

HALIFAX ECONOMIC STRATEGY

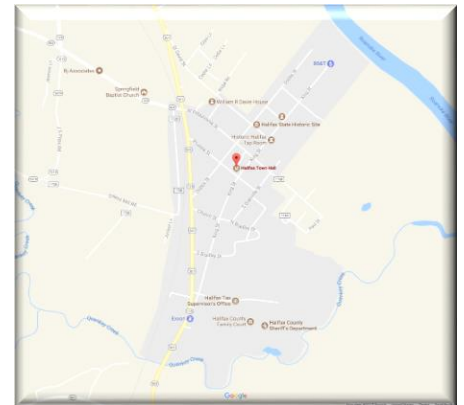
Prepared by the NC Main Street & Rural Planning Center Staff



High performing organizations are those that learn to anticipate and adapt to change by creating value for those served, and motivation and meaning for those who serve them. The best tool for accomplishing these objectives is strategic planning.

In August 2017, the Town of Halifax Town Commissioners adopted a resolution requesting the North Carolina Rural Development Division, Rural Planning Center help the Town prepare an economic development strategic plan. A planning committee was formed and began meeting in late August 2017. The committee met over the fall of 2017 and discussed the issues facing the Town of Halifax, in regard to economic development.

Map 1. Halifax Vicinity



The committee articulated a vision for the future of Halifax and addressed many issues in developing a strategic vision:

Halifax: History and nature with a twist

Then they began the difficult task of identifying major issues, strategies, assigning responsibilities, and setting timetables to implement the plan's vision. Finally, they developed a system to monitor progress of the plan and to inform changes to the action plan and renewal of vision.

This document is the culmination of their efforts.

If the wishes of the Town are to have any meaning, they must be accompanied by deliberate planning efforts to move the organization and the community toward a desired future. This requires clearly defined goals, proactive objectives, committed leadership, and effective management. Above all, it requires managing the forces of change. Those forces include community demographics, state and federal mandates, fiscal constraints, economic conditions, emerging technologies, and many other influences on service delivery efforts.

The Action Plan is composed of the following elements: *Goals, Objectives, Actions, and Tasks*. The Time Horizon of the plan is 5 years for Goals and Objectives, with 1 Year Implementation Actions and Tasks.



Pictures courtesy of historicalifaxnc.com

The *goals, objectives, actions* and *tasks* refer to the following definitions:

Goals...

...are general guidelines that explain what you want to achieve – they are usually long-term and represent global visions, such as “grow the local economy”

Objectives...

...define strategies or implementation steps to attain the identified goals. Unlike goals, objectives are specific, measurable (number, timeframe, percentage), and may have a defined completion date

Actions...

...often, each objective is associated with a series of actions. Therefore, implementing a strategic goal typically involves implementing a series of actions along the way

Tasks...

...a step by step list that will help you accomplish each action, usually achievable in 1 year

Halifax Economic Development 1 Year Implementation Plan (2018) 12/8/17 Draft

Economic Positioning/Vision: Halifax: History and nature with a twist

Goal: Brand the town and broaden appeal

Objective #1.1: Measure the number of people visiting the town (measurements: sign in page at the historic site, traffic counts, library counts) yearly

Action: Work with Halifax County Economic Development and Halifax County Convention and Visitors Bureau to spur land owners to market properties for lodging options

Task: Work with Halifax County Convention and Visitors Bureau on potential locations for a bed and breakfast

Task: Work with County and State officials on advertising the Town of Halifax, including the historic site and homes, and emphasizing the Revolutionary War battles

Action: Work with State of North Carolina on river access, including picnic tables and vista

Task: Partner with state historic site on developing river access walkway

Task: Develop cost estimate for walkway and picnic tables

Monitoring and Evaluation

Constant evaluation of the goals, objectives and action steps in this plan, via regular review sessions with the Strategic Planning team and other Town leadership, is critical to ensuring it remains a viable, living document. The Town will continually monitor progress on how well and successful the Town is at managing projects, meeting deadlines, communicating internally and to multiple external audiences, and utilizing the resources available.

The Halifax Economic Development Strategy is a living document used to prioritize the needs of the community and outline Town objectives. The value of the plan lies with the ability of the Town to set realistic goals — and implement innovative strategies — against which progress can be measured. It also allows the community to gauge the ongoing product of its local government.

