

Tourism Plan for Pamlico County

Presented to the Pamlico County community

By North Carolina State University

PRT 491: Special Topics Class

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Pamlico County possesses one of the last untouched areas of coastal wilderness in North Carolina as well as the east coast. The county is also rich in heritage and its residents are part of a unique culture. These assets are something to be proud of and should be shared with visitors in a way that embraces environmental, historical, and cultural sustainability. There are very few places like Pamlico County that still have many miles of undisturbed coastal resources. Places like this are attractive to visitors and by using this plan as a resource Pamlico County should be able to create a visitor experience unlike any other. In addition to reaping the benefits of increased visitation to the county, this plan can also be used for environmental sustainability so that Pamlico County's incredible assets can be enjoyed by future generations of highly impressed visitors.

The class would like to thank the residents of Pamlico County for their hospitality and guidance during the planning process. During our fifteen-week introduction to Pamlico County, we gained an appreciation of the unique character and rich heritage of the county. Our hope is to contribute to the residents' vision for Pamlico's future.

Thank you to all of the residents who showed us hospitality during our visits, especially Candy Bohmert (PRTC,formerly RDP), Mim Miller (Pamlico County Chamber of Commerce), Gary Dubiel (Oriental Tourism Board) , Joe Himbry (Bayboro Re-Development Commission) , Jerry Prescott (Pamlico Community College Small Business Center), Jeff Aydelette (PRTC, Down East Destinations, The Pamlico News), Clifton Paul (Farmer), Jim Holton (Farmer), Doug Cross (Seafood Merchant), Kathi Ellers and Teresa Caroon (A Different Twist), Patty Rosencrantz (Graphic Artist), Sharon Breitling (Oriental History Museum), Merion McKinnon (Circle Ten Art Gallery), Tom McIhenny (Oriental Marina and Inn), Dave Sargent (M & M 's Restaurant), Brantley's Village Restaurant (Brantley, Sylvia and Brantley Jr. Norman), George Peacock, Bud Daniels, Larry Prescott, Pat Prescott and the rest of the Pamlico County Historical Association Focus Group and Shirley Ireland (Lowland Marina Restaurant).

While four months is not adequate time to learn the heritage, goals and personality of the community, we hope that the suggestions and insights in this plan will provide a launching point for a formal county-wide tourism program that brings new wealth to the county while ensuring that the quality of life increases and environmental resources benefit.

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Why Tourism in Pamlico County?

The development of a thriving tourism industry in rural counties contributes to improved socioeconomic conditions including higher employment rates, diversified economies, and overall quality of life. Pamlico County is experiencing a period of stagnation due to the decline of the fishing and farming industries. The median income of county residents is significantly lower in comparison to surrounding coastal counties and the population has declined. Despite these negative statistics Pamlico County possesses many unique assets that, if properly developed and managed, can increase its image as a destination.

Pamlico County is one of the last coastal areas in North Carolina that has not been commercially developed. There are many opportunities for visitors to enjoy activities involving the water, natural areas and estuary ecosystems. There is equally great opportunity to showcase and celebrate the county's maritime heritage to residents and visitors. The popularity of visiting heritage sites has increased in the last ten years. Identifying the historic sites and implementing interpretive programs will take time but the sites are there as well as individuals interested in developing them.

Agriculture is another aspect of Pamlico County culture that can be transformed into a tourism product. There are a few farmers currently interfacing with visitors and others that have expressed interest in joining this statewide and national trend. There is also an opportunity for bird-watching and perhaps hunting on several farms.

The landscape of Pamlico County is ideal for many outdoor recreation activities. Activities like kayaking and biking have taken on enormous popularity and there are individuals that travel the world seeking unique places to do these things.

And finally, the arts community in Pamlico County could significantly contribute to and benefit from the educated, low-impact visitor. Heritage and cultural tourists wish to connect with the place they are visiting in a real and meaningful way. A thriving arts scene not only provides aesthetic and vibrant "backdrop," but also translates, teaches, represents and reminds visitors and residents about the community's identity.

Tourism brings in *direct revenue* to the private sector as well as the county government. It creates an *indirect economic impact* when this revenue re-circulates through supporting businesses and employee spending. It diversifies the job base in the county, gives young adults an economic incentive to stay in the county, and provides an outlet for entrepreneurial energy. Tourism is a way to grow the economic health of the county while not sacrificing, but enhancing the natural and cultural environment. Pamlico County is more than ready to see its economic situation turned around. The county has the potential to make great strides in revitalization and tourism is the key.

Why A Tourism Plan?

For tourism to be sustainable, the efforts must be driven by the community and implemented in logical, strategic steps. During the initial planning period of January through May 2007, the input from county residents was sought through a survey, individual discussion, and focus groups. Several themes consistently emerged during our focus groups and discussions with county residents.

1. Residents desired supplemental income sources and community-wide economic growth.
2. Likewise, residents wish for expanded community development amenities to increase the quality of life with a variety of activities and services.
3. Residents are aware of the local urban markets within their reach. They realize that their counties are still relatively unspoiled and how that characteristic is becoming a precious commodity. They are already starting to feel the crunch of coastal home construction and this alone heats up any discussion of "development."
4. Visitors are desired, but not at the cost of the current standard of living. The maxim of "quality, not quantity" applies to the sentiments of each group we met.

To realize the vision and quell the fears of Pamlico County residents, a strategic, proactive, longitudinal effort must be undertaken. This plan serves to outline strategies that will contribute to the residents' vision of their county's economic, cultural and environmental future.

National Tourism Trends and Statistics

The U.S. travel and tourism industry is one of the largest employers in the country generating 7.3 million direct travel jobs. The World Tourism Organization (WTO), an agency of the United Nations, declared that international tourist arrivals beat all records and exceeded expectations in 2005. The United States captured 37% of the tourist arrivals and 56% of the tourism receipts of all the North, Central and South American destinations. WTO projects that tourism will continue growing in the Americas at an average of 4% each year, capturing nearly 20% of the world's market share in the year 2020. Like all industries, tourism is influenced by societal and economic factors. This section describes contemporary tourism trends and offers current statistics that relate to Pamlico County.

The Power of Travel

The Power of Travel is an annual publication distributed by the Travel Industry Association of America (TIA) that contains trends, facts and fashion of tourism. It is available from TIA for around \$6.00 (see www.tia.org for ordering information).

Travel and Tourism is a \$1.3 trillion industry in the United States. It generates \$100 billion in tax revenue for local, state, and federal governments. Tourism expenditures, employment, payroll, and tax receipts continue to increase each year. Domestic U.S. travel has increased 12.6% in the ten-year period 1995 to 2005. Without the tax revenue generated by the Travel and Tourism Industry, each U.S. household would pay \$898 more in taxes.. The Travel and Tourism industry is one of the country's largest employers with 7.3 million direct travel-generated jobs.. There is \$162 billion direct travel-generated payroll and that one out of every eight U.S. non-farm jobs is directly and indirectly created by travel and tourism. International travelers spent \$94 billion in the U.S. in 2004. Spending by resident and international travelers in the U.S. averaged \$1.6 billion a day, \$68 million an hour, \$1.1 million a minute, and \$19 thousand a second. Just a 1 percent increase in U.S. worldwide market share would equal a 7.6 million increase in visitors, a \$12.3 billion increase in expenditures, 151 new jobs, a \$3.3 billion increase in payroll, and \$2.1 billion more in federal, state and local tax revenue.

A Growing Industry

The North American Industry Classification System (NAICS) data is available by county and would lend itself well to a quantifiable measure of tourism output. Of particular interest to the tourism industry would be the codes in Arts, Entertainment and Recreation (1.4% of all establishments) and Accommodation and Food Services (6.7% of all establishments). Employment projections in these two sectors combined are estimated at 17.7% increase in the 2004-2014 period, which is three percent more than estimates for all sectors combined (U.S. Department of Labor, 2006).

