



# Stem, North Carolina

## Report of Economic Development Assessment April 2024



**Final Draft 4/2/24**

At the crossroads of Southern Granville County, Stem preserves our diverse culture, history, natural beauty, and creative spirit. Stem connects big city convenience to small town living. We have all the elements for locally owned restaurants, shops, and artisans for our community to thrive. Coming home to Stem is a breath of fresh air with outdoor activities, ample trails, and community gathering spaces. – *proposed*

Adopted: [date]

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**Town of Stem**  
**Report of Economic Development Assessment**  
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## Section 1. Introduction



The purpose of this Economic Assessment is to give the Town of Stem baseline information for an understanding of its current market and future economic opportunities. The NC Main Street and Rural Planning Center Staff studied data to identify trends, the top employers, and growing occupations in Stem, the commuting patterns for workers, and the retail data within town. Demographics are provided.

The Town of Stem invited the NC Main Street & Rural Planning Center (MSRPC) to develop an Economic Development Assessment of the Town. MSRPC staff was provided a driving tour of the town with the Mayor on March 28, 2022. Rural Planning staff met several times in-person with the Local Work Group and spoke with several business owners and others.

### Background

Stem is a town in southwestern Granville County, North Carolina. The town of Stem was established as a separate and distinct entity from Tally Ho township in 1888 by William Thomas Stem. The Stem family were co-proprietors of a general store in the Tally Ho township and owners of the land where a new spur of the Richmond and Danville Railroad terminated. Stem was built around this new rail station. The town was incorporated in 1911, Stem is home to the historic Cozart-Coley House. Tally Ho township was the childhood home of James Webb, who, among other federal appointments, was administrator of NASA from 1961 to 1968 and for whom the space telescope is named.

### Location

Stem is a small town in the piedmont of North Carolina, located in southwestern Granville County, and near the towns of Butner, Creedmoor, and Oxford, with easy access to Raleigh, Durham, and the Research Triangle Park. Old Highway 75 runs through town and I-85 is 4 miles to the southeast.

### Economy

Stem is a small agricultural town of about 974<sup>1</sup> (2021) people with most of its economy founded on agriculture.

### Education

Butner-Stem Elementary School is located about 6 miles south, in Butner; Butner-Stem Middle School is located next to the elementary school. Granville Central High School is about 2.5 miles northeast of Stem. Vance-Granville Community College South Campus is in Creedmoor just under 5 miles south of Stem.

<sup>1</sup> NC State Demographer, Office of State Budget & Management, 2020 Certified Population Estimates, July 1, 2021

## Rural Planning

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NC Main Street & Rural Planning Center  
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Clayton, NC 27520

## Stem Town Commissioners

Casey Dover, Mayor  
Susan Cope, Mayor Pro Tempore  
Lonnie Cole  
Kevin Easter  
Kenneth McLamb  
Dave Pavlus

## Local Work Group

The Rural Planning Team would like to thank the **Local Work Group** members who generously gave up several evenings to work with us through this process:

Hillary Aaron	Alex Bailey	Audrey Boone
Lee Clayton	Susan Cope	Gene Daniels
Dan Eason	Vicki Garrett	Ricky Garrett
Heather Garretson	John Gooch	Renee Green
Bobby Harris	Kenneth McLamb	Holly Parrott
Denise Ray	Colleen Steubing	Tabitha Wade

## Economic Positioning/Vision Workshop Participants

Twenty-six residents, property and business owners and others participated in the Economic Positioning / Vision Workshop on November 2, 2023. The event was held at the Ruritan Club.

Alex Bailey	Don Baker	Michael Boyd
Jane Burnett	Floyd Carter	LeaAnn Bailey Clayton
Lee Clayton	Lonnie Cole	Charlotte Cope
Susan Cope	Parker Dover	Casey Dover
Dan Eason	Kevin Easter	Gaddis Faulkcon
Theresa Fletcher	Heather Garretson	Richard Garrett
Renee Green	Dan Hinnant	SallyAnn Hobson
Dewayne Lawson	Holli McLamb	David Pavlus
Denise Ray	Colleen Steubing	

We offer this report as a working document to guide you through the on-going activity of focusing and successfully implementing the recommendations found in this Economic Development Assessment. The residents of Stem have a keen sense of community pride and a desire to improve the Town's economy. We hope this report inspires the community to support the economic development efforts of the Town of Stem.

## **North Carolina Department of Commerce**

[www.nccommerce.com](http://www.nccommerce.com)

The North Carolina Department of Commerce is the state's lead agency for economic, community and workforce development. The Department works with local, regional, national, and international organizations to fulfill its mission to improve the economic well-being and quality of life for all North Carolinians.

Taking a comprehensive approach to economic development, the Department's work reaches many areas. The Department helps people find jobs and employers find and retain a qualified workforce. The Department administers the state's employment security system, supporting workers during career transitions. The Department provides local communities with grants and planning services to spur infrastructure development and economic growth and administers the state's economic incentive programs.