Implementation, evaluation and modification will be continuous in order for the plan and the Town of Halifax to remain relevant, responsive and proactive. This strategic effort will provide greater accountability and represents an organization-wide approach to the preservation and enhancement of the quality of life our very special community enjoys.

The most successful strategic planning efforts approach implementation from a network-based model, versus a more traditional hierarchical model (top-down approach). An Implementation Committee should be appointed to oversee the Town's efforts and to reach out to partners. By working with economic partners such as NC Department of Commerce, Halifax County Development Commission, Halifax County Convention and Visitors Bureau, and the Upper Coastal Plain Council of Government, Halifax's economic development strategy can leverage resources and capacity. NC Department of Commerce has yearly Actions & Tasks templates to assist the Town in measuring progress, and the Town should reach out to NC Commerce once a year to help evaluate success.

The Town Commissioners will revisit the plan twice yearly (at budget time, and in November) to mark progress and amend the plan as necessary.

Appendix: Market Snapshot

Map 2: 1, 3, and 5 Mile Radius of Halifax

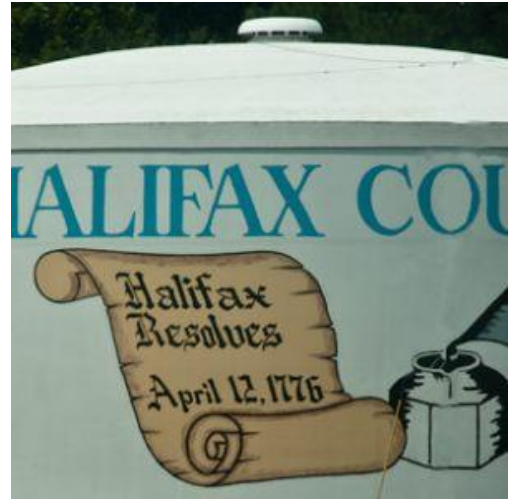
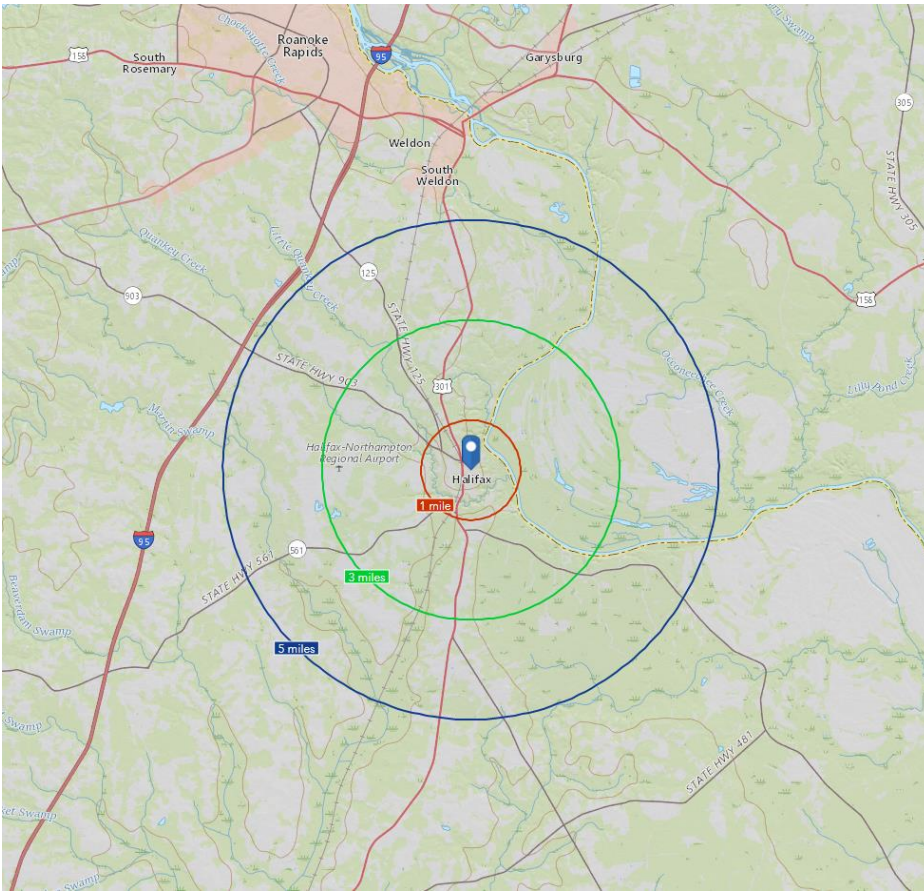


