

Town of Bayboro
Bayboro/Pamlico County STEP Leadership Team
NC STEP Economic Development Strategic Plan
and Implementation Strategy

I. Introduction

The North Carolina Small Towns Economic Prosperity program (NC STEP) brings a comprehensive revitalization effort to communities, especially those challenged by economic hardships due to changes in the economy and/or natural disasters. It is part of a larger initiative of the North Carolina Rural Economic Development Center called the Small Towns Initiative. State leaders recognize that North Carolina's small towns serve a major role in the economic, social and cultural well being of the state as a whole. Even with the rapid growth of urban centers, North Carolina remains a state of small towns: over 475 towns have populations of fewer than 10,000 people, accounting for 86 percent of the state's municipalities.

The Small Towns Initiative and NC STEP are based on the belief that North Carolina's towns have the opportunity to embrace a new future that –

- Values the best of the past;
- Preserves and enhances important resources;
- Seeks out new economic opportunities; and
- Respects, involves and lifts up all the people who live in these towns.

The program has three primary goals:

- (1) Support economic recovery and revitalization through job creation, business activity and leveraged private and public investments;
- (2) Implement a comprehensive model of local leadership capacity building, technical assistance and grant making; and,
- (3) Provide vital information to develop public policies that support long-term investment in the economic vitality of North Carolina's small towns.

STEP towns are chosen based on level of economic distress, geographical distribution, population size and diversity, management structure, resource availability and degree of readiness. Towns must show an understanding of the importance of an inclusive community leadership team and demonstrate the potential for economic recovery and revitalization and economic transition.

By participating in the program, towns receive:

- (1) *Coaching assistance* to identify critical needs and community assets, develop potential economic development initiatives, prioritize projects and seek out technical and financial resources;
- (2) *Planning funds* (\$30,000) to use in the planning phase for assessments, feasibility studies, coordination and travel, and other pertinent activities;
- (3) *Implementation funds* (\$100,000) to implement priority projects developed through the planning process;
- (4); *Opportunities for training workshops* and shared learning; and,
- (5) *Priority consideration* in other Rural Center grants programs.

For more detail on the Requirements and Planning Process of participating in the STEP program, please refer to Appendix A.

II. Town Participation – Bayboro Becomes a STEP Community

Bayboro entered the STEP program in June 2008 as one of twelve towns in the second cohort of STEP towns. In its application, Bayboro summarized its desire to be in the program by stating that “[T]his grant opportunity targets the very improvements, encompassed in one initiative, that are the ‘next giant step’ to refine our visioning into very accomplishable action plans.”

The town also expressed that it wanted to work with the other municipalities and county government in order to have a stronger and more regional approach in its strategic planning. As the STEP planning process progressed, this is exactly what happened – expanding and strengthening the leadership team and producing broad-based projects.

III. Applying the STEP Process – Bayboro and Pamlico County Engage

KICK-OFF

The kickoff is an opportunity to celebrate and emphasize what makes the community special and engage its citizens in the STEP process. Bayboro held its Kick-Off event at the elementary school on November 15, 2008. More than 100 people enjoyed the festivities and learned about STEP. Members of the Pamlico High School band performed; t-shirts were distributed; refreshments provided; and local elected officials welcomed community members and expressed their hopes for the STEP process. All the towns in Pamlico County were represented and acknowledged.

LEADERSHIP TEAM MISSION STATEMENT AND COMMUNITY VISION

The first step in the planning process was to insure that the Leadership Team and the community clearly understand both the Team's source of authority (Bayboro Town Council) and its responsibilities (to create an economic development strategic plan and implementation strategy). The Team named itself the 'NC STEP Leadership Team of Pamlico County, Bayboro and its neighboring towns' and developed the following mission statement:

The Mission of the NC STEP Leadership Team of Pamlico County, Bayboro and its neighboring towns is to grow and link community assets and resources to support our small town values and cooperate for the common good while maintaining small town togetherness and economic growth.

The next task was to visualize the desired and possible future for the Bayboro community by considering the question, 'What do you want the community to be like 10 to 20 years from now?' Several dimensions were taken into account —such as the physical appearance of the downtown, mix of businesses, population size and mix, income levels and sources of income, public facilities, recreation opportunities and infrastructure, and any other aspects of the community considered important. The Leadership Team drafted the following vision statement:

Our vision for Bayboro and its unique, neighboring communities within Pamlico County is a “front porch” community and a self-supporting economy that is friendly, warm and inviting; a professional hub for businesses and services with a 21st century infrastructure; and excellent educational and recreational opportunities for all ages.