The Department is also responsible for recruiting companies to the state, helping existing North Carolina companies expand, encouraging business start-ups, enabling companies to export, and marketing North Carolina as a business and visitor destination. In October 2014, the Department entered a contract with a new public-private organization, the Economic Development Partnership of North Carolina ([www.edpnc.com](http://www.edpnc.com)) to take the lead in these recruitment and marketing functions.

The Department also publishes data, statistics, information and reports for citizens and policymakers interested in the state's economy. The Department of Commerce, an executive branch agency of the State of North Carolina, is headquartered in Raleigh.

## **The NC Main Street & Rural Planning Center**

The NC Main Street & Rural Planning Center, which includes the Rural Planning Program, is part of the North Carolina Department of Commerce, the state's lead agency for community, economic, and workforce development. The Center works in regions, counties, cities, towns, downtown districts and in designated North Carolina Main Street communities to inspire placemaking through building asset-based economic development strategies that achieve measurable results such as investment, business growth, and jobs.

The Rural Planning Program provides local governments and other organizations in rural areas with strategic economic development planning, technical assistance, and training to add value to their economic development efforts. Rural Planning Program staff serve each of the state's eight Prosperity Zone regions from offices in the West (Waynesville), Northwest (Morganton), Piedmont-Triad (Mount Airy), Southwest (Lincolnton), North Central (Clayton), Sandhills (Fayetteville), Northeast (Greenville), and Southeast (Leland). Additional Program staff are based in Asheville.

Recognizing that economic prosperity is the number one priority in most communities, our experienced staff partners with community leaders to add value to their economic development efforts through a variety of services and assistance.

Whether rural communities are planning future economic expansion, injecting life into existing structures, or developing in an economically challenged area, the MS&RPC staff can help attain those goals through targeted assistance with these services:

- > Economic Development Assessment
- > Strategic Economic Development Planning
- > Implementation Services
- > Local & Regional Market Analysis
- > Small Area Planning for High Impact Areas
- > GIS & Custom Mapping

## Section 2. Demographics

### Location

Stem is located between Durham, Oxford, and Roxboro in southern Granville County. I-85 is 11 minutes; Durham is 20 miles (25 minutes) southwest; Oxford is 12 miles (20 minutes) northeast; Roxboro is 25 miles (30 minutes) northwest. Raleigh is 32 miles (49 minutes) south.

Demographic trends within the trade areas can provide insight as to the types of goods and services those households will purchase, as well as potential price points. Table 2-1 is a summary of relevant demographic data for the Town of Stem and its Primary and Secondary Trade Areas.

**Table 2.1**  
**Demographics Summary of Stem 2023**

Stem	Granville	NC		1-Mile	5-Mile
974	61,441	10,822,111	Population	756	10,480
373	23,250	4,251,028	Households	288	3,678
2.61	2.51	2.48	Household Size (average)	2.62	2.54
			Income		
\$78,253	\$64,114	\$56,585	Median HH Income	\$76,378	\$70,546
\$97,264	\$91,849	80,263	Average HH Income	\$93,259	\$87,587
\$37,250	\$34,950	\$31,659	Per Capita Income	\$35,535	\$30,592
\$60,284	\$53,095	\$46,310	Disposable Income (median)	\$58,230	\$55,687
\$74,759	\$69,426	\$61,579	Disposable Income (average)	\$71,961	\$68,238
			Race		
69.0%	55.8%	65.6%	White	68.4%	54.0%
19.0%	30.3%	21.7%	Black	17.6%	27.6%
10.3%	10.8%	10.2%	Hispanic Origin	11.0%	15.5%
57.7	66.8	60.8	Diversity Index	59.2	71.7
46.1	41.8	39.2	Median Age	43.0	41.5
			Housing		
\$201,979	\$200,360	\$217,574	Home Value (median)	\$173,897	\$183,972
86.5%	69.3%	57.1%	Owner Occupied Housing	81.5%	73.8%
8.1%	23.7%	29.3%	Renter Occupied Housing	12.0%	21.3%
5.3%	7.0%	13.6%	Vacant Housing	6.5%	4.9%
			Education		
43.4%	31.4%	21.4%	High School Grad/GED	38.9%	34.0%
14.8%	17.5%	20.7%	Bachelor's degree	17.0%	15.4%
5.9%	8.5%	12.1%	Graduate or Prof. degree	5.4%	6.1%
			Employment		
62.7%	59.6%	62.1%	White-collar	60.8%	59.9%
16.9%	14.3%	14.8%	Service	18.3%	15.8%
20.4%	26.1%	23.1%	Blue-collar	21.4%	24.4%

Source: Esri forecasts for 2023 and 2028. U.S. Census Bureau 2000 and 2010 decennial Census data converted by Esri into 2020 geography.