Leisure Travel

In 2004, leisure travel accounted for 75% of all US domestic trips, up 1.6% from 2003. Top activities while traveling are shopping (30%), attending a social or family event (27%), engaging in outdoor activities (11%), urban sightseeing (10%), rural sightseeing (10%), beach activities (9%), and visiting historic places (8%). The World Tourism Organization also acknowledges that leisure, recreation and vacation travel accounts for 50% of all travel worldwide. TIA notes that pleasure trips to visit family and friends (Visiting Friends and Relatives market) are the number one reason for travel. TIA also asserts that two factors influence travel behavior more than anything else: age and the presence of children in the household. Life stage categories are a way to segment travelers and TIA notes the following segments tend to cluster:

- Young Singles share traits with Young Couples
- Middle Singles share traits with Working Older Couples
- Older Singles share traits with Retired Older Couples
- Young and Middle Parents share traits
- Older Parents

- Roommates

Business Travel

Business travel is also growing. Professionals will attend 2 or 3 days of meetings but also want to experience the area while they are there. Often, business men/women take their spouses and children along accounting for another market. Even if the meeting is not in Pamlico County, but held in New Bern or another nearby location, the county can serve as a day trip destination for spousal/ family activities.

Top Tourism Spenders

According to the World Tourism Organization, the top spenders on travel are German, American, British, Japanese, and French tourists. Next are Italian, Chinese, Canadians, residents from the Russian Federation and the Dutch. The North Carolina Division of Tourism has an active international marketing program, targeting the German, British, Canadian and other key markets.

Transportation

A big part of travel and tourism is the transportation infrastructure. A potential business opportunity to consider is a rental car company. Many people fly these days and need something to get around locally. Seventy-one percent of car rentals were for leisure trips alone. The closest airport to Pamlico County is in New Bern and serves USAirways and Delta. The two closest major airports are in Jacksonville and Raleigh.

Another mode of transportation of increasing import is the R.V. industry, especially in consumers age 35-54. There is a National Association of RV Parks and Campgrounds and they provide members with places to go. There are many RV clubs including one in North Carolina called The Carolina Jaybirds. They camp one weekend each month somewhere in North Carolina, South Carolina, or Virginia. Clubs and associations are a catalyst for bringing people to Pamlico County's campground sites.

Hotels

The hotel industry is a thriving business and continues to grow each year. The average room rate is \$90 dollars, a 5% increase since 2004. Hotels continue to go up because more people are traveling. With the development of more hotels in Pamlico, travelers can stay in the county, spreading their dollars locally. Pamlico County hotels do not need to be big, even a 50-room facility would go far to keep visitor spending from leaking to other county's shops and restaurants. Additionally, more occupancy tax revenue for the county would boost marketing capacity as well as increase funds for infrastructure projects.

Architectural Renovation and Preservation

The preservation of old historical buildings is something that can bring together a community. The shutting down of a building will perpetuate the loss of interest by the community but the renovation of it can add vitality to the town and becomes a source of community pride and is a unique expression of the town's identity. Too many U.S. cities and towns today offer the same chain and box stores, so when a place intentionally restores and preserves interesting architectural and landscape features, it distinguishes it from its competition both aesthetically and culturally.

Historical and Cultural Tourism

According to TIA, over 80% of U.S. adults (118 million people) who took a trip last year included a historical or cultural activity during their travels. Nearly half of those attended a performing arts event while traveling. Four in ten historic/cultural travelers are Baby Boomers (age 35-54), six in ten hold a college education, and one third have a household income of \$75,000 or more. Historic/ cultural travelers enjoy learning something new when they travel and their interests and hobbies often guide their travel activities.

Most historic/ cultural travel is by car and involves an overnight stay. Many say that the historic/ cultural activity was the reason for taking the trip or very likely influenced the destination choice or scheduling of the trip. After word-of-mouth, the Internet is the key place that historic/cultural travelers receive travel information and historic/ cultural activities. Many historic/cultural travelers plan trips less than one month out. Historic/cultural travelers enjoy going places that are popular with the local residents.

Pamlico County is rich in agriculture and aquaculture history, including the first residents of Native Americans. Historical and Cultural tourism is an opportunity for the county to maintain its identity while preserving its resources. Unfortunately, sometimes a place's heritage is best

preserved when there is an economic interest to it. Both older population and younger populations enjoy learning about different places, especially when artful interpretation programs reveal the relevance of historical lessons to today's life. Waterman heritage is fascinating, therefore experiences around shrimping, boating, and carving would celebrate the county, while differentiating it from typical "beach" towns. And with the influx of residents from the northern United States, a ready market is within driving range. Finally, baby-boomers wish to pass along to their children and grandchildren values such as honest work, the culture of living by water and supporting ones' family from it. The county's historical and cultural assets could be the centerpiece for Pamlico's tourism industry.

Geotourism

"Geotourism is defined as *tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents*" states the Center for Sustainable Destinations website managed by National Geographic. "Geotourism incorporates the concept of sustainable tourism—that destinations should remain unspoiled for future generations—while allowing for enhancement that protects the character of the locale. "Geotourism also adopts a principle from its cousin, ecotourism—that tourism revenue can promote conservation—and extends that principle beyond nature travel to encompass culture and history as well: *all distinctive assets of a place.*" Pamlico County has much to offer to this enormous market. National Geographic, along with TIA, conducted a survey to learn more about the growing "green" travel markets. Of the 3,300 Americans surveyed, 71% say it's important that our visits not damage the environment, and 61% say a travel experience is better when the destination preserves its natural, cultural, and historic sites. Travelers fell into eight travel types, in increasing frequency of travel. The following was reprinted from the Center from Sustainable Destinations website.

- **Wishful Thinkers** are the largest of the eight groups (22 million adults), youngest (average age 32), least wealthy (U.S. \$53,000 household income), and least traveled (fewer than nine trips in three years). These parents, country folks, and students all yearn to travel more, if only they had the time and money.
- **Traditionals**—about 16 million of them—travel conservatively. Lots of older folks here, especially women, not too wealthy, some of whom might take the occasional church-group tour.
- **Apathetics**—20 million inert bodies—just aren't interested in anything about travel, but do it from time to time anyway. Probably pried off the sofa by a spouse or a boss.
- **Outdoor Sportsmen**—21 million, most rural of the groups—travel mainly domestically, often for hunting and fishing. They like backcountry, not cultural events.
- **Good Citizens**—18 million, household incomes averaging U.S. \$71,000, and well-educated—are civic-minded at home. They recycle, vote, serve on committees, but aren't yet notably activist when traveling, perhaps because they haven't really thought about it.
- **Self-Indulgents**—20 million, almost as well-heeled—travel with an eye to pampering themselves, not the destination. They agree with such statements as "plants and animals exist primarily to be used by people."
- **Urban Sophisticates**—21 million and the wealthiest group, at U.S. \$77,000 average household income—are environmentally inclined culture-seekers, traveling to experience everything from London plays to Zulu dances.
- **Geo-Savvys**—16 million—are similar to Urban Sophisticates, but more middle-income and outdoorsy, and very environmentalist. Expect lots of Sierra Club members.

The Mature Traveler

"One of the most important demographic trends affecting the travel industry today is the aging of the U.S. population" notes the Travel Industry Association of America. In 2001, the first members of the Baby Boom generation turned 55, initiating a shift in the population "bubble" from 35-54 to the 55 and above "Mature" market. As a result, TIA predicts an "explosive growth" of the mature travel market in years to come.

