

NORTH CAROLINA'S SOUTHEAST

Our Region. Your Future.



The Southeastern Partnership

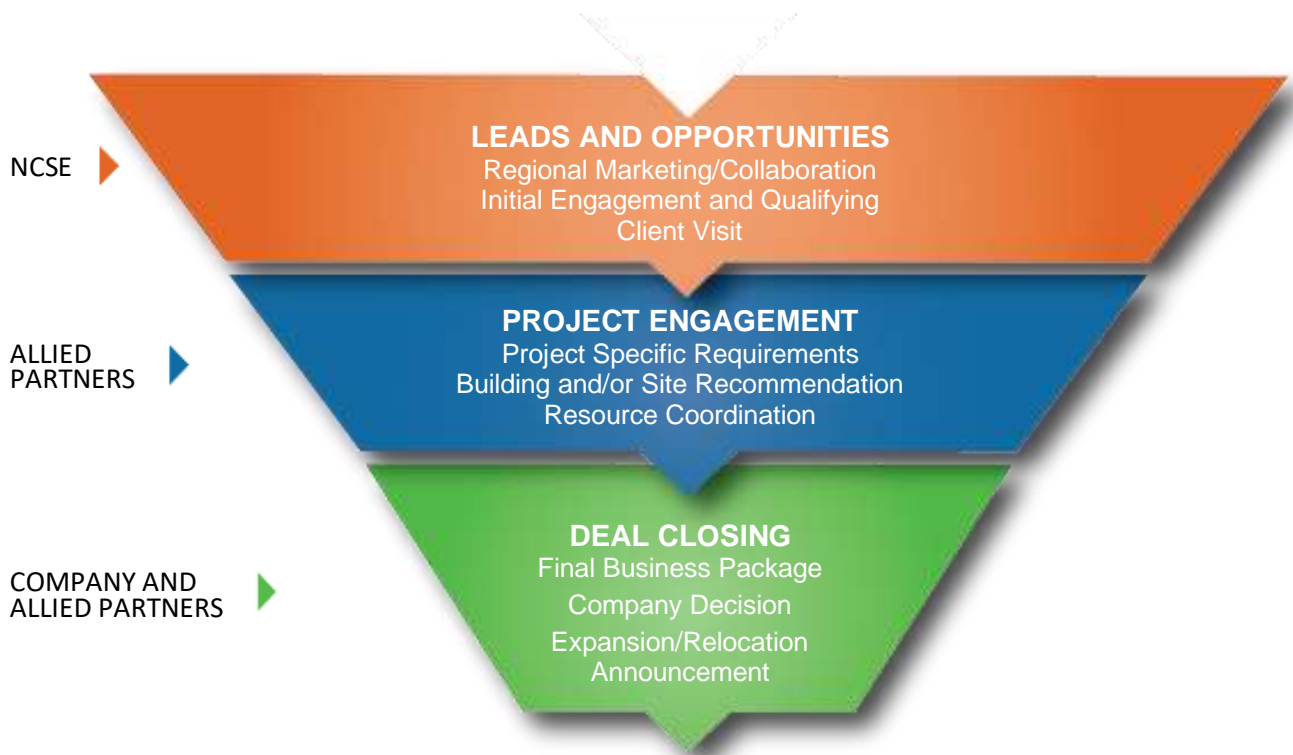


Strategic Plan 2021-2024

THREE-YEAR STRATEGIC PLAN

Mission: Provide strong economic development leadership in southeastern North Carolina through innovative marketing and collaborative regional initiatives that will support the creation of new jobs, generate capital investment, and secure new business locations.





REGIONAL ECONOMIC GROWTH



Mission Statement

Provide strong regional economic development leadership in southeastern North Carolina through innovative marketing and collaborative regional initiatives that will support the creation of new jobs, generate capital investment, and secure new business locations.

Leading Regional Economic Development Marketing

The Southeastern Partnership is a regional economic development organization whose historic success has been driven by marketing and lead generation. North Carolina's Southeast is the brand and marketing name for the organization. Cultivating sustainable economic opportunities in Southeastern North Carolina requires strategies for promoting and enhancing the region's assets and product. The Partnership has developed a three-year strategic plan to guide its work.