The Diversity Index is available down to the block group level geography and ranges from 0 (no diversity) to 100 (complete diversity). If an area's entire population belongs to one race group and one ethnic group, then an area has zero diversity. An area's diversity index increases to 100 when the population is evenly divided into two or more race/ethnic groups. - ESRI

### Section 3. Market & Retail Leakage Analysis

#### Jobs – Inflow and Outflow<sup>1</sup> - 2021

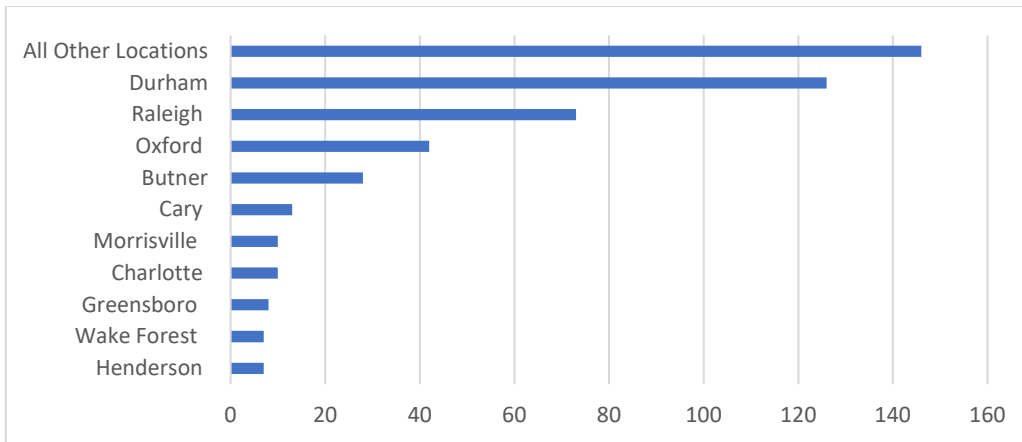
338 Stem residents left the community for work. 20 people who worked in Stem came in from other communities.

Map 3.1. Jobs inflow and outflow analysis .



As you can see in Chart 3.1 Durham, Raleigh and Oxford were the most popular destinations for commuting to work from Stem in 2020, which is the most recent data collected. This information is important to note because commuters are likely to purchase goods outside of Stem during their commute.

Chart 3.1



<sup>1</sup> Source: US Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2<sup>nd</sup> Quarter of 2002-2021).



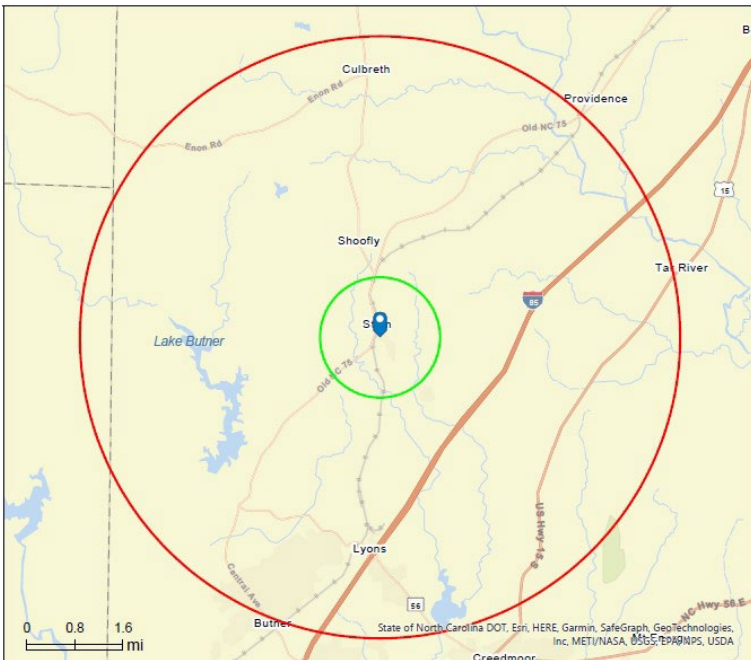
## Retail Market Profile

The purpose of this section is to provide the Town of Stem with the baseline information for a better understanding of its current market. The NC Main Street & Rural Planning Center Staff studied the retail marketplace data within 1 and 5 miles from the center of town. The retail leakage analysis examines the quantitative aspects of the retail opportunities. By reviewing the retail gap, we can:

- Understand how well the retail needs of residents are being met
- Uncover unmet demand and possible opportunities
- Understand the strengths and weaknesses of the local retail sector

### Map 3.2. Stem 1- & 5-Mile Primary Trade Areas

When consumers spend their dollars outside a specific radius of the Town of Stem this is known as “Retail Gap.” Retail Gap or leakage indicates an **unmet demand in the trade area.**



This suggests the possibility the community can support additional retail for those business categories. Residents within the specified primary trade areas are purchasing products outside that area indicating opportunity to capture those dollars within the downtown district.

The goal is to capture the retail sales volume leaking to neighboring communities, such as Butner, Oxford & Henderson.

The rings on Map 3-2 represent the **one- and five-mile Trade Areas using Stem Town Hall** as the “center” of Town. Please

note that trade area delineation is not an exact science as boundaries can vary for specific businesses depending on the products offered, competition in the region and transportation patterns.

### Retail Gaps and Projected Growth

#### Stem Opportunity Gap by Retail Store Types

As seen in Table 3.1 (next page), all Retail Industry Group categories in the 5-Mile Primary Trade Area have a total retail sales leakage of \$31M. These gap numbers indicate potential for business growth in Stem.