The mature market accounts for nearly one-third of all domestic travel in the U.S. As the growth of this market continues, promotional messages will shift from a youth-oriented focus to those reflecting the concerns, issues and dreams of middle-aged and older adults. Half of mature travelers stay in hotels, motels and bed & breakfasts when traveling, while 40% stay with friend and relatives. Mature travelers are more technically savvy than they were five years ago – almost half own a personal computer, a trend that will only continue to rise.

The Mature market can be divided into Senior Matures, travelers 65 or older, who comprise 16% of all U.S. domestic trips. Another 15% of domestic trips are made by Junior Matures, travelers aged 55-64 years. Senior matures are more likely to stay with friends and family than Juniors who tend to stay in lodging properties. Business travel still plays a part of Mature market activity; 20% of trips are affiliated with business. Just over half (53%) of Mature travelers are retired. Pleasure trips include activities such as shopping, outdoor recreation, historic and cultural activities and gambling.

Most mature market travel includes an overnight (80%), but group tours are twice as popular on day trips as overnight trips.

Festivals and Events

Festivals and Events are a great way to lure visitors to a destination with the hopes of inspiring to return during other parts of the year. The Running of the Dragon festival in Oriental on New Years Eve is a great example of a quirky, interesting tradition in which visitors would delight. With all development, however, growth must be sufficiently managed, and with tourism in particular, care must be taken to ensure community events such as the Running of the Dragon remain controlled by local needs and not visitor desires. There are more than 1 million regularly reoccurring events with 405 million in attendance at events. This brings in \$25 billion in economic impact but the festival and event trend still continues to lower due to gas prices and air prices.

Shopping

Shopping is the number one activity in which Americans engage while vacationing, according to the Travel Industry Association. They estimate that 63% of travelers in 2005 (91 million people) included shopping as an activity on at least one trip. TIA estimates the economic impact of retail purchases while traveling to exceed \$37 billion annually. This figure includes gifts for others, medicine, cosmetics, clothing, personal services, and souvenirs. Most trips that involved shopping include an overnight stay and most shopping travelers spend an average of \$531 per trip on all trip expenses excluding transportation. Shopping travelers typically engage in many other activities including visiting historical places and museums, participating in outdoor recreation, going to the beach, visiting parks, attending cultural events and visiting festivals. Shopping travelers are likely to be Baby Boomers (age 35-54) and have higher-than-average household incomes. One third are Generation Y or X (age 18-34) and one-quarter are Matures (age 55 and older). Nearly half of shopping travelers spend \$250 or more on purchases, 20% spend \$500 or more, and 10% report spending \$1,000 or more on purchases while traveling.

People can visit malls anywhere and everyday, but local shops and boutiques that Pamlico can offer, enhance the personality of a place and give visitors a way to "take a piece" of the experience with them back home. When visitors purchase clothes, shoes, artwork, crafts, food products, jewelry, books, and other merchandise, it is a supreme compliment to the location visited and a key way for visitors to "connect" with the destination.

Use of the Internet

TIA estimates that 56% of the U.S. adult population uses the Internet (120 million people). Most Internet users (84%) have taken a trip in the last year. This translates to 101 million "online travelers." Over three-fourths of online travelers (78%) used the Internet to get travel information for a trip they took in 2005. The type of sites visited include: online travel agency websites such as Expedia or Travelocity (67%), search engine websites (64%), company owned websites such as airlines and hotels (54%) and destination websites (46%). Almost two-thirds of online travelers (64%) book some portion of their travel online, which equates to 65 million U.S. online travel

bookers. The most popular items booked are (in order) airline tickets, lodging accommodations, tickets for cultural events, travel packages, spectator sporting events, and museum/ festival tickets. More than 12 million online travelers noted that they had “taken a trip they otherwise might not have based on an emailed travel promotion, discount, or offer.”

Spa/ Wellness

The Spa Industry is growing rapidly each year, generating an estimated \$11.2 billion annually. Pamlico County's ambiance is peaceful and by incorporating that very sense of peacefulness into the tourism product, it is made valuable to preserve. The International SPA Association provides new statistics on their industry every two years. In 2006 there was an estimated 13, 757 spas in the U.S., a 16% increase from 2004. The southeast, which includes North Carolina, is part of 20% of the spas in America, generating \$2.5 billion dollars of the 11 billion in the industry as a whole.

Golf

Golf is a trend that is growing internationally. Golf participation increased 25.8 million in 2001. The NGF (National Golf Foundation) Golf Business Almanac defines who these participants are and outlines where growth has occurred on a national basis. According to the latest research report by the NGF, golf spending was more than \$23 billion and golf travel was another \$26 billion in 2001. Pamlico has a championship golf course located at the Minnesott Golf and Country Club very competitive rates for NC.

Hunting and Fishing

In 2001, more then 82 million U.S. residents spent \$108 billion dollars hunting and fishing. This industry continues to grow each year with guiding and equipment services. All of the following numbers come from the 2001 National Survey of Fishing, Hunting and Wildlife-Associated Recreation in North Carolina.

In North Carolina in 2001, over 1 million anglers from out-of-state spent \$325 million on trip and equipment expenses to North Carolina. Just fewer than 900,000 North Carolinians spend 133 million outside of their home state on fishing trip expenses. Over a quarter of a million hunters from out-of-state spent \$7.5 million on equipment and associated trip costs to hunt in North Carolina. North Carolinians numbering 300,000 spend \$100 million visiting other places to hunt.

Birding and Wildlife Watching

Wildlife and bird watching is the fastest growing outdoor activity in the United States according to TIA. Over 50 million Americans bird watch because it's something you can do in your own backyard. But birders also like to identify the birds in their natural habitat. The National Wildlife Refuge System estimated 40 million people who visit refuges each year. Additionally, there is a refuge located one hour from every major city in the U.S.

The U.S. Fish and Wildlife Service estimates 2 million visitors came to North Carolina in 2001 to watch wildlife. They spent \$122 million on their trips. Another 1.8 million North Carolinians spend almost \$75 million traveling and watching wildlife.

Equestrian

Equestrian activity has a direct impact of \$39 billion and a total impact (including multiplier effect) of \$102 billion dollars on the US gross domestic product. The number of American's involved with horses is growing each year. In 2005 alone, 4.6 million people were involved with horses. This industry provides 460,000 jobs in the USA as well. There are approximately 9 million horses in the U.S. Their activity breaks down roughly as follows: 850,000 for racing, 2.75 million for showing, almost 4 million for recreation, 1.75 for 'other' activities such as farm and ranch work, rodeo, carriage horses, polo, and police work. Recreational riding directly employs 130,000 people and has an \$11.8 billion impact on the GDP.

A third of horse owners make \$50,000 a year or less, which means it's not just for wealthy people. About half of horse owners have a household income between \$50-75,000. There is every indication that interest in equestrian activity will continue to grow.

Marathon and Sporting Events

Running and walking events are a potential opportunity to draw visitors to Pamlico County. Thousands of participants take part in Race for the Cure every year – the Winston-Salem race drew over 7,000 entrants in 2005; Raleigh's drew 14,000. In Wilmington in 2005, the Battleship NC 5K drew over 2,000 participants. Pamlico County has the opportunity to create a marathon based around conservation of its environment.

Additionally, the top ten recreational activities for women are walking, aerobics, exercise, biking, jogging, basketball, lifting weights, golf, swimming and tennis. While the top ten for men are golf, basketball, walking, jogging, biking, lifting weights, football, hiking, fishing and hunting. Sixty-one percent of Americans purchase a sport or recreation product in any 90-day period. Big spenders are between the ages of 25 and 44, have one or two kids, are white, college graduates, high-income, male and live in the western part of the United States.