Table 1: Summary Demographics and Retail Leakage for 5 Mile Radius of Downtown Halifax

2017 Population			1,932
2017 Households			839
2017 Median Household Income			\$31,583
2017 Average Household Income			44,696
2017 Per Capita Income			\$19,538
2017 Median Disposable Income			\$27,395
Industry Group	Demand	Supply	Leakage
Motor Vehicle & Parts Dealers	\$ 4,669,292	\$ 1,088,446	\$ 3,580,846
Furniture & Home Furnishings Stores	\$ 620,915	\$ 0	\$ 620,915
Electronics & Appliance Stores	\$ 473,772	\$ 0	\$ 473,772
Bldg Materials, Garden Equip & Supply Stores	\$ 1,496,378	\$ 1,083,791	\$ 412,587
Food & Beverage Stores	\$ 3,339,477	\$ 598,967	\$ 2,740,510
Health & Personal Care Stores	\$ 1,299,764	\$ 0	\$ 1,299,764
Gasoline Stations	\$ 2,306,957	\$ 15,027,321	- \$ 12,720,364
Clothing & Clothing Accessories Stores	\$ 733,636	\$ 0	\$ 733,636
Sporting Goods, Hobby, Book & Music Stores	\$ 447,289	\$ 0	\$ 447,289
General Merchandise Stores	\$ 2,980,880	\$ 0	\$ 2,980,880
Miscellaneous Store Retailers	\$ 955,776	\$ 104,671	\$ 600,223
Nonstore Retailers	\$ 218,220	\$ 0	\$ 219,220
Food Services & Drinking Places	\$ 1,715,815	\$ 1,722,710	- \$ 6,895
Restaurants/Other Eating Places	\$ 1,606,886	\$ 1,722,710	- \$ 115,824
Total Retail Trade and Food & Drink	\$ 21,379,490	\$ 19,781,253	\$ 1,598,237

Table 2: Shown in Mile Radii for 1, 3, and 5 miles

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap Surplus / Leakage
1 mile	\$ 4,473,056	\$ 3,214,904	\$ 1,258,152
3 miles	\$ 13,506,669	\$ 9,849,852	\$ 3,656,817
5 miles	\$ 21,379,490	\$ 19,781,253	\$ 1,598,237

Table 3: Summary Demographics and Retail Leakage for 3 Mile Radius of Downtown Halifax

2017 Population			1,289
2017 Households			542
2017 Median Household Income			\$30,701
2017 Average Household Income			43,408
2017 Per Capita Income			19,367
2017 Median Disposable Income			26,726
Industry Group	Demand	Supply	Leakage
Motor Vehicle & Parts Dealers	\$2,962,359	\$936,124	\$2,026,235
Furniture & Home Furnishings Stores	\$388,710	\$0	\$388,710
Electronics & Appliance Stores	\$296,829	\$0	\$296,829
Bldg Materials, Garden Equip & Supply Stores	\$948,844	\$0	\$948,844
Food & Beverage Stores	\$2,108,674	\$299,678	\$1,808,996
Health & Personal Care Stores	\$822,175	\$0	\$822,175
Gasoline Stations	\$1,462,634	\$7,136,902	-\$5,674,268
Clothing & Clothing Accessories Stores	\$459,489	\$0	\$459,489
Sporting Goods, Hobby, Book & Music Stores	\$281,248	\$0	\$281,248
General Merchandise Stores	\$1,878,186	\$0	\$1,878,186
Miscellaneous Store Retailers	\$606,591	\$0	\$606,591
Nonstore Retailers	\$215,008	\$0	\$215,008
Food Services & Drinking Places	\$1,075,922	\$1,092,475	-\$16,553
Restaurants/Other Eating Places	\$1,008,355	\$1,092,475	-\$84,120
Total Retail Trade and Food & Drink	\$13,506,669	\$9,849,852	\$3,656,817

Table 4: Summary Demographics and Retail Leakage for 1 Mile Radius of Downtown Halifax

