkinville possesses in economic development, challenges that need to be overcome, opportunities ready for capture, and threats to be avoided. Additionally, interviews with external allies, such as the Yadkin County Chamber of Commerce, Piedmont Triad Partnership, and NC Department of Commerce, were conducted. **In total, about 60 leaders participated in helping to develop the SWOT analysis.** Sanford Holshouser uses an **asset-based strategy** in economic development, and this SWOT analysis is an important part of the foundation upon which the economic development strategy will be built.

The SWOT report provides input from community leaders and external allies. **This section of the report does not include comments or observations from Sanford Holshouser.** Professional advice will come in the recommendations section of this report.

SWOT (Strengths, Weaknesses, Opportunities, Threats) - Reporting the Perceptions and Opinions of Yadkinville Leadership

Strengths

- Yadkinville was noted as having improved the appearance of **downtown**. **Some run-down** buildings have been renovated and a few new businesses have located. The Town has developed a downtown master plan and has begun implementing ordinances to improve **appearance**. One example is the Dollar General facility which, because the Town intervened, changed its standard landscaping and design elements to accommodate the Town's master plan.
- The community has a **location** advantage being about 15 minutes from Winston-Salem and 30 minutes from Greensboro, two of the top urban centers in the State. It is also connected to I-77 via the interstate-equivalent US 421, the primary thoroughfare between Winston-Salem and the mountains. Even the Charlotte area is within Yadkinville's business circle.
- Every person interviewed commented on the “**great people**” in the town. Customers are loyal; people are family-oriented; and volunteers support a host of civic and religious organizations. Interviewees, whether lifetime residents or newcomers, were obviously strong supporters of Yadkinville.



- **Quality of life** features touted include a low crime rate, less traffic, low cost of living, quality medical care, and low taxes. People enjoy having the urban market and amenities of Winston-Salem conveniently nearby without them detracting from the quality of life.
- It is easy to do business with the Town. **Town leaders** are forward thinking and responsive to citizens. Town staff is viewed as helpful. Interviewees stated that Yadkinville is more progressive than the County as a whole and more than the area in general.
- There is an increasing variety of businesses in Yadkinville thanks in part to the growing tourism and wine industries. New restaurants are popping up in the Yadkin Valley as are bed and breakfasts.
- All recognize the economic, civic, and social benefit of **Unifi**. The company's strong performance and growth in local employment continues to be the bedrock of the local community. Unifi is the largest taxpayer and largest employer in the Town and is critical support to community, civic, and charitable organizations.
- The Town took a leadership role in the development of the YMCA. The Town's participation included providing sewer and a monetary contribution. Yadkinville citizens count the "Y" as part of their recreation offerings. In addition to the YMCA, the Town is developing a recreation park near the elementary school. Citizens commented often on the need for more recreational areas in Town.
- **The Yadkin Center of Surry Community College** opened the Yadkinville campus a few years ago. Enrollment has boomed, and an early-college program has been added. It is recognized as a key economic development asset for training and retraining the workforce as well as an affordable path to a four-year educational achievement. Additional facilities and course offerings are in the planning stage.
- Yadkinville is riding the wave of the North Carolina **grape and wine industry**. Tourism in the area is focused on the wine industry, agri-tourism, and heritage tourism. The annual Grape and Wine Festival keeps growing. Leaders are pleased with growth in tourism industry and see many more opportunities to expand it.
- **Yadkinville's economy** is supported by strong financial institutions, Chamber leadership, committed existing industries, and small businesses loyal to the community.



Weaknesses

- Leaders would like to see services at **Hoots Memorial Hospital** expanded. Lack of local specialties means residents must drive to Winston-Salem for specialized care. In the threats section of the SWOT are comments on what it would mean to lose the hospital when its contract is renegotiated.
- It is tough convincing people to buy locally when they can easily drive to Elkin or Winston-Salem for regular shopping at specialty shops, malls or big box stores. The **local retail market** has suffered as more shoppers are pulled out of the area. The Town is also affected through a reduction in local sales tax revenue.
- More governmental **support for schools** is needed. Even though the school system covers the whole county, the Town of Yadkinville's citizens want to see leadership in bolstering K-12 education. It was one of the main concerns when discussing how to encourage more people to call Yadkin County home.
- Yadkinville has no pre-qualified **industrial sites** under control. There are a few sites in Town limits that are in private ownership that are attractive and marketable, yet those sites are relatively small. One of the challenges to controlling industrial/business sites is that there is little land available in Town for development. That which is available is costly, often requires infrastructure expansion, and is hard to gain control over. There are also no small to medium sized industrial buildings available. The Bepco building is attractive but is large. Leaders would like to see the Town, working in partnership with the County, develop "product" that will attract new business and industry. Retail sites are also needed.
- Becoming a **bedroom for Winston-Salem** has some advantages, but those are far surpassed by the disadvantages: a low tax base, day time population decreases, lack of retail and commercial development, commuter traffic congestion, and a reduction in quality of life for regular commuters. Without upscale residential developments, the bedroom community will only realize gains in the lower-priced housing market.
- There is limited on and off-street **parking in downtown**. At this time, the Town and County are not working cooperatively on a joint parking solution, but citizens want to see the parking issue resolved. In addition to parking, citizens want to see an improvement in retail diversity downtown. Comments included that there are too many "junky" storefronts on Main Street.
- **Young adults** are moving out of the Town. Few employment opportunities as well as lack of entertainment, restaurants, and "something to do" in general leave few options for recent high school and college graduates.
- Even though above the **downtown** area was described as attractive, areas surrounding downtown were described as having "no style." Run-down buildings, dilapidated structures, and marginal store fronts are in need of a face-lift. The Town has a new streetscape plan but has not begun implementation.

- Without a strong, growing population base, Yadkinville has not attracted **major retailers** and commercial businesses. Wal-Mart has looked but could not find a suitable site. Without population density, it is hard to attract chains and franchises.
- **Traffic flow on US 601/Main Street** has become congested and, at times, unsafe to travel. Speeding on downtown streets is a concern. The Town's master plan shows the corridors being redesigned.
- As in most small, rural communities, Yadkinville citizens acknowledge that there are groups with different views of how the Town should grow. Differing ideas on growth flow over into the political arena. An accommodation between growth advocates and slow growth factions is possible through planning. No growth is not a practical option.
- **Absentee landlords** as well as local property owners resisting progress and building improvements threaten the redevelopment and investments into downtown. Storefront churches and other non-business uses do not bring people downtown and discourage commercial growth.
- In the past, and some would say still today, the local **newspaper** in Yadkinville presents a very negative image of the Town and County. Focusing on political issues rather than community happenings, the paper leads outsiders to believe the only newsworthy events in the community are quarrels between elected officials and local governments. A positive local newspaper can be a catalyst for community improvements.

Opportunities

- A truly unique opportunity for Yadkinville and other communities in the Yadkin Valley is capitalizing on the burgeoning **viticulture industry**. The industry links the area's agricultural heritage to North Carolina's second largest industry, tourism. Yadkinville leaders want the Town to take a prominent role in developing all that can come with a wine region: bed and breakfasts, art galleries, antique shops, tasting rooms, fine dining, entertainment and more activity for the Town and its visitors.
- Residents want to see the Town upgrade **ordinances and land use planning** for beautification, protection of neighborhoods, and designated areas for industrial and business development.
- **Hoots Memorial Hospital** is one of the largest employers as well as a key quality of life amenity. There is an opportunity not only to retain the hospital but also to expand its network in regional healthcare. The hospital is an asset for the care it provides, but it is a weakness because specialized care is missing. There is an opportunity to provide more services, but there is also a threat to economic development if the hospital's contract is not favorably renegotiated.
- **Both big box and niche retailers** are wanted in Yadkinville. Citizens want to see major chain retailers recruited as well as mom-and-pops in downtown.

- Yadkinville clearly benefits from being the **County seat**. Governmental functions bring people into Town to shop, eat, and conduct business. The economic impact is recognized and people want to retain County government operations in town. However, most people commented on the need to relocate from the core downtown area to the area around the government center near downtown. Many storefronts that could house retailers are now housing government offices.
- Currently, the Town has limited industrial and business development sites. Leaders want the Town to work in collaboration to **develop an inventory of business/industrial sites** in Town and/or within annexation areas. Diversification of the business base is critical, and having sites and buildings will attract new companies.

- The new cultural arts building being developed by the **Yadkin Valley Arts Council** is the first of what is hoped to be many developments linking tourism, vineyards, and arts and cultural programs.



- Citizens excitedly talked about the new **recreation park** under development. They also want to see a park, or mini-park, in the downtown area. Creating a draw for families and children will bring more people into downtown for entertainment.
- A museum could be part of the downtown development and a catalyst for heritage tourism.
- **Sports development** can be big business. Communities create sports complexes as a quality of life amenity and to attract league tournaments that draw families for overnight stays. Sporting venues and parks also promote a healthy lifestyle.
- Yadkin Valley Telephone has invested in **fiber optic lines** and other technology in the Town. This asset can help attract technology companies as well as show people that Yadkinville is a first-rate technology community. A phased plan for eliminating overhead utility lines downtown could be budgeted over several years.
- The **I-77/US 421 interchange** is the gateway to Yadkinville. Encouraging the NC Department of Transportation, the County, and other partners to develop the interchange in a way that creates a pleasant entrance to the Town is important to local citizens. Keep the idea blooming.
- Yadkinville does not have a **brand**. The lack of identity has hurt marketing for tourism as well as marketing to business and industry. Elkin, Jonesville and other towns have been working diligently to become known as the capital of the Yadkin Valley Wine Region. Yadkinville leadership wants to see a unified marketing effort with a new brand and image for the Town.

- Proximity to the Piedmont Triad Region means proximity to **FedEx**. The new mid-Atlantic Hub at Piedmont Triad International Airport is bringing a wealth of opportunities to the region.

Threats

- There has been too much reliance on **Unifi**, and there is a desire to diversify the economy. Other than UNIFI and a few other manufacturers, the Town's economy is concentrated on professional services, government, and a small retail base.
- Some respondents cited the **prohibitions on the sale of alcoholic beverages in the County** as a threat to long-term economic growth. The Town has been progressive and passed referendums that will attract fine dining associated with vineyards and the tourism industry.
- Citizens do not want to see **property tax increases** or the Town taking on too much debt. However, those same respondents want the Town to be aggressive in economic development. The recommendations section of this report will link together actions desired with investments needed. One key investment needed is infrastructure as leaders noted one threat to long-term economic growth as lack of adequate infrastructure.
- If **retail leakage** continues, it becomes harder and harder for small businesses to survive. Additionally, the Town will continue to lose sales tax revenue to neighbors. Proximity to Winston-Salem, Elkin, and Mocksville does create issues for retail development, but there are opportunities created by proximity to these cities, which will be discussed in the recommendations section.
- If Yadkin County **moves governmental offices** and functions out of town, it will negatively impact downtown Yadkinville, retail stores, service businesses, and employment in general. Beginning with the new jail location, this is a critical issue for the future of Yadkinville.
- As smaller mom-and-pop **retailers** and tourism businesses spring up, people are concerned about "big-box" retailers entering the market and forcing small businesses to close. Nevertheless, the advent of Wal-Mart type stores is inevitable, and Yadkinville, like every community, must learn to cope with the challenges as well as opportunities the big-boxes bring.
- In April 2009, **Hoots Memorial Hospital's** lease with Wake Forest University Baptist Hospital will come under review. This could threaten the 24-hour primary care service now offered in the community. There were comments from leaders about the lack of population growth and density to continue to support the hospital facility in its current form.
- The **Town-County relationship** was discussed under weaknesses. Continuing the lack of collaboration is a threat to long-term growth and development.