Summary of Tourism Trends

It is critical to be familiar with tourism trends across the globe, in America and in North Carolina. In considering the trends above, Pamlico County has many opportunities to tap into the growing niches of tourism. The domestic tourism in Pamlico County for the year 2005 was \$13.15 million dollars. This was a 9.3% increase since the year 2004 and the highest it has been since 1990. Tourism in North Carolina has grown tremendously over the years. Over 60 million people visit North Carolina and leave more than \$14 billion in local communities. One goal of this plan is to increase Pamlico County's share of this already-present market.

For detailed tourism trend information, see:

- NC Division of Tourism, Film and Sports Development
- Travel Industry Association of America
- National Geographic's Center for Sustainable Destinations
- World Tourism Organization

Local and Regional Context

This section provides a snap shot of local and regional conditions that influence economic and community development including population, demographic, educational and industry mix.

Coastal Changes

Jack Thigpen, from NC SeaGrant summarized trends/ changes in coastal development and population from 1970 to 2000. These trends include population change, new home development, seasonal homes, income and age of population in twenty coastal counties. Pamlico County noted a 50-100% increase in new home construction in this thirty year period, the same as six other coastal NC counties. Nine counties witnessed over 100% increase in new homes, and three of those increased new homes by 250%.

Per capita income has increased 101-125% in Pamlico County since 1970, placing the county in the top seven counties of twenty surveyed. Likewise, Pamlico and 11 other coastal counties saw an increase of at least 5% in residents over the age of 65.

Additionally, the overwhelming loss of fish houses in North Carolina was documented in a study conducted by SeaGrant in 2006. Pamlico County lost 3 out of 13 fish houses. To reference all of data provided by NC SeaGrant, please see the maps in Appendices B and C.

Population, Income and Education

Pamlico County's population is roughly 13,000 and has 7,144 homes. The mix of male to female is nearly even. However the average age (65 years old) is higher than in surrounding counties. Below is a comparison between Pamlico County's population and other counties on the coast. Other coastal county populations have increased significantly while Pamlico County has stayed relatively close to the same population sixteen years ago.

	2006	2000	1990
Pamlico County	12,785	12,934	11,372
Dare County	33,935	29,967	22,746
New Hanover County	95,476	75,838	55,530
Beaufort County	46,355	44,958	42,283

The population growth from 1990 – 2000 was considered “low growth, with net in-migration.” During this decade, the average growth rate of the state was 21.4%. Low growth indicates county population increase of less than 14.25%. During the following six years, 2000 – 2006, the average growth rate of the state was 10.1%. Pamlico County was once again classified as “low growth, net in-migration.” During this period, low growth was considered a population increase of less than 6.75%. The population projection for Pamlico County for 2010 as well as 2030 is 0 – 75 persons per square mile, the lowest bracket reported by North Carolina State Demographics. Three-fourths (75.8%) of the population is white, 23% is black, and 1.5% is Hispanic.

Average annual incomes in Pamlico County range from \$8,000 - \$35,000 according to the NC Department of Commerce and the Office of State Employment and Wages, but most average incomes are around \$30,000. NC Department of Commerce reports the median household income as \$33,780 in 2003 and the per capita personal income as \$26,002 for 2004. Unemployment is currently hovering between 4-5% since 2000, with the exception of more than 6% unemployment in 2003 and over 7% in 2002. However, over 15% of the population is living below poverty level.

The largest employers in the county are: Pamlico Board of Education, County of Pamlico, State of North Carolina, Pamlico Community College, YMCA, Food Lion, W.O. White, Britthaven, Inc. Arapahoe Charter School, The Gardens of Pamlico, Eastern Carolina Home Healthcare, Pamlico Packing Co., Piggly Wiggly, Pamlico Home Builders & Supplies, Styron Crab Co., Aramark Campus, Inc. S.F. McCotter & Sons, Scott Plumbing and Heating, Williams Seafood of Arapahoe, Fulcher's Point Pride Seafood, In-Home Aide Care, Coastal Waterproffing, U.S. Postal Service, American Custom Yachts, and M&M's in Oriental.

High school graduation rate is just over 75%, only slightly lower than the state average of 78%. Average SAT score (1,416) is in line with the state average (1,493), but the percentage of bachelor's degrees (14.7) are considerably lower than the state's average of 22.5%. However, it is likely that this does not include seasonal residents.

Industry Mix

Nearly three-fourths of employers in the county are in private sector (69.2%), another 30.8% are employed by the government and almost 3% are in agriculture, forestry or fishing. Industries providing employment in Pamlico County are, in order: Retail Trade (17%) Educational, health and social services (17%), Public Administration (14%), Healthcare and Social Assistance (11%), Construction (8.5%), Manufacturing (4%) and other services (4%). Industry categories related to tourism include Accommodation and Food service (6%) and Arts, Recreation and Entertainment (2%). For the 2006 3rd quarter profile of Pamlico County as well as other quarterly statistics, visit the North Carolina Department of Commerce online at <http://cmedis.commerce.state.nc.us/countyprofiles/profile.cfm>.

Below is a comparison between industry and economic indicators for Pamlico County and all of North Carolina. North Carolina is still very agrarian in nature, despite the urbanization and commercialization of natural areas.

North Carolina and Pamlico County Economic Indicators U.S. Census Bureau Quick Facts

	Pamlico County	North Carolina
Private non-farm establishments, 2004	225	213,057
Private non-farm employment, 2004	1,832	3,365,633
Private non-farm employment, percent change 2000-2004	1.0%	-0.6%
Non-employer establishments, 2004	1,047	551,040
Total number of firms, 2002	1,156	642,597
Women-owned firms, percent, 2002	42.6%	27.1%
Accommodation and foodservices sales, 2002 (\$1000)	\$4,389	\$10,686
Building permits, 2005*	16,731	11,237,386

Agriculture including farm generated forestry is 25-30 million dollar industry in Pamlico County. Farm gate income is increasing very slightly over the last couple of years due to improving commodity prices and increasing yields. There are approximately 55 full-time farmers. The numbers of farmers has declined slightly over the last 5 years due mostly to the challenging economic times for farmers. Loss of farm land to development is also a concern with several large fields and timber tracts sold to developers in recent years. Agriculture is still the number one industry in the county and will remain so for the near future. Several farmers have just gotten into sod farming (a high value crop), planning to meet the increasing demand for turfgrass due to residential development.

The number of building permits issued in 2005 was fairly large and shows good production for this economic segment. This growth of construction trade, as compared to other industry segments, is probably a contributing factor to the residents' disdain for development.

Real Estate Trends

The current real estate market in Pamlico County is growing. Business is steady, prices vary and waterfront property is in high demand. The beauty of the waterfront is very appealing to homeowners. Although it is appealing to all it is only obtained by few. Home prices in the county range from \$1,295,000 to \$189,900 with \$583,289 being the average. It is hard for most in the county to afford such homes as the average yearly income is just over \$30,000. Inland homes range from \$695,000 to \$57,500 with \$207,091 being the average. Living inland can be cheaper but also a safer alternative to waterfront living. The winds and flood threats are less severe inland. In the 2004 census 11 people were in the real estate, rental, & leasing industry in Pamlico County. These 11 averaged \$399.00 weekly which is \$170 lower than the states average for weekly pay in the industry. In 2005 Pamlico County issued only 107 or North Carolina's 97,910 total issued building permits. These statistics help verify that Pamlico County's real estate expansion is increasing.

Throughout Pamlico there are roughly 4,200 housing units and 900 rental units. Among these housing units there are around 1,200 units that are vacant. This means some of the population either travel and use this home as a weekend vacation home or have moved for good and have their home in the real estate market.

