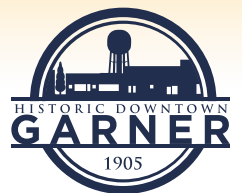


GARNER

ECONOMIC DEVELOPMENT
STRATEGIC PLAN



PRESENTED IN
PARTNERSHIP WITH



GARNER

ECONOMIC DEVELOPMENT STRATEGIC PLAN

Introduction

THE GARNER ECONOMIC DEVELOPMENT STRATEGIC PLAN is a multi-year blueprint to achieve the department's mission. This plan will serve to direct the department's day-to-day operations over the next three to five years.

The plan incorporates elements from the Town of Garner Strategic Plan, the Plan of Work for the Downtown Garner Association (DGA), and the Plan of Work for the Garner Economic Development Corporation (GEDC). By including items from these sources and incorporating the Garner Chamber of Commerce, Wake County Economic Development (WCED) and the Economic Development Partnership of North Carolina (EDPNC) into the plan, the department's strategic plan serves to integrate the Town's economic development partnerships into a single strategy for the entire community.

This plan seeks to fulfill the Town of Garner's goal of orderly growth and aligns with the Town's Vision Statement:

THE TOWN OF GARNER nurtures a hometown environment for residents and businesses while encouraging new economic, recreational and cultural opportunities through wise planning and investment.



THE GARNER ECONOMIC DEVELOPMENT STRATEGIC PLAN is organized in to three categories:



BUSINESS RECRUITMENT & RETENTION

GOAL: Recruit and retain companies that will provide quality jobs and improve the Garner quality of life.



MARKETING

GOAL: Promote Garner as a great place to live, work, and play.



ENTREPRENEURSHIP

GOAL: Support the creation and growth of small businesses in Garner.

BUSINESS RECRUITMENT & RETENTION

GOAL STATEMENT: Recruit and retain companies that will provide quality jobs and improve the Garner quality of life

OBJECTIVES

INITIATIVES

Identify and develop competitive commercial and industrial sites

1. Maintain a list of up-to-date available sites/buildings
2. Participate in site assessment/readiness programs
3. Identify target sites and perform due diligence studies as needed (GEDC)

Promote Garner to site selectors and potential relocation clients

1. Establish and grow relationships with site selection consultants
2. Participate in joint recruitment trips with EDPNC and WCED
3. Update the list of target industries and actively recruit them with a focus on diversifying the Garner economy
4. Assist the GEDC with implementing their work plan (Appendix A) (GEDC)

Update Town policies and procedures to improve Garner competitive advantage

1. Review and update the Town's incentive policy
2. Work with Development Services to streamline permitting
3. Research opportunities to grow Garner's incentive offerings

Maintain an active relationship between the Town and local businesses

1. Visit 20 targeted companies each year who are poised for growth and/or contraction
2. Host industry round tables to discuss pertinent issues with local businesses (GEDC)
3. Develop annual online business survey

Support existing and potential companies through workforce development

1. Work with Trojan and Titan business alliance groups to prepare for and connect high school students to local job opportunities
2. Connect companies with NCWorks, Wake Tech., and Capital Area Workforce Development Board members
3. Work with local companies to establish apprenticeship/internship programs

MARKETING

GOAL STATEMENT: Promote Garner as a great place to live, work, and play

OBJECTIVES

Improve Garner's economic development online presence

INITIATIVES

1. Create a new economic development marketing-based website (GEDC)
 2. Update marketing collateral and ensure it is "searchable" online
 3. Continue to grow the department's media presence through twitter and podcasts
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Cultivate greater awareness of Garner Economic Development Opportunities

1. Work with Communications Department to develop sponsored content messages that highlight Garner's economic development successes and advantages
2. Attend tradeshows, conferences, and site selection consultant events to market Garner
3. Grow the Garner Connect Conference to showcase Garner's unique economic development assets
4. Attend economic development partner meetings and share Garner's successes

ENTREPRENEURSHIP

GOAL STATEMENT: Support the creation and growth of small businesses in Garner

OBJECTIVES

Develop tools to assist entrepreneurs to locate and grow their businesses in Garner

INITIATIVES

1. Update “How to Get in Business Guide”
 2. Work with Downtown Manager to implement the Downtown Garner Plan and the creation of more space in downtown for small businesses to locate (Appendix B)
 3. Investigate a “Launch Garner” program
 4. Work with Downtown Manager to create a business retention program for the Downtown District (DGA)
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Raise awareness of Garner’s advantages for entrepreneurs