Table 3.1 shows potential for new or expanded retail opportunities, including a small grocery store, an independent pharmacy, and one or two small full-service restaurants. Once a commercial district plan is designed and built, Stem may be able to attract smaller, unique shops and boutiques to become destinations, as well as providing needed services for residents.

**Table 3.1 Retail Gaps and Projected Growth Stem NC**

<b>Category</b>	<b>1-Mile Radius</b>	<b>5-Mile Radius</b>	<b>Projected Growth* 5M</b>
Groceries	\$1,253,343	\$8,609,309	\$3,342,242
Pharmacies	\$795,640	\$6,711,918	\$1,152,880
Full-Service Restaurants	780,194	\$6,342,946	\$1,364,050
Limited-Service Restaurants	528,440		\$1,172,229
Furniture		\$1,869,014	
Home Furnishings		\$770,639	
Appliances		\$474,140	
Electronics		\$1,893,000	
Nursery/Garden		\$945,621	
Specialty Foods		\$556,993	
Sporting Goods		\$1,080,154	
Hobby, Toy and Games		\$540,221	
Pet and Pet Supplies		\$552,702	
Drinking Places		\$461,210	
<b>Retail Gap</b>	<b>\$3,357,617</b>	<b>\$30,807,867</b>	<i>*by 2028</i>

Before drawing conclusions about potential business expansion or recruitment opportunities, qualitative considerations, such as additional sources should be more closely studied. This could be additional information from Claritas data or other sources the county or regional economic development office may have. This report<sup>2</sup> is based on the data collected and should serve as a starting point for your retail recruitment efforts.

<sup>2</sup> **Disclaimer:** This report was prepared by the NC Main Street & Rural Planning Center. Information contained in the report is primarily from Retail Market Power® 2023 estimates & 2028 projections. Environics Analytics | U.S. Census Bureau U.S. Bureau of Labor Statistics | Data Axle. Every effort is made to ensure that the information contained within is accurate, however, no warranty is made about the accuracy of this report by the NC Main Street & Rural Planning Center or its sources.

## Section 4. Assessment Input

The following information was provided from several sources, including the Local Work Group and Economic Positioning/Vision Workshop.

### Assets

Economic Assets	Cultural Assets
Dollar General	BBQ (Ruritan/Fire Dept)
East Coast Greenway	Church events
Farms / Agriculture	Easter Bunny Tour
Gas stations /Convenience Stores	Egg hunt
Jack Day Community Park	Grinch/Santa Tour
Land	Historical area
Low Crime Rate	Holiday Market (Ruritan)
Rural Culture	Local business events (Ruritan Club, Fire Department, Churches)
Scenery	Old Store building next to Town Hall
Small Town Atmosphere	Stew Sales (Ruritan Club)
Subdivisions with acreage	Tally Ho Township History
Town-owned properties	Turkey Shoot
Trails - Tar River Land Conservancy	Veteran's Day/Thanksgiving/Christmas Parade 11/11/23 (aka "Trifesta")
Water supply	<i>Viking Festival – is adjacent to Town of Stem</i>

Natural/Recreational	Institutional
Farms & Agriculture	Post Office
Holt Lake	
Land	
Jack Day Community Park	
Tar River access - 2 locations	
Walking trails	

Community/Human	Governmental Assets
Boy Scouts	Police Department
Churches to choose from	Post Office ( <i>looking for a larger building</i> )
EMS	Town Board
Fire Department	Town Hall
People	
Ruritan Club	
Southern Granville Athletic Association	

## Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths - Internal	Weaknesses - Internal
Affordable housing costs	Cable
Being a small town	Cell phone service
Blank slate for downtown development	Communication - Government not working on its reputation and communication skills with the public
Community	Competition with Butner, Creedmoor, and Oxford all ahead on development
Fire Department/EMS/Fire Chief	food opportunities - no restaurants
Good place to raise kids – they can play outside	Inadequate Town Hall
Hiking trails	Infrastructure
History of town	Internet
Leadership with foresight	Isolationist attitudes of surrounding residents.
Location – close to interstate/Larger towns	Lack of community involvement
Low crime rate	Lack of Meeting Places
Neighbors watch out for each other	Lack of variety of commerce
Police Department – Police Chief Mike Beal	Lack of youth programs
School – Granville Central High School	Limited place to shop.
Sewer & Water	Not communicating enough to the public
Small town atmosphere	Not enough funding for full-time police.
Undeveloped land	Post office - not enough work space
Variety of religions	Real estate - "missing middle"
Young professionals	Real estate challenge (limits) - low inventory
<b>Opportunities - External</b>	Roads - not wide enough for trucks
Bar & Grill	Town employees are part-time
Barber Shop	Town under Falls Lake Development Rules ( <i>Limits impervious surface sf</i> )
Town can set county standard for effective community relations	Trash blowing off cars/trucks enroute to the landfills
Blank canvas on which to build	Town boundaries are small
Business Development	Water quality - <i>local testing passes, exceeds other areas - Stem has new waterlines</i>
Coffee Shop/Bakery	Water supply source
Create a downtown the way we would like it	<b>Threats - External</b>
Daycare (licensed)	Big trucks using our roads for commute
Farmers Market	Biological/chemical transports from trains and trucks
Gathering Places	Encroaching communities
Grocery Store	Lack of cell service (broadband/Verizon) - town appears to be in a small dead spot)
Infrastructure Development	NCDOT roads
Live music/Concerts	Overgrowth potential – traffic issues
More new homes being built	Stay-the-same mentality
Sidewalks – connect to trails	Trash (unsecured) blows off trucks coming through town
Something for children after school	Zoning allowing certain businesses where they don't need to be
Town owns land to build on	
Urgent care/health care	

## Select Comments

- A) I think we would do better to compliment the surrounding areas with things that no one really has around here instead of just adding in more of the same. We have plenty of fast food, nail salons, Mexican restaurants, and Chinese restaurants. We need something different that will bring people here.
  