COMMUNITY PROFILE

Part of the process of taking charge of a community's destiny is developing an understanding of its uniqueness and diversity. The community profile is designed to document a town's assets, opportunities, appearance and challenges in words and pictures. These are combined into a document that present a clear picture of the town's defining characteristics. The profile provides a “first look” of the town from the leadership team's perspective and makes the group look at their town with a critical eye. In compiling the profile, leadership team members look for the answers to questions like: Who are we? What are our defining characteristics? What do we value in our small town? What are we proud of? What are our weaknesses? What would attract investment to our small town? What current situations, issues, policies or problems would discourage new investment?

Consistent with the regional approach of the Bayboro STEP team, Bayboro and eight other towns completed a community profile. They are found in Appendix B.

COMMUNITY ASSESSMENT

The community assessment is an examination of the social, political, economic, demographic and environmental conditions within a community or region. This process involves economic development experts, local and regional community leaders, local businesses and residents.

Dozens of development factors are considered and addressed. Economic “engines” and strategies evolve out of the assessment based on priorities of the community.

An important step in this process is understanding that a town does not exist in a vacuum. As the town embarks on developing its economic development strategy, it needs to understand that it is *planning in context*. In North Carolina, at the least, a town resides in a county; is part of a regional economic development partnership; and is served by a council of governments. It could also be within the service area of a regional university’s community and economic development outreach office. All of these groups engage in strategic planning, and it is important for a town to know what kind of planning is going on around them, what these strategic plans contain and emphasize – and to be keyed in.

In Bayboro’s case the economic development director of Pamlico County, the director of Eastern Carolina Council’s Economic and Community Development office and the executive director of North Carolina’s Eastern Region presented their strategic plans to the STEP Leadership Team in early 2009. Their presentations informed the leadership team, served as a foundation for future relationships and partnerships, and put Bayboro’s strategic planning into a broader context.

The complete Community Assessment is in Appendix C. Highlights of the economic and demographic information for Bayboro, its neighboring towns and Pamlico County follow.

A significant part of the community assessment contains an *economic overview* of Bayboro and Pamlico County. [An economic and demographic scan was prepared for Bayboro and Pamlico County. See Appendix D for the complete scan.] Bayboro, the county seat, is a town of 732 people and is surrounded by eight other small towns ranging in population from 280 to 865. The nearest larger urban areas are New Bern (25,684) and Havelock (22,604) in Craven County which also includes the Cherry Point Air Base, a major economic driver for the region. Bayboro, and the majority of the Pamlico County population, is within 20 miles of both New Bern and Havelock, and many Pamlico residents work in Craven County.

Pamlico County has a racial mix similar to the state, but Bayboro is a majority African American community. The western and northern part of the county has a higher percentage of African Americans than does the southeastern portion. The percentage of high school graduates age 25 or older of the Bayboro and Pamlico County population is somewhat lower than the percentage of high school graduates for the state; and the percentage with a Bachelor’s degree or higher is several points lower than for the state. However, there is a significant educational divide between the northern/western and southern/eastern sections of the county.

According to BEA data, the Pamlico County per capita personal income in 2006 was \$29,563, compared with \$32,247 for North Carolina, ranking Pamlico County 29th in per capita income among North Carolina counties. The 2000 Census reported that 48 percent of employed Pamlico County residents commuted to work outside the county. Between 2001 and 2006, total employment in Pamlico County grew by 10.3%. Manufacturing is a very small portion of total employment, and the government sector actually declined during this period.

Generally, rural counties experience a high rate of retail expenditure “leakage” to nearby urban counties, while resort counties may pull in retail expenditures by attracting tourists. Counties with a large inflow of shoppers, whether tourists or regional residents, will have higher sales per capita and higher sales as a percent of personal income than the state average, while counties with outflow of shoppers will have lower numbers. The numbers for Pamlico County are low, as expected, but they do reflect potential for reducing the leakage of income by increasing retail trade at home. [For more detail, refer to Tables 8 & 9 in the Community Assessment in Appendix C.]