1. Promote and market Garner and Gearworks to entrepreneurs
2. Recognize and celebrate small business successes in Garner through social media, special events, and print media
3. Investigate new incentives to support entrepreneurship
4. Implement the Garner Entrepreneurs of Tomorrow (GET) program (GEDC)
5. Work with Downtown Development Manager to establish a mentor program for Gearworks tenants (DGA)

APPENDIX A:

GARNER ECONOMIC DEVELOPMENT CORPORATION
PLAN OF WORK



PROPOSED PLAN OF WORK

1-2 YEARS

3-5 YEARS

ORGANIZATION

Bylaws

- Board Adjustment

Policy

- Finance
- Investment

Operations

- Accounting (\$)
- Reporting
- Annual Budget

MARKETING

Logo/Branding (\$)

Website (T)(\$)

Opportunity Zone (T)(\$)

Annual Reporting (T)

Strategic Communications

- Native Content Ads (T) (\$)

PROGRAMMING

Entrepreneurship

- Launch (T)(C)(\$)
- Business Writing Competition
- Gearworks

Education/Workforce Development

- Trojan Business Alliance
- School Programs

Partnerships

- Industry Roundtables(T)(C)(\$)

Industry Grant Program (\$)

Revolving Loan Program (\$)

DEVELOPMENT

Asset Acquisition/Deposition (\$)

Product Development (\$)

Strategic Development

Partnerships

Strategic Infrastructure

Investment (T)(\$)

APPENDIX B:

DOWNTOWN GARNER ASSOCIATION **2019 WORK PLAN**



2019 Plan of Work

Downtown Garner Association

Community Engagement	<p>Goal Statement: Tell the story of downtown and foster relationships with businesses and stakeholders to strengthen DGA's position as the leading advocate for Downtown Garner</p>
	<p>2019 Measurables:</p> <ol style="list-style-type: none"> 1. Raise \$15,000 in annual sponsorship donations by the beginning of April 2. Visit with every business and stakeholder in Downtown Garner at least once by July 31 3. Find 2 opportunities to give back to downtown stakeholders in time or financial support
	<p>Committee Projects:</p> <ul style="list-style-type: none"> • Run DGA's annual sponsorship drive • Develop a downtown engagement program to regularly keep up with stakeholders • Build a strategic social media plan for promoting downtown • Provide support for PRCR's Recreation Center grand opening event
Event Planning	<p>Goal Statement: Develop a strategic annual event calendar that brings people downtown to eat, shop, and play.</p>
	<p>2019 Measurables:</p> <ol style="list-style-type: none"> 1. Plan 9-12 downtown events between April-December 2. Recruit 10 new volunteers to fulfill event manpower needs
	<p>Committee Projects:</p> <ul style="list-style-type: none"> • Plan food truck rodeos, outdoor movies, and pop up markets • Build a volunteer program to support existing events and expand capacity for future needs • Develop an event-specific marketing plan that feeds into DGA's overall social media plan • Work with PRCR on long range planning for town festival & new events
Design	<p>Goal Statement: Build a foundation of tools to support and guide future design efforts in downtown.</p>
	<p>2019 Measurables:</p> <ol style="list-style-type: none"> 1. Create 1 new opportunity for public art by the end of 2019 2. Create a complete downtown property database by the end of April
	<p>Committee Projects:</p> <ul style="list-style-type: none"> • Build/update a cohesive property & business database • Revise the façade grant to meet the needs of downtown & encourage growth • Consult with the town on streetscape enhancement projects & signage opportunities • Support projects for temporary & permanent public art in downtown
Development	<p>Goal Statement: Create a strategic economic development plan to foster growth and sustain the existing business community.</p>
	<p>2019 Measurables:</p> <ol style="list-style-type: none"> 1. Recruit 3-4 volunteers to sustain the committee by March 2. Develop 1 mentoring opportunity to be supported by Gearworks tenant by December
	<p>Committee Projects:</p> <ul style="list-style-type: none"> • Collaborate with Community Engagement to address needs or opportunities that arise from meeting with downtown businesses • Work with the Economic Development Director to flesh out programming for Gearworks • Develop design standards for Main Street facades to guide building rehab and new development projects • Assist the town to market & develop the pad adjacent to the new recreation center