- As noted above, other communities in the Yadkin Valley are vying to be the hub of wine country. Yadkinville stands to lose being the primary destination and gateway to the Yadkin Valley Wine Region.

Economic Development Support Programs

Economic development is not an individual sport. Success comes from several factors. First is leadership; then, top-notch education and training programs, integrated infrastructure development, recreation, arts, cultural programs, nurturing small businesses, and quality transportation systems are only a few influencing factors. The consulting team asked Yadkinville leaders to **rate the following economic development-related support programs as A (excellent), B (good), or C (poor).**

	Poor	Good	Excellent
Workforce Development	23%	64%	13%
Yadkin Center, SCC	8%	47%	45%
Public Schools	27%	61%	11%
Tourism Development	21%	60%	19%
Retail Development	88%	12%	0%
Uptown/Downtown	67%	30%	2%
Arts and Cultural Programs	29%	60%	10%
Parks and Recreation Programs	34%	62%	4%
Transportation System	52%	40%	8%
Infrastructure System	33%	42%	25%
Small Business and Entrepreneur Support	45%	46%	9%

Business Climate

Interviews for this study were conducted prior to the record financial market loses in November 2008. The online survey was conducted during regular negative economic news in national media. Those events likely affected the results of these answers. Yadkinville's leaders perceive the **local business climate to be worse today than it was three years ago.** Most rate the current climate as **below average** and give it a two on a scale of one to five with five being the highest. No one rated the business climate a five. Local economic data do support the perception with unemployment climbing and the state and local income gap growing.

Success

Yadkinville has seen some economic development successes over the last five years. The consulting team asked what has been the **key factor in the community's success.** The

overwhelming response was **collaboration**. It has taken individual people, civic groups, industry, chamber, EDC, and local governments working together to foster successful economic development projects. The Town was praised for its strong financial position, infrastructure extensions, cleaning up run-down parts of town, and partnering to establish the Yadkin Center of Surry Community College in Yadkinville. Unifi was praised for providing a stream of tax revenue that has supported many efforts of the Town.

Finding Yadkinville's Role

The consulting team will provide advice in the recommendations section on what role the Town should play in economic development. In the SWOT section above, we report what we heard from local leaders. Their comments on the Town's role in economic development focused on enforcing zoning and ordinances, renovation and/or removal of run-down buildings, preparing sites for the EDC, tourism, infrastructure, retail development, business attraction, beautification, and community development. Leaders commented that the Chamber is recognized as the leading entity for industrial recruitment and existing business support, and the Yadkin Center of Surry Community College is the recognized leader in workforce development.

Economic Development Strategies

Study participants were asked to rank economic development strategies in order of importance for Yadkinville. This information will factor into goal setting in the recommendations section. The top tier of strategies was cited as priorities in all information gathering forums: interviews, focus group, online surveys, and leadership team meeting. The second tier consistently ranked lower. We will discuss later in the report how economic development strategies are linked together, not independent. Even though one strategy may be rated low, it may strongly impact another strategy.

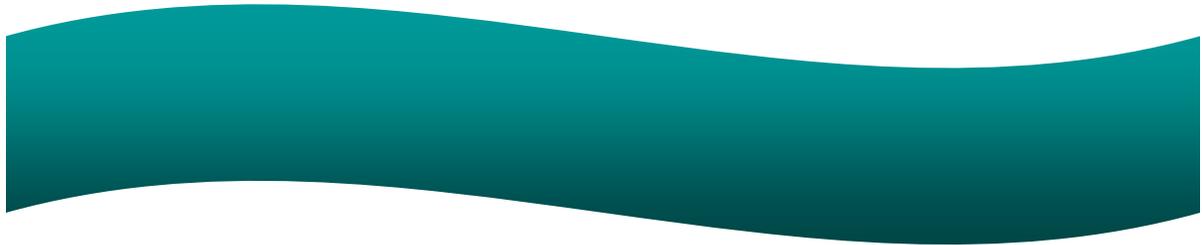
Top Priorities:

- Downtown development
- Retail development
- Business park development and business recruitment
- Existing business support

Second Tier Priorities:

- Small business development and entrepreneurship
 - Tourism
 - Community development
-

ACTION RECOMMENDATIONS



Economic Development Action Recommendations

The Town of Yadkinville is serious about growing the local economy. Elected leaders see the need to grow and diversify the tax base and provide more and better jobs for its citizens. Business leaders want more dollars flowing into the community. Citizens are eager for new job opportunities and a wider variety of amenities and services. This economic development action plan was created to guide the Town's resources to meet those goals.

Structuring Yadkinville's Economic Development Efforts

Creating a Structure to Implement Yadkinville's Economic Development Plan

The Town of Yadkinville will need additional staff to carry out the recommendations in this economic development plan. In developing the guidelines for a new staff position, Sanford Holshouser reflected on the main economic development activities needed to bolster Yadkinville into a better position: **site/park development, downtown development, redevelopment of properties, marketing Yadkinville, retail recruitment, infrastructure expansions, support of county economic development efforts, tourism development, improving Town appearance, and expanding arts and cultural amenities.** Many of these activities fall under a planning function and the others fall under a community development function. Based on the activities of Yadkinville's economic development program,

Sanford Holshouser recommends Yadkinville create a position for Director of Development and Planning.

Currently, the town manager has been supporting downtown development, tourism, planning, special events, and a host of other community development projects. Due to limited time, economic development functions have often, correctly, taken a side role to the business of managing the administration of the Town. Thus, the new position of Director of Development and Planning will shift Yadkinville to a proactive focus on economic development and planning.

The roles and responsibilities envisioned for the Director of Development and Planning support the backbone of Yadkinville's economic development program.

- Lead the effort to **identify, control, and extend services to industrial and business sites** in and near Yadkinville.
- **Implement planning, zoning, and ordinances** that further the Town's economic development goals.

- Serve as staff to **Downtown Business Association of Yadkinville and Yadkinville Tourism Development Authority** groups until such time that the organizations can sustain staff. There are several recommendations in this study for downtown and tourism development that are ready for implementation.
- Organize an **internal marketing program**. Develop a public relations weekly e-newsletter to keep local citizens aware of what is going on in town. For example, Clayton and Wake Forest are towns that have successfully implemented the newsletter concept to keep citizens informed. Surry Community College has launched a similar newsletter and could assist Yadkinville.
- Lead **planning efforts for festivals and special events** related to downtown and tourism.
- **Work with the Yadkin County Chamber of Commerce on small business and entrepreneur development.**
- **Support the Town Manager in special projects** related to infrastructure extension and community development.

It is not recommended that the Yadkinville Planner and Community Developer take a leading role in industrial recruitment. The Yadkin County EDC is recognized as the point of contact of the NC Department of Commerce and Piedmont Triad Partnership for recruitment in Yadkin County. Furthermore, the Town is not in a position to launch a business recruitment program without product (sites and buildings) and infrastructure capacity and extensions. To launch a business recruitment program, the Town would need to establish a sizable marketing budget, which Sanford Holshouser believes would be better spent on tasks that put the Town in a better position for recruitment, such as site development.

Also, Sanford Holshouser's review of best practice cities revealed that economic development positions in these towns are supportive of the recruitment efforts of the county while focusing on bettering the position of the town to entice development.

The Town will need to **budget for a new staff position** and an operating budget. The size of the operating budget depends on the activities desired by the board. The total beginning level budget for staffing and operations would most likely be in the \$80,000 - \$100,000 range to attract an employee with basic experience in development and planning. Special projects, such as branding and marketing, product development, and implementation of segments of the downtown master plan, are not included in this figure. These special projects will need to be considered by the Council.

Partnering to Develop Product

The greatest weakness in Yadkinville’s ability to recruit new business, industrial or retail, is in the lack of prepared sites and quality buildings. In industrial recruitment, about 85% of all new or expanding companies desire an existing building. Yadkinville’s lack of available industrial buildings places it at a disadvantage for recruitment. Additionally, retail and commercial businesses predominantly seek shovel-ready sites and available buildings.

Below is a table of sites listed for Yadkin County on NC Site Search, the online database of sites and buildings managed by the NC Department of Commerce. There are four sites listed inside the town limits of Yadkinville: Casstevens/Cook, JF Business Park, Woodlyn Business Center, and Dinkins Site. Listed prices range from \$35,000/acre to \$55,000/acre. Two are very small sites (two and four acres), one is 16 acres, and one is 57 acres. The three smaller sites are either in or near established business parks and are served with water and wastewater service. The Dinkins Site is a greenfield (unimproved) site with infrastructure nearby. There are no certified sites in Yadkinville or Yadkin County.



Site Name	Number of Acres	City/Inside City Limits	Certified
Casstevens/Cook	2.20	Yadkinville/Yes	No
JF Business Park	4.00	Yadkinville/Yes	No
S T S	6.00	East Bend/No	No
Woodlyn Business Center	16.00	Yadkinville/Yes	No
Courtney Site	31.13	Yadkinville/No	No
Flippin	33.60	Hamptonville/No	No
Shore-Mendenhall	53.70	Jonesville/Yes	No
Dinkins Site	57.08	Yadkinville/Yes	No

The smaller sites are prepared and suitable for smaller businesses. The Dinkins Site is not certified or improved. It has been marketed for around fifteen years with no deals closing. However, there is a gap in large acreage sites that are shovel-ready.

Sanford Holshouser recommends the Town of Yadkinville independently, or through partnership, identify, assess, control, and improve sites for business and industrial recruitment.

Through the creation of more product (sites, parks, and buildings), Yadkinville can support the recruitment efforts of the Yadkin County EDC. The county economic development program cannot recruit companies where there is no secure, developed real estate. The successes Yadkin County has seen in recruitment can be attributed primarily to vacant, quality industrial buildings. Yadkinville can become an active partner in business recruitment through the critical piece of product development.

During the course of its research, Sanford Holshouser reviewed potential sites in and near the Town. The two greatest obstacles are infrastructure and landowners agreeing to sell at a competitive price. Because of these obstacles, Sanford Holshouser recommends Yadkinville look for partners to help develop sites.

Partners can take many forms. In some areas, multiple local governments partner together. This concept is explained below under “multi-jurisdictional developments.” Other areas partner with the private sector. Sanford Holshouser’s recommendations for Yadkinville’s product development program are below.

Multi-Jurisdictional Developments

A multi-jurisdictional business park is just as it sounds, two or more units of local government partnering in the development of a business park. The costs are shared when developing the park, and incrementally increased property tax revenues are shared as property values increase due to development efforts and when companies locate in the park. Multi-jurisdictional efforts offer an advantage in product development. Local governments partner with other cities within or outside the county and with the county itself. The options are many. The advantage is having more than one local government to share in the costs of the development of an industrial park thereby raising the level of resources available for development. More resources lead to a superior product. The jobs created in the park are available to everyone in the area, not just the jurisdiction hosting the park.