STRATEGY IDENTIFICATION

A matrix summarizing community assets and constraints was developed as part of the Community Assessment and served as the springboard for brainstorming possible economic development strategies for the town and county. [The complete matrixes are in Appendix C.] The Team was asked to look for commonalities and overlapping themes that stood out to them and identify any strategic directions or themes from their insights. To think about the viability of potential strategies, several questions were put to the Leadership Team: What’s possible for the town to accomplish? What are the opportunities presented by the strategy (i.e., what assets support it)? What are the weaknesses of it (i.e., what barriers constrain it)? Who is the target audience?

Almost all small towns are concerned about the existing business sector, especially in their downtown areas. Bayboro is no exception; however, not only is the Bayboro Leadership Team concerned about helping those already in business to stay in business and possibly expand, they are also very interested in entrepreneurship, especially in their schools. Thus, **business development including entrepreneurship** was identified as a strategy. To support this decision, many resources are available to help with project development, such as Pamlico Community College’s Small Business Center, NC REAL (Rural Entrepreneurship through Action Learning), and the Institute for Rural Entrepreneurship at the NC Rural Center.

The Leadership Team noticed the inter-connection between two strategic pathways to growing a local economy: increase earnings outside the community (i.e., **commuting** to work and bringing outside dollars into the community – according to the 2000 Census, 48% of Pamlico County’s workers already commute outside the county to work.), and capture more unearned dollars (specifically attracting more **retirees** and those living off of unearned or passive income streams). Abundant assets were identified to support Pamlico County, Bayboro, and its neighboring towns as being desirable places for newcomers and long time residents to live and enjoy a high quality of life. Since the two target audiences prefer similar amenities, the leadership team determined to adopt strategies to increase and encourage a commuting workforce as well as one to attract retirees.

Much discussion revolved around **attracting tourists** to the area. This is a viable strategy but one presently hindered by the lack of lodging options for travelers. Generally speaking, the Leadership Team feels that if tourists come once and have a good experience, then they may come back and even possibly relocate because the area provides the type of lifestyle and quality

of life they enjoy and are looking for. The camping industry already brings a large number of affluent people to Pamlico County; a challenge has been to draw them further into the county.

If a possible strategy is to encourage tourists and others to visit and live in Pamlico County, Bayboro and its neighboring towns, the question was raised, 'How to make it more attractive?' from a community development point of view, and specifically its appearance and cleanliness. With this being said, several issues arise: How to make Bayboro and its unique, neighboring communities "friendly" toward tourists and other visitors, even those as close by as New Bern, Havelock and Morehead City? What kind of marketing/communication plan needs to be developed to appeal to these audiences? Does the county have the educational strength and educational/training pipeline for its workforce to support this type of local economy? Are there adequate medical professionals and physical facilities for a growing and older population?

Bayboro's vision statement and the strategies touched upon above imply a number of target audiences or markets for its economic development efforts. The area is poised to capitalize on its assets, overcome barriers and to reinvigorate itself, if it advances its strategies, develops relevant projects and pursues them with sufficient intensity.

STRATEGY AND PROJECT DEVELOPMENT

BAYBORO'S ECONOMIC DEVELOPMENT STRATEGIC PLAN

The Bayboro/Pamlico County STEP Leadership Team adopted four (4) economic development strategies. The process involved Team members dividing into subcommittees to draft a strategy statement and to identify, develop and propose projects designed to fulfill the goals of their respective strategy. Each subcommittee vetted its projects among themselves, and those projects with the most promise were brought before the whole Leadership Team at its monthly meeting for further development and discussion. The viable projects meeting the approval of the complete Team comprise the projects for STEP funding or in some cases partial STEP funding.

[Note that these strategies are inter-related and projects to support one strategy may also support another.]

Because community development and quality of life issues fall within and overlap strategies, each subcommittee would include projects in these areas. Projects within the scope of education and workforce development, not-for-profit organization building and expansion, recreation and entertainment, and physical infrastructure, attractiveness and appearance could evolve out of any of the subcommittees.

The strategies, their descriptive narrative and summaries of their supporting projects follow. Detailed project templates are found in Appendix E.

STRATEGY #1: Develop a Comprehensive Business Development Strategy including Entrepreneurship (especially in the schools) and help businesses meet the needs and wants of local citizens, commuters, retirees and also tourists.

