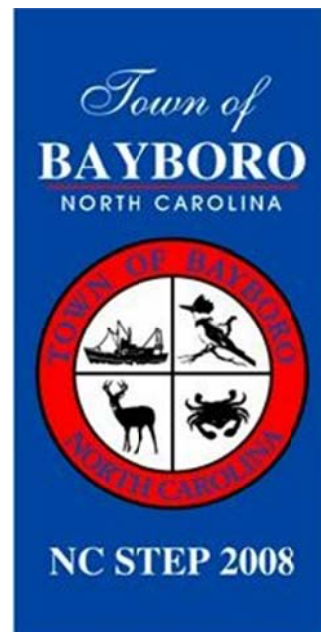
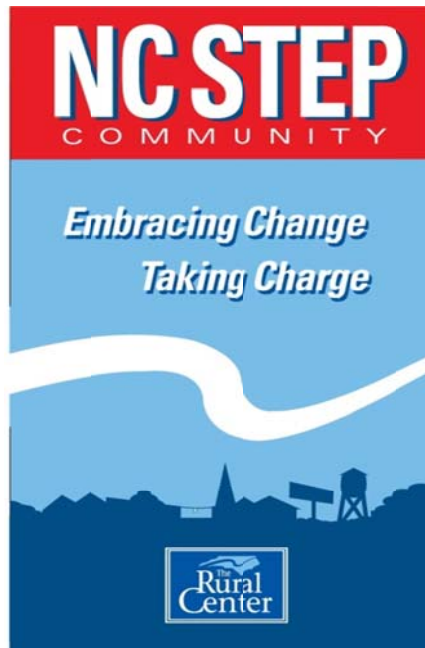


# STRATEGIC PLAN TO SUSTAIN AND INCREASE THE NUMBER OF BUSINESSES IN BAYBORO AND PAMLICO COUNTY

A Regional Approach



Facilitated by the Eastern Carolina Council



Guided by the STEP Business & Entrepreneurship  
Sub-committee of the Bayboro STEP Leadership Advisory Team

## ACKNOWLEDGEMENTS

The members of the Bayboro Small Town Economic Prosperity Program's (STEP) Business and Entrepreneurship sub-committee guided the development of this Strategic Plan to help increase the number of businesses in Bayboro and Pamlico County. The committee included:

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Their ideas for economic development for Pamlico County are reflected in this report and their leadership in this endeavor has been invaluable.

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### **STRATEGIC PLAN TO SUSTAIN AND INCREASE THE NUMBER OF BUSINESSES IN BAYBORO AND PAMLICO COUNTY**

The Business & Entrepreneurship sub-committee of the Bayboro Small Town Economic Prosperity (STEP) Program requested the assistance of the Eastern Carolina Council to draft a strategic plan to increase the number of businesses in Bayboro and Pamlico County and to draft a tactical plan to implement the recommended strategies.

The basic strategies to sustain and increase economic activity in the county include:

1. Sustaining and expanding existing businesses and attracting new businesses to the county;
2. Encouraging and attracting new businesses that will augment, and not compete with current businesses;
3. Attracting existing businesses outside the county to relocate the business to the county; and
4. Attracting existing businesses to expand or branch out beyond the county.

The down side of attracting businesses from outside the county to locate in Pamlico County would be that the business might directly compete with existing businesses or might compete with existing businesses for limited resources (e.g., water/sewer allocations).

As with any plans, the information contained herein can change dramatically for a variety of reasons. As a working document, it should be reviewed and updated periodically.

## I. Agriculture

Those farmers and entrepreneurs that intend to market products other than selling to processors, should have a frank discussion with their insurance agent regarding their intentions. Different types of liability go along with different types of operations. For example, the liability of having guests on the property to pick or purchase farm products creates one type of liability while selling those same products at a farmers' market or producing a value-added product creates another.



### a. Biofuels

#### Biofuel Background

According to CropLife, biofuels are "defined in the broadest sense as any fuel derived from biomass, or living/recently living plant material – offer some of the most promising alternatives in the effort to decrease dependence on traditional fossil fuel sources (oil, gas, petrol, coal, etc.). Biofuels offer the only immediate alternative to fossil fuels, help limit impact on the environment from fuel emissions and are the only direct substitute for oil in transport that is available on a significant scale in most countries. Plant biofuel, which is often (though not exclusively) derived from agricultural crops, is easy to grow and transform into fuel, making it one of the dominant forms of renewable energy available today." <http://biofuels.croplife.org/index.php?page=biofuel-basics>

There are three basic types of biofuels: Ethanol, Biodiesel and Biogas. Ethanol, also

called ethyl alcohol or grain alcohol, is most often produced by fermentation of sugars derived from plant materials. In the United States, corn is the most common feedstock. Biodiesel is a fuel produced by mixing vegetable oils, fats or greases with an alcohol (usually methanol but sometimes ethanol) and a catalyst. Biogas according to Business Dictionary is a combustible gas used as cooking gas in agricultural communities. Composed largely of methane, carbon dioxide, and hydrogen sulfide, it is produced by fermenting animal and human wastes in absence of oxygen (an anaerobic process). Solids, remaining after the fermentation is complete, are used as organic fertilizer.

A sustainable biodiesel production level is more difficult to determine as biodiesel can be made from a wider range of feedstocks than ethanol, and the relative availability and cost of these feedstocks is a changing data point. Location is an extremely important consideration in locating biofuel production facilities due to the costs of transporting the feedstocks as well as the finished products. Currently, natural gas is the fuel of choice for the production process, so proximity to a natural gas pipeline can be important.

The cycle begins with the feedstock being grown and harvested. If the grower does not have a grain dryer and crusher (\$1.2 million investment—depending on the model) to remove the oil from the feedstock, then the harvested feedstock must be transported to a facility that does that. The raw oil is then transported to the biodiesel plant for processing. The processed biodiesel is then transported to an intermediary or an end user. In this situation, the desired end user is the military in North Carolina. The cost of this transporting is one reason why it is desirable for the biodiesel facility to be in close proximity to the growers of the feedstock.

As was noted in a recent workshop on biofuels held in Jones County, one of the big challenges anticipated in the development of biofuel production facilities in North Carolina is the permitting process due to the complexity of the process and the multiplicity of agencies involved.

### *Algal biofuels:*

In a white paper entitled “Algal Biofuels Research, Development, and Commercialization Priorities: A Commercial Economics Perspective” drafted by Phillip Brown of Diversified Energy in 2009, he notes that “algal biofuels have enormous potential and offer a breakthrough solution to both energy security and global warming concerns...the commercial viability of algal biofuels is a much debated topic, with estimates ranging from three years to (multiple) decades.” The article goes on to note that one-third of the operations and maintenance costs are for utilities. “The amount of energy required to transport, handle, and process extremely large volumes of water and biomass material, along with considerable evaporative water losses, it becomes apparent why utilities are a significant cost driver.”

Mr. Brown goes on to say that 50% to 80% of the material produced in an algal biofuel system will be something other than oils for biofuel conversion. While not all algae

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strains can produce a byproduct of nutraceuticals (a term combining the words “[nutrition](#)” and “[pharmaceutical](#)”, is a food or food product that provides health and medical benefits, including the prevention and treatment of [disease](#)), the very small nutraceuticals content of some strains have extremely high current market values. The capital costs for an algal biofuels production system are a major commercial viability concern.

<http://www.epoverviews.com/oca/Algae%20Biofuel%20Development%20Priorities%20.pdf>

### *Military Growth Task Force (MGTF)*

Amber Kumor of the MGTF provided this update on December 14, 2010:

“We have planted five test plots of canola in order to socialize the notion of biofuels with the farmers. We have assembled the industry players who are likely to create the Phase I (2 mgy biodiesel) capacity east of I-95: Vendor, Refiner, Crusher, and End users. Up to this point DoD has funded this initiative 100%. Since this is mostly economic development for the state of NC, they want to see some state money in the game before they commit to further funding. We have suggested a 60-40 split (60-NC and 40-DoD) and this seems agreeable. From everyone we have sought funding from, they had told us this project falls under the Biofuels Center of NC.”

Phase one of “Eastern Gain” is the sole purview of the MGTF. Canola, a winter crop, test plots have been planted and the MGTF anticipates that the first “Fuel the Force” delivery of this home-grown biodiesel will be delivered to the Marine Corps in June.

### *Biofuels Center of North Carolina*

North Carolina has a strategic plan for biofuels leadership and the Biofuels Center of North Carolina is charged with the implementation of that plan. The Biofuels Center of North Carolina was funded with a \$5 million initial appropriation from the 2007 General Assembly. It is a private, nonprofit corporation headquartered on the 426-acre North Carolina Biofuels Campus in Oxford. It receives continuing funding from the General Assembly to implement [North Carolina's Strategic Plan for Biofuels Leadership](#) and to help make the state more energy independent. The Biofuels Center of NC is funding a position to be based in Greenville, but housed at North Carolina's Eastern Region that will help develop biofuels enterprises in eastern NC. This individual begins his position in January.

According to Terry Carter of the Biofuels Center of NC, the goal of the Center is to develop sustainable *liquid* biofuel capacity in North Carolina that does not compete with food crop acreage. In addition, according to Mr. Carter, seed oil crops will not be competitive for fuel applications until the price of petroleum oil rises (as it is predicted to do) because canola oil sold for human consumption sells for almost four times its value as a fuel additive. Since approximately 87% of Pamlico County agricultural lands are already in food crop production, the land is presently being utilized at a higher



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economic value than could be obtained from conversion of those lands to biofuel crop production. However, the addition of biomass crop subsidies might change this financial relationship in the short term and changes to petroleum prices might change the financial relationship over the long term. For that reason, the Military Growth Task Force and the Biofuels Center are testing canola growth and yield to determine its capacity for biofuel development in North Carolina's Eastern Region.

There are several proposals into the Biofuels Center for funding that include all of eastern NC. When contacted in December 2010, the Biofuels Center representative did not know if Pamlico County was specifically mentioned in any of these proposals or if anyone from Pamlico County submitted a proposal, but he did indicate that there were proposals that included all of eastern North Carolina. <http://www.biofuelscenter.org/>

According to the most recent statistics available from the NC Department of Agriculture (2007), there are 46,125 acres on 85 farms in Pamlico County. The average farm is 543 acres and the average age of the farmer is 56.7 years. In 2009, 12,100 acres of corn for grain, 19,600 acres of soy beans and 8,300 acres of wheat were harvested. The balance of the acreage is used for smaller crops and livestock.

Given the amount of farm acreage in Pamlico County, the growing of feedstock needed for the production of biodiesel would certainly be a good fit. If the farmers could develop contracts that ensure the purchase and price of feedstock grown would be profitable to them that would facilitate farmers being willing to participate in the program.

Since farmers in the county are aging, it may be that farmland will be sold off if it is not to be farmed by family members. This would reduce the amount of acreage available county for feedstock production.

The entire process of the development of a large-scale biodiesel business is time-consuming and costly. Even with the assistance of the Biofuel Center of North Carolina, it could take years and may or may not be successful. There is a great deal of risk and barriers to be overcome.





### Biofuel Target Audience

The biofuel target audience would be the farmers who grow the biomass and the companies that develop biofuel plants. Without the cooperation of the farmers, the biofuel plant would not be successful.

### Biofuel Infrastructure needs

The infrastructure needs will vary widely depending on exactly what is developed. A large biodiesel processing facility will need a supply of natural gas which is available in some areas of Pamlico County. Large amounts of biodiesel fuel will need to be either trucked or shipped by rail in tanker cars. Rail is not available in Pamlico County.

One online source suggested that the potential developer of a biodiesel facility consider locating in an area with access to city water and sewer as it will make wastewater management much easier and probably not as costly. This may limit available locations in Pamlico County and then there is the question of the capacity of the wastewater treatment facility.

According to the NC Cooperative Extension, "after biodiesel is made, it is often 'washed' with water to remove contaminants, including soap, glycerin, residual methanol and residual catalyst. This can result in as much as one gallon of wastewater per gallon of biodiesel produced. The amount of wastewater can be reduced by adding an acid to the biodiesel to split the soap. In this case, only .05 to .1 gallon of water is needed per gallon of biodiesel produced. Most large producers clean and reuse their water. The soaps and catalyst removed from the water are added to the crude glycerin, a byproduct of biodiesel production, which is then sold to a glycerin refiner. The uncleaned wastewater can also be used for farm irrigation, as long as it does not contain methanol. Small producers, or producers who have not yet invested in wastewater recycling equipment, often send their wastewater to a municipal sewage treatment plant and pay for this disposal."

[http://www.extension.org/pages/Waste\\_Management\\_in\\_Biodiesel\\_Production](http://www.extension.org/pages/Waste_Management_in_Biodiesel_Production)

Since there is going to be a lot of truck traffic, locating on a major paved road would be required.

### Biofuel Employee experience/training needs

Biofuel jobs look much like traditional jobs in chemical manufacturing. Typical occupations, which range from truck drivers and shipping clerks to chemical technicians and electronics repairers. Additionally farm labor would be needed.