A multi-jurisdictional park development effort is difficult to bring to fruition. It is not often that two or more local governing boards can find sufficient mutual benefit to participate together in such an effort. The legal structure of each such arrangement is also difficult and requires a fair amount of negotiation. However, despite the inherent difficulties of such an arrangement, there are several examples of these transactions that have been successfully completed:

- Clay County, N.C. and Townes County, G.A. joint industrial park
- Agreement of Huntersville, Davidson and Cornelius (through the Lake Norman Regional Economic Development Corporation) to develop a series of business/industrial parks
- Agreement among Burke County and all municipalities in Burke County to develop a series of business/industrial parks
- Vance, Franklin, Granville and Warren Counties agreeing to the joint development of four large acreage (500 acres +) industrial parks, known as Triangle North

Sanford Holshouser recommends that Yadkinville investigate opportunities in partnering with Yadkin County, other municipalities in Yadkin County, municipalities outside the county, and other counties.

Public-Private Partnerships

Most communities that lack private sector leadership in site development form public-private partnerships for product development. These partnerships take many forms.

- There are good examples of landowners designating property for development and the public sector extending infrastructure or improving the site with an agreement of repayment when the land sells.
- Catawba County has a history of certifying land in private ownership with an agreement that the cost for certification is repaid when the land sells.
- Surry County partnered with a private developer to construct a shell building and not pay the city for the land until the building sold or was leased.
- Equity participation is a partnership whereby a landowner does not require payment for land upfront; rather, the owner is paid as land is sold to end users. This allows the public entity to invest in infrastructure, improvements, and marketing.

Working together with the Yadkin County EDC, the Town can identify potential private partners for development.

Steps to Control and Develop Property for Business and Industrial Development

Below are the steps Sanford Holshouser recommends when developing a site or business park. The steps ensure that proper due diligence is completed in advance of long-term control of property.

- **Due Diligence:** Sanford Holshouser recommends optioning property for a period of time to allow for thorough due diligence. The following information should be gathered to determine the feasibility of developing the site: environmental review, site development plan including development cost estimate, survey, historical/archeological reviews, title search, infrastructure extension analysis, and geotechnical review. The NC Department of Commerce site certification standard is a good checklist for due diligence. If the due diligence review is favorable, move forward with development and site certification.
- **Clearing and Grading:** Sanford Holshouser recommends clearing and pre-grading for at least one site near the entrance of a business park development. This step helps the client visualize a development.

- **Virtual Shell Building:** The old adage in economic development that counties cannot sell from an empty wagon is true. The fact that 80% of all relocating and expanding companies want an existing building means that communities must find a way to be competitive. Virtual buildings can be an important economic development tool to offset the lack of available industrial buildings. A virtual shell building is a certified or qualified site on which tailored building plans and a computer generated building, including a virtual tour of the site/park and building layout, have been developed. Developing a virtual shell building will offer a greater variety of product for prospective companies. NCDOC will accept listings for virtual buildings in its marketing materials (e.g., NC Sites and Buildings website).
- **Entrance and Access Roads:** Entrance roads should be developed and landscaped. It allows clients to see the layout of the park, shows commitment on the part of the developer/local government, and reduces development time.
- **Signage:** Signage is important in new business park settings. It can be an important external and internal marketing tool. Signage signals a commitment by the community to develop the property and implies a certain level of control and research. Signage is also an important internal marketing tool that informs the community of the county's efforts to attract new and expanding industry.
- **Curb Appeal:** Approach the site as if you were a prospective industry. Looking at the property through an outsider's eyes will reveal many improvements that need to be made to make the park more appealing. Landscaping the entrance and keeping fields mowed are just two ways to maintain aesthetic appeal.

Retail and Commercial Site Development

In Yadkinville, as in most communities, the private sector takes a leading role in retail and commercial development. However, there is an important role for local governments in commercial development. Extending infrastructure to key commercial areas, maintaining an inventory of commercial sites, working out agreements with land owners, creating an overall development plan, and marketing to commercial and retail businesses are just a few ways local governments can encourage retail and commercial development.

Action Steps:

- The Director of Development and Planning should work in partnership with Yadkin County Chamber of Commerce to **identify existing and future commercial sites** in Yadkinville. From Sanford Holshouser's review, we recommend the following areas be the focus (further research from the Director of Development and Planning could add areas).
 - Focus on **in-fill areas** in Town. Underutilized sites and buildings are ideal for retail and commercial development. These properties already have infrastructure in place, and most are in the central business district with good traffic and parking. There are underutilized properties in the downtown area.

- There are also in-fill areas along US 601 near the US 421 interchange.
- **Maintain a site inventory** with information on each site, such as owner, aerial photo, tax value, flood plain, zoning, access roads, adjacent land uses, traffic counts, etc.
- **Create a marketing brief** sheet for each commercial site. This can be done in-house in the beginning and moved to professionally designed flyers as budget allows.
- One issue in commercial development the area has had in the past is the landowner's willingness to sell at a reasonable price. Determining willingness to sell, and at a firm price, is an important step before marketing property for any commercial or industrial use.
- Eliminate (or reserve for future action) sites that property owners refuse to sell or develop and refuse to price. Put them on a "check-back" list and talk to the owner at least annually. That list should include properties that the Town (or County) has previously refused to zone for business or industry. No site should be accepted as a potential business or industry site if it has not been zoned for that use.

Planning for Development: Yadkinville Looking Up

Sanford Holshouser heard from Yadkinville leaders that they want to improve the aesthetics of their community. They are proud to call Yadkinville home and want the community to reflect that pride. Visitor's judge from first impressions, and Yadkinville wants the judgment to be good. The Town has created a master plan for downtown development that includes many aesthetic design elements. The plan is ready for implementation.

Action Steps:

- The new Director of Development and Planning should **review ordinances** to determine where changes are needed to improve aesthetics.
- **Identify areas in need of demolition and clean up.** A good example is the burned-out building that formerly housed Dollar General. The majority of citizens used this building as an example of properties that need to be addressed by the Town. The City of Morganton has bought blighted property, torn down buildings, enhanced sites, and then requested proposals from developers to re-develop the property. In some cases, developers are repaying the city for its investment in demolition and site prep.
- **Seek grant funding** to help off-set the cost of demolition or improvement. The Town has been successful at this in the past.

- Develop a **Community Appearance Advisory Group**. The City of Morganton instituted such a group to advise the town council on beautification projects, way-finding, and historic district planning.
- We recommend the Town Manager and Director of Development and Planning develop a **phased implementation schedule for the downtown master plan**. Each year, identify one or two projects to tackle so that, over time, the plan will be accomplished. We recommend first projects include gateways (see below) and signage.
- Sanford Holshouser is keenly interested in the **gateway** aspects of the master plan. Travelers enter Yadkinville primarily from US 421 and Hwy 601. Gateway landscaping and signage are critical to defining the Town.

Marketing Yadkinville

Yadkinville does not want to be a “best kept secret.” It wants everyone to know what a wonderful place it is to live and what a good location it is for business. Yadkinville should shout from the metaphoric marketing mountaintop: “We want you to live, work, and play in our community!”

Sanford Holshouser recommends the Town of Yadkinville undertake a branding initiative and launch a proactive marketing program.

Developing a new brand is not just a new logo or tag line; it defines how the community envisions itself and how it is perceived in the marketplace. The brand can be used when marketing to companies (industrial or commercial), tourists, new citizens, or internally to the community at large. The brand should be reinforced with marketing materials.

The Town has been using the slogan, “**Gateway to the Yadkin Valley**.” We like it. The phrase captures the Yadkin Valley wine region and denotes that Yadkinville is the main entrance. If the Town continues with this slogan, it can be worked into a new brand image.

Action Steps:

- Engage a marketing firm to develop a **new brand for Yadkinville**. Keep in mind the multiple uses of the brand: recruiting business, tourism, and people as well as internal marketing.
- Develop a **general marketing brochure** for Yadkinville.

- Develop a template for an in-house printed one-page, front-back community profile that outlines pertinent business data for the Yadkinville area. Base the geography on laborshed and retail markets. Include demographics, business base, housing, economic information, and other information useful to business and industry.
- **Update the Town's website.** Sanford Holshouser recommends hiring a professional designer with experience in economic development web-marketing, not a general web designer. We also recommend that the website be a stand-alone site dedicated to economic development rather than just a few pages on the Town's or EDC's website. The current link on the Town website to the Yadkin County EDC is inadequate. **Determine that, for economic development purposes, Yadkinville will have a five-star site.** Among the best examples of economic development websites nationwide are Danville VA (www.discoverdanville.com), Randolph County NC (www.rcedc.com) and the State of North Dakota (www.growingnd.com). Here are a few "must-haves" for an ED website:
 - Tailor pages to provide **data** most often asked for by the consultants. Ask the Yadkin EDC what data is most frequently requested by its clients and post it for the Town. The Yadkin County planning department and Piedmont Triad Partnership will share data. The most complete data site for North Carolina economic development is the Department of Commerce's EDIS site at www.nccommerce.com.
 - In all cases, be sure to **keep it current**. No site selection consultant searching for information on Yadkinville should have to jump through hoops of meeting minutes or town history to figure out where the economic development information may be hidden.
 - Make sure that the Town's best points are bulleted prominently and briefly described. The ED pages should be famous for little verbiage and fluff.
 - **Offer Yadkinville-specific data when available.** Shift to the next levels (e.g., Yadkin County, Piedmont Triad region, then state) when the local data is not available.
 - **Provide links** to the Yadkin County EDC, Piedmont Triad Partnership and other related sites, but the town site should concentrate first on Yadkinville.
 - **Create a buzz.** When Yadkinville launches its ED site, make it a promotional event. Promote the site in brochures, local and regional image magazines, business journals, and tourism venues. Be persistent in promoting the website.
 - Link seamlessly to the Yadkin County EDC building and sites page. This is an excellent, inexpensive means of marketing the Town's buildings and sites. Add an inventory of commercial, retail, and downtown building space. Realtors are able to provide information on properties.
 - Add sections on the website for "**Entrepreneurs**" and "**Small Business Start-up,**" such as a resource directory. Ask those interested to call the Yadkinville Community

Development and Planning Office for information and provide links to the Surry Community College Business Center.

- Link to the **Town/County permitting website** and ensure that the permitting process is fully explained.
- Feature a picture and **brief testimonial** from an industry, business, small business, or community leader on every page of the website, touting the benefits of doing business in Yadkinville.
- **Place a “Click Here for Contact”** on each page of the website. The contact info should include the name and contact information for the Director of Development and Planning. This is an important service to developers who, when looking for something on the website, can immediately contact a knowledgeable person to follow up on the information. Provide an alternate number of a knowledgeable person.
- Use this check list for items that the economic development web site should contain:
 - Complete site map
 - Demographic information (lots of data, presented in different ways--refer to NC EDIS)
 - Information on available incentives
 - Permitting agencies and procedures (simplify)
 - An industry or business executive’s picture and brief testimony on each economic development page touting the benefits of operating in the Town
 - Friendly, personal, local contact information

Internal Marketing

Many economic development programs overlook internal marketing. Local governments also overlook the importance of regular internal and regional public relations. Citizens want to know that local government is working to better the quality of life. In these strained economic times, citizens want to know that the Town board is doing something, anything, to create jobs.