- B) In this process it is important to bring the people along and have them behind you. One wrong move could flush the whole thing down the toilet just by somebody being secretive selfish closed-door meetings or other. The people planning this do not need to have ulterior motives, they need to be genuine and concerned for the city.
  
- C) Stem has an opportunity to get this right with proper planning. we need to check the boxes that a small town needs to check. we need to decide how big we want to be and decide how to plan for future growth but restrain growth so that it doesn't grow too big too fast.
  
- D) The perception of the town is at risk without the proper ordinances and laws passed. This will need to be addressed very carefully so the ordinances are common sense but not smothering. the lighting, the colors, the sounds, the smells, the architecture of the buildings will need to come into play to foster the charm that our city has.

# Work Group/Stakeholder Survey

## What Makes Stem a Great Place to Live, Work & Play?

- Affordable housing.
- Close knit community.
- It's a small town, with access to all the larger amenities, such as malls, hospitals, dining , concerts , sports etc. The small-town feeling is evident everywhere you go.
- It's a unique community that feels like you're still connected to "the good ole days" in terms of its charm and being untouched by major developments.
- Nice rural community with great neighbors. I love that we still have some nature left here for hiking and relaxing.
- Rural environment close to the greatest work environment in the nation. A place to decompress
- Rural life, even in a city relaxed atmosphere quiet town. Not as many city regulations and rules to where you cannot breathe. At this point no overreach of government.
- Small town atmosphere.

## If You Were Not a Life-Long Resident, would you Have Chosen Stem?

**Yes: 67%**

**NO: 17%**

## What Unique Role Does (or should) Stem Play in the Regional Economy?

- Covid changed work parameters. With high-speed internet, Stem can be a remote hub for RTP employees
- I think there is a good case for micro-tourism to encourage visitors to learn about Stem's history, which then could bring revenue to provide wanted/needed amenities to residents.
- I would love to see more businesses without getting rid of the small-town feel. Like little mountain towns with a few great restaurants and places to shop but still having nature opportunities.
- Southern country living
- We are centrally located in southern Granville. We have access to beautiful trails and the east coast greenway runs through Stem.
- We don't need to obligate Stem to play a Role in regional economy. We need to take care of Stem's business and let the contributions happen naturally.

## What are the Greatest Under-Valued or Under-Developed Resources in Stem?

- All of it. Since there is basically nothing but a crossroad, Stem is a blank page and can be anything
- All of them! We have plenty of land but only a handful of commercial buildings.
- I would say downtown, we have land that could be used for better resources economically
- Land, cellular infrastructure
- More places to shop and dine.
- The 4-way intersection with town-owned land.
- The old store on the corner in downtown Stem
- We have a lot of land that if planned correctly could have a nice downtown area.

### **What Goods, Services or Quality of Life Amenities are Missing in Stem?**

- Cellular Internet over air
- Coffee shop
- Daycare
- General store
- Good restaurants and more activities for kids/families.
- Grocery (small) store IGA preferred
- Hardware store
- Hardware store (Mom and pop)
- Library
- Pet store
- Pharmacy/drug store
- Places to shop and dine.
- Restaurant - Breakfast spot and hang out
- Restaurant – Dinner - Sunday dinner especially
- Restaurant - full-service restaurant
- Restaurant - Lunch spot
- Restaurant (Maybe a small hometown restaurant)
- Simple culture!
- Small retail

### **What Scares You the Most About the Future of Stem?**

- Developing the city without maintaining the charm tearing down landmarks and forgetting where we came from.
- Growth
- I don't want it to become full of crime with horrible traffic.
- Ignorance and refusal to believe that growth and development are imminent. This stance could prevent development that would enhance quality of life for future residents.
- Losing our small-town charm to development.
- Outsiders trying to change our small-town atmosphere.
- Pressure to remain as is. Planned growth can create a phenomenal live/work environment
- The water supply source

### **Is There Anything Else We Should Know About Your Desired Future for Stem?**

- I grew up in a small town in Kansas. I know we can have a vibrant downtown without losing the charm, if we are willing to work together.
- I want to see the culture preserved but see amenities provided to its residents so it's important to the region.
- I would like to see it thrive developmentally and economically while embracing the small-town feel.
- Need to take a snapshot of what you see now in stem and decide if you like that. Also give locals a chance to develop with Stem. Be wary of large developers coming with money influence.
- Preserving history.
- The biggest risk we face is high density, slab on grade vinyl houses. Affordable housing can be nice and architecturally inspiring but will not be without a plan.

