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CoreNet Economic Development Awards
RESPONSE TO REVIEW CRITERIA – LEADERSHIP AND INNOVATION

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- How were the goals and objectives of the program clearly defined?

Beginning with the recommendations from the University of North Carolina's Office of Economic Development and continuing through the formation of the Cumberland County Business Council, local leadership insisted that goals and objectives have measurable results. Expected results are now established at the beginning of each year with constant measurement throughout the year.

- What was innovative about the program?

From 1994 to 2001, a total of seventeen (17) economic development studies were conducted for Fayetteville and Cumberland County at a cost of several hundred thousand dollars. Recommendations from the studies were typically ignored when resistance occurred. The innovation was the involvement of the community at the grass roots level to "buy in" to the goals, the inclusion of a wide variety of community "stakeholder" organizations and the establishment of measurable goals. This took dedicated leadership.

- How impactful were the results?

During 2004, the first full year of implementation, most goals were exceeded. The community was able to attract over \$100 in new industrial investment and create over 600 new jobs, while retaining its largest industrial employer, Kelly Springfield Tire. Over \$20 million of private investment in three new downtown "impact" projects was announced, exceeding the amount of private investment for the previous seven years combined. The North Carolina Military Business Center was started in Fayetteville with \$2 million in state funding. Significant improvements in local image were achieved.

- How were the results measured?

"Hard" measures like jobs created or retained and new investment were among the measurable results used. The image campaign also utilized local and statewide surveys to measure the improvements in perception of the Fayetteville area.