Traffic Counts

Traffic counts can tell you how many people pass through an area on a regular basis and from that, one can estimate a reasonable proportion of visitors. When comparing traffic patterns on adjoining roads, one can get a sense of where vehicles are traveling to, where they turn and where they reach their destination. This is a very useful tool in tourism management. All figures below were provide by the NC Department of Transportation and are for the year 2005. Please see Appendix D for replicas of the traffic count maps used in the analysis.

Based on the average daily counts in Pamlico County, four million vehicles enter the county each year. If 5% is used as an estimate for non-local, non-commercial traffic, 200,750 tourist vehicles enter the county. If 1% is used as an estimate, just over 40,000 tourist vehicles enter the county. According to the NC Division of Tourism, \$369 is the average amount spent per trip by visitors from North Carolina; a higher amount is spent by out-of-state visitors. If the \$369 figure is applied to the visiting 1%, an estimated \$14 million is to be gained in new revenue to the county. Please see Appendix E for estimates of traffic and expenditure patterns.

Traffic patterns can change for a number of reasons. If there is an attraction to visit or business-related reason for someone to travel through a town then the traffic count will go up significantly. Even if the attraction is not in your town, but close by, a town might still get the traffic on the way to another community's attraction. Also, if a town is near the end of the road, like Oriental or Lowland, traffic will be sparse. Therefore, looking at traffic counts over time is one way of monitoring an increase in visitors. In order to see where the most traffic is filtered, look at the similarities between neighboring town's traffic and their attractions.

Economic Impacts of Tourism

Below is a list of ten North Carolina coastal counties or near Pamlico County. This chart shows the change in revenue from 1990 to 2005. The table below shows the dollar amount in millions that the county accrued in 1990 and then in 2005. Most of the counties nearly doubled their economic impact in dollars with the exception of Dare County and Hyde County, which almost tripled their economic impact in dollars.

Economic Impact of Tourism on NC Coastal Counties			
County	1990 Economic Impact (in millions)	2005 Economic Impact (in millions)	Percent Change (%)
Beaufort	26.6	58.1	118%
Carteret	132.0	246.4	87%
Craven	42.6	87.4	105%
Dare	233	646.1	177%
Hyde	10.8	27.5	155%
Jones	1.4	3.1	121%
Onslow	68.2	137.6	102%
Pamlico	7.4	13.2	78%
Pender	27.8	61	119%
Tyrell	2.0	3.4	70%
Washington	6.3	11.1	76%

In terms of percent change from 1990 to 2005, Pamlico County is fourth. The only counties that have a higher percent change are Beaufort (12%), Onslow (10.7%), and Craven (9.7%). However, Pamlico County is the fourth lowest in terms of payroll listed for 2005 as having 1.78 million (not shown). The three counties with lower payroll are Washington (1.67 million), Jones (0.48 million), and Tyrell (0.37 million).

Summary of Local and Regional Context

Tracking demographic and industrial patterns of a county over time will reveal much about the lifestyles and heritage of its people. Likewise, monitoring population growth, education rates, real estate trends and traffic patterns offer a look at relevant issues of the day. Pamlico County has felt first hand the decline of traditional industries as well as the migration of youth to the cities to gain employment. Tourism is one piece of a sound economic plan. As Pamlico County embarks on a strategic effort to increase sustainable tourism, each of these indicators should be monitored over the next decade.

Pamlico County Assets Inventory

Pamlico County's greatest asset is its lush shoreline. With over 150 miles of shoreline, Pamlico County is the perfect place for sailors, paddlers, fishermen, and other who wish to come see the undisturbed coastal beauty of North Carolina and experience its rich maritime heritage. An assets inventory of the county was assembled and is provided in Appendix F on a CD. A summary of the results is presented here.

The county has three main highways (see HWYs table) and six schools (see Education Resources table). It is home to nine volunteer fire departments and has one rescue squad (see Rescue table). Out of the nine volunteer fire departments, two are first responders. There are also two police stations and one coast guard rescue station in the county.

In addition to its water-based offerings, Pamlico County's arts and studios (see Arts table) and historical sites (see Hist-Heritage table) are also a great tool for attracting visitors to the county. Once there, they will have the opportunity to dine at one of the county's many restaurants (see Restaurant table). The county also has resources for outdoor recreation (see Outdoor Recreation table) and marinas (see Marina table), public boat accesses, water sports, bicycle rental, hunting (see Hunting table), and camps (see Camping table) can all be found in the county.

Throughout the 10 townships in Pamlico County there are many ways to share the responsibly and benefits of tourism. However, developing the tourism industry in Pamlico County will require the expansion of lodging (see Lodging table). There are many retail shops (see Retail table) in the county that offer crafts, groceries (see MISC table) and sporting goods. Medical facilities and pharmacies (see MISC table) are lacking in the county. Banks and ATMs (see MISC table) are located throughout county. Transportation needs in the county are covered by car/truck rental, ferry, limo service, taxi service, and towing (see Trans table).

A key part of a sustainable tourism program is to maintain and consistently update the assets inventory of the county. The inventory should be mapped in order to get a better feel for the county's infrastructure, to identify infrastructure gaps, and to creating appropriate driving, biking and paddling routes, as well as packages and group itineraries. Inventory management is very important when it comes to planning and maintaining the future of Pamlico County. Mapping the inventory with a GPS unit would be a great project for a high school/community college class or 4H club. The maps could also be used as information guides for visitors.

Intangible Aspects of the County

In addition to the tangible assets of the county, there are intangible qualities that residents and visitors "sense" even if it is never verbalized. This section bridges the (tangible) assets inventory and the (tangible and intangible) product development section by offering an assessment of the elusive and subtle, yet immensely important aspects of the county.

Aesthetics and Ambience

Pastoral, serene, relaxing—these are some words that may come to mind when a visitor travels to Pamlico County. Pastoral because of the many acres of farmland one passes by when traveling from town to town. Whether it is a farm with corn, strawberries, or just a fallow field that attracts different kinds of birds, farmland is never far away from a visitor no matter what town they are in. Pamlico County is serene because of one of its biggest resources, water. Just seeing the water and the boats in the harbor in Oriental creates a feeling of tranquility that is unsurpassed by many other counties in North Carolina. When a visitor sees the peacefulness of the water and farmland in Pamlico County it instills a feeling of relaxation. Aside from the construction taking place on 55, Pamlico County is truly a beautiful place. With the construction coming to an end, it could be a fun community project to help clean up any clutter that was caused by the construction or any litter that might be in other parts of the county.

Pamlico County is a rural county that has not been overcome by the hustle and bustle of city life. Because Pamlico County is home to many small towns, communities may want to consider becoming part of the NC Department of Commerce's Small Town Main Street Program. The program is targeted at communities of less than 7,500 who are interested in downtown development. This program would benefit Pamlico County because it is a place that is appreciated for its quaint feel. This rustic ambience is displayed all throughout Pamlico County even though some people may argue that Oriental seems to have a different "feel" than the rest of the county. Oriental has small shops with gifts and homemade crafts, locally owned restaurants, and even its own dragon theme. But the truth is that each town in Pamlico County has something different to offer, and the charm of Oriental is just one town's contribution to the overall scenic beauty that Pamlico County has to show off to its visitors.

Signage/way finding

Signage and way finding is also extremely important when an area is trying to attract and accommodate visitors. Especially in rural areas where local knowledge is key to finding the hot spots, it is important for visitors to feel comfortable getting around. Signs for local businesses and attractions are necessary and do not have to be expensive, as long as they can assist visitors knowing which way to go. However, there is another important reason for the existence of signs besides directions—they make the visitor feel like the town wants visitors and has prepared for their arrival. Pamlico County does a reasonably good job with signage and way finding, but a *system* of signs throughout the county would pull together the way-finding scheme and emphasize the connectedness of the county.