## Section 5. Economic Positioning/Vision



Visioning is the process of developing consensus about what future the community wants, and then deciding what is necessary to achieve it.

Economic Positioning is the economic role your community plays in the county, region, and state.

A community economic positioning/vision statement provides a forward-looking strategic framework to help guide local government and the community make disciplined, tactical, and incremental decisions on community issues as they arise.

On November 2, 2023, a group of 26 Stem residents, business owners and other stakeholders participated in a workshop to develop the Economic Positioning/Vision and strategies below. The workshop participants, facilitated by MSRPC staff, reviewed the data gathered and brainstormed words, phrases and statements to describe the economic positioning for Stem they felt is achievable. The statement and strategies, along with objectives and actions found in the Implementation Plan in Section 6 will help Stem attain its economic position and vision.

### **Economic Positioning/Vision Statement**

At the crossroads of Southern Granville County, Stem preserves our diverse culture, history, natural beauty, and creative spirit. Stem connects big city convenience to small town living. We have all the elements for locally owned restaurants, shops, and artisans for our community to thrive. Coming home to Stem is a breath of fresh air with outdoor activities, ample trails, and community gathering spaces.

### **Strategic Goals**

Three strategic goals were developed from this economic positioning/vision statement. An Implementation Plan was developed based on these strategic goals. The Implementation Plan (*contained in Section 6 of this report*) represents short term actions (12-24 months) which may be taken to advance the Town towards this desired community vision.

Strategy 1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit

Strategy 2: Connect Big City Convenience with Small Town Living

Strategy 3: Outdoor Activities, Trails, Community Gathering



**Town of Stem Economic Development Implementation Plan – 2024-2027** **FINAL DRAFT 4/02/24**

**Economic Positioning Statement/Vision:** At the crossroads of Southern Granville County, Stem preserves our diverse culture, history, natural beauty, and creative spirit. Stem connects big city convenience to small town living. We have all the elements for locally owned restaurants, shops, and artisans for our community to thrive. Coming home to Stem is a breath of fresh air with outdoor activities, ample trails, and community gathering spaces.

**Mission:** n/a

**Implementation Strategy:** The Town of Stem has chosen to use the Main Street America™ model of establishing economic development strategies and applying the Main Street Four-Point Approach® to community revitalization: Economic Vitality, Design, Promotion and Organization to implement a plan that achieves measurable results.

DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES	ORGANIZATION	DESIGN	PROMOTION	ECONOMIC VITALITY
<p><b>Strategy #1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit</b></p> <p><b>Goal:</b> Create a sense of place using Stem’s history, culture, and natural resources.</p> <p><b>Objective:</b> Provide at least one (1) visual or experiential amenity for residents and visitors <b>by 12/31/2024</b></p>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Create a <i>Community Economic Development Advisory Board</i> <ol style="list-style-type: none"> <li>a. Develop bylaws, appoint board members, schedule training, develop 1–2-year plan of work</li> </ol> </li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Determine opportunities to incorporate town history into public view/accessibility</li> <li>2. <b>Potential project: identifying sign at location of the “old town well” at the intersection.</b></li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Coordinate/plan events/activities (ex. <i>podcast tent for people to share memories</i>)</li> </ol> <p>Plan a StemFest Day – all things Stem</p>	<p>Actions</p> <ol style="list-style-type: none"> <li>1. Gather/identify town history / artifacts</li> <li>2. Record/video older residents (oral history)</li> <li>3. James Webb birthplace<sup>1</sup></li> </ol>
<p><b>Economic Development Strategy #2: Connect Big City Convenience with Small Town Living</b></p> <p><b>Goal:</b> Create a walkable downtown village that includes retail shops, brewery or tap room, service businesses, upper floor residential, and conducive to being a social district, providing strong broadband &amp; cell service, and is event friendly.</p>	<p>Actions</p> <ol style="list-style-type: none"> <li>1. Create a Communications Plan</li> <li>2. Develop a Community Engagement Plan - <i>attend UNC SOG webinar</i><sup>2</sup></li> <li>3. Review zoning ordinances – enforcing equal compliance</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a Request for Qualifications (RFQ) to engage the services of landscape architect / engineer to develop downtown village master plan<sup>3 4</sup></li> </ol>	<p>Action:</p> <p>Develop appropriate marketing/promotional materials for events and activities.</p>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Research status of broadband/cell service programs to upgrade Stem. (<i>Granville County and NC Broadband Infrastructure Office</i>)</li> </ol>

<sup>1</sup> James Webb, NASA, Webb Telescope, born in Tally Ho Township, 10/7/1906 – 3/27/1992 died in Washington DC (85 years old) NASA Administrator 1961-1968 (Mercury, Gemini & Apollo programs)

<sup>2</sup> [“Effective Community Engagement for Local Elected Officials”](#) webinar March 26, 2024. Register, attend & participate. (UNC School of Government)

<sup>3</sup> Ensure contract includes robust public engagement / communication throughout the design process; has gathering places and that design incorporates Stem history & sense of place/community

<sup>4</sup> Contact With Stem’s Office for Economic Development Assessment Part 4-2024

