

Archdale Economic Development Plan

Prepared by the City of Archdale Steering Committee and
NC Main Street and Rural Planning Center

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 January of 2018, the City of Archdale adopted a resolution requesting assistance from the North Carolina Main Street and Rural Planning Center to help develop and prepare an economic development strategic plan for the City. A strategic planning steering committee, comprised of County and City officials, prominent local business owners, and the Chamber of Commerce, was formed to develop the plan. The committee met over the spring and summer of 2018 and discussed issues facing the City of Archdale. In addition, the community provided significant input through stakeholder interviews and citizen surveys to gauge public opinion on economic and community development priorities. The committee articulated a vision for the future of Archdale and used this vision as a focal point for the development of the goals, objectives, and actions that surfaced throughout the process:

In 2028, Archdale has experienced positive community growth and continues to be a safe and attractive community that offers opportunities for everyone. This was done with a diverse economy which has resulted from forward thinking local leaders who capitalized on its convenient location, affordable cost of living, and excellent municipal services. The high quality of residential development is unique to the region with neighborhoods that are connected to recreational amenities, shopping, and other commercial offerings. The City's "public square" with adjacent businesses and greenspaces is a source of pride for the citizens of Archdale and a destination for visitors.

The plan focused on three main areas of concentration: economic diversification, growth management, and creating a sense of place. The committee then began identifying major issues, strategies, and actions in order to implement the plan's vision over the next five years. This document is the culmination of their efforts.

If the wishes of the City are to have meaning, they must be accompanied by deliberate planning efforts that move the organization and the community toward its desired future. This requires clearly defined goals, proactive and measurable objectives, direct action, 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*. The time horizon of the plan is 5-10 years. 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 broad visions for the future
- **OBJECTIVES:** defines strategies or implementation steps to attain identified goals. Objectives are specific and measurable and may have a completion date
- **ACTIONS:** a series of steps a community takes to implement a specific objective or strategy.
- **TASKS:** list of steps to achieve an action, usually achievable in a one-year time frame. *(Note: the plan does not show specific tasks as these will need to be developed by the individuals and/or team implementing the specific actions)*

Monitoring and Evaluation

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

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

Implementation, evaluation, and modification will be continuous for the plan and the City of Archdale 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). The City should consider appointing an Implementation Team (or Taskforce) to oversee the City's efforts and to reach out to partners. By working with economic partners such as NC Department of Commerce, Randolph County Economic Development Corporation, and the Chamber of Commerce, Archdale's economic development strategy can leverage resources and capacity. NC Department of Commerce has yearly Actions & Tasks templates to assist the City in measuring progress, and the City should reach out to NC Commerce once a year to help evaluate success, report progress and update the action plan as goals are realized.

The Economic Development Steering Committee should revisit the plan twice yearly (at budget time, and in November) to mark progress and amend the plan as necessary. The Plan should be comprehensively revised at the end of five years.

City of Archdale
Economic Development Strategic Plan (2018-2023) & Year One Implementation Plan (2018-2019)

Economic Positioning Statement/Vision:

In 2028 Archdale has experienced positive community growth and continues to be a safe and attractive community that offers opportunities for everyone. This was done with a diverse economy which has resulted from forward thinking local leaders who capitalized on its convenient location, affordable cost of living, and excellent municipal services. The high quality of residential development is unique to the region with neighborhoods that are connected to recreational amenities, shopping, and other commercial offerings. The City’s “public square” with adjacent businesses and greenspaces is a source of pride for the citizens of Archdale and a destination for visitors.

Five-Year Economic Development Strategic Plan and Year One Implementation Plan:

The City of Archdale *Five-Year Economic Development Strategic Plan* is built upon the Community Economic Development Strategies and Goals shown below. The **Year One Implementation Plan** shown below focuses on objectives, actions/projects, and tasks (grouped by strategy) designed to make the City more economically vibrant.

COMMUNITY ECONOMIC DEVELOPMENT STRATEGIES

Strategy Area 1: Economic Diversification	Strategy Area 2: Growth Management	Strategy Area 3: Creating a Sense of Place
<p>GOAL: Encourage a diverse variety of businesses and development that adds to the character and economic health of the City.</p> <p>Objective 1.1: Develop public policies, studies, plans, and strategies that promote a healthy mix of Commercial, Industrial, and Service-Oriented businesses.</p>	<p>GOAL: Capitalize on opportunities presented by new development by mitigating negative consequences of growth and ensuring the City remains an attractive and desirable location for residents, businesses, and visitors.</p> <p>Objective 2.1: Develop a comprehensive plan for what the citizens of Archdale want the community to look like in the future in relation to; appearance, intensity, and character of development, traffic patterns, and other physical design characteristics.</p>	<p>GOAL: Create an inviting community area (public square) with greenspaces, small businesses, and other attractions that is unique and sets the City apart, where residents can gather as a community and people want to visit.</p> <p>Objective 3.1: Develop a conceptual and visual rendering of a community gathering area, including recreation, greenspace, small businesses, and pedestrian oriented amenities.</p>

<p>Action 1: Utilize the site matrix of potential development sites in (or near) Archdale to determine types of improvements needed to increase marketability and development potential of sites.</p> <p>Action 2: Form a task force to develop a plan that includes site identification, improvements needed, and actions for implementation.</p> <p>Action 3: Research methods and programs other communities have utilized to attract: 1. sit-down restaurants, 2. high-tech and other growth industries, and 3. medical services.</p> <p>Objective 1.2: Continue to support organizations (Chamber of Commerce, Small Business Center, and Small Business and Tech Development Center) that provide services to the local business community.</p> <p>Action 1: Explore ways to support annual festivals and events that attract citizens and visitors and encourage spending in the local economy.</p>	<p>Action 1: Incorporate comprehensive plan recommendations in to development policies.</p> <p>Objective 2.2: Utilize bicycle and pedestrian plan to determine how existing (and future) commercial and residential development can be integrated and connected to recreation, shopping, and other community amenities.</p> <p>Action 1: Review and prioritize recommendations in Pedestrian Network Plan that relate to development policies, implementation strategies, and timelines.</p>	<p>Action 1: Identify scope of work for developing rendering for community gathering area in preparation for contacting possible service providers.</p> <p>Objective 3.2: Create a well-defined <i>brand</i> that differentiates Archdale from other communities with the intent of promoting its unique qualities and making Archdale a more desirable location, to work, live, and visit.</p> <p>Action 1: Develop a concise set of goals that a branding campaign should achieve (e.g. bring new investment, grow tourism, increase revenue, etc.)</p>
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Implementation Steps:

- 1. Steering Committee Completes Action Planning and Finalizes Draft Plan***
- 2. Present Plan to City Council for Consideration and Approval***
- 3. Create Implementation Team (or Task Force)***
- 4. Identify Implementation Partnerships***
- 5. Implement Plan***
- 6. Evaluate Plan Bi-annually.***