A tip for helping the county to make sure they have good signage is for a business owner to imagine that they are a visitor who has never seen the county. How would the visitor find your business or service if they have never been to the county before? Also business owners should ask visitors how they heard about the business and if the business was easy to find, enabling the owner to know if there is sufficient signage to point visitors in the right direction. This is somewhat similar to a concept called "shopping the community". When shopping a community, a visitor who is from outside the area visits the area and asks local residents and business owners about what activities and attractions there are in the area. The "shopper" would then use all the answers received over the course of the day to develop an understanding of how the people in the community view their own town.

Visitor Information

Visitor information is an important aspect of tourism development. Pamlico County has a reasonable amount of information available not only for Pamlico County, but for surrounding areas as well. Regional thinking is vital in rural tourism development, and Pamlico is already doing their part to promote local and regional businesses.

In many of the businesses across the county there are brochures and pamphlets available that let visitors know about businesses and attractions in the area. It was impressive how many shops had brochures available, and this is commendable because businesses or services would be practically unknown to visitors if it weren't for information available in most stores. Additionally, the Pamlico County visitor guide is a great resource that more organizations, sites and ventures should be employing. The Chamber has done an exceptional job in coordinating this informational piece. Continuation of the Visitor Guide would eliminate the need for large racks of brochures, and would be quick and easy resource to grab and carry. Some important pieces of information that visitors need are phone numbers, websites, operating hours and season and directions. The Visitor Guide might be supplemented in later editions with tidbits of "local lore" or colorful facts about the county.

Hospitality/Self Esteem/Knowledge

During a visit to Pamlico County, travelers will find many hospitable residents who are proud to show off their home town. Business owners are more than willing to talk to visitors and answer any questions they may have, and although many residents were not born in Pamlico County, they are very knowledgeable about everything that takes place in the community. It is commendable how residents in the town show a sense of pride about their community, and this is notable because it just adds to the small town charm that Pamlico County has to offer. It is important to have a heightened sense of pride for one's own town because this shines through to the visitors. When residents have pride for their community, it makes visitors feel welcome and it makes them feel as if the residents of the town want to proudly show what their town has to offer.

The North Carolina Cooperative Extension Service has recently developed a hospitality curriculum for anyone who comes in contact with visitors. While this was developed as a tool for increasing customer service in tourism, it applies to all industries because of the importance of business to business relationships and the demeanor that is projected to the public. Leaders of Pamlico County may wish to adopt the curriculum as a tool for their front line and management staff. For more information about the Hospitality Curriculum, contact Bill Ellers at the Extension Center.

Product Development

There are many tourism development scenarios that Pamlico County could enact without destroying the small town charm or natural beauty of the area. The key strategy for tourism development in the county is "a niche + a niche + a niche," meaning that the development of small pockets of activities will in sum form a large enough base to impact the county economically, but will not alter the face or peaceful identity of the community. Some of the different types of niches that could be embraced are healthcare/ wellness, historical/ cultural, nature and scenic, educational, culinary, and activity-based. Each of these niches would actually perpetuate the "feel" that the county already possesses by refining assets and making them more "valuable" to preserve and celebrate by attaching an economic value to them. A lot of the products can be utilized in many different ways. In other words, a little development will go a long way. The following product development suggestions are based on community input, national tourism trends, and the assets and character of the county. Please see Appendix G for the entire SWOT analysis.

Healthcare/ Wellness

The average age of residents in the county is 43; however, overall wellness programs for all ages should be top priority on the county budget. As of right now, there is some medical service available to the local residents, which may or may not have the capacity needed by the community. If there is medical emergency, the distance to be driven to a hospital could mean the difference between life and death.

The county also needs to implement more health and wellness programs for the residents, for adults as well as kids. The county has a high cancer rate, so cancer awareness programs would be helpful, as well as programs just about overall physical well-being. With the obesity rate in children on the rise, it will definitely help their future to be informed of what can and will happen if they continue to be physically inactive. Quite a few of the products discussed throughout this section can be implemented as health and wellness programs for residents. For example, trails (hiking, horseback riding or biking) can be developed for community wants and needs, yet still used for bringing in visitors to the area to see the natural beauty of the area. In addition to healthcare facilities and nutritional programs and options, increased outdoor recreation opportunities will give residents additional years to their life, and life to their years.

Activity is one way to better one's health, but intentional relaxation exercises is another. With today's busy lifestyle, parents and professionals have difficulty in finding peaceful moments to stay relaxed and grounded. Relaxation, wellness and pampering-related travel is a steadily increasing niche in tourism. Pamlico County's serene backdrop and water resources provide a natural setting for low-development "spa" services. Yoga and Pilates classes, traditional spa services such as massage, nail treatments and facials, cleansing diets, natural healing workshops and other "re-tuning" and rejuvenation opportunities would add to visitor experiences and resident quality of life.

PD1. Expand healthcare, fitness and wellness infrastructure by focusing on county trails. The opportunity for hiking, walking and biking in designated areas and along trails is sorely lacking. Work with Recreation Resources Service and an outdoor recreation planner to design a trail infrastructure for the county.

PD2. Explore spa services as a business opportunity. Working with local entrepreneurs, envision and create complete relaxation and pampering packages lasting a day, a weekend or a week. Brainstorm on ways to incorporate existing resources. Collaborate with lodging owners to offer in-room massage, connect with local educators to provide workshops on nutrition, construct a Pamlico Pilates routine for novices, and/or include an arts activity to get creative juices flowing.

Historical/ Cultural

The opportunity to build interpretive services and tours in Pamlico County is significant because there is much history and cultural interest to share. Sharing the historical and cultural roots of the county, to both residents and visitors, will keep a critical part of the county's past alive and will reinforce the preservation of the county's identity as a priority. The county is blessed with two groups that dedicate their time to the history of the area, the Historical Association whose service area is the county and the History Museum that focuses on the town of Oriental. Additionally, the town has a number of artists and cultural programs to boast and the Circle Ten gallery is a great example of one segment of the community working together for collaborative gain.

Historical and Cultural Tours and Itineraries

Clearly, the historical and cultural assets are in place and currently enjoyed by the resident and visitor population. However, the next step is to move them to a more "visitor-ready" level by creating activities and programs that can be consumed by visitors. Some of the programs that could be initiated include tours (guided or self-guided), simulations, and story-telling. More interactive experiences would include skill-building classes and workshops (see also Educational market below). All of these items require little or no cost to develop (save time), do not necessitate construction or a change in county infrastructure, provide jobs and skill-building opportunities for residents, bring additional income into the county and help preserve local heritage by placing it the forefront of the residents and visitors' minds.

Tours in Pamlico County could be very successful. Tours that demonstrate the *who, what, when, where, why, and how* of the place used to be would engage the visitor in more than passive entertainment. The tours could be historical in nature or could be combined with outdoor activities such as wildlife watching, birding, boating, kayaking, biking, and farming operations. A photography tour could combine different parts of the county, dispersing visitors from the core town areas of Bayboro and Oriental. Visitors and locals would be able to enjoy some of the most photogenic scenes of Pamlico County while reaping the benefits of outdoor activity.

Tours might also be structured around human-powered transportation. To bring people in for a day or two without increasing traffic, within the county, kayaking and biking can be utilized as alternate modes of transportation. Visitors will have to drive or sail to get to the county, but during their stay, they can walk, paddle or ride their bikes to get from place to place. Tours can be guided or self-guided. Self-guided tour routes must take care to advertise only sites and businesses that offer regular business hours and the hours and seasons of operation must be clearly marked on tour brochures. Similar concepts to self-guided tours are itineraries. Itineraries are merely "suggested routes" for visitors to take around the county. Itineraries are useful for independent travelers such as families, couples and business traffic, but are also a tool to lure groups to the county by offering choreographed experiences, taking the guess work out of what to do while visiting (more on Groups in the Marketing section). Itineraries should be developed for guided or self-guided tours to local historical sites, wildlife viewing sites, farms, or seafood harvesting operations.