The economic future of Pamlico County and its towns is dependent on the nurturing of existing businesses and the creation and growth of new business. We need to build on the strengths of the talent pool within the community, our location, the existing recreational opportunities, a friendly and courteous business environment for small businesses, and the excellent quality of life through opportunities to:

- target viable Core Business Capabilities (CBCs)
- create entrepreneurial spirit at all levels
- capitalize on our people resources
- develop a highly qualified workforce
- utilize the resources of the military alliance and the SMART Growth Plan

We need to overcome the critical weaknesses of the infrastructure deficiencies, absent core business capability, the exodus of families and children, the need for local government vision and support, and a small population.

We are threatened by:

- an environment that encourages out of county shopping, both physically and on-line
- waning participation and a growing apathy within the communities
- static or declining population
- competition from Carteret and Craven counties
- the persistent economic downturn

STEP Projects addressing business development issues are:

1. Identify and validate up to three Core Business Capabilities (CBC) and bring them to fruition. The STEP Business Development Subcommittee proposes first to vet CBCs by discussing

development opportunities identified with key state-wide economic development leaders, and secondly, to contract with the Eastern Carolina Council to draft a strategic plan with tactical action steps for Pamlico County. The cost is \$5,700 – using “planning funds” already approved by the Bayboro Town Council.

Independent but interrelated county efforts include an initiative emanating from East Carolina University through a grant awarded to Pamlico County for the Town Enhancement Demonstration/Community Development Block Grant program, a proposal to the Economic Innovation Grant Program to obtain funding for a Business Growth Development Facility in Bayboro, and interest by the Pamlico County Commissioners to appoint an Economic Development Commission.

2. Create support networks to provide direct, customized assistance to entrepreneurs as they develop their business. Two complementary support networks are proposed:

- One-on-one Mentor support for specific business management skills
- Peer-to-peer support for general skills development, training, networking and encouragement

Project coordinators have made initial contact with the New Bern branch of SCORE to possibly create a satellite office in Pamlico County. Costs include expenses related to sponsoring workshops and seminars, travel for mentors, and purchasing needed equipment and supplies. Price tag: \$14,275

3. Incorporate NC REAL Curriculum into the Pamlico County Educational Curriculum.

Much discussion focused on K-12 and Pamlico Community College to prepare students for the jobs of the core industries/businesses in the county now and in the future, especially promoting entrepreneurship opportunities. A delegation attending the Consortium for E/ship Education conference in early November 2009, reported at the January 2010 meeting about their take-aways and learnings. (\$1,600 of STEP Planning Funds was used to help defray their costs.)

Thus, a third project has been identified to include under this strategy led by the Superintendent of the Pamlico County School System. Its goals are to enroll students in formal entrepreneurship education courses at Pamlico County High School and Pamlico Community College, train teachers to use the NC REAL curriculum, establish an Entrepreneurship Education Advisory Council, and start a number of businesses in Pamlico County as a result of REAL training. STEP funds will contribute to half the cost (\$12,725 out of \$25,450).

STRATEGY #2: Attract Families Whose Breadwinners Commute to Work

The economic development strategy to be addressed is the inter-connection between commuting to work and bringing outside dollars into the communities within Pamlico County that are specifically located off the newly renovated and widened Hwy 55. According to the 2000 Census, 48% of the residents of Pamlico County commute outside of the county to neighboring Craven County which includes New Bern and Havelock, home of Cherry Point Marine Corps

Air Station. The purpose of this strategy is to improve the quality of life of the existing population as well as those hoping to make Pamlico County their home.

- Appearance and beautification are key areas of focus
- Creating a sense of community and developing unique and specific identities that brand and unify the towns along the Hwy 55 corridor

Current barriers are a lack of local ordinances, lack of places to shop, few family friendly activities, and being overshadowed by the amenities available in surrounding counties. Strengths include the Hwy 55 Corridor widening nearing completion therefore reducing commuting time, access to free ferries, and great schools with advanced technology and phenomenal natural resource amenities.