Over the last few years, Yadkinville and Yadkin County have received negative press that has led to negative perceptions of local government, the working relationship between the Town and County, and relationships between government and business. Sanford Holshouser recommends the Town implement these steps to bolster internal public relations.

Action Steps:

- Create a **Town newsletter** that can be inserted into utility bills. By using this method of delivery, all citizens, area businesses, and civic organizations will be aware of how local government is working for them. We also suggest mailing the newsletter to regional partners, such as the Council of Governments and Piedmont Triad Partnership.

- Investigate the opportunity to write a **periodic guest column** for the local newspaper on Town activities.
- Once or twice a year, hold a **joint board meeting** with the Yadkin County Board of Commissioners to talk about economic development and other issues that the two boards have in common.
- Organize a **quarterly managers' luncheon** to share information on activities with other municipal managers, the County Manager, Chamber Director, and others. It is at these meetings where ideas on partnering, sharing resources, and collaboration are born.

Positioning for Tourism Development

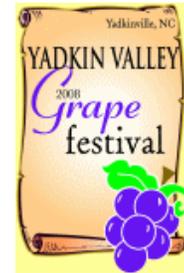
Some of the greatest opportunities in front of Yadkinville are acres and acres of grapes just as acres and acres of tobacco opened doors of economic opportunity in the past. The Yadkin Valley is undergoing an economic transformation through the viticulture industry. Tourism in the region has historically been centered in a few towns with historical significance or, in the case of Mt. Airy, linked to a famous son. Yadkinville has been, in large part, left out of the tourism industry because of the lack of organized focus on its assets. This lack of organized effort threatens to cause Yadkinville to fall short of its full potential.

To date, tourism activities in Yadkinville have been led by a non-staffed volunteer organization, Yadkinville Tourism Development Authority. Above, Sanford Holshouser recommends the new Director of Development and Planning take on the role of staff support to the tourism authority. This would give support and focus to the organization. The first steps to launching Yadkinville's tourism program may seem mundane, but they are important.

Action Steps:

- The **Yadkin Cultural Arts Center** is perhaps one of the greatest opportunities for Yadkinville's tourism development as well as for the Town's own appreciation of the arts. The Center could become a focal point of tourism, arts, and cultural activities in the Yadkin Valley. The Town has been a fervent supporter, and we recommend that support continue.
- The key to capitalizing on tourism is capturing overnight stays. Currently, there is little reason to spend more than a day trip to Yadkinville. **Packaging tourism assets** to create a multi-day destination, such as visiting wineries, agri-tourism sites, and historic areas, capped with evening entertainment at the Cultural Arts Center, is one idea.

- Establish a group of volunteers to support the development of an **asset inventory**. The tourism asset inventory should list all tourism destinations, events, and businesses tourists will visit in Town and in the general vicinity.
- Integrate tourism into the **branding and marketing** initiatives discussed above.
- Host a **FAM (familiarization) tour** for tourism related business to network and learn about all of the wonderful things to do and see in their own backyard.
- Visit the NC Department of Travel and Tourism, maybe as part of a coalition of small towns from the Yadkin Valley, and present the opportunities for tourists in the region.
- Work with the other tourism organizations in the area (Yadkin Valley, Surry, etc.) to enhance tourist visits to the area. Reaching out to neighboring groups and building multi-day itineraries will encourage overnight stays.
- There are many opportunities to connect to state and regional initiatives. Heritage trails, music trails, arts and crafts trails, greenways, and hiking routes are just few ways Yadkinville could connect its tourism assets to a larger tourism development initiative.
- Tourism is an industry that begs for **festivals** where visitors spend money on fun, food, wine, music and dance. Yadkinville already hosts the successful Yadkin Valley Grape Festival and Harvest Festival. Here are some suggested festival ideas that other towns have conducted successfully, keeping things lively and the town in a welcoming mood.



- Taste of the Town - Enlist each participating local restaurant to serve a late afternoon dinner in the park to benefit a charity selected by the restaurants. Have each restaurant serve one special meal from its menu, kept warm on site, with a glass of Yadkin Valley wine. Provide music and dance space.
- The Arts Center could sponsor an arts festival with juried artists and artisans displaying and selling their works. Local book clubs could make it an Arts and Book Festival to include book discussions, writers and signings. Performances from UNC School of the Arts or local musicians could add to the day.

Downtown Development

Downtown is the thumping heartbeat of a town. It is the pulse of the business community and a gathering place for people and events. Yadkinville has enjoyed some recent successes of new businesses opening in downtown as well as renovation of some properties. We believe the Yadkin Cultural Arts Center will become a focal point of downtown activity. The key will be to capitalize on people visiting, studying, and exhibiting/performing at the center.

Action Steps:

- The use of downtown buildings is one consideration in downtown development. Store fronts being used for warehousing does not bring people into downtown. Storefront churches do not bring people into downtown during business hours. In order to have an active and vibrant downtown, people need to be attracted during business hours to eat and shop. Towns across North Carolina have implemented “**active storefront**” ordinances that require downtown buildings to be used for active operations.
- There may be other ordinances discovered by the Director of Development and Planning that will aid in improving the aesthetics of downtown.
- The City of Gastonia has a good example of downtown redevelopment incentives. The city defined a geographic area in downtown where it wants to focus redevelopment. The city offers an incentive grant based on the new tax value generated by a development in the district. **We recommend the Town investigate a similar incentive program for downtown.**
- Businesses in many downtowns vote to implement a **special purpose district** to raise funding for downtown beautification. These special tax districts in downtown often fund landscaping, mini-parks, lighting, signage, banners, sidewalks, and other enhancements.
- **Façade grants** are a means through which towns improve the appearance of downtown.
- One of Yadkinville's location advantages is its proximity via Interstate-quality highways to Winston-Salem to the east and I-77 to the west. That turns into a commercial disadvantage for Yadkinville when it comes to shopping locally. Nevertheless, merchants can fight to keep or gain customers through a vigorous and perpetual campaign of "**Buy Local.**" The cost of gas, which will rise again, strengthens that concept.

Developing Retail

Economic developers (when they were called industrial developers) believed that retail and commercial development would just happen if industrial development was successful by creating jobs that attracted people who built rooftops. Retail development will happen on its own, but it may not develop in the way the community wants it to develop. Because communities and companies are aware that esthetics and diversity of retail options are part of attracting talented workers, they are no longer willing to let retail and commercial development to just happen.

Yadkinville's role in commercial development can be as broad or as narrow as the Council desires. Above, we recommended that the Town inventory available retail properties, underutilized sites, and in-fill opportunities. Having **real estate information** available is the first big step in attracting developers and small business owners.

The second step is providing developers with **market data**. The NC Department of Commerce's EDIS program offers many data packages free to the Town. There are data and market research companies that can supply Yadkinville with specific demographics reports. The key in recruiting retail is two-fold: first, presenting the data in a professional package and second, getting it into the right hands. This information can be sent to commercial developers, realtors, and as a response to chamber inquiries.

Yadkinville may want to consider undertaking a **retail leakage study**. These studies show what dollars are leaving your community and how they are being spent. This allows entrepreneurs to invest in businesses that will draw those dollars back to the community.

Sanford Holshouser suggests that Yadkinville consider another aspect of retail development. Yadkinville is developing as a place where people visit to get away from the hustle and bustle of large city life. They visit Yadkinville to enjoy the slower pace of grape growing, fine dining, and relaxing bed and breakfasts. Recruiting one chain after another will turn Yadkinville into "every other place" rather than that special, unique place to go and get away from it all. **Restricting the style of development in the downtown area, while allowing the chains to develop along US 601, captures both franchises and independent retailers.**

By encouraging **home grown retail**, Yadkinville can offer locals and tourists alike unique shopping, dining, and entertainment experiences. For example, you can get a hamburger at any fast food chain in any town, but you can only find that special marinara sauce at Taste of Italy.

By integrating retail into the small business development strategies below, Yadkinville can encourage retail development in a way that enhances the unique qualities of the Town.

Small Business & Entrepreneur Development

Small businesses make up about 85% of the US workforce and are the backbone of small towns like Yadkinville. Small business development is a key economic development strategy because all of the wealth generated in a small business remains in the community whereas the wealth generated at a local division of a company, leaves the community for the headquarters' location.

There are programs in place in the Yadkinville area to support small businesses. We do not recommend a duplication of effort; rather, we recommend the Director of Development and Planning be a liaison and resource for small businesses.

Action Steps:

- The Director of Development and Planning should become familiar with all resources already in place to support small business development. **Package information on resources and support for small businesses into a directory, marketing package, and electronic format and make available to existing and potential new small business owners.**
 - Increase outreach from **Surry Community College's Small Business Center** to offer small business development courses on the Yadkin Campus.
- 
- **Promote the Chamber's small business development services**, such as its network with the Small Business and Technology Development Center, Northwest Piedmont Development Corporation, micro-enterprise loan program through the EDC, and access to micro-loan programs with the Small Business Administration and NC Rural Economic Development Center.

Supporting Existing Businesses

The Yadkin County EDC has a proactive Existing Business Retention and Expansion Program. The Director regularly meets with local companies and assesses expansion or contraction potential. Sanford Holshouser does not recommend a duplication of this effort. The Director of Development and Planning should regularly contact businesses in the Town, form relationships, and coordinate any expansion projects and retention efforts with the County. One of the best retention tools is communication.

- Expand the **Town newsletter** as an insert into utility bills to cover all businesses.
- **Inform businesses** about the Town plans for ordinance changes, beautification, downtown development, and anything that will impact the economic climate.
- **Include local business people on Town committees** and advisory groups for input into downtown planning, tourism development, and planning and zoning.

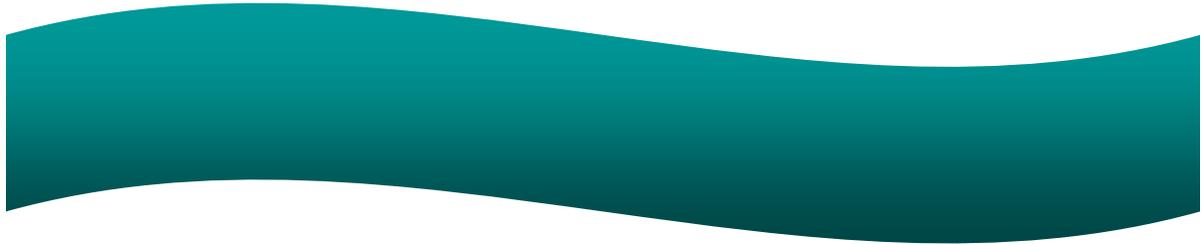
Town-County Relationship

Most citizens participating in this study cited the relationship between the town and county governments as a hurdle to growth. Whether a true strained relationship exists or not, it is the perception of leaders participating in this economic development planning process. The cause of the disconnect is a mystery to outsiders, and none of the leaders participating in this study could clarify the reasons for the difficulties other than long standing politics that interfere with constructive dialogue between town and county governments. The latest and biggest of the disagreements is the location of the new county jail, whether it is to be in the town or a few miles outside.