When it comes to daily life in rural areas, people who live in the cities are amazed at the daily life of farmers or commercial fisherman. Since Pamlico County has both, this asset could enhance, differentiating Pamlico County from other coastal counties whose visitors might not have the opportunity to connect with and learn from professionals. Local farmers, fishermen, and processing/ packing plant owners could offer tours for visitors that want to learn and see the tasks performed on a daily basis to maintain their business and livelihood. At the same time, residents who also learn about local businesses through participating on tours might be inspired to buy local agricultural and aquaculture products, thereby fortifying local industry.

Increasing Interpretative Service

Interpretation, in short, is a way to connect people with a natural or cultural asset by increasing their understanding of the asset. With greater understanding, comes greater appreciation and desire for preservation of the asset. The perceived value of the asset increases and visitors are inclined to pay more to experience it as well as conserve it. Interpretation methods vary, but in general, the more interactive the better. There are a number of techniques to engage the visitor mentally, physically and emotionally.

With the development of stories, myths and legends of the area, future tours would be enhanced. Additionally, a story-telling festival dedicated to the stories of Pamlico County could be implemented, starting small and as a local event. However, if the planning for a story-telling festival seems too time consuming, a book on Pamlico County myths, stories and legends, would also enhance the opportunity for sharing what is unique about Pamlico. More than likely, the base for such a project already exists in the wealth of historical documents about the county.

Increasing of interpretive services on current cultural, heritage and natural resource based assets would enhance resident quality of life, as well as attract an educated visitor and likely lure the sailors off their boats and into the county.

Enhancing Farming, Fishing and Forestry Assets

Agritourism development should be encouraged for several reasons. It can teach people about how farms work, increase public appreciation for the farming lifestyle, and promote homegrown/handmade products from the area. Many young people don't know where the food they purchase really comes from. With this being the case, not only would people be able to buy food that would be better for them, but they would also be educated on the process of growing different crops or raising animals. By educating visitors on the benefits of naturally made products, it will only help preserve the areas that have become producers of natural products.

Agriculture and aquaculture are often discussed collectively because of the mutual practice of harvesting resources – one from land, one from water – for the purpose of human food consumption. The concept of Agritourism, which serves the multiple purposes of connecting the public to their food source, celebrating a rural lifestyle and increasing cache and cash for local farmers could be easily transferred to the aquatic setting. Just as Agritourism experiences exists in a continuum, ranging from purely educational to purely entertainment, aquaculture can take on a similar form. Recreational fishing currently exists in Pamlico County and has a solid place in the market. Additional excursions could be developed that highlight an educational-family aspect of fishing, a skills-building and mastery aspect, an ecological-scientific aspect or a heritage-culinary aspect. The term “aqua-tourism” has yet to be coined and Pamlico County seems like a perfect place to launch this new form and marketing term.

Pamlico County is rich in maritime history, and has developed a culture that differs from surrounding counties. Preservation of this part of the county's heritage as well as related physical zones of the county should be high on the list. The current initiatives in the county related to historical preservation are impressive, and future efforts should include the identification of one or more Rural Historic Districts (RHD), which would encourage residents to be proud of their rural heritage and alert visitors to this local pride. Typical goals for RHD ordinances are:

- Preserve the county's heritage;
- Stabilize and improve property values, and strengthen the local economy;
- Foster civic beauty;
- Promote historic districts for the education, welfare and pleasure of residents;
- Develop an awareness of the value of preserving, protecting and restoring the county's heritage; and
- Enable the county to identify and officially designate structures and sites of importance making them eligible for specific benefits.

The websites included below provide steps for establishing a RHD, as well as examples of successful projects.

Mad River Valley RHD - <http://www.cr.nps.gov/nr/travel/centralvermont/cv7.htm>

Madison-Barbour RHD - <http://www.cr.nps.gov/nr/travel/journey/mhd.htm>

RHD Design -

http://www.co.cal.md.us/assets/Planning_Zoning/PDF_Files/HGGuidelines.PDF

PD3. Develop tours, itineraries and packages. Choreograph the experience for the visitor. Finding an attraction or an appealing experience should not be difficult for a visitor. Anticipate difficulties for visitors and try to remove them. Help them to see more and purchase more by creating packages of experiences according to a variety of interests. Packages make it easy for

visitors to learn about, locate, choose, purchase, and be prepared for all that the region has to offer.

PD4. Infuse quality and interactive interpretation into all historical and cultural experiences. Develop interpretation workshops where business owners and resource managers can develop interpretive scripts and activities to use in their daily operations. NCSU Tourism Extension is a resource for interpretive training. Identify individuals in the community interested in providing interpretive services and/or guiding visitors through heritage and ecological sites.

PD5. Work towards a Rural Historic District designation geared towards maritime heritage.

PD6. Identify opportunities for tangible and intangible products that embody fishing, farming and forestry. Identify a local farmer or landowner who will serve as a liaison by working with 4-H extension and NC Cooperative Extension for an Agritourism development committee. Interview fishing boat owners about their interest in providing an authentic crabbing, shrimping, etc. experience to visitors on weekends.

PD7. Work with artist groups to identify classes and workshops that could be marketed to visitors. Encourage artists to collaborate on programming that would be available to both visitors and residents. One suggestion might be to develop a weekend dedicated to "creating art" where visitors and residents could try their hand and doing something artistic or creative at various "stations" and locations all over the county. Activities could be designated as "kid-friendly" or "adults-only" and even separated physically at the same location to maintain quality instruction time for an adult with an artist.

PD8. Expand the county's public arts program. Cultivate partnerships between artists to showcase the county's art scene. Public art such as sculpture and murals should be encouraged. For example, Caldwell County has over 80 outdoor sculptures and center both a festival and driving tours around these county resources. A few mountain towns create a community mural every year, allowing residents to collaboratively decorate the side of a building with images depicting that year's particular theme. NC Arts Council has a public arts program that could be explored for relevance to Pamlico.

PD9. The county features some beautiful scenery that could be depicted by local artists in note cards and other visitor merchandise geared to a \$10-\$30 price point. Visitors enjoy purchasing items that extend their travel experience and sustain memories, but need a range of price point options.

Nature/ Scenic/Outdoor Activities

Pamlico County has a natural beauty that you can't find just anywhere. It has water, native wildlife, and is largely undeveloped. In order to preserve this beauty some key proactive measures must be taken. The development of parks and/or an arboretum would be a great benefit to the county. Not only would local residents appreciate these natural areas, but also they would have the potential to bring in visitors from surrounding counties. A park would give local kids and families a place to get out and be active. An arboretum would give the local public as well as visitors a chance to learn about native plants of the area.

A viable and eco-friendly group the county could attract is photographers. There are ample subjects for photographic excursions, including native flora and fauna, water, historic building, evidence of waterman heritage, small town charm, hurricane and flood damage, and other unique attractions the county has to offer. By attracting photography clubs, the county would benefit from visitors who respect the beauty of the area, while getting them to stay for a short period and spend money in local businesses.

Naturally, the amount of shoreline in Pamlico County is conducive to paddling, boating, kayaking, and canoeing. People that live in landlocked areas will travel to spend time out on the water, learning about riparian ecosystems, taking in the peacefulness, testing their skills or just trying new activities. The local residents have an enormous passion for the water. This would be

a great opportunity for some to offer tours around the Neuse River, Pamlico Sound, and the ocean.