A small biodiesel plant producing between 4 mgd and 10 mgd would require 12 workers. A commercial scale grain ethanol plant (i.e., a plant producing 50 million

gallons of biofuel per year) will employ about 35 to 40 full time workers. The operation of such a plant will involve fuel production, processing and transport and other services from the local economy that may account for as many as 200 jobs near the plant, largely in such activities as feedstock production, processing and transportation. Doubling the capacity of this plant 100 million gallons per year, however, may only increase the plant employment to 45 to 60 workers, less than a one-third increase (Swenson et al. 2006).

A biofuel production plant will require a relatively small number of highly skilled production engineers and a larger number of workers who will operate and maintain the plant with skills that may be obtained through on-the-job training or from local post-secondary training programs that adapt their curriculum to the current needs of the local economy. The emerging biorefineries are likely to create jobs for plumbers, electricians, plant operations, and process engineering. Employment opportunities for such common general trades already exist and have well developed training programs.

[www.nyserda.org/.../Appendix J Worker Training and Business Research Infrastructure.pdf](http://www.nyserda.org/.../Appendix J Worker Training and Business Research Infrastructure.pdf)

### *Biofuel Attracting to the area*

A biofuel plant would ideally want to locate close to major roads (north/south, east/west) in order to reduce trucking cost. If a very large amount of biofuel was to be produced, a rail line may be needed. Being close to the fields where the feedstock was being grown and being close to the end user of the product would help reduce transportation expenses. The plant itself would need to be on a paved road with easy access to water, sewer, and natural gas. Except for the lack of a rail line, Pamlico County might be an attractive option. Pamlico Community College staff could work with the employer to provide job training as needed. The only problem is that other nearby counties will be competing for the facility as well.

The development of oils for food, nutraceuticals, skincare products, aromatherapies, and industrial lubricants is the other option. These can be produced on a smaller scale. A farmer's cooperative might be established to share the cost of a dryer and seed crusher. This takes initiative on the part of one or more farmers. There are sufficient resources available to those who would take this route. Perhaps the Cooperative Extension service could host a workshop on this subject to determine who might be interested in the concept.

### *Biofuel Marketing strategy*

To attract a biofuel plant to locate in Pamlico County it would be best to work with staff of the eastern office of the Biofuel Center of NC. This is a very complex business and working with a knowledgeable individual would have a greater chance of success.

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To entice local farmers to participate in a cooperative that would produce oils for food, nutraceuticals, skincare products, aromatherapies, and industrial lubricants, it would take someone like the local NC Cooperative Extension Agent. An alternative would be an influential, progressive farmer who could get other farmers to participate.

### Biofuel Candidates to attract

There is a list of NC biofuel related companies on the Biofuels Center of NC website: <http://www.biofuelscenter.org/index.cfm?page=content&scid1=64&CategoryID=26>

### Biofuel Action plan to attract

This is a very complex business. The individual or group that is seeking to attract a biofuel company to locate a plant in the county will need to be very knowledgeable with regard to the industry and its needs. If there is no such individual or group in the area, it would be best to work through the Biofuels Center of NC—Eastern Office Representative Mr. Terry Carter.

Piedmont Biofuels is an interesting small to mid-size biofuel facility that is very community oriented. Their website has information related to the industry: <http://www.biofuels.coop/> This would be one model that Pamlico County could emulate.

For assistance with information regarding the industry: Biofuels Center of NC—Eastern Office Representative Terry Carter 919.407.0774. He is housed in Kinston at North Carolina Eastern Region's Office.

For assistance in working with the farming community: Pamlico County Cooperative Extension Agent: Bill Ellers, Pamlico County Extension Director, [bill\\_ellers@ncsu.edu](mailto:bill_ellers@ncsu.edu) 252.745.4121

## **b. Alternative oils—various uses**

### Alternative Oils Background

An alternative that might be attractive to farmers in Pamlico County is the development of oils for food, nutraceuticals, skincare products, aromatherapies, and industrial lubricants. These can be produced on a smaller scale. A farmer's cooperative might be established to share the cost of a dryer and seed crusher. The link below is an excellent article on how to develop a small specialty oil business. There is a success story of E. Peter Matthies who developed a lucrative specialty oil business after he retired. [www.smallstock.info/reference/ATTRA/oilseed.pdf](http://www.smallstock.info/reference/ATTRA/oilseed.pdf) The Eastern Carolina Food Ventures incubator kitchen in Warsaw, NC advertises the development of nutraceuticals as one of its purposes however, it does not have the dryer and seed crusher needed.

<http://www.jamessprunt.edu/kitchen.html>

Another example of an innovative approach is the “rent the oil” concept developed jointly by an Ontario Organic Farm and Piedmont Biofuels in North Carolina. “A farmer could ‘rent the oil’ by harvesting his canola, processing the oil seeds to food-grade standards and ‘renting’ the oil to a restaurant for a price lower than the restaurant typically pays for their oil. After using the oil, the restaurant returns the oil to the farmer for conversion to biodiesel. This way there is no competition between food and fuel and the economics work out favorably for small-scale biodiesel production from oilseed crops.” [www.smallstock.info/reference/ATTRA/oilseed.pdf](http://www.smallstock.info/reference/ATTRA/oilseed.pdf)

Depending on the product, government regulations may need to be taken into account.

### *Alternative Oils Target Audience*

The target audience for alternative oils would depend on the product developed. Retail specialty products may have a wide range of potential customers and could be sold locally at a farmers market or internationally via the internet. Some oils might be sold to cosmetic, pharmaceutical or industrial lubricant companies.

### *Alternative Oils Infrastructure needs*

A small operation developing specialty oils will have few infrastructure needs.



### *Alternative Oils Employee experience/training needs*

The employee experience and skills, depending on the size of the operation would be similar to that of a biofuel plant. Biofuels jobs look much like traditional jobs in chemical manufacturing. Typical occupations for this small industry would range from truck drivers and shipping clerks to chemical technicians and electronics repairers. Additionally farm labor may be needed.

### *Alternative Oils Attracting to the area*

Farmers currently located in the area would be sources of the raw materials needed to produce alternative oils. Entrepreneurs from within and outside the county might be interested in developing the alternative oils and in marketing the products if local

farmers were not.

### Alternative Oils Marketing strategy

Marketing the alternative oils will depend on the product. Marketing it as an idea to the farmers in the area could be accomplished by NC Cooperative Extension hosting a workshop on the topic along with a trade show of equipment needed for the operation.

### Alternative Oils Candidates to attract

These are small operations and it is doubtful that those outside the county would be interested in setting up shop in the county as there would be no real benefit in today's economic environment.

### Alternative Oils Action plan to attract

Having local farmers and entrepreneurs develop an alternative oils business would work best in the current economic environment. If NC Cooperative Extension were to host a workshop on the subject along with a trade show of equipment needed for the operation that might pique the interest of the farmers and others.

## **c. Sale of farm products for human consumption**

*N.C. MarketReady Fresh Produce Safety – Field to Family* is a new N.C. Cooperative Extension program developed to educate fruit and vegetable growers about measures to minimize food safety risks. The training focuses on Good Agricultural Practices (GAPs) and what it takes to obtain GAPs certification. The development of the *N.C. MarketReady Fresh Produce Safety – Field to Family* curriculum was funded with grants from the N.C. Tobacco Trust Fund Commission, Sustainable Agriculture Research and Education (SARE) and USDA Risk Management Agency. N.C. Cooperative Extension faculty developed the curriculum as part of the N.C. Fresh Produce Safety Task Force. For more information contact Charlotte Glen at (910) 259-1235, or Mark Seitz at (252) 448-9621. Learn more at <http://www.ncmarketready.org/> Farmers interested in marketing their produce directly to consumers or to the military should attend this training and obtain the GAPs certification.

Pamlico County does not have a commercial kitchen to help farmers, fishermen and entrepreneurs to produce value-added products. Eastern Carolina Food Ventures Incubator Kitchen in Warsaw, NC is an example of a regional, shared-use commercial incubator kitchen designed to help develop food entrepreneurs, create new food businesses, grow existing food businesses, and provide workforce development resulting in new jobs and new economic development in eastern North Carolina. Located in the WestPark Business Technology Center in Warsaw, the kitchen is a collaborative effort of James Sprunt Community College, Duplin County, and Pender County. Its purpose is to provide hourly access to entrepreneurs and existing food businesses for: New food and beverage development and production; Food research and testing; Commercial kitchen for caterers and Nutraceutical development

<http://www.jamessprunt.edu/kitchen.html>

The Town of Burgaw has a new program called "Feast Down East." It is a new "buying local" initiative that will be taking the town in mid-March, 2011. The program is focused on connecting local farmers with markets such as restaurants, schools and hospitals. The goal is to create a strong local food system, helping to build a town's economy. The historic train depot in Burgaw is going to be the spot for processing and distribution of local produce and fresh foods. The new processing and distribution center will allow small growers to pool their offerings and sell to customers like restaurants, institutions, or Camp Lejeune's schools that require larger supplies than the individual producers can provide. <http://www.wect.com/Global/story.asp?S=14053128> This is an idea that Pamlico County could copy.



#### **d. *Farmers market (Grantsboro)***

##### *Farmers Market Background*

Farmers, shoppers and city planners are discovering that these markets provide a vital link between consumers and farmers while also functioning as a vibrant community center. Consumer trends are showing an ever-increasing demand for fresh, healthy, locally grown food.

At the Pamlico County Heritage Center there is a year-round open air market offering locally grown and produced fruits, vegetables, cut flowers, herbs, honey, wine and more. It operates on Saturdays between 8 AM and 11 AM. There is a farm stand on Hwy 55 between Bayboro and Oriental that sells seasonal produce. The market in Grantsboro would be convenient for those who travel Hwy. 55 in and out of the county, but another market in Oriental could serve citizens of that end of the county who use the ferry more than Hwy. 55. It is not listed on either the HomegrownHandmade



website nor the visitnceast.org website.

There is a farmers market listed for Hodges Street in Oriental on the visitnceast.org website.

There is a large well-publicized Farmers Market in downtown New Bern.

Farmers market information: [http://greenleaf.uncg.edu/farmermarkets\\_farmers.html](http://greenleaf.uncg.edu/farmermarkets_farmers.html)

### *Farmers Market Target Audience*

The target audience for a farmers market is a consumer who desires farm-fresh, locally-grown fruits and vegetables. Local restaurants are also potential buyers of these products. If the market also sells other homemade/handmade items and value-added products, the customer base will be larger.

### *Farmers Market Infrastructure needs*

A farmers market only needs appropriate space, preferably covered, with convenient openings for the farmers to unload their produce (garage doors). A public restroom is desirable, but a rented portable toilet would suffice.

### *Farmers Market Employee experience/training needs*

Retail sales experience or experience in a supermarket would be desirable for someone operating a stall at a farmers market. Training is generally on-the-job. A good eye for setting up an attractive display of produce would enhance sales.

### *Farmers Market Attracting to the area*

Generally farmers markets are set up by either cooperatives or nonprofit organizations, although some might be owned by a for-profit entity or an individual. Encouraging existing groups to establish additional farmers markets in the area would be easier than trying to market the concept to an investor.



### Farmers Market Marketing strategy

There are many websites devoted to farmers markets where the market can be listed. People outside of the county who are looking for a farmers market would access these sites. Some markets have their own websites <http://www.newbernfarmersmarket.com/> There are many other ways to market, but to draw outsiders to the area to shop it is necessary to have other businesses and experiences to attract them. Farmers markets can be advertised on the NC HomegrownHandmade website: <http://www.homegrownhandmade.com> / Currently the farmers market in Grantsboro is not listed, nor is the farmers market in Oriental.

### Farmers Market Candidates to attract

It is doubtful that additional farmers markets are needed for Pamlico County. Supporting and marketing the existing ones in Grantsboro and Oriental would be preferable.

### Farmers Market Action plan to attract

Listing both farmers markets on various websites and collaborating with other nearby visitor venues to promote them would be advantageous.

## **e. Military—Feed the Force**

### Military Background

Feed the Force is an initiative to provide locally-grown produce to the Military Bases located in eastern North Carolina. Before one can sell to the military, one needs to understand their purchasing process.

Fresh Fruits & Vegetables (FF&V) are bought by the military under Blanket Purchase

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Agreements (BPA's) after inspection at the terminal markets for the growers' farms. A quality vs. price determination is made by the local FF&V procurement agent.

Subsistence generally acquires supplies in accordance with Federal, Military, U.S. Department of Agriculture specifications and standards or U.S. Department of Commerce standards. A business must become thoroughly familiar with the requirements of these specifications and standards to assure that the product offered meets the required quality, grade, type, style, size and other conditions set forth in the solicitation. Specifications also describe how to package, pack, label, mark and unitize the product. The requirements are primarily of three categories, each designated with consideration to the length of time the product will be in storage, the number of times that it will be handled, and the distance and conditions under which it will be transported and stored.