<p><b>Objective 1:</b> Have a developer-ready design plan by <b>2nd quarter 2025</b></p> <p><b>Objective 2:</b> Provide high-quality broadband and cell phone service town-wide <b>by 2025.</b></p>				
<p><b>Economic Development Strategy #3: Outdoor Activities, Trails, Community Gathering</b></p> <p><b>Goal:</b> Enhance and expand existing trails, parks, and outdoor activities within and adjacent to town limits.</p> <p><b>Objective:</b> Create at least 1 new opportunity for residents and visitors to gather by <b>Oct 31, 2024.</b></p>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Provide support infrastructure i.e. electrical power, etc.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Identify locations for concerts, temporary art, etc.</li> <li>2. Identify all outdoor activities within (and adjacent) town limits</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Plan, promote and implement 2 live music events June-October 2024</li> <li>2. Prepare flyer/brochure (w/map) showing public activity and trail locations</li> <li>3. Develop signage for locations, where appropriate</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Identify opportunities for retail pop-ups</li> </ol>

# Organization

## Economic Development Strategy #1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit

**Goal:** Create a sense of place using Stem’s history, culture, and natural resources.

**Objective:** Provide at least one (1) visual or experiential amenity for residents and visitors by 12/31/2024

### Organization Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Create a Community Economic Development Advisory Board	Town Board	In-House			MSRPC (Prosperity Zone Planner-Commerce))	August, 2024
	Develop bylaws, appoint board members, schedule training, develop 1–2-year plan of work	Town Board	In-House	Mileage for MSRPC		MSRPC (Prosperity Zone Planner-Commerce) / Town Attorney to review bylaws	August, 2024

## Economic Development Strategy #2: Connect Big City Convenience with Small Town Living

**Goal:** Create a walkable downtown village that includes retail shops, brewery or tap room, service businesses, upper floor residential, and conducive to being a social district, providing strong broadband & cell service, and is event friendly.

**Objective 1:** Have a developer-ready design plan by 2nd quarter 2025

### Organization Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Create a Communication Plan	TBD	In-House		Communication Template	MSRP (Prosperity Zone Planner – Commerce)	December 2024
	Develop a Community Engagement Plan – “ <a href="#">Effective Community Engagement for Local Elected Officials</a> ” <span style="color: red;">webinar March 26, 2024</span> . Register, attend & participate. (UNC School of Government)	Town Board members	Outsourced	\$195 for webinar		UNC School of Government	March 26, 2024
	Review Zoning Ordinances for potential updates / Enforce equal compliance	Planning Board	In-House			TBD	

**Economic Development Strategy #3: Outdoor Activities, Trails, Community Gathering**

**Goal:** Enhance and expand existing trails, parks, and outdoor activities within and adjacent to town limits

**Objective:** Create at least one (1) new opportunity for residents and visitors to gather by October 31, 2024

**Organization Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Once location(s) are determined by Design Cmte, provide temporary support infrastructure needed for events (electrical power source(s), etc.)		In-House/Out-Source	TBD		Design Committee	March 2025

# Design

**Economic Development Strategy #1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit**

**Goal:** Create a sense of place using Stem’s history, culture, and natural resources.

**Objective 1:** Provide at least one (1) visual or experiential amenity for residents and visitors by 12/31/2024

**Design Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Determine opportunities to incorporate town history into public view/accessibility. Create list for projects.		In-House		Town History		December 2024
	Potential Project: Create “historic sign” at or near location of the “old town well” at the intersection			Cost of pole, prepared sign	Town History		December, 2024

**Economic Development Strategy #2: Connect Big City Convenience with Small Town Living**

**Goal:** Create a walkable downtown village that includes retail shops, brewery or tap room, service businesses, upper floor residential, and conducive to being a social district, providing strong broadband & cell service, and is event friendly.

**Objective 2:** Have a developer-ready design plan by 2nd quarter 2025

**Design Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Develop a Request for Qualifications (RFQ) to engage the services of landscape architect / engineer to develop downtown village master plan <sup>5</sup> <sup>6</sup>	Town Board	Out-source		RFQ template	MSRPC – Prosperity Zone Planner can provide examples	October 2024

**Economic Development Strategy #3: Outdoor Activities, Trails, Community Gathering**

**Goal:** Enhance and expand existing trails, parks, and outdoor activities within and adjacent to town limits

**Objective:** Create at least one (1) new opportunity for residents and visitors to gather **by October 31, 2024**

**Design Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Identify locations for concerts, temporary art, etc. with approval from Town Board	TBD	In-house				August 2024
	Identify all outdoor activities and events within and adjacent to town limits to develop a calendar	TBD	In-house			Organizers of existing events	August 2024

<sup>5</sup> Ensure contract includes robust public engagement / communication throughout the design process; has gathering places and that design incorporates Stem history & sense of place/community

<sup>6</sup>Contact Wilson's Mills Town Administrator to discuss their midtown project – similar circumstances

# Promotion

## Economic Development Strategy #1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit

**Goal:** Create a sense of place using Stem’s history, culture, and natural resources.

**Objective:** Provide at least one (1) visual or experiential amenity for residents and visitors by 12/31/2024

### Promotion Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Coordinate/plan/schedule at least 1 “pop-up” events/activities in 2024 (ex. Podcast tent to record/video people sharing memories/oral histories)	TBD			Tent, video camera, podcast gear	Angela Allen, Granville County Tourism Director  (for oral history assistance) Mark Pace, Granville County Library, NC Genealogy Room	
	Plan a Stem Fest Day (all things Stem)	TBD				Angela Allen, for guidance;	June 2025

## Economic Development Strategy #2: Connect Big City Convenience with Small Town Living

**Goal:** Create a walkable downtown village that includes retail shops, brewery or tap room, service businesses, upper floor residential, and conducive to being a social district, providing strong broadband & cell service, and is event friendly.