STEP projects designed to support a commuter focused strategy are:

1. Beautification by installing Street Lights and Plantings in each town along the Hwy 55 business development corridor for pedestrian and commuter traffic. No STEP funds are allocated to this project. The individual towns and DOT will finance. This project involves:

- Creating a map for street lights within town
- Selecting light styles (consult with Progress Energy)
- Contracting with professional for light installation
- Developing a maintenance plan and budget for replacement of lights/bulbs

2. In order to create a sense of community, each town may design and install a consistent Welcome Sign to notify commuters that one is entering a different town along the Hwy 55 corridor. These signs are to uniquely identify each town and tie them together aesthetically. The STEP leadership team agreed that this project should fall under the county branding initiative and require no STEP funding.

STRATEGY #3: Attract Retirees and Those Persons Living off of Passive Income Sources to Locate to the County and Its Towns

Even though Pamlico County has many of the amenities and services sought by retirees, such as four mild seasons, low cost of living, scenic beauty, and outdoor recreation, it lacks shopping opportunities, medical services, choices for cultural/ social/ spiritual engagement, a variety of housing options, and public transportation services. When amenities are available, they are often limited in number and not well publicized. Also, many potential retirees come first as visitors to the place where they will eventually retire.

Because visitors to Pamlico County are not aware of the available amenities and services, even though limited, they are more inclined to retire in surrounding counties. By implementing a senior friendly community strategy that assesses, catalogues, and markets existing retiree amenities and services, Pamlico County will attract amenity seeking retirees.

One STEP Project falls under this strategy.

Complete a county-wide senior friendly community assessment to evaluate senior friendly attributes, and catalogue amenities and services. The Eastern Carolina COG will work with the Chamber of Commerce on the “Amenities Inventory” described below under the Tourism strategy and glean the needed information from that work product to produce this assessment. The cost is \$5,500.

STRATEGY #4: Attract Tourists, Overcome Lodging Deficiencies and Draw Camper Families further into the County

Pamlico County is one of the last coastal *Tourist Frontiers* that has not fully developed to its potential to foster a better quality of life for its residents and visitors. By coordinating common visions that reflect a diverse blend of traditional heritage values with new and emerging trends, we can greatly improve the quality of life for residents, tourists and potential retirees.

The many projects initiated from the Tourism Committee of the Bayboro NC STEP process are designed to utilize Pamlico County’s resources to the maximum first; and then, employ the services of proven development partners to maximize our desired results.

STEP Projects related to this strategy include:

1. “Amenities Inventory” -- Identify and validate points of interest and available amenities within Pamlico County. In addition, develop a tourism template and produce a visitor’s guide for Pamlico County. The economic viability of Pamlico County and its towns is extremely dependant on current tourism assets and the development of new venues that will attract new businesses and tourists. We will need to build on our current assets while looking for new tourism based opportunities. In order to do this, we must complete a county wide assessment of all potential points of interest that could be developed into possible tourism packages and attractions.

This project will inventory recreational/tourism sites, attractions and amenities in Pamlico County and list them all in a “Pamlico County Tourism Guide.” Current brochures only mention some of the available recreational tourism sites. An updated and categorized listing of all operating sites, factoring in all seasons, will not only show what is appealing in Pamlico County but also what areas offer opportunity for additional development. Project partners also include the Oriental Tourism Board and Eastern Carolina Council.

After discussion with members of the Pamlico Chamber of Commerce, the project would also involve identifying as many “Places of Interest” as possible in the county and including those in the guide. The team also discussed “plaque-ing houses” of historic significance and/or interest and highlighting them as points of interest. This is an intensive data gathering process, and they plan to use local high school and community college students for much of the ground and leg work. The lead conveners on this project are the Chamber, the STEP Tourism Subcommittee and the Eastern Carolina Council.

The total cost to complete this project is \$33,500, of which \$13,500 will be STEP funds.

2. Town of Bayboro Waterfront Development Phase I. Application has been made for a PARTF grant to build bathroom facilities, install playground equipment (swing set), a shelter and security cameras. ECC is the lead organizer at the bequest of the Town. The STEP contribution is \$28,500 of the total project cost of approximately \$57,000.

[Note: ECC application preparation cost: \$2,500; if the grant is unsuccessful, the Town of Bayboro will absorb this cost. Bayboro should hear from PARTF in April 2010.]

3. Hotel Complex Feasibility Study. The goal is to attract private investment. Given that the only known tourist lodging/accommodations in Pamlico County exist mainly in Oriental, it would also be important to consider the impact of a proposed "flag hotel" on those investments. An important goal is to attract new investment with other supporting tourist attractions.