The inspection requirements for subsistence supplies vary among the different commodities. Depending upon the item, offers may be accepted only from suppliers whose plant sources of supply meet the sanitary approval requirements set forth in the solicitation. <http://www.dscp.dla.mil/sbo/subsistence.asp>

Update from Amber Kumor of the MGTF—December 2010: NARC is the lead consultant on the 'Feed the Force' initiative in eastern NC for the USMC. As of right now they have only received seed money for the first phase; essentially information gathering. As soon as the fed FY 2011 budget is finalized, they should be receiving money for the second phase where they will work with the MGTF in setting up a regional food forum and public meetings, etc. For right now, we are holding on this initiative until that support comes.

### *Military Target Audience*

The farmers in Pamlico County would be the target audience as they would be the ones to supply the food. They would need to get the appropriate certifications in order to be able to sell produce to the military for consumption on the bases. They would need to grow the desired crops and provide sufficient quantities to meet contractual agreements.

### *Military Infrastructure needs*

There are no additional infrastructure needs.

### *Military Employee experience/training needs*

Only farming experience is needed for employees. Some help might be needed from the Military Business Center in negotiating the military procurement regulations and contracts. <http://www.ncmbc.us/> Bert Linkonis is the NCMBC Military Business Coordinator for Craven and Carteret Counties, and there is an NCMBC office on the Havelock Campus of Craven Community College.



### *Military Attracting to the area*

There is no need to attract farmers to the area for this initiative as they already exist.

### *Military Marketing strategy*

Some help might be needed from the Military Business Center in negotiating the military procurement regulations and contracts. There is no need to market directly to the local bases as all purchases are through contracts.

### *Military Candidates to attract*

None needed.

### *Military Action plan to attract*

Ask the Military Business Center to host a workshop for farmers on how to sell produce to the military. Ask the PCC Small Business Center and Cooperative Extension Service to assist the individual farmers who desire to sell to the military.

## **f. Value-Added Agricultural and Seafood Products**

### *Value Added Products Background*

Value-added is simply defined as increasing the value of a raw product by taking it to at least the next stage of production. Providing value can be in the form of marketing a unique product, filling a market niche, simplifying the supply chain, providing a service, lowering costs, and many other ways. The more value you provide, the more return

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you can extract from the marketplace. One example is going all the way to the consumer with a "case-ready" food product. That is the one to be discussed in this section. This is a "supply side" focus instead of the "commodity" oriented focus with which farmers and fishermen are already familiar.

To give an example using wheat, the farmers already produce wheat grain for use in feed or food products. Wheat straw, a waste product, can be harvested, processed and then turned into building materials. Wheat grain can also be converted into organic natural foods and sold at health food stores.

An example using seafood would be taking lump crab meat and turning it into crab cakes or crab dip.

[http://www.agmrc.org/business\\_development/getting\\_prepared/valueadded\\_agriculture/what\\_is\\_valueadded\\_agriculture.cfm](http://www.agmrc.org/business_development/getting_prepared/valueadded_agriculture/what_is_valueadded_agriculture.cfm)

### *Value Added Products Target Audience*

To be successful, there are four ingredients: ability to adapt to market changes, be open to exploring new ideas, operate more as a resource manager than a producer, and realize the importance of networking and the need to develop allies. Farmers and fishermen who have been focused on production may or may not be successful in making this transition, but for those who do, the potential is endless.

The target audience is any farmer, fishermen, or entrepreneur who takes raw materials and turns them into products that can be marketed either to the general public or a specific buyer.



### Value Added Products Infrastructure needs

The infrastructure needs will vary widely depending on what is to be produced. For making food product, a shared-use commercial kitchen would be highly desirable. The nearest one is located in Warsaw—Eastern Carolina Food Ventures Incubator Kitchen. According to their website, Eastern Carolina Food Ventures Incubator Kitchen is a regional, shared-use commercial incubator kitchen designed to help develop food entrepreneurs, create new food businesses, grow existing food businesses, and provide workforce development resulting in new jobs and new economic development in eastern North Carolina. Located in the WestPark Business Technology Center in Warsaw, the kitchen is a collaborative effort of James Sprunt Community College, Duplin County, and Pender County. They have hourly rates for use of the facility. <http://www.jamessprunt.edu/kitchen.html>

There is a white paper developed in 2007 for the NC Rural Center called “Developing Shared Use Food and Agricultural Facilities in NC.” According to the Executive Summary in May 2006, the North Carolina Rural Economic Development Center awarded a \$35,000 Research and Demonstration grant to the Center for Assessment & Research Alliances at Mars Hill College to conduct an analysis of the development of shared-use food and agricultural facilities in the state. This research was designed to serve as a development tool for community leaders, stewards of state resources, funding decision-makers and elected leaders to identify strategies for supporting shared-use facilities within the parameters of measured demand, community capacity and available resources. Should anyone wish to develop such a facility in Pamlico County, this would be a good guide. <http://www.smithsonmills.com/ncshareduse.pdf>

### Value Added Employee experience/training needs

The experience needed to develop value-added products will vary according to the product being developed.

### Value Added Attracting to the area

There is no need to attract others from outside the county. The farmers, fishermen and entrepreneurs that currently reside in Pamlico County would be capable of creating value-added products with assistance. This would require most farmers and fishermen to step outside their comfort zone. They would need coaching and mentoring to do so.

### Value Added Marketing strategy

This would require most farmers and fishermen to step outside their comfort zone. They would need coaching and mentoring to do so. Attending programs such as The Entrepreneurial Farmer which was held in February 2011 would be one way to look for new ideas. The Small Business Center would be a resource for them.

### Value Added Candidates to attract

There is no need to attract others from outside the county.



### Value Added Action plan to attract

It would be best to develop from within the county.

#### **g. Green roof mats**

##### Green Roof Mats Background

Farmers might consider growing sedum vegetation mats for green roofs. According to Wikipedia: " A green roof is a roof of a building that is partially or completely covered with vegetation and a growing medium, planted over a waterproofing membrane. Also known as 'living roofs', green roofs serve several purposes for a building, such as absorbing rainwater, providing insulation, creating a habitat for wildlife, and helping to lower urban air temperatures and combat the heat island effect. There are two types of green roofs: intensive roofs, which are thicker and can support a wider variety of plants but are heavier and require more maintenance, and extensive roofs, which are covered in a light layer of vegetation and are lighter than an intensive green roof."

Sedum are perennial plants of the cactus family. They are very hardy and drought-resistant making them ideal for green roofs. Farmers who enter this industry have to know what they are doing. Each roof needs to be engineered. Climate zones, wind, zoning laws and specialized applications like water retention need to be considered.

According to a Belgium study, green roofs considerably increase the thermal insulation of the roof system, leading to lower energy costs, both in hot and cold climates. Green roofs may also temporarily store a large amount of water, reducing the runoff peak of rainfall events. In this way, flooding risks might be reduced in urban areas, consisting mainly of impervious surfaces. Green roofs help to improve air quality as well by filtering airborne particles from the air, by an increased carbon dioxide uptake, and by reducing traffic related ozone production in cities. It is further known that green roofs protect the roof membrane, increasing its life time. Other evident advantages are an improved biodiversity in urbanized areas, and the creation of a more pleasant visual environment for citizens. <http://www.acoustics.org/press/155th/renterghem.htm>

That same study shows that green roofs also serve another purpose that would be of interest to those who build and develop around airports and military bases that produce noise—sound attenuation. Green roofs have a higher weight resulting in an increased sound insulation of the roof system. This could lead, depending on the geometry of the building, to strong reductions of indoor noise levels during e.g. a plane fly-over. The typical substrates used for green roofs are (highly) porous and thus allow sound waves to enter the growing mediums. Because of the large number of interactions between sound waves and substrate particles, attenuation occurs.

Green roof industry: <http://www.greenroofs.com/view.php?cat=108>

<http://livingroofs.org/2010030162/green-roof-types/extens.html>

<http://www.greenroofsaturally.co.uk/>   <http://www.liveroof.com/>

EPA NC Study to evaluate green roofs—stormwater runoff—study conducted by NCSU:  
[www.bae.ncsu.edu/greenroofs/ASAE2003paper.pdf](http://www.bae.ncsu.edu/greenroofs/ASAE2003paper.pdf)

Green Roof incentive policies:

[http://www.dcgreenworks.org/index.php?option=com\\_content&task=view&id=90&Itemid=135](http://www.dcgreenworks.org/index.php?option=com_content&task=view&id=90&Itemid=135)

One green roof is located in Kinston at the Neuseway Nature Center (April 2002) and one is located at Wayne Community College in Goldsboro (storage building May 2002). The study used several varieties of sedum. According to the study findings seven species grew well in eastern NC in that study and are recommended for use: *Delosperma nubigenum*, *Sedum album*, *Sedum album murale*, *Sedum floriferum*, *Sedum reflexum*, *Sedum sexangulare* and *Sedum spurium fuldaglut*. These are the varieties that local farmers might consider planting.

### Green Roof Mats Target Audience

The target audience for green roofs first would be the farmers who might want to enter this business and second would be the end users—builders who construct “green” buildings. These relationships would need to be developed. Farmers will not want to invest in a new venture unless there is some assurance that the product will be purchased.



### Green Roof Mats Infrastructure needs

No new infrastructure would be needed. These facilities are similar to farms that grow

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sod commercially. Equipment would be needed to “harvest” the roof mats.

### *Green Roof Mats Employee experience/training needs*

In addition to farming experience, knowledge of the roofing industry would be helpful. These jobs are primarily on-the-job training.

### *Green Roof Mats Attracting to the area*

Local farmers are in the best position to develop this business.

### *Green Roof Mats Marketing strategy*

If NC Cooperative Extension were to host a workshop on the subject along with a trade show of equipment needed for the operation that might pique the interest of the farmers and others. In order to market the product, the farmers would need to develop relationships with “green” builders who use this technology. Another idea would be to get the nearby military installations to retrofit some of their buildings using green roof mats. If the military is recommending sound attenuation for the surrounding area, it should model the desired behavior. Were this the case, local production of green roofs would have a ready, nearby market for the product.

### *Green Roof Mats Candidates to attract*

These are small operations and it is doubtful that those outside the county would be interested in starting a new business in the county as there would be no real benefit in today's economic environment with the depressed construction industry.

### *Green Roof Mats Action plan to attract*

Having local farmers and entrepreneurs develop green roof businesses would work best. If NC Cooperative Extension were to host a workshop on the subject along with a trade show of equipment needed for the operation that might pique the interest of the farmers and others.

## II. Technical writing support

### *Tech Writing Background*

Technical writing according to Wikipedia is a style of writing used in diverse fields such as computer hardware and software, engineering, chemistry, aerospace industry, robotics, finance, consumer electronics and biotechnology. Tech writers explain technology and related ideas to technical and nontechnical audiences. A good tech writer needs strong language skills. Depending on the complexity of the subject, this writing is sometimes done in teams.

This research and writing can be done from remote locations as long as there is a high speed, broadband internet access to receive and transmit material. While it is sometimes done from office locations, many tech writers work from home. Except for large consulting firms, these businesses don't employ people—they contract out the work. Consultant techwriters website:

[http://www.proedit.com/technical\\_writers\\_ppc.asp?source=gppc&cr=2&gclid=CIP0q6KusqYCFQY65QodOT8Oow](http://www.proedit.com/technical_writers_ppc.asp?source=gppc&cr=2&gclid=CIP0q6KusqYCFQY65QodOT8Oow)

### *Tech Writing Target Audience*

Tech writers are basically entrepreneurs. What would attract them to Pamlico County would be the quality of life—one that would mesh with their chosen lifestyle. A loner or outdoors person would probably thrive in this environment whereas a person who is into cultural events and nightlife would probably not stay long.

### *Tech Writing Infrastructure needs*

High speed, broadband internet access is all that is needed.

### *Tech Writing Employee experience/training needs*

Will vary according to field, but generally they have worked in the field for which they provide technical writing services.

### *Tech Writing Attracting to the area*

You must first attract them here as a tourist and then as a resident. They will not move here for a job. They will move here for the lifestyle.

### *Tech Writing Marketing strategy*

None.

### *Tech Writing Candidates to attract*

You must first attract them here as a tourist and then as a resident. They will not move here for a job. They will move here for the lifestyle.

### *Tech Writing Action plan to attract*

None

### III. Research facility

Research facility types desired for Pamlico County include: Estuarine biology, Bio-agriculture, Bio-tech and Bio-fuels.

#### Research Facility Background

How do you build a technology city? Cities such as Los Angeles, San Francisco, New York, Seattle, and Boston already have a substantial technology base and are considered to be vast technological hubs. How can smaller cities hope to rival such tech strongholds?