Sanford Holshouser heard from business leaders that the Town and County have worked very well together on economic development projects. Even though the governments may disagree on some issues, they have come together when it has counted. Yadkinville and Yadkin County have two good examples of their partnership: the Yadkin Center of SCC and the YMCA. Both projects received support and funding from the town and county.

The next cooperative project just may be a multi-jurisdictional park development.

IMPLEMENTATION



Implementation

This strategic economic development plan was developed for Yadkinville; however, economic development is a team sport, and the Town will need its partners hand-in-hand to achieve all of the actions laid out here. As the planning process closes, Yadkinville is gearing up for implementation. This plan is a guide. It is designed to focus resources, time, money, and talent for implementation.

Long-term consistency is the key to successful economic development strategies. Often, an organization will launch a program initiative for one year, declare it a failure, and give up on what could have changed the course of economic growth. This action plan is designed to **be implemented over a three to five-year period.**

The consulting team held a planning session with Yadkinville leaders to review and discuss the strategies and actions in detail. The leadership group understands that many of the initiatives laid out in this plan require resources, especially staff resources. In order to be successful in implementation, the Town must move forward with the recommendation to add a staff position for Director of Development and Planning. Here is a summary of the recommendations.

- Create a new staff position of Director of Development and Planning
- Identify and develop business sites/parks
 - Investigate a multi-jurisdictional park
 - Investigate public private partnerships
- Identify commercial and retail sites
 - Review redevelopment opportunities
 - Review in-fill opportunities
- Implement downtown master plan in phases
- Marketing
 - Develop Yadkinville's brand
 - Create a marketing brochure
 - Upgrade the Town's website and add an economic development website
- Internal marketing and public relations
 - Create a town newsletter for insertion in utility bills
 - Hold joint board meetings once/twice a year to share information
- Tourism development
 - Conduct an asset inventory
 - Host familiarization tours
 - Market to NC Travel and Tourism
 - Connect to regional tourism programs
- Downtown development
 - Enact ordinances that encourage active business uses
 - Review example incentive policies for downtown districts
 - Investigate a special purpose tax district to raise funds
 - Implement a façade grant program
- Retail development and recruitment
 - Maintain market data and information

- Maintain an inventory of properties
 - Consider conducting a retail leakage study
- Small business development
 - Create a resource directory of small business development agencies
 - Extend Surry Community College Small Business Center outreach
 - Promote regional and state programs that support small businesses
- Link to Chamber's Existing Business Support Program
- Continue to foster Town-County cooperation and collaboration in economic development

Staying on Track

With a multi-year development plan, it will be easy to lose focus. Sanford Holshouser's recommendation is to develop an **annual work plan** each year based on the goals and action steps laid out here. Working on a few of the items each year, over the course of three to five years, will lead to goals accomplished and action steps implemented.

The first year's work plan should focus on the priority areas of creating the staff position, product development, and marketing.

It has been Sanford Holshouser's experience that annual planning meetings are opportune times to review the strategic plan, determine which goals will be worked on in that year, and to chart precise action steps to meet the goal. Sanford Holshouser has assisted communities with the implementation process through an **annual review** that includes reviewing progress and setting new goals for the next year. Whatever process Yadkinville uses, measuring success, tracking progress toward accomplishing the overall plan, and regularly tackling new action steps is important.

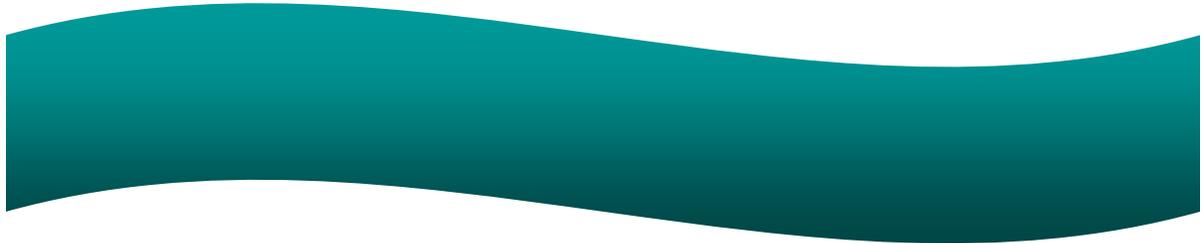
Measuring Success

The typical measure of success of an economic development organization is tax base and jobs. That model of measurement was born during the days when economic development was industrial development and organizations were all about recruiting manufacturing. Manufacturing companies build buildings, purchase equipment, and hire workers, making investment and jobs an easy way to measure growth.

Retail is an important economic development activity; however, retailers often rent existing space when starting up. They start a company with only a few employees. The Town's efforts to bolster retail cannot be measured by investment and jobs. Another example is tourism development, which is also hard to measure.

How, then, is the modern economic development organization supposed to be measured? We recommend publicizing in newsletters and at board meetings all activities under the umbrella of economic development. We also recommend Yadkinville track income, population, visitor traffic, new business start-ups, and other factors that reflect the goals of the economic development. Statistics do not change overnight, and Town efforts are only one piece of the puzzle. However, measuring results is important to future planning efforts.

ECONOMIC AND DEMOGRAPHIC PROFILE



Economic and Demographic Profile

The economic and demographic profile is a quantitative view of how Yadkinville is growing and how it compares to Yadkin County, Piedmont Triad Region, and State of North Carolina. In some fields, data for Yadkinville was unavailable due to the town's small population. In those cases, county data was analyzed as an indicator of town information. Sanford Holshouser uses the economic and demographic profile to identify strengths and weaknesses to be addressed in the strategic action plan. Here is a summary of the picture painted by data.

- **Population growth is flat** at the town level and slowly growing at the county level.
- **Young, working-age groups are declining** while the overall population is aging.
- There is more **racial and ethnic diversity** in the population, especially with the growing Hispanic population.
- **Educational attainment** has made significant gains but is still at low levels with around one in four without a high school education.
- The **labor force is growing faster than employment opportunities**, which means there is more out-commuting.
- **Unemployment rates have been below regional and state averages** but are growing closer with this recession.
- The **manufacturing sector is the largest employer** even after a 24% decrease in manufacturing employment.
- Outside of manufacturing, **the largest employer is local government**.
- Average **wages** grew 11.6% from 2005 - 2007, far surpassing state average growth of 8.2%.
- **Retail sales** are growing steadily across the County.
- **Per capita income** in the Town is growing closer to the County average, but the gap between the Town and state is widening.
- **Home values** are growing faster than in the county, region and state; at the same time, housing remains relatively affordable.
- The County **crime rate is growing substantially faster than the state average**.

Population

Yadkinville's population has remained constant over the period 2000 to 2007 with the state estimating the 2007 population at 2,800. The County grew at about 4% over the seven year period. Boonville and East Bend saw population growth while Jonesville's growth was flat like Yadkinville's. The Piedmont Triad Region, which includes twelve counties, grew at about 10% during the same period. Future projections show Yadkinville's growth heating up with an annualized growth estimate of 2%. The projected change in trend is the anticipated growth from Forsyth County.

Population

	2000	2007	2013
Yadkinville	2,818	2,800	3,148
Boonville	1,138	1,166	
East Bend	659	671	
Jonesville	2,259	2,259	
Yadkin County	36,351	37,850	39,967

NC Office of State Budget and Management, July 2007 Population Estimates

Age Demographics

Yadkinville has higher percentages in the older age groups than the County and State and fewer in young working age groups. The high percentages of older age groups are likely reflective of Yadkinville's slow population growth. Young people are not remaining in the community, and young workers are not moving to the area. 2013 projections show a further decline of young workers aged 20 - 44. The inability to retain young people and recruit young workers is a concern to be addressed in the strategic plan.

Percent of Population by Age Group

Age Groups	Yadkinville			Yadkin County	North Carolina
	2000 % of total population	2008 % of total population	2013 % of total population	2008 % of total population	2008 % of total population
0 - 4	7%	6.5%	6.2%	6.7%	6.7%
5 - 9	6.7%	6.4%	6.2%	6.6%	6.4%
10 - 14	6%	6.2%	6.6%	6.6%	6.4%
15 - 19	5.5%	5.5%	6.1%	6%	6.7%
20 - 24	6%	4.3%	4.4%	4.9%	7%
25 - 34	13.9%	11.6%	9.1%	11.9%	13.5%
35 - 44	13.3%	15%	14.1%	15.5%	14.8%
45 - 54	10.9%	14.2%	15.5%	15.1%	14.8%
55 - 64	9.5%	11.4%	12.6%	12.3%	11.4%
65 - 74	8%	8.6%	8.8%	8.1%	6.7%
75 - 84	7.4%	6.1%	6.2%	4.5%	4.1%
85+	5.9%	4.1%	4.3%	1.8%	1.6%

US Census and ESRI

Population by Race & Ethnicity

The significant stand-out in Yadkinville and Yadkin County's race and ethnic information is the large percentage of Hispanics. Projections for 2013 show an increase in the group after a decline 2000 to 2008. There is also change in the "some other race alone" category. Overall, Yadkinville is more diverse than Yadkin County. Integration of new Hispanics into the workforce and economy will play a large role in Yadkinville's economic success.

Population by Race & Ethnicity

Race/Ethnicity	Yadkinville			Yadkin County
	2000	2008	2013	2008
White Alone	85.8%	86.6%	84.7%	90.6%
Black Alone	6.5%	4.9%	4.8%	3.5%
American Indian Alone	0.0%	0.1%	0.1%	0.2%
Asian or Pacific Islander Alone	0.2%	0.3%	0.3%	0.3%
Some Other Race Alone	6.3%	7%	8.9%	4.5%
Two or More Races	1.1%	1.1%	1.3%	1%
Hispanic Origin	18.8%	15.8%	18.6%	8.9%

US Census and ESRI

Education

Yadkinville has made significant progress in educational attainment during the 2000 – 2008 period. More citizens are graduating high school and completing some college. In 2000, about 39% of the population did not have a high school education compared to 26% today. The influence of the Yadkin Center of Surry Community College can be seen in the increases in the percentage that have "some college no degree" and "associate degree." Typically, statistics show much higher percentages of educational attainment in municipalities versus the County. This is not the case in Yadkinville and may be due to white collar workers living in the eastern part of the County. Even though the statistics have significantly improved, Yadkinville should note that about 25% of the municipal and county residents have obtained less than a high school education. Talented, skilled workers drive economic development, and this is one area in which Yadkinville will need to focus.

SAT scores for the public school system rose in 2007-08 after a decline 2006-07. The score is 98% of the state average and 96% of the national average.