Marketing and business recruitment is highly competitive and the Partnership believes that a fully collaborative effort yields the best results. The organization will develop and maintain mutually constructive relationships with public and private allies and partners that work together at the local, regional, and state levels.

The southeast region has established itself as a competitive area in which to do business, partly due to the key assets it possesses:

- Two Ports: International Port of Wilmington, Port of Morehead City
- Strong agricultural base
- Population of 1.8+ million with a labor force of 730,000+
- Diverse industry base, including more than 30 Fortune 500 companies with a regional presence
- Certified industrial parks, including At-Port industrial sites
- Five Metropolitan Statistical Areas – Wilmington, Fayetteville, Myrtle Beach, New Bern and Goldsboro
- Wilmington International Airport, Fayetteville Regional Airport, Albert J. Ellis Airport, Coastal Carolina Regional Airport, and the North Carolina Global TransPark
- Interstate highway network – I-40, I-95, I-295, I-73, I-74, I-140, I-795 and I-42
- Extensive rail service throughout the region provided by CSX, Norfolk-Southern, North Carolina Railroad, Aberdeen Carolina & Western Railway Company, Aberdeen & Rockfish Railroad, Gulf & Ohio Railways, Laurinburg & Southern Railroad, and R.J. Corman Railroad Group
- Seven military installations – Fort Bragg, Marine Corps Base Camp Lejeune, Seymour Johnson Air Force Base, Marine Corps Air Station Cherry Point, Marine Corps Air Station New River, Pope Army Airfield, and Military Ocean Terminal at Sunny Point
- Six major universities – UNC-Pembroke, Fayetteville State, UNC-Wilmington, St. Andrews, Methodist and Mount Olive
- 15 Community colleges that concentrate on job skills training for existing and recruited industries
- Seven Business Incubators throughout the region
- Innovative healthcare facilities
- Dynamic quality-of-life

Industry Sectors





The southeast region is diverse and marketing will be more effective on a customized, industry sector basis. Our strategic plan will incorporate the findings of the recent industrial sector analysis (EDA Grant) to guide regional strategies on expanding existing and emerging industry sectors, including:

Recommended Targeted Industry Sectors

- **Advanced Textiles** Focus on advanced textiles in the health and safety sector and target value-added manufactures
- **Agri-Industry & Food Processing** Focus on value-added and more on the processing component
- **Distribution & Logistics** Focus on E-Commerce opportunities
- **Metalworking** Focus on production technology and heavy machinery
- **Aerospace & Defense (AeroDef)** Focus on the defense aviation presence and building existing business supply chain opportunities

Marketing Goals

The Partnership will closely track the achievement of goals and objectives set annually by the Board of Directors and the Local Developers Advisory Group (LDAG). The COVID 19 pandemic has required that we become more effective and efficient in our marketing and communication initiatives so that we may continue our successful track record of recruitment. The goals below were agreed to by the Strategic Planning Committee in an effort to anticipate the impacts of COVID19 on economic development, business recruitment and marketing. Depending on the duration of the pandemic and its potential continuing impact on the economy, it may be necessary to revisit the goals in this strategic plan as necessary.

<i>Regional Marketing Goals</i>		Goal 2021-2024
	Leads	350
	Projects	315
	Visits/Meetings	220
	Recommendations	1,165

(NCSE fully controls the achievement of these goals)

<i>Regional Economic Growth Goals</i>		Goal 2021-2024
	New Jobs	1,350
	Investment	\$270M
	Company Locations	18

I. Direct Marketing

1. Participate in marketing missions (to include in-person and virtual which is defined as a video conference call with decision makers where regional assets, sites and/or buildings are reviewed), trade shows, and conferences that focus on companies within targeted industry sectors.
2. Conduct strategic marketing campaigns to specific site selection consultants and industrial brokers.
3. Meet with site selection consultants at their locations and site consultant events to promote the region.
4. Hold marketing events with industrial brokers in Charlotte and Raleigh.
5. Establish virtual lead generation program.
6. Develop customized marketing strategies tied to targeted industry sectors.
7. Develop updated marketing materials for regional promotion to include spotlighting targeted business/industry sectors.
8. Facilitate first-time client visits to the region and involve local and allied organizations and stakeholders in these visits.
9. Strengthen Foreign Direct Investment marketing and recruitment efforts.