It's not easy. A technology city is an intricate set of networks and social relationships — simply building a science park isn't going to work. A city needs a comprehensive plan that encompasses the following:

- At least one major success story — A brand name draws world-class talent to a city. It also generates a stream of talented workers who often venture off and start their own spin-offs.
- A major research institution — An example is the Massachusetts Institute of Technology, which over the years has spawned more than 4,000 companies employing more than one million people.
- High-tech talent — Whether from area universities or existing companies, only a place with a rich talent pool can claim to be a tech city.
- Venture capital — Venture capitalists in Austin, Baltimore, Orlando, and other smaller cities are finally starting to understand the high risk/high rewards of the technology industry.
- The proper infrastructure — This includes Web designers, high-speed Internet connections, and law firms, banks, and business services that focus on high tech.
- And collaboration is needed between business, government, and educational institutions.

<http://gfredc.wordpress.com/2010/12/10/smaller-cities-becoming-hotbeds-for-high-tech-growth/>

To be credible, research centers are primarily associated with universities.

Existing research facilities include: The Duke Marine Lab is a modern teaching and research facility in marine and estuarine biology—located in Carteret County.

<http://www.nicholas.duke.edu/marinelab/>

NC Biotech Center is located in the RTP. Agriculture is a branch of biotechnology.

<http://www.ncbiotech.org/?gclid=CJaB99uG6qUCFUGo4AodFggo0w>

There is a biodiesel fuel research center in Catawba County, NC

<http://ecocomplex-biodiesel.blogspot.com/>

### *Research Facility Target Audience*

The target audience will depend on the focus (Estuarine biology, Bio-agriculture, Bio-tech, Bio-fuels, etc.) Since each of these categories already have research campuses in NC, some of them nearby, it might be difficult to convince the targeted group to locate a facility in Pamlico County as that would duplicate existing facilities. These facilities are very costly to construct and staff. Given the present economic situation, this type of investment would be a hard sell under the best of circumstances.

### *Research Facility Infrastructure needs*

The basic infrastructure needs of any type of research facility would be water, sewer, electric, and high speed internet access. Cell phones used by staff would need access to a 4G reliable network with no geographic gaps.

### *Research Facility Employee experience/training needs*

Research facilities need maintenance and administrative staff. Some equipment maintenance staff would likely need computer troubleshooting skills. Highly skilled and highly educated research staff would be required. Their knowledge base would be specific to the focus of the facility.

### *Research Facility Attracting to the area*

The biggest thing that Pamlico County has going for it with regard to attracting a research facility to the area is the unique geography of the area with regard to water access and an agrarian lifestyle. Barriers that would need to be overcome would be: 1) the lack of high speed internet access—the kind of speed needed for a high-tech facility; 2) a more reliable 4G phone network; 3) the lack of amenities to attract educated adults; 4) the lack of amenities to which young families are accustomed (e.g., movie theaters); and 5) the perception that rural K-12 systems are inferior to public K-12 in urban areas.

### *Research Facility Marketing strategy*

The research facility background information section presents a number of recommendations regarding how to position a community to attract a research facility. Pamlico County should study those ideas and pursue the applicable ones. In the near-term funding is a serious issue for all sectors of the economy including research.



### *Research Facility Candidates to attract*

This will depend on the focus of the research facility. It all begins with a university connection.

### *Research Facility Action plan to attract*

It would be wise to establish a relationship with a research university. This will take time to develop, but since funding is a serious issue for all sectors of the economy, it is doubtful that new research facilities will be built in the near future so this should not matter. The idea is to position the county for future opportunities. In the meantime it would be prudent to work with the community college system to identify new initiatives that might lead to a need for a research facility.

Developing a rapport with Dr. Jim Westmoreland, the Associate Dean for External Affairs at East Carolina University, would be a good place to start.

## IV. Tourism

A detailed tourism plan was developed for Pamlico County in 2007.

[http://pamlico.ces.ncsu.edu/files/library/69/Tourism\\_Plan.pdf](http://pamlico.ces.ncsu.edu/files/library/69/Tourism_Plan.pdf)

### a. Multi-use motor sports facility

#### ***Sports Facility Background***

In 2005 there was a Kart Club track in Grantsboro—Scott's Store Rd and Neuse Rd. Reportedly this was an informal family-owned facility. Interest waned as the young people in the family lost interest in racing. It eventually stopped being used.

Liberty Bell Motorsports Park and Campground is a small motorsports park in Pennsylvania owned by a municipality (rural area in PA 1 hour from Philadelphia). The park is being designed to preserve the rural integrity of the property, which presently includes many wooded areas along with crop farming. The park will consist of four different racing circuits - two 26-foot wide tracks that are approximately 0.5 mile in length that can be operated independent of each other or operate as a 0.84-mile road course. Both are served by their own pit/paddock areas and are designed for Karting, SuperMoto, MiniMoto and MiniGP. A membership club, full service campground, and 30,000 square foot "Liberty Center" that will house concessions, emergency services, meeting rooms and a complete Pro Shop will be part of the plan to insure Liberty Bell is the most complete and user-friendly facility of its kind in the Mid-Atlantic region. The campground buildings will include a general structure for administration, retail, laundry, swimming pool, game room and restrooms. There will also be two freestanding bathhouses located throughout the site. This is one type of facility that might be appropriate for Pamlico County. <http://libertybellmp.com/index.htm>  
[http://www.berksmontnews.com/articles/2010/11/25/southern\\_berks\\_news/news/doc4ce6a7d547d5c445343784.txt](http://www.berksmontnews.com/articles/2010/11/25/southern_berks_news/news/doc4ce6a7d547d5c445343784.txt)

A club motorsports park is another type of facility that might work in Pamlico County. The following describes such a facility in Mason County, Washington.

What is a "club motorsports park" and how does it differ from a NASCAR stadium track?

The Ridge Motorsports Park is not even close in almost every aspect from a NASCAR stadium track. Whereas any NASCAR track would have required public money to construct a stadium facility restricted to corporate-sponsored professional teams for only large-attendance events once or twice per year, The Ridge Motorsports Park road course and quarter-mile tracks will be entirely privately financed and open for use year-round by car and motorcycle enthusiast clubs.

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Car clubs and driving schools rent the facility for lapping events. Consequently, the track is designed for safety, including maximum room for safe runoff.

Furthermore, spectator attendance at club events is small – usually far outnumbered by racers and support crew.

Who will use the facility?

The focus of The Ridge Motorsports Park is participation. Organizations ranging from racing groups and car/motorcycle clubs to driving/riding schools will rent the facility, which will provide professionals, amateurs and enthusiasts a place to safely learn and enjoy performance driving together during daylight hours. Area residents will be able to enjoy the facility in many different capacities: as racers, performance driving students, corner workers, vendors, and spectators.

What types of cars and motorcycles will drive there?

The overwhelming majority of cars and motorcycles that utilize club motorsports facilities are licensed street legal vehicles, meaning they have mufflers, headlights, wipers, bumpers, and other familiar equipment. The most commonly used cars for club road courses are Mazda Miatas, Dodge Neons, Porsche 911s, Corvettes, BMW 3-Series, and Ford Mustangs, while motorcycles will include sport bikes from Suzuki, Ducati, Yamaha, and Honda. The same goes for users of the drag strip, where licensed production cars like Camaros, Mustangs, Chevilles, Novas, Civics, and Eclipses make the bulk of the passes along with sport bikes and Harley-Davidsons.

<http://www.raceinmason.com/faq.html>

Here is an example of a property owner who tried to develop a small motorsports facility in Lancaster, California (near LA). This blog shows the evolution of the concept and public comments. <http://www.avhidesert.com/forum/showthread.php?tid=962>

Here is a link to the Fairmont Butte Motorsports Park website:

<http://www.fairmontbuttemotorsportspark.com/> After eight years of trying to develop the concept, the landowner gave up. This is an example of how difficult it is to develop parks like this.

Safety and liability are huge concerns when considering the development of a motorsports park. Some parks get signed waivers/releases and others sell liability insurance. Even releases don't necessarily protect the motorsports park from liability. In December, 2008, the Florida Supreme Court, in [Kirton v. Fields](#), 997 So.2d 349 (Fla., 2008), held that a pre-injury release executed by a parent on behalf of a minor child is unenforceable against the minor or the minor's estate in a tort action arising from injuries resulting from participation in a commercial activity. In [Kirton](#), 14 year old Christopher Jones died in an ATV crash at a motorsports park. Prior to the crash, his

father had signed a release and waiver of liability, assumption of risk, and indemnity agreement to allow his son to ride at the park.

Making pre-accident releases unenforceable only means that commercial enterprises can be held to account for the negative consequences of their negligent acts. In other words, they cannot hide behind releases to avoid liability for negligent behavior. It does not mean, however, that commercial enterprises are strictly liable for every accident without regard to fault.

To get a good idea of what it takes to manage, operate and maintain a motorsports park, review this Request for Qualifications for the Pima Motorsports Park in Tucson, AZ. [www.pimacountyattractions.com/Pdfs/RFQ\\_PMP.pdf](http://www.pimacountyattractions.com/Pdfs/RFQ_PMP.pdf) Pima offers motocross and ATV trails.

NFPA Safety Guidelines for motorsports parks:  
<http://www.nfpa.org/assets/files/MbrSecurePDF/JournalTrack.pdf>

2010 Houston Motorsports Park Official Rule Book:  
<http://www.houstonmotorsportspark.com/10RULES/10TRACKRULES.pdf>

NC Race Tracks: <http://www.na-motorsports.com/Tracks/NC/>

It might be possible to develop a small track to run events such as tractor pulls, BMX bike racing, motorbike racing, or lawn tractor racing. The risks and liability are still the same, however, although the investment in infrastructure would be less.

### *Sports Facility Target Audience*

The target audience for a facility would be adults interested in motorsports.

### *Sports Facility Infrastructure needs*

As there are several types of motorsports facilities from dirt tracks to NASCAR stadiums, the infrastructure needs will vary. A low-end facility would minimally need water and electric. Portable toilets could suffice for restrooms. Fencing and seating would be required. If terrain were needed, given that Pamlico County is flat, that might entail a lot of dirt being hauled in. An elevated observation booth would possibly be needed along with a sound system and lights for running at night.

The NIMBY syndrome (Not in My Back Yard) may come into play depending on the exact location of the facility. Were it to be constructed in a remote location away from residences, it might not affect the neighbors. If races were to be held at night, the lights and noise might affect the area. If the location were too remote, people from outside the county might have difficulty finding it. The noise might impact the wildlife and if the county wants to promote hunting, this activity would potentially be a negative to achieving that goal.

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### *Sports Facility Employee experience/training needs*

The manager of the facility should have experience with motorsports parks. NC AT&T has a motorsports management course. Administrative personnel would need clerical skills. A maintenance employee would need minimal skills. Persons running the events would need motorsport experience. These are primarily positions that can be learned on the job.



### *Sports Facility Attracting to the area*

Given the rural nature and farm fields, Pamlico County would be an acceptable location for a motorsports facility. The developer of such a facility would need to be convinced that there was an adequate fan base within a reasonable driving distance to the proposed location in order for him/her to consider Pamlico County.

### *Sports Facility Marketing strategy*

Marketing the rural nature of the county would be one approach. Gathering population data and putting that information on a GIS map of the region may help to sell the idea to someone interested in developing such a facility. Motorsports demographics: People ages 21 to 39 make up 61% of the market; 44% of the market have incomes between \$35,000 and \$74,999; 68% of the market have some college, a college degree or an undergraduate degree; and 53% are married.

<http://www.caseynealracing.com/demographics.htm>

### *Sports Facility Candidates to attract*

Speedway Motorsports: Speedway Motorsports, Inc. is a leading promoter, marketer, and sponsor of motorsports entertainment in the United States, operating six racetracks that host dozens of National Association for Stock Car Auto Racing-sanctioned events. Post Office Box 600; U.S. Highway 29 North; Concord, North Carolina 28026 Telephone: (704) 455-3239 <http://www.speedwaymotorsports.com>

Another alternative would be for a local individual or group to develop the facility.

### *Sports Facility Action plan to attract*

This is a very complex business with extensive liability issues. In selecting a site, the NIMBY factor will come into play and may sidetrack the effort. Having an open discussion with the owners or operators of a small motorsport race tracks may provide insight into this risky business venture and give some ideas as to how to proceed.

Before approaching a company such as Speedway Motorsports, it is necessary to gather demographic data for the surrounding area to show the potential fan base. You must present a tight case for why Pamlico County should be selected. Without the protection offered by zoning, the potential developer may be leery of complaints of the neighbors after the facility is built. This issue will need to be addressed.

### **b. Heritage Center**

#### *Heritage Center Background*

The Pamlico County Heritage Center is an initiative of the Pamlico County Historical Society. The facility is co-located in Grantsboro with the Pamlico Visitor Center. It opened in August 2009. The museum contains static displays that preserve the history of the county. The heritage village consists of a working blacksmith shop and a one-room schoolhouse. Two other buildings are on the site but not yet open to the public. Future plans include a fishing boat and dock, a farming and a forestry area with interactive exhibits, according to the website.

[http://www.pamlicohistory.com/page\\_2.html](http://www.pamlicohistory.com/page_2.html)

In concept it mirrors the Onslow County Museum outside of Jacksonville.