This project proposes a 60 bed hotel complex with supporting amenities. Research has been done to decide what consultant firm has the best track record for developing successful hotels from their feasibility study. This study would indicate what type of hotel to build and give insight on how to support the hotel, such as marketing strategies. The feasibility study would also entice private investors to contribute to the building of a hotel. After comparing services and cost, the tourism strategy subcommittee recommended the consulting firm of Memorable Solutions Consulting, LLC to do the study. The cost of the feasibility study would be \$8,500.

4. Multi-Purpose Open Air Pavilion at Pamlico County Visitor Center and Museum Site – The Visitor Center & Heritage Museum is located at the crossroads (HWY 55 & 306 S) of Pamlico County and serves as a popular, and often first, stop for tourists to obtain recreational information and points of interest locations. Potential uses of the pavilion include a Farmers Market, a place for visitors to organize and plan their time in Pamlico County, and a venue for regular outdoor programs addressing crucial environmental issues pursuant to preserving Pamlico County's valuable assets of land, air and water.

The Farmers Market would provide an outlet for farmers and seafood producers to transition economic conditions -- providing produce in conjunction with Consumer Supported Agriculture (CSA) or Consumer Supported Seafood (CSS). Partners include Cooperative Extension, Chamber of Commerce, STEP, Pamlico County Visitors Center, Pamlico County Historical Association, local farmers and seafood producers. The price tag for the complete project is \$51,000 -- \$25,500 or half of which would be STEP matching funds.

5. Web site -- A web design and content committee will be led by Jude and Brian Dodds. They will coordinate with the Chamber of Commerce and those working on the amenities inventory. No STEP funding is allocated to this activity.

IV. Implementation

The Rural Center allows a STEP community a year to a maximum of a year and a half from the approval of its economic development strategic plan and implementation strategy and contract date to complete its projects.

Implementation involves the following:

- Monthly reports must be completed and received by the Rural Center in a timely fashion.
- If problems, issues or concerns arise, it is the responsibility of the town to notify the Rural Center STEP staff as soon as possible.
- Accurate fiscal management is the responsibility of the town and will be monitored closely.
- The Leadership/Implementation Team continues to meet on a monthly basis to share information, update each other on project progress, and to maintain momentum.
- A facilitator is responsible for calling the meetings and developing an agenda; a recorder will take minutes.
- New members are always encouraged to join and contribute to the team.
- Once the initial projects funded through the STEP program are completed, the STEP community continues to work its economic development strategic plan, develop new projects and strive to realize its vision.

STEP Impact and Evaluation:

As projects are initiated and completed, the town must monitor their impact. The NC Rural Center will be tracking economic development indicators to evaluate the effectiveness of the program in the community.

Thus, STEP towns should keep in mind these questions as they implement their projects, develop additional projects, and document their results:

- Have members of the Leadership Team stepped up their leadership role in the community and are making a difference?
- Have new jobs and businesses resulted from these strategies and projects?
- Are new private and public monetary investments coming into the town?
- Are more dollars being spent in the community? Are people patronizing local businesses? Have any existing businesses expanded as a result of STEP?
- Are residents seeing improvements in their community and letting local officials and citizen leaders know that they're noticing a difference? and like it?
- Is there more hope and energy in your community?
- Are young people engaged in carrying out any of the STEP projects and offering ideas for additional projects?
- Have new partnerships been formed? Is the town working more with the county or state government offices on economic development issues? Has the town engaged more with the regional council of governments? Have any town/private business partnerships formed around a particular opportunity or to solve a particular problem?

- Has the town sought resources or assistance from regional organizations such as the community college or regional university?
- Have any non-profit organizations in the community stepped up to tackle town issues or meet a need?
- Does the town look better? Are more people aware of the town's participation in the STEP program and see the correlation?

Through STEP, the Leadership Team has learned a process to vet new ideas, find resources and execute projects and initiatives. Over time, it is anticipated that the STEP process will continually evolve -- that the Leadership Team will create new projects to be developed and implemented, and that the economic development strategies will be re-evaluated as progress is made and circumstances improve. This Team is expected to continue after STEP funds have been spent, these initial STEP projects described in this economic development strategic plan are completed, and the STEP program relationship with the Rural Center has lessened. With consistent and expanded leadership and the ability to bring more resources to the community, the town will increase its chances for prosperity and will see an improved quality of life for its current and future residents.