II. Research & Technology

1. Maintain the buildings and sites database on the NCSE website.
2. Maintain a dynamic website platform.
3. Evaluate the Bio-renewable/Biotechnology GIS app.
4. Provide research assistance as needed to counties.
5. Develop annual *Regional Profile* research document.
6. Maintain an online library of industrial site drone videos.
7. Develop video marketing for promotion of the region.
8. Explore staff drone pilot certification in order to provide real time drone video during virtual site visits.

III. Product Development

1. Assist counties as financial resources are available, with customized product development needs with active projects or planning for new product to include costs associated with site evaluation and site plan design.

2. Continue to explore a request for a state/federal funding program to match dollars raised by the Southeastern Partnership. If successful, a significant portion of these funds will be used for product development and marketing within the member counties.

IV. County & Allied Partner Engagement

1. Hold Local Developer Advisory Group meetings to involve county economic developers in the marketing program.
2. Continue the collaborative relationship with the Economic Development Partnership of NC (EDPNC) to maximize marketing and resources to benefit the region.
3. Provide technical assistance to counties when requested for economic development initiatives.
4. Promote the engagement of counties and allies in direct marketing initiatives.
5. Support the Business, Retention and Expansion efforts of the counties as requested.
6. Consider and evaluate NC Counties that have requested to join the Southeastern Partnership by utilizing the conditions as set forth in the proposed changes to the By-Laws.

V. Regional Advocacy

1. Strengthen and enhance the organization's advocacy role on key issues, initiatives and public policies that advance our mission and support regional economic growth and development.
2. Advocacy efforts should center on opportunities to create or improve economic assets and amenities that have multi-county significance.
3. Educate, inform, and build relationships with the region's state and national legislative delegations through regular communications and invitations to regional economic development events.
4. Advocacy requests may be submitted by member counties or board members and will be vetted by the President in consultation with the Executive Committee.

VI. Communications & Public Relations

1. Distribute the Annual Report to all Board Members, Investors, Supporters, Allies and Member County Commissioners to promote the accomplishments and activities of NCSE.
2. Release timely information and reporting to Board Members, Investors, Supporters, County Commissioners, and others as necessary to highlight NCSE engagement.
3. Conduct 4-6 news releases to announce special accomplishments by NCSE.
4. Make direct contact with individual investors and stakeholders on an as needed basis but no less than an annual basis.
5. Hold a minimum of two sub-regional annual meetings to highlight the accomplishments of NCSE. Meetings to be held in central locations at each end of the region in order to make attendance

less challenging for invitees. All invitees are welcome to attend either sub-regional meeting or both at their discretion.

6. Maintain a social media presence via Facebook and LinkedIn.
7. Hold a Regional meeting to coincide with the roll out of the 3-year Strategic Plan initiative when possible.

VII. Fundraising

1. Fundraising Committee to continue to meet on an as needed basis to plan and coordinate fundraising efforts to meet the financial needs of NCSE.
2. Continue to seek opportunities to grow private membership at both Board Level and Investor Level.
3. Continue to maintain a strong existing Board Level and Investor Level retention program.
4. Reactivate Long Range Funding Committee to evaluate future increases in private and public funding levels.

VIII. Capital Improvements

1. Assess needs for interior and exterior enhancements to the NCSE building and property.

Performance and Return-on-Investment (ROI) Metrics

The Partnership will use these performance metrics to measure its results for the region.

1. Unique first-time client visits to the region and/or virtual meetings
2. Building and site recommendations to qualified leads/projects
3. Leads/projects generated by industry sector
4. Leads/projects generated by source (website, consultant, broker, ally, trade show, recruiting mission)
5. Leads/projects with port and rail requirements
6. Company location announcements impacted by marketing strategies
7. Technical assistance provided to counties
8. Marketing events implemented (trade shows, marketing missions and virtual lead generation, consultant events, industry conferences)
9. Establishment and accomplishment of annual budgetary requirements with overall funding structure (Private, County Public, State Public and Federal Grants).
10. Partner engagement (activities and resources leveraging)
11. Leadership activity (i.e. NCEDA, economic development policy)