<http://www.onslowcountync.gov/museum/default.aspx>

The Heritage Center will be much like the Tarkil Branch Farm's Homestead Museum in Beulaville <http://www.tarkilfarmsmuseum.com/>

The four steps to successful cultural heritage tourism are: 1) assess the potential; 2) plan and organize; 3) prepare for visitors, protect and manage your cultural, historic, and natural resources; and 4) market for success.

<http://www.culturalheritagetourism.org/fourSteps.htm>

The five principles of successful cultural heritage tourism are: 1) collaborate; 2) find the fit; 3) make sites and programs come alive; 4) focus on quality and authenticity; and 5) preserve and protect. <http://www.culturalheritagetourism.org/fivePrinciples.htm>



This site is not listed on the HomegrownHandmade website—a missed opportunity.

### Heritage Center Target Audience

The Heritage Center's target audience will be families and adults interested in local history. Cultural heritage tourism is popular with seniors.

### Heritage Center Infrastructure needs

The existing facility has adequate space to expand in the near future. There are no infrastructure needs.

### Heritage Center Employee experience/training needs

Knowledge of the county would be a plus for an employee, but only good communication skills are needed.

### Heritage Center Attracting to the area

The Heritage Center already exists.

### Heritage Center Marketing strategy

Collaborating with other nearby regional visitor venues would help to market this facility. List the site on HomegrownHandMade.

### Heritage Center Candidates to attract

Not applicable.

### Heritage Center Action plan to attract

Not applicable.

## **c. Agri-tourism**

### Agri-tourism Center Background

Broadly defined, agri-tourism is an agricultural-based operation or activity that brings visitors and tourists to a farm or ranch. Given the number of farms in Pamlico County agri-tourism is one possible source of additional revenue.

One very successful agri-tourism business in this region is Mike's Farm and Country Store in Beulaville <http://www.mikesfarm.com/> What began as a family farm has evolved into a thriving business that includes a restaurant, gift shop, country store, and petting zoo. They have seasonal events to attract visitors as well.

### Agri-tourism Center Target Audience

Families and tourists are likely target audiences for agri-tourism. Those families that vacation at nearby beaches may want a break from the sun and an agri-tourism activity

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in Pamlico County would be an option. A quality farm restaurant would continue to attract locals as well as visitors all year long.

### *Agri-tourism Center Infrastructure needs*

Clean restrooms are desired by visitors. That would be the only infrastructure need.

### *Agri-tourism Employee experience/training needs*

The experience and training would depend on the type of activity or operation. Retail customer experience would be desirable in dealing with the public. Product knowledge would be necessary.



### *Agri-tourism Attracting to the area*

Existing agricultural businesses could develop an agri-tourism venue or activity. Entrepreneurs with agricultural interests could as well.

### *Agri-tourism Marketing strategy*

The Cooperative Extension Service has spring and fall agri-tourism events in the region to help those interested learn how to develop and manage such a business. The Cooperative Extension Service has resources to assist in establishing an agri-tourism

business. Helping the local farmers and fishermen brainstorm these opportunities would be one thing that the STEP committees might do.

### *Agri-tourism Candidates to attract*

Existing farms and fishing enterprises are the best candidates to develop agri-tourism venues and activities in Pamlico County. There is no need to attract candidates from outside the county.

### *Agri-tourism Action plan to attract*

The STEP committee could identify potential agri-tourism opportunities and then target certain farmers and fishermen to approach regarding the idea. If they know that they would receive help in developing the concept, they might consider moving forward.

## **V. Pamlico County—the Outdoor Experience**

### **a. Hunting**

#### *Hunting Background*

According to the Outdoor Life in Pamlico County website <http://www.pamlico-nc.com/sports.htm> :

Tri County Guns and Outdoor ranges are located near Bayboro. Tri County is a licensed firearms dealer with a 600 yard rifle range, 50 yard pistol range and high and low tower skeet field. The fast rising sport of skeet shooting is alive and well in Pamlico County at the Tri County Gun Range. Many bird hunters come in before the season opens to brush up on their skills. Shooting from high and low towers from 8 different stations will drastically improve anyone's shotgun skills.

Duck hunting opportunities abound in Pamlico County. Hunting is available in impoundments, river blinds and backwater creeks. Pamlico Point impoundments (state-operated) offer excellent puddle duck shooting on certain days of the week. Contact NC Game and Fish Dept. for details. The duck hunting season runs from October through January. The rebound of the duck population has allowed for a more generous bag and extended season. River and sound hunting offer blue bills, canvas backs and other divers. A number of swans (permit permitted) are also taken here each year. Quail are also hunted in season.

There are limited seasons where black bear hunting is available. The seasons include November 10th to November 15th with an even shorter second season in December from the 15th to 17th. The bears can be hunted using bow, rifle, slug shotgun or pistol in the bear's natural habitat. Still hunting is done from tree stands to insure safety and success. (Dates of season vary from year to year)

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There are plenty of 'big bucks' in the county. Bow season opens September 8th and lasts until October 4th. Black powder opens October 6th through October 11th, rifle season follows October 13th through January 1st. (Dates of season vary from year to year)

Dog field trial courses are also a possibility to develop in the county.

<http://www.myoan.net/shootingart/fieldtrials.html>

<http://www.americanfield.com/Pages/FTRequirements.html>



### Hunting Target Audience

Hunters are the primary target audience. People who like to shoot guns might use the target and skeet range. Dog handlers might be interested in dog trial courses.

### Hunting Infrastructure needs

There are no infrastructure needs, however, Pamlico County needs to continue to monitor and protect the natural habitats and water quality to ensure the future of hunting in the county. Zoning the county and creating buffers between the open hunting areas and the populated areas as well as incompatible industries would help to ensure the future of hunting in the county.

### Hunting Employee experience/training needs

Any business that serves or guides hunters would need to have knowledge of hunting. This is generally learned by being a hunter. Learning how to market the business to hunters is a skill that could be taught by the Small Business Center.

### Hunting Attracting to the area

A natural environment that teems with wildlife is what will attract hunters to the area.

### Hunting Marketing strategy

Running tournaments like the Rotary Big Game Hunt in Jones County is one way to market hunting. Getting articles about area hunting published would likewise help to promote hunting in the area.



Another related event to bring people to the area would be dog trials.

### *Hunting Candidates to attract*

Existing hunting enterprises are the best candidates to develop these venues and activities in Pamlico County. There is no need to attract candidates from outside the county.

### *Hunting Action plan to attract*

The STEP committee could identify potential hunting opportunities and then target certain hunters to approach regarding the idea. If they know that they would receive help with developing the concept, they might consider moving forward.

## **b. Fishing**

### *Fishing Background*

Oriental, North Carolina is fast becoming one of the most popular centers for sport fishing in the country. The town is base to the annual Tarpon Tournament drawing contestants from all over the country. The diversely rich waters of the Pamlico Sound offer a large variety of sea life interesting to both recreational and commercial fishermen.

Over the last five years, a growing number of fishermen have discovered the excellent tarpon fishing in the Neuse River and Pamlico Sound. Tarpon, averaging 100 pounds visit these waters from late June through September peaking in July/August.

More recently, giant red drum fishing has gained popularity here. Giant breeders visit from June to October, peaking in August/September.

Oriental has also become a popular destination for light tackle and fly fishermen. The crowded beaches and smaller sounds of the other North Carolina areas are forcing anglers to look for "fresh" waters to fish. Light tackle opportunities exist from late April through October and offer a mixed bag that could include striped bass, flounder, speckled trout, weakfish, bluefish, puppy drum, Spanish mackerel and more.

Commercial fishermen have long been a part of the economic fabric of the county. Estimates vary, but as much as 10% of Pamlico County's total population is directly or indirectly involved in the commercial fishing industry. Some common seafood manufactured and harvested in Pamlico County are Flounder, Grouper, King Mackerel, Sea Bass, Sea Trout, Spanish Mackerel, Striped Bass, Croaker, Blue Fish, Red Drums, Black Drum, Mulletts, Catfish, Common Eel, Crabs (Blue hard and soft), Shrimp (Brown, Pink, White and Rock), Conchs, Octopus, Oysters, Sea Scallops and Squid.

<http://www.pamlico-nc.com/newcomers/> Fishing guides, too, have a place in the county's economic mix.



### *Fishing Target Audience*

Fishermen are the target audience for fishing in and around Pamlico County.

### *Fishing Infrastructure needs*

Pamlico County needs to continue to monitor and protect the natural habitats, wetlands, marshes and water quality to ensure the future of fishing in the county.

The county and municipalities need to continue to develop water access sites for boaters and to protect existing related assets including marinas and boat yards, both for the sake of the public as well as for those who make their living from the sea.

### *Fishing Employee experience/training needs*

Experience with fishing is needed. This is learned while either enjoying the sport or on-the-job.

### *Fishing Attracting to the area*

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There is no need to attract fishing businesses from outside the area.

### Fishing Marketing strategy

Running tournaments like the Tarpon Tournament in Oriental is one way to market recreational fishing. Festivals featuring a seafood theme like the Croaker Festival is another. Getting articles about area fishing and “fish tales” published would likewise help to promote fishing in the area.

For commercial fishermen, a “local catch” initiative like “Carteret Catch” might help promote eating local seafood. <http://carteretcatch.org/>

### Fishing Candidates to attract

Existing fishing enterprises are the best candidates to develop these venues and activities in Pamlico County. There is no need to attract candidates from outside the county.

### Fishing Action plan to attract

The STEP committee could identify potential fishing opportunities and then target certain fishermen to approach regarding the idea. If they know that they would receive help with developing the concept, they might consider moving forward.

## **c. Birding**

### Birding Background

The NC Birding Trail was developed beginning in 2003. The Trail is more than just lines on a map. It physically links great bird watching sites and birders with communities, businesses and other local historical and educational attractions. On their website they offer a Birding Trail Guide, FAQs about the Birding Trail and facts about the Economic impacts of birding and nature based tourism. According to that website 2.6 million wildlife watchers observers in NC spent \$916 million in expenditures. Of those, 1.6 million observed birds around the home and on trips in the state.

<http://www.ncbirdingtrail.org/>

Travel resources are also listed on the site for the various regions of the state. Pamlico County is not listed in the Coastal Section. Birding is also not listed on Visit NC East as a venue for Pamlico County.

There is a Pamlico Birding News page on the Pamlico On-line magazine.

<http://www.pamlico-nc.com/birds/> This website is well positioned with the search engines as when one plugs the search phrase “birding in Pamlico County” this is the first site that shows.



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### Birding Target Audience

People who view birds and wildlife are the target audience.

### Birding Infrastructure needs

There are no infrastructure needs related to birding.

### Birding Employee experience/training needs

None.



### Birding Attracting to the area

Getting articles on birding in Pamlico County published is a good way to attract birders to the area. New Jersey has developed a pamphlet that they place in racks with tourism brochures. It is called "Birding for Boaters." This would be an ideal mechanism for tying boating in with birding in Pamlico County. The brochure provides photos and descriptions of the common birds found in their freshwater lakes, rivers and marshes. It is printed on water-resistant paper. The user can check the birds as they are spotted.

<http://www.njaudubon.org/SectionEducation/BirdingforBoaters.aspx>

### Birding Marketing strategy

This activity could tie nicely in with promoting camping areas and B&Bs in Pamlico

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County. Tying birding in with boating and photography would possibly increase the marketing opportunities.

NC has a website devoted to birding trails in NC: <http://www.ncbirdingtrail.org/> Getting a Pamlico Count birding trail listed on this site would be a good way to market the area. There are a number of good resources on this site to help develop the concept. Nominations are currently being accepted for new trails.

Running contests like “The Big Sit Birding Competition” is one way to draw attention to birding in the County and attract outsiders.

[http://www.associatedcontent.com/article/67823/the\\_big\\_sit\\_birding\\_competiton.html](http://www.associatedcontent.com/article/67823/the_big_sit_birding_competiton.html)

Getting well-known bird photographers to run workshops is another way to get visitors into the county.

PamlicoNC.com has a birding web page handled by Liz Lathrop. Having someone knowledgeable in birding such as Ms. Lathrop help develop this program would work best. If she could do guided treks and beginner workshops, that would be helpful. People interested in getting into birding would surely come from the Piedmont area to have this unique experience. <http://www.pamlico-nc.com/birds/>

Marketing a low-impact birding and photography day trip to senior groups would bring more visitors to the area.

### *Birding Candidates to attract*

Birding trails and opportunities would provide more experiences for visitors to Pamlico County.

### *Birding Action plan to attract*

The STEP committee could help develop the marketing plan, brochures and trails with the assistance of local birders.

## **d. Trails (biking, walking)**

### *Trails Background*

The Max Trails website contains a list of hiking trails in NC. Pamlico County has none listed. <http://www.maxtrails.com/states/nc.html>

Trails.com lists a trail near Merritt—Bulah Point

<http://www.trails.com/trail-bulah-point-pamlico-county-982192.html>

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Pamlico Sound Classic starts in New Bern and loops around Gum Tree Swamp in Pamlico County: [http://www.trails.com/tcatalog\\_trail.aspx?trailid=BGD046-002](http://www.trails.com/tcatalog_trail.aspx?trailid=BGD046-002)

Other than these trails, there are no others listed. If Pamlico County wishes to attract birders, hikers, and nature photographers, it would do well to consider developing more hiking trails in the county.