Educational Attainment

	Yadkinville		Yadkin County
	2000 % of pop. Over 25	2008 % of pop. Over 25	2008 % of pop. Over 25
Less than H. S.	39.2%	26.1%	24.2%
H. S. graduate	31.8%	37.1%	39.1%
Some College No Degree	14.3%	17%	17.3%
Associate Degree	4.7%	7.6%	8.2%
Bachelor Degree	7.9%	9.2%	8%
Graduate or Professional Degree	2.1%	3%	3.2%

US Census Bureau, ESRI

SAT Scores

	2006	2007	2008
Yadkin County	1474	1430	1454
North Carolina	1493	1486	1489
United States	1518	1511	1511

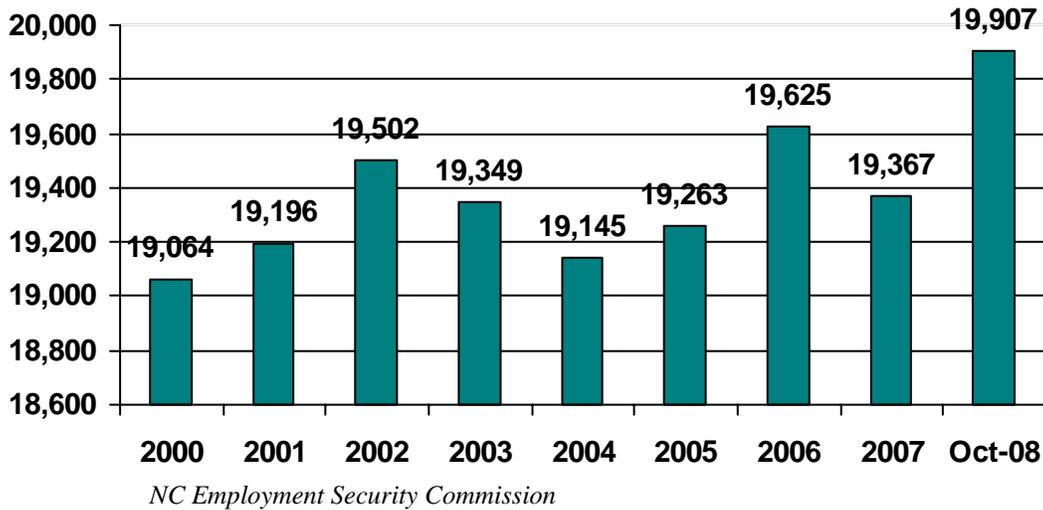
NC Department of Public Instruction

Labor Force and Unemployment

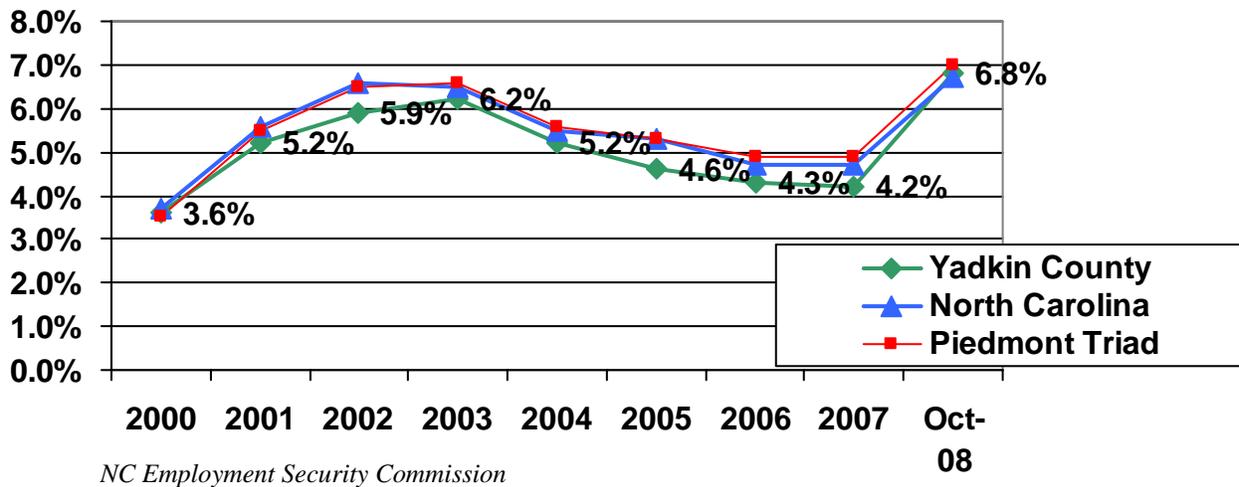
A very bright spot in the data is the labor force. At a time when most rural areas are losing labor, Yadkin County is growing the labor force. The October 2008 labor force statistics reported by the NC Employment Security Commission is 19,907. Reviewing annual figures, the labor force grew 1.6% from 2000 to 2007. The County labor force participation rate (the number of people working vs. the number of people of working age but not working) is about 54% while the state is at about 50%.

As of October, 2008, Yadkin County's unemployment rate was 6.8%. Until recently, the County's unemployment rate had been below the state and regional averages. It has increased dramatically in recent months to match the region and state. The increase is obviously a reflection of the national economic recession.

Labor Force



Unemployment Rates



Announced Expansion and New Business Locations

Listed below are new and expanding business announcements for Yadkin County over the last two years.

Company	Location	Product/Service	Investment	Jobs
Lydall Thermal Acoustical	Hamptonville	Thermal/acoustical and filtration/separation applications	\$10 million	100
Unifi	Yadkinville	Yarn manufacturing	Equipment expansion	

Phillips Van-Heusen	Jonesville	Distribution center	\$10 million	50
DAC Products	East Bend	Design and manufacture displays		20

Announced Permanent Closings and Layoffs

The following three business closings were reported by the NC Employment Security Commission. Two of the closings were in Yadkinville and one in East Bend. It is interesting to note that none of the closings were manufacturers, which has been the industry most impacted with closings across the state.

Year	Company	Location	Product/Service	Closing/Layoff	Jobs Lost
2008	Yadkinville Human Service Center	Yadkinville	Substance abuse treatment	Closing	7
2007	Triumph LLC	Yadkinville	Mental health services	Closing	30
2007	21-C Retail Arts	East Bend	Home Furnishings	Closing	60

NC Employment Security Commission

Workforce Commuting Data

The 2000 census data show that more people commute out of Yadkin County for work than commute in. Of the total number of people working in Yadkin County, about 19.9% commute into the County. In-commuters come from Surry County (1,146), Wilkes County (733), and Forsyth County (663). Out-commuters, a surprising 56.1% of the resident workforce, drive to Forsyth County (5,504), Surry County (1,678), and Davie County (541). Out-commuters represent an opportunity to create jobs locally. They also represent a challenge in that Yadkinville does not want to become simply a bedroom community for Winston-Salem.

Commuting Statistics for Yadkin County

	2000
Working Here	17,267
Live & Work Here	7,572
Live Elsewhere & Work Here	3,444
% Workforce Commuting In	19.9%
Live Here & Work Elsewhere	9,695
% Resident Workers Commuting Out	56.1%

US Census Bureau

Employment and Wages

In the latest annual employment figures available, the largest employment sector remains Manufacturing, employing 23.3% of the workforce. Other large private sector employment categories include Health Care and Social Assistance (11.9%), Educational Services (10.7%), and Accommodation and Food Services (10%). When reviewing all employment sectors, public and private, Local Government is the second largest overall employment sector, employing 15.3%.

Manufacturing employment has declined almost one-fourth (24%) since 2005. There have also been declines in Health Care and Social Assistance and Accommodation and Good Services. Combined, three of the four largest private sector employment categories have seen employment decline.

The leading industry wage sectors in Yadkin County are Information, Finance and Insurance, and Federal and State Government. Manufacturing and Educational Services pay above the average annual wage of \$27,612; however, Health Care and Social Assistance and Accommodation and Food Services do not.

Wages grew an astonishing 11.6% since 2005. That growth rate far surpassed wage growth at the state (8.2%) and regional (6.7%) levels. All sectors, except for Administrative and Waste Services, saw wage gains.

Yadkin County Insured Employment and Wages for Select Industries for 2005, 2006, and 2007

Industry	2005		2006		2007	
	Annual Avg Empl	Avg Annual Wage Per Employee	Annual Avg Empl	Avg Annual Wage Per Employee	Annual Avg Empl	Avg Annual Wage Per Employee
Agriculture, Forestry, Fishing & Hunting	54	\$28,970.46	51	\$28,955.47	60	\$29,589.12
Construction	709	\$29,392.45	743	\$30,807.44	775	\$33,963.28
Manufacturing	2,902	\$28,208.33	2,777	\$30,585.98	2,201	\$32,125.46
Wholesale Trade	299	\$31,394.48	283	\$32,375.54	272	\$36,135.98
Retail Trade	942	\$19,057.94	973	\$20,369.32	919	\$20,285.35
Transportation and Warehousing	506	\$28,486.44	471	\$30,612.71	531	\$31,542.55
Information	239	\$43,561.39	231	\$46,156.86	238	\$47,494.93
Finance and Insurance	182	\$38,341.45	196	\$40,441.99	212	\$42,733.32
Real Estate and Rental and Leasing	35	\$20,509.20	35	\$21,105.74	32	\$22,095.75
Professional and Technical Services	109	\$23,928.45	109	\$24,384.71	113	\$27,756.66
Management of Companies and Enterprises	*	*	*	*	*	*

Administrative and Waste Services	183	\$24,744.96	201	\$25,267.05	179	\$24,641.79
Educational Services	952	\$29,014.30	1,006	\$29,712.41	1,010	\$32,183.17
Health Care and Social Assistance	1,253	\$18,659.70	1,299	\$19,160.52	1,129	\$20,389.49
Arts, Entertainment, and Recreation	57	\$11,324.77	53	\$11,770.87	*	*
Accommodation and Food Services	1,119	\$10,953.76	1,091	\$11,219.41	960	\$11,085.37
Other Services, Ex. Public Admin	206	\$17,304.79	207	\$17,383.55	201	\$17,886.30
Public Administration	506	\$28,194.76	504	\$28,709.02	492	\$30,712.34
Unclassified	3	\$10,775.00	*	*	27	\$29,551.26
Total Federal Government	74	\$36,920.00	72	\$39,000.00	69	\$41,496.00
Total State Government	103	\$33,904.00	98	\$36,348.00	93	\$38,792.00
Total Local Government	1,394	\$28,132.00	1,446	\$28,756.00	1,448	\$31,096.00
Total Private Industry	8,757	\$24,024.00	8,704	\$25,324.00	7,853	\$26,728.00
Total All Industries	10,327	\$24,752.00	10,320	\$26,000.00	9,462	\$27,612.00

NC Employment Security Commission

Gross Retail Sales and Consumer Spending

Gross retail sales figures for Yadkin County have grown steadily since 2005 and were about \$162.7 million in the 2007-08 year. Retail sales figures are not collected for the Town of Yadkinville due to population size.

Gross Sales in Millions

	2005-06	2006-07	2007-08
Yadkin County	\$139	\$158.9	\$162.7

NC Department of Revenue

Consumer spending shows the estimated amount spent on a variety of goods and services by households that reside in Yadkinville. The expenditures were not necessarily made in Yadkinville or Yadkin County. Expenditures are shown by broad budget categories that are not mutually exclusive.