2017 Population			386
2017 Households			174
2017 Median Household Income			\$30,054
2017 Average Household Income			44,779
2017 Per Capita Income			20,913
2017 Median Disposable Income			26,290
Industry Group	Demand	Supply	Leakage
Motor Vehicle & Parts Dealers	\$981,054	\$740,399	\$240,655
Furniture & Home Furnishings Stores	\$128,731	\$0	\$128,731
Electronics & Appliance Stores	\$98,302	\$0	\$98,302
Bldg Materials, Garden Equip & Supply Stores	\$314,232	\$0	\$314,232
Food & Beverage Stores	\$698,337	\$0	\$698,337
Health & Personal Care Stores	\$272,282	\$0	\$272,282
Gasoline Stations	\$484,385	\$1,687,914	-\$1,203,529
Clothing & Clothing Accessories Stores	\$152,172	\$0	\$152,172
Sporting Goods, Hobby, Book & Music Stores	\$93,143	\$0	\$93,143
General Merchandise Stores	\$622,008	\$0	\$622,008
Miscellaneous Store Retailers	\$200,888	\$0	\$200,888
Nonstore Retailers	\$71,205	\$0	\$71,205
Food Services & Drinking Places	\$356,318	\$694,276	-\$337,958
Restaurants/Other Eating Places	\$333,941	\$694,276	-\$360,335
Total Retail Trade and Food & Drink	\$4,473,056	\$3,214,904	\$1,258,152

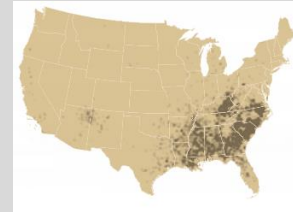
Tapestry Segmentations, Race & Ethnicity for 1, 3, and 5 Mile Radius of Downtown Halifax

Tapestry Segmentations Identified by ESRI: These provide a detailed description of America's neighborhoods. U.S. residential areas are divided into 67 distinctive segments based on their socioeconomic and demographic composition, then further classifies the segments into LifeMode and Urbanization Groups. Each radii has numerous LifeMode groups for a total of 100%. The summaries on this page are considered the largest percentage within each radii for each Tapestry Segmentation giving a minimalistic snapshot of the largest segmentation by percentage in study area. By looking into the more detailed information, Halifax can get a sense of who their customers are and insight into how to market to and what types of products to possibly add to existing inventory, or even diving deeper into each Tapestry Segment's LifeMode and Urbanization Group, there may be an entirely new business that could be added based on the tapestries within these radii. In Halifax, the top Segment is the same for the 1, 3, and 5 mile radii, which is "Rural Bypasses." Source: <http://doc.arcgis.com/en/esri-demographics/data/tapestry-segmentation>.)

Rural Bypasses : #1 Tapestry Segmentation within the study area, comprising 100% of the 1 mile radius. Rural Bypasses represent 1.5% overall in the U.S. They are heavily concentrated in the South. Most are in unincorporated and more rural areas.

The information reflects the characteristics of Rural Bypasses:

- 1,664,000 households nationwide
- Average Household Size: 2.54
- Median Age: 39.7 (US Median is 37.6)
- Median Household Income: \$29,000 (US Median is \$51,000)



Who "we" are: Open space, undeveloped land, and farmland characterize Rural Bypasses. These families live within small towns along country back roads and enjoy the open air in these sparsely populated neighborhoods. Their country lifestyle focuses on the outdoors, gardening, hunting, and fishing. They are more likely to own a satellite dish than a home computer. Although a majority of households do have a connection to the Internet, their use is very limited. Those who are not yet retired work in blue collar jobs in the agriculture or manufacturing industries.

Our Neighborhood: An older market, with more married couples without children and single households. Most residents own single-family homes or mobile homes. Most housing units were built from 1970 to 1989. Residents live in rural areas, almost entirely in the South.

Socioeconomic Traits: Income is derived primarily from wages; however, there is some dependence on Social Security and Supplemental Security Income. Religion, faith, and traditional values are central in their lives. They rely on television to stay informed.

Race and Ethnicity: Nationally, 57% white, 35% black, 5% Hispanic.

Market Profile: Typical of their country lifestyle, Rural Bypasses residents prefer trucks over sedans. Households shop at discount department stores. Magazines are a popular source of news and entertainment. As satellite TV subscribers, they regularly watch sports, movies, and religious programming.

Tapestry Segmentations In 3 Mile Radius Study Area:

Rural Bypasses — 100%

Tapestry Segmentations In 5 Mile Radius Study Area:

Rural Bypasses – 96.4%

Family Foundations – 3.6%