**Objective 2:** Have a developer-ready design plan by 2nd quarter 2025

### Promotion Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Develop appropriate marketing / promotional materials for events & activities	TBD	Both	Yes		Volunteers with marketing experience	As needed

**Economic Development Strategy #3: Outdoor Activities, Trails, Community Gathering**

**Goal:** Enhance and expand existing trails, parks, and outdoor activities within and adjacent to town limits

**Objective:** Create at least one (1) new opportunity for residents and visitors to gather **by October 31, 2024**

**Promotion Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Plan, promote and implement two (2) live music events	TBD	Both	TBD			June – October 2024
	Prepare flyer/brochure (w/map) showing public activity (parks, etc.) and trail locations	TBD	Both	TBD		MSRPC – Prosperity Zone Planner can assist with map	
	Develop signage for gatherings and other interesting locations, where appropriate.	TBD					

# Economic Vitality

## Economic Development Strategy #1: Telling the Stem Story: Diverse Culture, History, Natural Beauty, and Creative Spirit

**Goal:** Create a sense of place using Stem's history, culture, and natural resources.

**Objective:** Provide at least one (1) visual or experiential amenity for residents and visitors by 12/31/2024

### Economic Vitality Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Gather/identify town history/artifacts	TBD				Mark Pace, Granville County Library, NC Genealogy Room	Mid-2025
	Record /video older residents for oral histories	TBD				Mark Pace, Granville County Library, NC Genealogy Room	Start June 2024
	Recognize/commemorate James Webb birthplace <sup>7</sup>	TBD				Mark Pace, Granville County Library, NC Genealogy Room	Mid- 2025

## Economic Development Strategy #2: Connect Big City Convenience with Small Town Living

**Goal:** Create a walkable downtown village that includes retail shops, brewery or tap room, service businesses, upper floor residential, and conducive to being a social district, providing strong broadband & cell service, and is event friendly.

**Objective 2:** Have a developer-ready design plan by 2nd quarter 2025

### Economic Vitality Action/Project:

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Research status of broadband/cell service programs to upgrade Stem. <i>(Granville County and NC Broadband Infrastructure Office)</i>	Town Board	In-House			Granville County Manager NC Broadband Infrastructure Office (State of NC)	June 2024

<sup>7</sup> James Webb, NASA, Webb Telescope, born in Tally Ho Township, 10/7/1906 – 3/27/1992 died in Washington DC (85 years old) NASA Administrator 1961-1968 (Mercury, Gemini & Apollo programs)



**Economic Development Strategy #3: Outdoor Activities, Trails, Community Gathering**

**Goal:** Enhance and expand existing trails, parks, and outdoor activities within and adjacent to town limits

**Objective:** Create at least one (1) new opportunity for residents and visitors to gather **by October 31, 2024**

**Economic Vitality Action/Project:**

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Cost / Time	Tools	Partners / Assistance	Date To Be completed
	Identify opportunities for retail pop-ups	TBD					December 2024

## Section 7. Assessment Adoption, Monitoring, and Implementation

The following steps are recommended to adopt, monitor, and implement Recommendations in the 2024 Stem Economic Development Assessment.

### Assessment Items to Address and Follow

- ✓ Town Council should review, make any changes, and adopt the Implementation Plan in Section 6 of the 2024 Stem Economic Development Assessment.
- ✓ We recommend that six (6) months after the implementation Plan is adopted the Town Board receive a progress update from the Mayor.
- ✓ If the municipality would like the NC Commerce Rural Planning Center to aid or provide guidance in the implementation of any of the recommendations, the Mayor should direct that request in writing (e-mail) to the Community Economic Development Planner for the North Central Prosperity Zone ([bruce.naegelen@nccommerce.com](mailto:bruce.naegelen@nccommerce.com)) or to the Main Street & Rural Planning Center.
- ✓ After a specified period, 6 months to 1 year, the Planner and municipality will determine if the municipality might benefit from other asset-based, local economic development technical assistance.
- ✓ On the 1-year anniversary of adoption of the Assessment and Recommendations, the Planner will conduct a review of the municipality's progress and results.
- ✓ If Goals in Section 6 need revisions or adjustments the Plan should be amended and adopted by the Town Board.
- ✓ We suggest that the easiest recommendations in Section 6 be addressed first and accomplished. The more difficult items will take some persistence, time, and working together by the person(s) or groups responsible identified in Section 6 for each of the items.

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