Yadkinville 2008 Consumer Spending

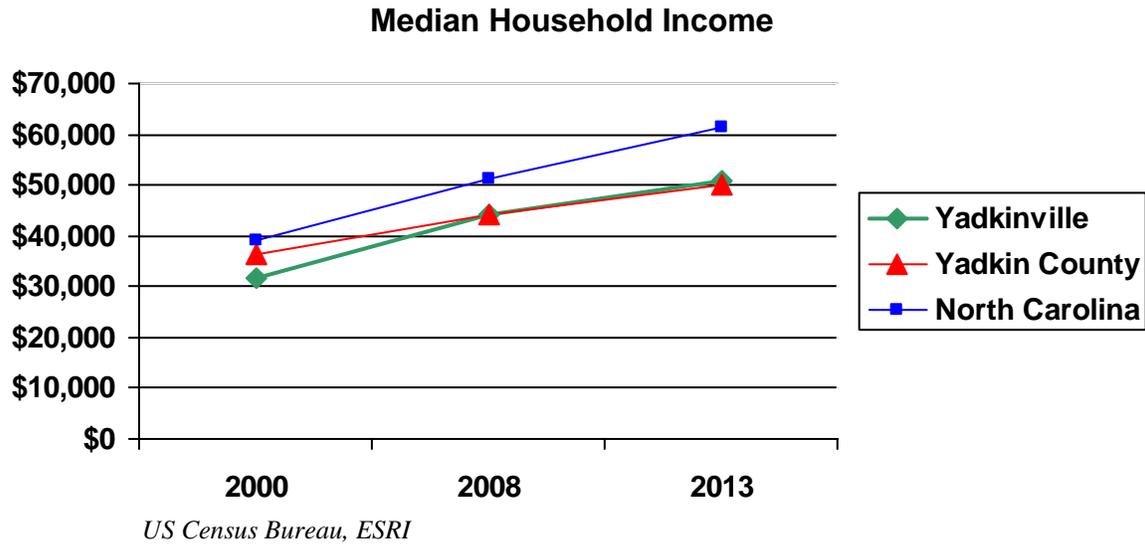
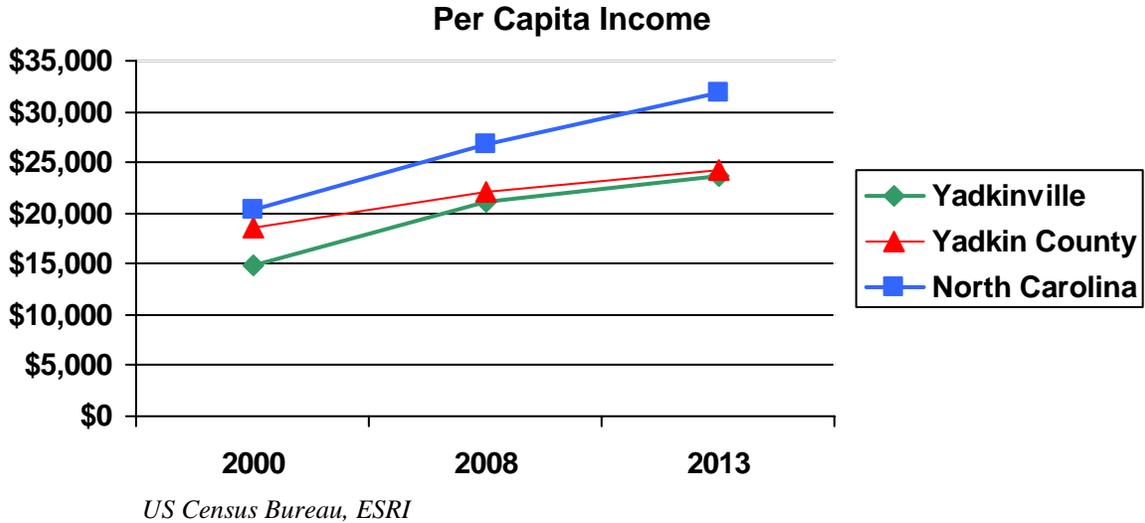
Budget Category	Average Annual Household Spending
Apparel & Services	\$1,524.44
Computers & Accessories	\$155.24
Education	\$830.19
Entertainment/Recreation	\$2,814.11
Food at Home	\$3,657.39
Food Away from Home	\$2,445.37
Health Care	\$3,519.90
Household Furnishings & Equipment	\$1,448.66
Investments	\$516.90
Retail Goods	\$20,203.72
Shelter	\$9,519.45
TV/Video/Sound Equipment	\$1,023.10
Travel	\$1,256.80
Vehicle Maintenance & Repairs	\$731.20

ESRI

Per Capita and Median Household Income

In 2008, per capita income was \$21,151 for Yadkinville, \$22,033 for the County, and \$26,823 for North Carolina. From 2000 to 2008, Yadkinville's per capita income increased from 79.6% of the county average to 96% of the County average. The graph below shows the closing gap between local and county per capita income. On the other hand, the income gap between the town and state is increasing.

A review of median household income showed similar trends to per capita income with the town average coming closer to the county average but farther from the state average. The graph shows a leveling of income growth projected for 2008 - 2013. The 2008 median household income is \$44,186 for Yadkinville, \$44,288 for the County, and \$51,411 for the state of North Carolina.



Housing

Median home values in Yadkinville rose 45% over the eight-year period, 2000 to 2008, with a median home in 2008 valued at \$120,529. The Yadkin County median home value grew at 38% and the region at 35%. Even with significant growth, Yadkinville remains a very affordable housing market compared to the region and state. Owner occupied homes make up about 70.3% of Yadkinville homes while renter occupied homes make up about 22.8% of homes with a vacancy rate of 6.9%.

Media Home Value

	2000	2008 Estimate	2013 Projection
Yadkinville	\$83,077	\$120,529	\$127,632
Yadkin County	\$81,092	\$112,020	\$118,334
Piedmont Triad	\$95,974	\$129,797	\$139,141
North Carolina	\$95,839	\$142,263	\$156,824

Source: US Census Bureau, ESRI

Crime

The NC Department of Justice reports crime rates per 100,000 population. Yadkin County’s crime rate has remained less than the state average but grew at a much faster rate than the state over the four-year period shown below. The state rate has grown only by 0.4% while the County rate has grown by 12.6%. This warrants a high level of concern because families and companies review crime data before making relocation decisions.

Index Crime Rates Per 100,000 Population

	2004	2005	2006	2007
Yadkin County	2,695.4	2,771.9	3,077.2	3,035.7
North Carolina	4,638.7	4,622.4	4,654.4	4,658.9

NC Department of Justice

Retail Marketplace

Retailers and restaurants determine market feasibility with a study of the demographics within a specific radius of the proposed location. Sanford Holshouser pulled information on one, five, and ten mile radii of the intersection of Main Street and US 601 in Yadkinville. The following table represents some of the information chain commercial businesses will review when making location decisions.

2008 Yadkinville Marketplace Information

	1-mile	5-mile	10-mile
Population	3,066	10,896	32,776
Households	1,060	4,284	13,109
Average Household Size	2.68	2.44	2.46
Families	720	3,021	9,480
Housing Units	1,137	4,643	14,377
Owner Occupied	70.5%	72.7%	74%
Renter Occupied	22.7%	19.6%	17.1%

Median Household Income	\$45,501	\$44,510	\$45,363
Per Capita Income	\$20,941	\$21,877	\$22,011
Median Age	40.9	40.2	39.8
Households by Income			
<\$15,000	11.6%	12%	12.3%
\$15,000 - \$24,999	10.7%	10.6%	9.6%
\$25,000 - \$34,999	12.4%	11.5%	10.2%
\$35,000 - \$49,999	14.5%	15.5%	16.7%
\$50,000 - \$74,999	26%	24.8%	27.1%
\$75,000 - \$99,999	15%	15%	14.3%
\$100,000 - \$149,999	6.7%	7%	6.7%
\$150,000 - \$199,999	1.6%	1.7%	1.3%
\$200,000+	1.5%	2%	1.9%
Population by Age			
0 - 4	6.8%	6.7%	6.7%
5 - 9	6.6%	6.7%	6.7%
10 - 14	6.4%	6.5%	6.7%
15 - 19	5.5%	5.7%	5.9%
20 - 24	4.3%	4.5%	4.7%
25 - 34	11.6%	11.9%	12.0%
35 - 44	15.0%	15.5%	15.6%
45 - 54	14.0%	14.6%	15.1%
55 - 64	11.3%	11.7%	12.3%
65 - 74	8.5%	8.2%	8.1%
75 - 84	6.1%	5.1%	4.4%
85+	4.0%	2.8%	1.8%
18+	76.7%	76.5%	76.3%
Civilian Population 16+ in Labor Force	93.3%	94.8%	95.5%
Unemployed	6.7%	5.2%	4.5%
Employed Population 16+ by Industry			
Agriculture/Mining	0.5%	1.4%	1.9%
Construction	10.1%	10.1%	10.9%
Manufacturing	20.9%	21.8%	22.1%
Wholesale Trade	4.1%	4.6%	4.0%
Retail Trade	11.4%	9.5%	10.3%
Transportation/Utilities	3.8%	3.9%	4.5%
Information	2.4%	2.7%	2.2%
Finance/Insurance/Real Estate	3.2%	3.4%	4.1%
Services	39.2%	38.4%	37.1%
Public Administration	4.3%	4.1%	2.9%
Consumer Spending			

Apparel & Services	\$1,524.77	\$1,585.14	\$1,596.22
Computers & Accessories	\$154.83	\$158.45	\$157.62
Education	\$822.83	\$803.46	\$770.86
Entertainment/Recreation	\$2,818.19	\$2,955.69	\$2,981.99
Food at Home	\$3,657.19	\$3,809.96	\$3,821.01
Food Away from Home	\$2,444.77	\$2,536.88	\$2,544.63
Health Care	\$3,518.03	\$3,665.97	\$3,664.42
HH Furnishings & Equipment	\$1,449.97	\$1,511.08	\$1,525.35
Investments	\$513.12	\$502.08	\$491.80
Retail Goods	\$20,243.34	\$21,323.80	\$21,572.76
Shelter	\$9,506.49	\$9,758.00	\$9,747.40
TV/Video/Sound Equipment	\$1,021.52	\$1,054.61	\$1,053.75
Travel	\$1,254.54	\$1,284.15	\$1,274.09
Vehicle Maintenance & Repairs	\$732.23	\$768.92	\$776.09

ESRI

THE SANFORD HOLSHOUSER BUSINESS DEVELOPMENT GROUP, LLC

The Sanford Holshouser Business Development Group is an innovative and growing economic development consulting firm that provides action planning, site selection services, and unique strategies to communities, organizations, and companies worldwide. Affiliated with the law firm Sanford Holshouser, LLP, our firm proudly continues the legacy of integrity and leadership and furthers the visionary economic development ideas of the firm's founders, former US Senator and NC Governor Terry Sanford and former NC Governor Jim Holshouser.

Sanford Holshouser's partners' direct economic development experience includes:

- * marketing and business recruitment
- * existing industry retention and expansion
- * site selection
- * small business development
- * infrastructure development
- * workforce development
- * industrial, business, and research park development
- * shell building development
- * site certification
- * utility related economic development programs
- * entrepreneurial initiatives
- * structuring economic development organizations
- * operational strategies for EDOs
- * incentive negotiations
- * incentive policy development
- * and a range of other economic development strategies

Sanford Holshouser Services

Site Selection

- ✦ Selection Criteria – assist companies in developing location importance factors.
- ✦ Search – comprehensive search for sites and/or buildings that meet client needs.
- ✦ Comparisons – develop a standardized cost/benefit comparison of communities.
- ✦ Incentive Negotiating – negotiate fair, reasonable incentives for a long term partnership between the company and community.