### *Trails Target Audience*

Those who use the trails would be hikers, birders and nature photographers.

### *Trails Infrastructure needs*

Trails can be as simple as a clear-cut area or can be as complex as a hard surface path designed for wheelchair accessibility. A good trail will have a clear route, a map, wayfinding signage, restroom facilities at the trailhead, and informational signage along the way. The trail will be listed on a number of hiking websites and will be linked to Pamlico County tourism sites.

### *Trails Employee experience/training needs*

Knowledge of trails, trail construction, trail maintenance and trail safety. This could be a joint project with the NC Forest Service.

### *Trails Attracting to the area*

Hikers, birders and nature photographers are always looking for new experiences. Listing the trails on websites would help to attract trail users.

### *Trails Marketing strategy*

The trail will be listed on a number of hiking websites and will be linked to Pamlico County tourism sites.

### *Trails Candidates to attract*

Hikers, birders and nature photographers are always looking for new experiences. Listing the trails on websites would help to attract trail users.

### *Trails Action plan to attract*

Pamlico County should work with Weyerhaeuser, owners of large tracts of land and owners waterfowl impounds and hunting preserves to use these areas for trails when not otherwise in use. The county should work with the NC Forest Service to develop the trails properly.

## **e. Biking**

### *Biking Background*

The NC Department of Transportation and the Down East Rural Transportation Planning

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Organization (RPO) are working jointly to develop interconnected bike trails for Carteret Craven, Jones, Onslow and Pamlico Counties. The product will be the Croatan Bike Plan which focuses on connectivity around the Croatan National Forest. The plan is underway and it will take 12 to 14 months to complete the draft and another four to six months to gain adoption. This bike trail will help Pamlico county draw more bikers to the county.

Presently there are no bicycle shops in Pamlico County.

On Trails.com on the North Carolina Coastal Region Road Biking page there are no trails listed for Pamlico County. <http://www.trails.com/activity.aspx?area=14349> Pamlico County is not listed on any of the nine state bicycling highway maps.

<http://www.ncdot.gov/travel/mappubs/bikemaps/default.html> There is a regional map "Around Pamlico Sound" that does have loop routes though Pamlico County. The map cautions, "These roads do not include any special accommodations for bicycles such as paved shoulders or designated bike lanes."

NC Amateur Sports and NC Blue Cross/Blue Shield sponsor the Cycle North Carolina biking event. On April 8-10, 2011 the event will convene in Oriental. This event is held in the Spring and Fall each year and the towns visited will vary from event to event. This is the third time in the last six years that Cycle NC has come to Pamlico County bringing hundreds of biking enthusiasts for their weekend event.

<http://www.ncsports.org/>

Adventure Cycling Association <http://www.adventurecycling.org/> has an Atlantic Coast Bicycle route which does not include Pamlico County.

Trails.com lists the "Pamlico Sound Classic, a century tour, takes you from historic New Bern across two rivers into Pamlico County for a large loop around Gum Tree Swamp and through small coastal communities. The flat terrain makes for easy pedaling through mostly remote areas, except when strong winds prevail. Services are few and far between, so you'll want to stock up when you have the opportunity."

[http://www.trails.com/tcatalog\\_trail.aspx?trailid=BGD046-002](http://www.trails.com/tcatalog_trail.aspx?trailid=BGD046-002)

### *Biking Target Audience*

The target audience for biking would be those who bike for recreation or competition.

### *Biking Infrastructure needs*

A signed bike route with special accommodations for bicycles such as paved shoulders or designated bike lanes would be preferred. A bike shop somewhere in the county would be a plus, but at least a shop with replacement bike parts is needed if the county desires to attract bike enthusiasts.



### *Biking Employee experience/training needs*

Employees of bike shops need to be mechanically adept and knowledgeable in the repair of high-tech bikes.

### *Biking Attracting to the area*

Signed bike routes, biker-friendly amenities, and bike shops would help to attract bikers to the area. Brochures of the routes with amenities listed would be a plus. Getting US Bicycle Route designation would help promote the county's bike route as would being listed on various sites like trails.com and Adventure Cycling.

### *Biking Marketing strategy*

After the routes are established and the brochures printed, post the brochure on as many appropriate web sites as possible. Provide brochures to the region's visitor centers and chambers of commerce.

### *Biking Candidates to attract*

Bikers visit websites to get ideas for rides and to plan their adventures. Posting the bike routes on appropriate websites would get the information directly to the riders.

### *Biking Action plan to attract*

The Bikes Belong Grants Program strives to put more people on bicycles more often by funding important and influential projects that leverage federal funding and build momentum for bicycling in communities across the U.S. These projects include bike paths, lanes, and routes, as well as bike parks, mountain bike trails, BMX facilities, and large-scale bicycle advocacy initiatives. <http://www.bikesbelong.org/grants>

### **f. Boating/sailing/kayaking/canoeing**

#### *Boating Background*

Because of all the water bodies in and around Pamlico County, it makes sense for the county to promote boating and ecotourism. Here are some websites that promote boating in Pamlico County:

Ecotourism in Pamlico County: <http://www.pamlico-nc.com/paddle/ecotour.htm>

Paddle trails in Pamlico County:

[http://www.pamlicochamber.com/kayak\\_site/index.html](http://www.pamlicochamber.com/kayak_site/index.html)

<http://www.pamlico-nc.com/paddle/>

Several websites list launching areas in Pamlico County. These include:

Coastal NC Public Boat Ramps:

<http://www.coastaltravelguide.com/NorthCarolina/NC/CoastalNorthCarolinaPublicBoatRamps.htm>

Boat ramps by county <http://www.carolinanow.com/recsites/boatrampsn-c-county.htm>

NC Wildlife Coastal Boating guide:

[http://www.ncwildlife.org/Boating\\_Waterways/documents/NCCoastalBoatingGuideMap.pdf](http://www.ncwildlife.org/Boating_Waterways/documents/NCCoastalBoatingGuideMap.pdf)

NC Wildlife Boating launch locator <http://216.27.39.120/mapbook/boataccess.aspx>

Launch areas include:

Dawson Creek

<http://www.coastaltravelguide.com/NorthCarolina/Pamlico/BoatRamps/DawsonCreekRamp.htm>

Lee's Landing

<http://www.coastaltravelguide.com/NorthCarolina/Pamlico/BoatRamps/LeesLanding.htm>

Oriental Ramp

<http://www.coastaltravelguide.com/NorthCarolina/Pamlico/BoatRamps/OrientalRamp.htm>





### *Boating Target Audience*

Any adult or family is a potential boater, however, they don't become boaters, canoers, or kayakers until they are exposed to and hooked on the sport. Hosting opportunities to expose the general population to these sports would help to increase the number of boaters, canoers and kayakers. There is more interest in small boats, especially canoes and kayaks today because the cost to enter the sport is relatively cheap. Canoeing and kayaking are good exercise and can be done as a family.

### *Boating Infrastructure needs*

Launching areas are needed for small boats (ramps) and canoes/kayaks. Canoers and kayakers prefer launching from a sandy area that is free of rocks and other impediments that might puncture their hulls.

### *Boating Employee experience/training needs*

Any business renting boats, canoes or kayaks would need owners and employees who are knowledgeable with the craft and who could provide safety instruction to those renting them. They also need knowledge of the local waterways and canoe/kayak trails.

### *Boating Attracting to the area*

Those who are interested in boating, canoeing and kayaking would be naturally attracted to Pamlico County due to the number of waterways.

### *Boating Marketing strategy*

Ensuring that information on boat, canoe, and kayak rental businesses is posted on a number of pertinent websites would help market boating in Pamlico County. Advertising these businesses in local publications and at tourism information centers would be useful.

### *Boating Candidates to attract*

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There should be at least one company in Oriental and one company in Bayboro that rents small boats, canoes and kayaks. This geographic spread should not cause any serious competition between the two companies. These companies tend to come and go, so it would be good to ensure that there is always at least one of these businesses in the county.



### Boating Action plan to attract

Should an existing boat rental company leave the area, another should be attracted to take its place. Find a similar company that is operating successfully in a nearby location and see if they can be enticed to open an additional location.

### **g. Horseback riding**

#### Horseback Riding Background

In a rural county like Pamlico, equine tourism is a natural, low-impact fit with the farms and natural areas. Not only do the providers employ staff, but they support a number of services as well such as veterinarians, tack & feed stores, horse trailers, grooming supplies and clothing & gear stores. Here are some links to the industry:

Horse centers in NC <http://www.equinenow.com/polonorthcarolinafarms.htm>

Polo Center.com <http://www.polocenter.com/stable/stableusnc.htm> Ideas for horse-centered facilities and activities.

Equine Tourism <http://www.equinetourism.co.uk/>

Developing Equine Tourism Opportunities in NC, a 2006 report  
<http://www.ncsu.edu/tourismextension/programs/documents/2006-nc-equestrian-tourism-report.pdf> 73% of those responding agreed that equine tourism was an extremely viable option. Pamlico County respondents listed as assets: Facility for small-moderate equestrian events less than 200 participants); Boarding facilities; Riding

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lessons available to visitors; Riding trails; Farms with horses/ ponies that are open to visitors; Tack/feed shop and Equine Practitioner/ Vet. When asked, "What do you see as the next step to developing equine tourism in your county?" the overwhelming response was education and organization. This report is a "must read" for developing equine tourism in Pamlico County.

Pamlico County Horseman's Association (252.249.2442) is listed as existing in Pamlico County.

### *Horseback Riding Target Audience*

The target audience is primarily the horse rider and horse owner, but also includes visitors to the area that want an equine experience.

### *Horseback Riding Infrastructure needs*

The infrastructure needs would depend on the services and facilities to be provided. Minimally a stable, pasture, and a horse trail are needed. Polo fields, show rings, jumping rings, rodeo facilities, and training facilities might also be desirable. Overnight facilities (camping areas or cabins) for riders where their horses could also be boarded would encourage overnight stays in the county. These can be primitive or fancy depending on the clientele desired.

### *Horseback Riding Employee experience/training needs*

Knowledge of horses, horse care, and management of an equine facility would be desirable in an owner or employee.



### *Horseback Riding Attracting to the area*

First it is necessary to do an inventory of existing equine assets and equine business owners. You can only attract that which you have the services and facilities to support. Work with the Pamlico County Horseman's Association to complete this inventory. This might be a good project to involve the local 4H club.

### Horseback Riding Marketing strategy

Hosting a meeting with these owners and the Pamlico County Horseman's Association to discuss how Pamlico County and their business might benefit from marketing equine tourism would be a good start.

### Horseback Riding Candidates to attract

This is another case of growing a business from within. Find out what is desired by the equine community and compare those desires to what exists in the county. Develop a plan to enhance existing businesses to provide the desired facilities and services. Work with the equine business owners—help them develop business plans.

### Horseback Riding Action plan to attract

Grow this business from within the county. Attract from the outside only if existing owners of equine businesses are not willing or are not interested in providing desired services and facilities.

## **h. Golfing**

### Golfing Background

There are those that profess that the interest in golf as a sport is waning. Certainly there are many public and private golf courses that are having difficulty in today's economy keeping their links open. Some golf courses owned by developers and home owners associations are in bankruptcy. Some planned golf course communities in various stages of development are also going under due primarily to the economy.

According to the American Association of Retirement Communities, amenities such as golf courses that were once standard for retiree communities are no longer. The new developments are now being built in close proximity to these facilities—owned by others.

One website estimates that an avid golfer will spend an average of \$1.1 million to play a public course two or three times a week during retirement.

<http://www.golf.com/golf/special/article/0,28136,1943620,00.html>

Minnesott Beach Golf and Country is the only golf course in Pamlico County.

<http://pamlicocounty.insiderinfo.us/golf> There are other golf courses in surrounding counties.

Because Pamlico County is so flat, it would be costly to build terrain that would provide a challenging course.

### Golfing Target Audience

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If having more golf courses in Pamlico County is desired, it would be necessary to attract a developer that would put in a golf course as an amenity, have a developer build one as a stand-alone or have one of the local governments make the investment.

Three potential developers of golf course communities:

Monarch Development Corporation <http://www.monarchgroup.net/Default.aspx>

Landmark, Golf, Resort and Community Developers

<http://www.landmarklandco.com/about-landmark/company-story/>

Del Webb Retirement Communities <http://www.delwebb.com/>

### *Golfing Infrastructure needs*

An abundance of land is needed to develop a golf course and golf course community. The exact amount of acreage would depend on the number of holes and course layout.

### *Golfing Employee experience/training needs*

Experience in managing a golf club would be desirable. Turf specialists would be needed to keep the course in top condition supported by low-skilled maintenance staff. A golf pro to give lessons would be a plus.