Operations and Management

- ✦ Strategic Planning – action planning that provides unique solutions to communities with a focus on sustainability and implementation.
- ✦ Board Development – assist ED boards in building leadership roles; retreat facilitation.
- ✦ Executive Search - recruit the qualified professional for your program; negotiate the contract.
- ✦ Bridge Management - professional management of the economic development program during the executive search.
- ✦ Private Sector Partnerships - assess the current organization and program and capitalize on partnerships with the local private sector.
- ✦ Fundraising - through association with one of the nation's best professional economic development fundraising groups.

Program Development

- ✦ Local Program Development - assist communities in broadening their ED program by developing strategies for Business Retention and Expansion, Workforce Development, Small Business Assistance, Entrepreneurship and Agribusiness.
- ✦ Marketing – through association with the nation’s leading lead generation firm, qualify leads, reaching the decision makers who are managing active projects; target-market analysis to enable the recruitment of companies that are compatible with the community.
- ✦ Client Handling - ensuring prospects are provided professional treatment.

Product Development

- ✦ Product Development – industrial/business/technology park development; shell building programs; consortium financing; site certification/qualification; brokerage; land banking; product development deal structuring; multi-jurisdictional industrial parks.

Incentives and Financing

- ✦ Incentives Negotiations - ensure the deal is right for the community.
- ✦ Incentive Policies – assist communities in developing policies that protect investment.
- ✦ Financing - strategies for financing product development and program operation.

Sanford Holshouser Partners

- **Governor Holshouser** participates in the Business Development Group's consulting projects involving economic development policy.
- **Ernie Pearson** is North Carolina's leading expert on incentives, incentive policies and structuring product development initiatives and nonprofit economic development activities.
- **Bob Comer** has specific experience restructuring economic development organizations.
- **Crystal Morphis** specializes in existing business, product development and comprehensive economic development planning.
- **Rocky Lane's** specialties include workforce development, training and existing business retention and expansion.
- **Mike Geuge** has extensive experience in city planning and electric utility related economic development issues.
- **Bob De Mauri** has more than thirty-five years of experience in economic and community development at the local, regional, and state levels.

Governor James E. Holshouser, Jr. has been involved in public service throughout his career as a lawyer dedicated to his clientele, a state representative, Governor from 1973 to 1977, and by service in numerous public and private sector boards, such as the UNC Board of Governors. During his tenure as Governor, North Carolina saw a number of economic development "firsts", to include the first North Carolina overseas recruitment office in Germany and the first time this state had total new investment to surpass one billion dollars. He has guided and participated in policy matters related to economic development initiatives from local to the state level.

Ernest C. Pearson has served both in the private practice of law and in public policy positions. He served as Assistant Secretary for Economic Development of the NC Department of Commerce. He managed economic development programs, including industrial recruitment, international trade, small business development, tourism, film industry recruitment, and finance programs for industry. Since returning to the private sector in 1993, his law practice has focused on economic development matters, representing numerous local jurisdictions in economic development projects and companies in site selection projects.

Robert F. Comer has developed strategic action plans, organizational restructuring and privatization, marketing plans, personnel policies and funding campaigns for several local and regional economic development organizations in North Carolina. A local developer for 15 years and a pioneer in regional economic development, Bob most recently was chairman of Piedmont Triad's regional economic development Foundation. A retired US Navy Captain, Bob graduated from UNC-Chapel Hill and has a Master Degree equivalent from the US Naval War College.

Crystal P. Morphis, CECD, has over 10 years of direct economic development experience. She has experience in developing industrial parks, site certification, marketing, existing industry program development, strategic planning, private sector fundraising, executive searches and research for economic development. She serves on the Advisory Board for NC State University's Industrial Extension Service and is an instructor at the UNC-Chapel Hill Basic ED Course. Crystal holds a Bachelor of Arts in Economics from Salem College and a Master of Science in Economics from UNC-Charlotte.

L. Calvin "Rocky" Lane, Jr., has over 13 years experience as an economic developer and 15 years in workforce development. During that tenure, he was responsible for developing a fully serviced industrial park, a shell building, two NCDOC Certified Sites, an award winning marketing program, and the successful recruitment of 17 new companies and numerous expansions representing over \$1.5 billion in new investment and over 2000 new jobs. Rocky served in various positions with Halifax Community College for over 13 years, the last three as Dean of Continuing Education. He holds Bachelor and Master Degrees from N.C. State University.

Michael K. Geouge, CECD, has over 37-years of economic development and city planning experience. He has been the Manager of Economic Development for Duke Power/ Nantahala Power, manager of the western regional office of the North Carolina Department of Commerce and spent 15-years experience as a city planner and/or planning director with the states of North Carolina, Tennessee and Mississippi. He has participated in over 300 industrial client visits and in nearly 100 industrial client announced locations. He earned a Bachelor of Science in urban geography from East Tennessee State University.

Robert S. De Mauri, AICP, has more than thirty-five years of experience in economic and community development. He has held positions with local and state governments as well as in the private sector and was Director of the Thomas Jefferson Partnership for Economic Development in the Charlottesville, Virginia region. His experience includes preparing economic development strategies, marketing plans and local land use plans and ordinances. He has also worked with companies to provide site location assistance while evaluating the competitive advantages of communities. He earned a Bachelor in City Planning from the University of Virginia.

**Current and Previous EDC/Government Clients of
The Sanford Holshouser Business Development Group and Sanford Holshouser LLP**

Advantage West Regional Partnership, NC	North Carolina's Southeast
Albert Lea, MN	Northampton County, NC
Alleghany County, NC	Orange County, NC
Anson County, NC	Pamlico County, NC
Ashe County, NC	Pender County, NC
Avery County, NC	Piedmont Palmetto Economic Development
Carteret County EDC, NC	Alliance, SC
Catawba County, NC	Research Triangle Regional Partnership, NC
Chester County, SC	Rockingham County Partnership for Economic &
Chesterfield County, SC	Tourism Development, NC
On behalf of ElectriCities, Inc.	Rutherford County, NC
City of Albemarle, NC	Salisbury-Rowan EDC, NC
City of Cherryville, NC	Sampson County, NC
City of Gastonia, NC	Stanly County, NC
City of High Point, NC	Surry County, NC
City of Kinston, NC	On behalf of ElectriCities, Inc.
City of Laurinburg, NC	Town of Apex, NC
City of Lexington, NC	Town of Ayden, NC
City of Lumberton, NC	Town of Benson, NC
City of Monroe, NC	Town of Clayton, NC
City of Morganton, NC	Town of Cornelius, NC
City of Newton, NC	Town of Drexel, NC
City of Shelby, NC	Town of Farmville, NC
City of Statesville, NC	Town of Huntersville, NC
Clay County, NC	Town of Landis, NC
Craven County, NC	Town of Louisburg
Cumberland County, NC	Town of Maiden, NC
Danville, VA	Town of Selma, NC
Davidson County, NC	Town of Smithfield, NC
Elizabeth City State University, NC	Town of Wake Forest, NC
Gates County, NC	Town of Granite Falls, NC
Halifax County, NC	Town of Cary, NC
Harnett County, NC	Town of Cheraw, SC
Henderson County Partnership, NC	Town of Clinton, NC
Hertford County, NC	Town of Fuquay-Varina, NC
Hoke County EDC, NC	Town of Elkin, NC
Hyde County, NC	Town of Holly Springs, NC
Iredell County, NC	Town of Navassa, NC
Jones County, NC	Town of Red Springs, NC
Kerr-Tar Regional Council of Governments, NC	NC Seafood Industrial Park Authority/Wanchese
Lee County, NC	Seafood Industrial Park, NC
Martin County, NC	Wayne County Development Alliance, NC
New Hanover County	Washington County, NC
North Carolina Department of Commerce	Yadkin County Chamber of Commerce, NC
North Carolina's Eastern Region	Yancey County, NC
North Carolina Motorsports Association	Yancey County EDC, NC
North Carolina Northeast Partnership	York County, SC

The Sanford Holshouser Business Development Group and Sanford Holshouser, LLP, have been involved in some or all of the site selection process for the following companies.

- 3C Alliance LLP – Battery manufacturer (Japanese/German/US joint venture)
- 3 Tex, Inc. – Composite materials manufacturer
- Ann’s House of Nuts, Inc. – Snack processing and packaging
- Anpota Development Inc. – Concrete manufacturer (Jamaican)
- Applied Distribution Resources, Inc. – Distribution
- Biosignia, Inc. – Serum marker analysis
- Biotron Waste Research, Ltd. – Waste recycling (Canada)
- Blueberry Plastic Mill Corp. – Plastics recycling
- Citterio USA, Inc. – Specialty meat processing and packaging (Italian)
- Corrugated Container Corporation - Corrugated container manufacturer
- Cott Beverages USA, Inc. – Beverage bottler (Canadian)
- Cranberry Clouds Ltd. – Furniture manufacturer (England)
- Dudson USA, Inc. – Distribution of institutional china (England)
- Duracell Battery, Inc. – Joint venture partner in 3C Alliance
- Environ Products – Rotational molding manufacturer and headquarters
- EnviroTire Recycling Technologies LLC – Tire recycling (Canada)
- Formscape LLC – Electronic form systems (England)
- Gailey & Lord – Textile fiber manufacturer
- GoGo Motorsports USA, LLC – Scooter assembly/distribution (China)
- Hickory-White Furniture Company – Furniture manufacturer
- Intercord Technische Faden, GmbH – Industrial/tire cord manufacturers (Germany/Turkey joint venture)
- Kordsa, Inc. - Industrial/Tire manufacturer (Germany/Turkey joint venture)
- Just Care, Inc. – Private prison hospital facility
- Liberty Hardware Manufacturing Corporation – Distribution of hardware for furniture manufacturers
- Logic Marine Corporation – Boat manufacturer (Indonesia)
- Magma Entertainment Corp – Animal bedding manufacturer
- Matisse Derivan (USA) Inc. – Artist paint manufacturer (Australia)
- Meadows Metalcraft LLC – Lamp manufacture (Dubai)
- Miza Pharmaceuticals, Inc. – Pharmaceutical packager (Canada)
- Norske Skog Industries ASA – Flooring manufacture (Norway)
- North Carolina Quadel Consulting Corporation – Data processing
- Novo Nordisk Pharmaceutical Industries, Inc. – Production facility
- Parton Family – Theater and entertainment district
- Recycling Earth Products, Inc. – Recycling building materials
- Royal Laser Technologies, Inc. – Component manufacturer
- Rutherford Motorsports, LLC – Motor scooter/cycle distribution
- Sherrill Furniture Company – Furniture manufacturer
- Spetronic Plating – Plating components for computers (Canada)
- Tensor Machinery – Furniture component manufacture (Canada)
- Texel, Inc. – Non woven fabrics manufacture (Canada)
- Toshiba Battery, Inc. – Joint venture partner in 3C Alliance (Japan)
- Varta Batterie AC – Joint venture partner in 3C Alliance (German)