### *Golfing Attracting to the area*

First the community would need to identify one or more parcels suitable for development. The concerned individuals, with the assistance of the Department of Commerce should develop a package to present to the developers. The three developers mentioned above should be approached along with other similar developers. It is best if the interview is face-to-face.

### *Golfing Marketing strategy*

The three developers mentioned above should be approached along with other similar developers. It is best if the interview is face-to-face.

### *Golfing Candidates to attract*

Three potential developers of golf course communities:

Monarch Development Corporation <http://www.monarchgroup.net/Default.aspx>

Landmark, Golf, Resort and Community Developers

<http://www.landmarklandco.com/about-landmark/company-story/>

Del Webb Retirement Communities <http://www.delwebb.com/>

### *Golfing Action plan to attract*

The community would need to identify one or more parcels suitable for development. The concerned individuals, with the assistance of the Department of Commerce should develop a package to present to the developers. The three developers mentioned above should be approached along with other similar developers. It is best if the interview is face-to-face.

### VI. Marine Trades and Services

#### a. Boat yards/repairs

##### *Boat Yard/Repairs Background*

Engines are more complicated and are larger than what they used to be, so more owners are having their engines worked on by professionals rather than trying to do the work themselves.

It is getting more and more difficult to find “working waterfront” property. Those companies that already have a boat repair yard are fortunate. The problem is that with the value of waterfront property, owners are realizing that the land is more valuable for a residential use than for an industrial use. This is the reason NC and other states are losing valuable “working waterfront” properties. Anything that can be done to ensure the continuation of a property use as “working waterfront” should be done. This is especially true in a water-oriented community such as Pamlico County.

There are environmental concerns with regard to boat repair facilities when repair work is done in open areas. Care must be taken to prevent ground contamination and prevent contaminated stormwater runoff from getting into the waterways.

NCWaterways.com is a website developed by the NC Department of Commerce (SBTDC). It has a pull down menu that allows the visitor to sort by a number of categories, by municipality, by county or by region. One can also search by the name of the company. <http://www.ncwaterways.com/>

“Leveraging Marine Trades in North Carolina’s Water Counties: An analysis of the cluster’s workforce development and waterfront access needs” is a must-read if Pamlico County is seriously considering developing marine-related businesses. (UNC-CH 2006) [http://www.ncwaterways.com/BusinessAssistance/Regulatory/Access/UNC\\_Study-leveraging\\_marine\\_trades.htm](http://www.ncwaterways.com/BusinessAssistance/Regulatory/Access/UNC_Study-leveraging_marine_trades.htm)

The following companies provide boat repair service in Pamlico County:

Deaton Yachts(Oriental) <http://www.deatonyachts.com/>

Sailcraft Service (Oriental) <http://www.sailcraftserviceboatyard.com/>

Marine Mechanical & Electrical (Oriental)

Bobby Moore’s Marine Service (Bayboro)

Dawson Creek Boatworks (Arapahoe)

Wayfarers Cove Marina (Arapahoe)

Triton Yacht painting (Oriental)

Hurricane Boat Yard (Bayboro)



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### Boat Yard/Repairs Target Audience

Given the number of existing boat repair companies and boat repair yards in Pamlico County, attracting more would just dilute the market making it more difficult for existing businesses to survive.

### Boat Yard/Repairs Infrastructure needs

Boat repair facilities and boat yards do not require any special infrastructure, however stormwater control BMPs are desirable.

### Boat Yard/Repairs Employee experience/training needs

Skilled craftsmen are needed to perform boat repairs. These skills are transferrable from the construction trade and from the automotive trade. Some can be learned on the job. Carteret Community College has a marine technology program and Pamlico Community College has a boat building program.

Boat Lovers' Guide to Marine Trade Schools

<http://www.boatus.com/news/tradeschools.pdf>

Maine Marine careers: <http://www.mainemarinecareers.com/jobs/level2.asp>

### Boat Yard/Repairs Attracting to the area

Not advisable due to the number of existing boat yard and boat repair companies in the area.

### Boat Yard/Repairs Marketing strategy

Not advisable due to the number of existing boat yard and boat repair companies in the area.

### Boat Yard/Repairs Candidates to attract

Not advisable due to the number of existing boat yard and boat repair companies in the area.

### Boat Yard/Repairs Action plan to attract

Not advisable due to the number of existing boat yard and boat repair companies in the area.

## **b. Boat accessories**

### Boat Accessories Background

Inner Banks Sail & Canvas <http://www.pamlico-nc.com/InnerBanks.htm>

B&B Yacht Designs (Vandemere)

Roy's Marine Supply (Bayboro)

Down East Canvas (Oriental)

*Boat Accessories Target Audience*

Given the number of existing boat repair companies and boat repair yards in Pamlico County, attracting more would just dilute the market making it more difficult for existing businesses to survive.

*Boat Accessories Infrastructure needs*

None. These are primarily retail type operations.

*Boat Accessories Employee experience/training needs*

General knowledge of boating and of products being sold. Sales experience is also desirable.

*Boat Accessories Attracting to the area*

Not advisable due to the number of existing boating accessories companies in the area.

*Boat Accessories Marketing strategy*

Not advisable due to the number of existing boating accessories companies in the area.

*Boat Accessories Candidates to attract*

Not advisable due to the number of existing boating accessories companies in the area.

*Boat Accessories Action plan to attract*

Not advisable due to the number of existing boating accessories companies in the area.

### **c. Marine Supplies/Products Distribution Center**

*Marine supplies/distribution Background*

There are several marine supply stores in Pamlico County. These include: Marine Consignment <http://orientalmarineconsignment.com/> and West Marine Express. There are no marine supply distribution centers in the county. Overton's has a distribution center in Pitt County and Big Rock Sports has a distribution facility in Newport, NC. Distribution centers truck a lot of product in and out. A distribution facility would want to locate near a major road to cut down on the distance (and expenses of transporting).

*Marine supplies/distribution Target Audience*

Boaters are the target audience for marine supplies. If the communities in Pamlico County want to cater to the transient boaters, having a marine supply store near the docks and marinas would be helpful.

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The target audience for a distribution center would perhaps be a marine supply distribution center that is located on the west coast of the United States that wished to expand its operation to the east coast.

### Marine supplies/distribution Infrastructure needs

None for the retail stores, but a distribution center would need to ensure the availability of adequate water pressure for fire protection to keep insurance costs down.

### Marine supplies/distribution Employee experience/training needs

General knowledge of boating and of products being sold. Sales experience is also desirable. Warehouse operations would need truckers and forklift drivers and those with logistics experience.

### Marine supplies/distribution Attracting to the area

Not advisable for additional retail stores due to the number of existing marine supply companies in the area. It would be a hard sell to attract a distribution center because of the distance from major north/south and east/west roads.

### Marine supplies/distribution Marketing strategy

Not advisable due to the number of existing retail marine supply companies in the area. It would be a hard sell to attract a distribution center because of the distance from major north/south and east/west roads.

### Marine supplies/distribution Candidates to attract

Not advisable due to the number of existing retail marine supply companies in the area. It would be a hard sell to attract a distribution center because of the distance from major north/south and east/west roads.

### Marine supplies/distribution Action plan to attract

Not advisable due to the number of existing retail marine supply companies in the area. It would be a hard sell to attract a distribution center because of the distance from major north/south and east/west roads.

## **d. Boat training**

### Boat Training Background

Boating safety courses are taught by the US Coast Guard Auxiliary and the US Power Squadrons. NC has an online boating safety course. <http://www.boat-ed.com/nc/index.htm?gclid=CNPEqL-pwqcCFQY65QodNBW1BA>

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Bow to Stern Sailing in Oriental <http://www.learnsailing.com/> is an American Sailing Association certified sailing school.

World Wide Marine Training (100 Ton Captains License and 6-Pack license training)  
<http://www.pamlico-nc.com/content/captain.htm>

Examples of schools include: Florida Sailing & Cruising School  
<http://www.flsailandcruiseschool.com/> and Chapman School of Seamanship  
<http://www.chapman.org/p/2/home>

### *Boat Training Target Audience*

Attracting a business that trains owners to use their boats or teaches people to captain a boat would fill a void. There is a sailing school and there is a course for those wishing to get a captain's license, but there is no company that teaches motorboat handling.

### *Boat Training Infrastructure needs*

The business would need either boat slips to moor the training boats and/or an area from which to launch the vessels, depending on their size. High speed internet access would be needed to maintain a web presence and communicate with their prospective students.

### *Boat Training Employee experience/training needs*

Employees would need to be experienced boat handlers and would need people skills. The owner would need basic business management skills.

### *Boat Training Attracting to the area*

The Chapman School has a facility in Stuart, Florida. This is the type of company to attract. The area waters offer many challenges to those needing to learn how to handle a boat, both big and small. There would be a ready pool of experienced boat handlers to hire as employees. Many new Hatteras Yacht owners need to be taught how to operate their yachts and the complex electronic gear so there is a potential pool of clients.

### *Boat Training Marketing strategy*

A detailed list would need to be made of all the advantages of the area that would be attractive to a training school like Chapman's. Because of the economy and current gas prices, now may not be the best time to enter such a venture. For someone looking to get into this business however, this might be a good time to pick up the needed boats as there are many people looking to sell boats at way below their value.

### *Boat Training Candidates to attract*

The Chapman School would be a prime candidate to attract to the area because of their long, successful history in the industry.

### Boat Training Action plan to attract

Because of the economy and current gas prices, now may not be the best time to enter such a venture.

#### **e. Boat brokerage/charter**

### Boat Brokerage/Charter Background

Presently there are a number of boat brokerages in the Oriental area. They include:

Oriental Yacht Sales

[http://www.yachtworld.com/orientalyachtsales/orientalyachtsales\\_0.html](http://www.yachtworld.com/orientalyachtsales/orientalyachtsales_0.html)

Deaton Yacht Sales <http://www.deatonyachts.com/>

Triton Yacht Sales <http://www.tritonyachts.com/>

Cape Lookout Yacht Sales <http://www.capelookoutyachts.com/>

St. Bart's Yacht Sales <http://www.st-barts.com/>

Presently there are a number of different types of boat rental chartering services in Pamlico County:

PT-1 charters [rrpittman@coastalnet.com](mailto:rrpittman@coastalnet.com)

Oriental's School of Sailing <http://www.sailingschooloriental.com/chartering.html>

Cape Lookout Yacht Charters <http://www.capelookoutyachts.com/>

Whittaker Creek Yacht Charters <http://www.whittakercreek.com/>

Down Easterly Sailing Adventures 252.249.1650

Bow to Stern Sailing School in Oriental <http://www.learnsailing.com/>

Simple Boats in Oriental <http://www.simpleboats.com/About-Us.html>

### Boat Brokerage/Charter Target Audience

Given the number of existing yacht sales companies and charter companies in Pamlico County, attracting more would just dilute the market making it more difficult for existing businesses to survive.

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### *Boat Brokerage/Charter Infrastructure needs*

Yacht sales can be done over the internet and from a home location so little is needed except for a high speed internet connection.

### *Boat Brokerage/Charter Employee experience/training needs*

Yacht sales required knowledge of boating and boats, sales techniques, marketing and financing. Charter businesses require knowledge of boating and boats as well as marketing to be successful. Basic business acumen would be helpful to anyone entering into either of these businesses.

### *Boat Brokerage/Charter Attracting to the area*

Given the number of existing yacht sales companies and charter companies in Pamlico County, attracting more would just dilute the market making it more difficult for existing businesses to survive.

### *Boat Brokerage/Charter Marketing strategy*

Not advisable due to number of existing businesses.

### *Boat Brokerage/Charter Candidates to attract*

Not advisable due to number of existing businesses.

### *Boat Brokerage/Charter Action plan to attract*

Not advisable due to number of existing businesses.



### VII. Composite small parts production

#### Composites Background

According to Bob Lacovara who is quoted on the Composites Manufacturing website, "In terms of long term industry growth, transportation, energy production and infrastructure applications are the triad for sustainable industry growth. If an object moves, it needs to be lighter in weight to be more energy efficient and composites can do that, which will make them increasingly valuable. Renewable energy such as solar and wind have a lot of potential, not to mention the as yet untapped wave energy potential. And as far as infrastructure, you don't need a crystal ball to see that our infrastructure will be worn out and need replacing in the upcoming years. To me, that's the pie in the sky. There's a huge amount of national infrastructure from highways to buildings that will need to be sustained and composites can play a role in that if positioned properly." The article went on to say that composite manufacturing in the boating, RV and pool businesses will continue to be depressed until disposable income rises. <http://www.compositesmanufacturingblog.com/2011/01/composites-poised-for-2011-growth/>

The equipment/machinery needed to produce composite parts, especially for the aerospace industry can be quiet expensive. Ingersoll is one company that produces these machines:

[http://www.ingersollcomposites.eu/assets/INGERSOLL\\_ICPS%20Software\\_08.pdf](http://www.ingersollcomposites.eu/assets/INGERSOLL_ICPS%20Software_08.pdf)

For information on Composite Tooling Fabrication, check out this website:

[http://www.prosetepoxy.com/composites\\_tooling.htm](http://www.prosetepoxy.com/composites_tooling.htm)

Approximately 90% of Maine boat builders utilize composite technologies in their work today. <http://www.mainemarinecareers.com/jobs/level2.asp>

#### Composites Target Audience

The target audience for composite parts manufacturing for Pamlico County would be primarily for the marine industry. A company that manufactures composite items that are large and that need to be trucked (such as pipe), would probably not choose Pamlico County because of the distance from the major interstate highways.

#### Composites Infrastructure needs

A manufacturer of small composite parts would need a manufacturing facility with water, sewer, and electricity. The size of the facility would depend on the product. High speed internet access would be required to communicate with customers.

#### Composites Employee experience/training needs

Lenoir Community College runs a composite lab at the Spirit AeroSpace Training Center

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(old GTP E&T Center). Craven Community college offers composite manufacturing training. Because this training is located in nearby community colleges and because of the cost of the training equipment, it may not be efficient or effective for Pamlico Community College to replicate these programs.

Composites are used in cars. Lanier Technical College in Georgia offers credentials in Motorsports Chassis Technician Certificate, Motorsports Engine Builder Certificate, Motorsports Fabrication Technician Certificate, Motorsports Vehicle Technology Degree, and Motorsports Vehicle Technology Diploma.

The Marine Training and Education Center (MARTEC) at Carteret Community College offers training in composite fiberglass repair.

<http://www.carteret.edu/education/academicprograms/martec/index.html>

### *Composites Attracting to the area*

Attracting a company that markets their product to the marine trades would probably have the most success for Pamlico County.

### *Composites Marketing strategy*

Websites are a good way to get the attention of a company looking for a site.

Companies are accustomed to doing internet research for potential sites. Those areas not having a sophisticated recruiting website are at a distinct disadvantage. Setting up a marine industry website such as Maine has would be useful to attracting companies to locate to Pamlico County. <http://www.mainemarinetrades.com/links/default.asp>

Pamlico County should work with NC Eastern Region and the Department of Commerce to attract composite manufacturers to the county. Attending composite trade shows is one way to connect with potential manufacturers. The county needs to have a strong marketing message. What does Pamlico County have to offer the company?

### *Composites Candidates to attract*

Composites Manufacturing, a newsletter of the American Composites Manufacturers Association would be a good place to look for companies to recruit to Pamlico County.

<http://www.compositesmanufacturingblog.com/>

National Marine Manufacturers Association is another. <http://www.nmma.org/> There is a membership directory online. The company names are hot-linked:

<http://www.nmma.org/membership/membershipdirectory/default.aspx>

### *Composites Action plan to attract*

In the current economy and with the marine industry being negatively impacted, now might not be a good time to try to recruit new manufacturers to the county. Working with existing marine industries in the county, the committee could identify suppliers that the local company could help recruit when the economy improves.

## VIII. Recommended Tactical Action Plan

Pamlico is a small rural county with nine small incorporated municipalities. The county seat is Bayboro. The county's biggest asset is the number of waterways that touch its boundaries. "The natural environment...defines a sense of place in Pamlico County" according to the county's website. This is the strength which should be protected and nurtured for without it Pamlico County is just another rural county with limited assets.

Playing to this strength in attracting visitors and retirees would be one way to differentiate Pamlico County. Pamlico County, the Outdoor Experience, would be one avenue to pursue. Certainly other economic development opportunities mentioned and not mentioned in this report would also help improve the overall economy of the area.

One cannot discuss the environment without discussing the impacts of growth. Certainly growth is desirable if the county is to increase its tax base and support new retail and professional service businesses. Confining development in compact, smart growth communities to prevent sprawl and protect the environment would ensure that this valued asset would continue to define the county in years to come. Water quality is an integral part of this equation and must also be protected.

Creating a brand that identifies and unifies Pamlico County products and services would have a positive effect on recognition. As an example of a brand that ties different companies together, the three electric cooperatives (Tideland, Jones-Onslow and Carteret-Craven) all have the words and logo for "Your Touchstone Energy Partner" as part of their individual logos. According to Agnew Beck, "Branding is not just a slogan, a logo; it includes the message, place, experience; a promise that captures people's imagination." For more information on the concept of branding see:

<http://www.entrepreneur.com/tradejournals/article/204628597.html> For an example of a plan for regional branding (Alaska) see: [http://www.agnewbeck.com/pdf/statewide/DCCED\\_Tourism/CSERP\\_Regional\\_Branding\\_Marketing\\_FINAL\\_appendices.pdf](http://www.agnewbeck.com/pdf/statewide/DCCED_Tourism/CSERP_Regional_Branding_Marketing_FINAL_appendices.pdf)

The basic process for the development of each business is as follows:

- Identify the business/activity to be developed.
- Identify a leader.
- Allow the leader to form his/her own small committee (no more than 5). These should be people with knowledge of or interest in this business (present business owners or entrepreneurs).
- Study the material presented in this document, look at links provided, do additional research on the web, talk to people knowledgeable on the subject.
- Decide on a course of action and set goals.
- Establish a time and task list with assignments.

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- Work the plan—meet or provide electronic feedback on progress.
- Pull in additional resources as needed (like training, demonstrations or field trips).
- Develop the business plan. (Small Business Center to provide support and mentors.)
- Develop the marketing plan, but don't implement until the business is in place.
- Develop the business.
- Celebrate successes.
- Report periodically to the STEP oversight committee.
- Business-to-business program to be developed so that local businesses can refer visitors and customers to other local businesses and also help promote local events.
- Develop brochures that market Pamlico County as a tourist destination and one that markets the county as a retiree destination.
- Develop other brochures for various interests (hiking, biking, birding, etc.)
- Develop sample day trips or multi-day trips to promote various venues, events and businesses.
- Have a central web presence that is well-positioned with the search engines and provides accurate information. Area businesses should link to that website. Link with other websites as appropriate. Keep information current.

### **The Outdoor Experience**

The implementation process would begin with identifying the specific areas of interest. It is suggested that hunting, fishing, birding, boating, skeet-shooting, cycling and equine activities be in the mix.

Restaurants, lodging and retail establishments that provide supplies for the visitors will be needed to support the outdoor experience. Restaurants might feature box lunches in reusable sacks for outdoor activities. Rustic cabins and camping areas would be preferred by some outdoor types. A retail business that catered to the needs of the outdoorsman could be supported if there were enough activity.

Because of its central location Bayboro is a logical hub for the restaurants, lodging and retail establishments.

If the area were serious about attracting transient boaters, it could develop a welcome center and concierge service for them. It could also develop a plan to attract boating clubs and squadrons with special programs and services. Given the number of marinas in the county, there are an adequate number of transient slips. Another consideration might be the development of a public mooring field for those boaters that prefer to

“rough” it.

### **Agriculture**

The Cooperative Extension service is the ideal agency to meet with the farmers to explore ideas for increasing their income, or to add to or change their present focus. The ideas presented in this strategic plan should be examined and those interested should be assisted to pursue new strategies. The Cooperative Extension agent could provide information and training.

Developing a cooperative to share an asset would be something that farmers might consider. For example, if there was enough interest in developing alternative oil products, the cooperative might purchase the needed dryer and seed crusher. This might be housed in the commercial kitchen facility.

### **Value-added Products**

Both the fishing and farming industry could benefit financially from expanding into value-added products. If it is an edible product or a nutraceutical, the community might benefit from developing a community shared-use commercial kitchen. A web link has been provided on how to assess the need for such a facility.

### **Mini-Pike Place Market**

While not specifically mentioned in this strategic plan, the development of a complex like the Pike Place Market in Seattle, WA (on a smaller scale) in either Bayboro or Oriental might be an economic engine for the entire county. To quote the website: “It is impossible to visit Seattle as a tourist and avoid Pike Place Market. Located right on the waterfront near the downtown area, its huge sign is like a beacon. However, Pike Place Market is more than just a tourist trap in the vein of San Francisco's Fisherman's Wharf. The Market is truly a place to get great, fresh food from the people who know it best. Just browsing, you will see delicious produce, seafood, and beautiful crafts. There are also a number of restaurants and shops within the huge market and adjoining buildings.” <http://www.seattletravel.com/activities/pike-place-market.html> It began with the world famous Pike Place Fish Market--<http://www.pikeplacefish.com/>

Start with a dockside location and a harbor populated with fishing trawlers. Mix in a fresh fish market, a sit-down restaurant or two, and an outdoor casual dining and drinking area overlooking the water. Add some stalls selling local produce and value-added products from the farm and from the sound. Incorporate some local artists and unique retail shops. Make it fun by having outdoor performers and entertainers. Teach the merchants to engage the public. Have the fishermen, farmers and artists “playing” with the tourists. Make the market a happening place! People will drive long distances and tour busses will come in droves if the chemistry is right. Some elements of the market exist already, but they are not grouped up, they are not coordinated, they are not packaged right and they are not presently fun experiences. (Suggest “Fish Philosophy Training” <http://www.enterprisemedia.com/cgi->

[bin/search.cgi?talent=Fish%20Philosophy&gclid=CK6WhpbsxKcCFdtx5Qod2EHMDw](http://bin/search.cgi?talent=Fish%20Philosophy&gclid=CK6WhpbsxKcCFdtx5Qod2EHMDw) )

The Market could also be a virtual store for those who choose to associate with it—selling products all over the world via the internet. Physically it could be located in Bayboro (by the park) or Oriental (around the harbor). Sufficient parking would be needed and that might be the driving factor for where it might fit best.

All that being said, experience has shown that a visionary who can work through the many difficulties of establishing a business and stay the course has a better than average chance of achieving the objective—whatever that is. While various committees, organizations and individuals can certainly foster economic development, it is not those that will initiate the venture. Entrepreneurs and existing business owners will need to take the initiative and embrace a concept to develop. The committees, individuals, and various entities and organizations (like the Committee of 100 and the Pamlico Community College's Small Business Center) can assist, once the concerned individual makes their venture and needs known. The call now is to action, not to further study. The challenges are many, but the potential rewards for Pamlico County are great.



### IX. Resources

Thrive in NC:

<http://www.thrivenc.com/incentives/financial?gclid=CLiB97y0sqYCFYbb4Aod-2itmq>

USDA: Rural Development Seven Strategies for Economic Development:

Building 21st Century rural communities requires adoption of strategies that look not only within a community for defining its strengths and opportunities, but to regions where one community can compliment and draw upon the resources of another. [Audio](#) | [Transcript](#)

**Strategic Partners:** The old adage that there is strength in numbers especially holds true when you build strong and strategic alliances. [Audio](#) | [Transcript](#)

**Capital Markets:** Stimulating local economies requires the infusion of new investment opportunities. [Audio](#) | [Transcript](#)

**Regional Food Systems:** Building markets for local and regionally grown agricultural products makes great economic sense. [Audio](#) | [Transcript](#)

**Regional Collaboration:** Smaller, more remote rural communities don have to be stand-alone economic engines in an oasis, each looking only from within for sustainability. [Audio](#) | [Transcript](#)

**Community Building:** Creating great places to live, raise families, provide recreational opportunities, and infrastructure for high paying jobs is very important to our efforts at USDA. [Audio](#) | [Transcript](#)

**Alternative Energy:** America development and use of alternative energies is good for our country and good for our environment. [Audio](#) | [Transcript](#)

**Broadband and Continuous Business Creation:** Expanding access to high-speed broadband is one of our greatest challenges and our highest priority. [Audio](#) | [Transcript](#)

EDA: Internet based economic development for rural communities:  
[www.eda.gov/PDF/1G3lr\\_12\\_iowastate.pdf](http://www.eda.gov/PDF/1G3lr_12_iowastate.pdf)

Rural Assistance Center: Rural Economic Development FAQs:  
[http://www.raconline.org/info\\_guides/communities/econ\\_devfaq.php](http://www.raconline.org/info_guides/communities/econ_devfaq.php)

Economic Gardening, the entrepreneurial approach to rural economic development:  
<http://www.littletongov.org/bia/economicgardening/default.asp>

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Growing Local Economies: <http://growinglocaleconomies.com/resources>

Increasing Feedstock Production for Biofuels:  
[www.usbiomassboard.gov/.../8\\_Increasing \*\*Biofuels Feedstock\*\* Production. pdf](http://www.usbiomassboard.gov/.../8_Increasing_Biofuels_Feedstock_Production.pdf)

Biodiesel Now Community:  
[http://www.biodieselnow.com/general\\_biodiesel\\_21/f/14/t/15383.aspx](http://www.biodieselnow.com/general_biodiesel_21/f/14/t/15383.aspx)

Oil Seed Processing for Small Scale Producers 2004:  
[www.smallstock.info/reference/ATTRA/oilseed.pdf](http://www.smallstock.info/reference/ATTRA/oilseed.pdf)

National Sustainable Agricultural Information Service: <http://www.attra.ncat.org/>