The land in Pamlico County is flat, which in turn makes it very easy to take long biking trips throughout the county. Biking trails could attract both recreational bikers, as well as "hardcore." Horseback riding trails, as well as hiking trails would greatly contribute to the outdoor recreational base of the county. The Bear Pocosin is a great asset of the county but is currently under-utilized. By making the Pocosin accessible to the public, both locals and visitors would be able to enjoy the native wildlife and plant life. By incorporating environmental interpretation programs, residents become more aware of the treasures in their home county, while visitors enjoy a more meaningful connection with the coast.

Again, all of these suggestions based around the natural assets of the county are low-impact, low-key, and low-development. Visitors and residents gain equally from the enhanced knowledge of and connection to the ecosystem. They provide a means to increase revenue to residents, as well as combine the healthful benefits of activity with an overall appreciation for the county.

PD10. Work on public access to Bear Pocosin.

PD11. Identify land for public parks, beaches and/or a botanical garden. Work with county parks and recreation to acquire public transfer. Enlist the assistance of CAMA to provide possible funding of beach expansion.

PD12. Create list of scenic spots in the county for photography, distinguishing between public and private land. Work with private landowners to allow limited and specified access for photography groups in exchange for a fee.

Culinary

Culinary tourism is a natural business opportunity for Pamlico County. The local seafood industry would prosper by the addition of one or two restaurants that sold nothing but local seafood. People today are becoming more informed and selective about the location that their seafood is coming from and will travel to have an authentic, high-quality seafood dinner on the coast.

With the handmade/homegrown appeal of the area, a country mart that would feature nothing but those products grown and made locally could be a great way to promote local foods and crafts. To go along with this, classes in how to make, bake, or cook some of the items that are for sale could be a possibility. People will travel for handmade/homegrown products, as long as they are of high quality. These items could also be sold at local festivals and stores.

PD13. Work with local entrepreneurs to assist in seafood and harvest-related businesses.

Educational Programs/ Environmental Projects

The SAVE market is tourism based on Science, Academics, Volunteerism, and Education. This market is interested in performing educational or community-based activities that align with their personal or professional pursuits. They might help build a pier, monitor number of species in a certain area, build and maintain trails; clean up area after a disaster, build or repair houses, and help check on the quality of the local water supply. This would bring visitors who actually wish to help preserve the beauty of the area.

In addition, opportunities should be expanded for the local youth to interact with the wonders of the local natural environment. Environmental education programs should be initiated to enhance what they are learning in school. Project Learning Tree, Project Wet, and Project Wild could all be used to help enhance what the teachers are teaching in the classroom. All of the activities in these three manuals are in sync with the North Carolina Science Curriculums and there are certification seminars all over the state for those interested in becoming instructors.

PD14. Incorporate Project Learning Tree, Wet or Wild into after-school programs offered through 4-H, parks and recreation, school or other clubs. Additionally, high school and community college students could engage in service learning by teaching younger children environmental lessons.

PD15. Develop a list of SAVE projects that would enhance community quality of life, expand access to natural resources, or monitor and protect habitat. Through direct interaction with applicable groups outside the county, encourage their visit and a long-term relationship with Pamlico County. Work with NCSU Tourism Extension to match projects with visitor groups.

Entertainment

There are lots of ways to offer entertainment opportunities without excessive construction. Some ideas include: boat shows, parades, festivals, a golf course, river cruises, and an amphitheater.

Pamlico County residents have a love for the water; so being able to share that passion with others is a logical consideration. Boat shows, boat parades, and river cruises would be fairly time consuming and likely somewhat expensive to plan and execute. However, if these were done correctly, they could bring new excitement to the locals, as well as the visitors that came to see the spectacles. Boat shows have lots of potential to be a fun experience for everyone involved. A boat show could be held on the Neuse River or Pamlico Sound, anywhere that would allow boats to dock and people to walk around and look at them. A boat parade would be something that people can't just see anywhere. Instead of people lining up on the sidewalks and streets, people would line up on the shoreline or in their boats. River cruises would allow people to relax out on a boat on a quiet afternoon.

Pamlico County already has one key festival in place – the Croaker Festival. However, a heritage and arts festival, or the addition of these elements to the Croaker would enhance the self-esteem of the area. Local people and people from surrounding counties like to be educated on their heritage; what has happened in the past that has shaped their county to the way it is today. Arts and crafts, foods, dances and activities from the “old days” have the potential to draw in residents from neighboring counties, entertain local residents and provide a fun diversion for visitors. Since farming, fishing, and forestry are key aspects of the culture, this could be included in the heritage festival. A centralized location close to examples of farming, fishing and forestry would be a great area to hold a festival of this sort. Local foods, interactive activities, skits and story telling would involve residents and visitors in celebrating Pamlico County's heritage.

Nationally and internationally, golfing is an extremely popular activity. The construction of an environmentally sound golf course for locals and visitors to enjoy might be an option worth exploring. On the river, or the sound would be a great location for a public course that might even offer educational signage on the course's environmentally-friendly practices. A golf course would also create a few new jobs for the local residents and would be another draw for day trips to the county.

Lastly, a small amphitheater could be built in the county to be a venue for outdoor plays or campfires for local youth organizations. Compared to other types of construction, an amphitheater could be built for a reasonable-cost. While the camps around the county are likely to have an amphitheater of their own, they may not be open to the public on a regular basis. Perhaps local organizations would be willing to take this on as a community project, or this could be another possible project for visiting SAVE market groups. Local youth groups, or any other members of the community, could utilize the area to hold campouts and/or campfires with their 4-H programs, Boy Scouts, or Brownies groups. If the scouting or youth groups happened to be from out of town then maybe the cabins at the local camps could be used to house groups for the night for a reasonable fee. This would also help to utilize the camps year round, bring in some more money, and help with the hotel situations without having to build more hotels.

PD16. Add heritage activities to the Croaker Festival, possibly extending the length of the event. Each year, add two to three new activities or events that add to a cultural flavor. Over time, the festival will grow by word of mouth alone.

PD17. Assess need for additional lodging facilities. Advertise the quaintness of the county to prospective entrepreneurs interested in operating bed and breakfast facilities. Additional

construction should demonstrate green building practices. The International Ecotourism Society offers many publications on the construction of eco-lodges. Additional information on green construction can be found in Appendix H.

PD18. Examine how other rural or coastal counties utilize their occupancy tax revenue. Invest occupancy tax dollars in creating new tourism initiatives and in marketing efforts. Create programs that would allow non-profit organizations or public agencies to apply for small grants (\$500-\$1,000) to create infrastructure that would be enjoyed by visitors as well as residents. Consider lobbying for new legislation increasing the occupancy tax rate. Dedicate a percentage of the tax rate to county beautification.

Naturally, tourism product and community development efforts take funding. A comprehensive list of funding sources is listed in Appendix I. Please also check with Pamlico County Extension for additional funding channels as new sources develop each year.

Pamlico County has an overwhelming opportunity in front of them. However, the benefits to be yielded are equally grand. The product development mentioned above can be implemented in a way that would make the county a very eco-friendly community and preserve the resources for many generations ahead to enjoy. From talking to some of the residents, it is clear that maintaining the county's peaceful appeal is very important to them. The products and strategies throughout the plan will only help to preserve and protect the natural beauty and culture of Pamlico County. Every time a new product is created, or a current product enhanced, it must be in line with the "coastal wilderness" ambiance that the county radiates. Pamlico County has the potential to become one of the most beautiful sustainable destinations on the east coast.

Community Involvement

Community involvement is a term used to describe the practices used by civic leaders and involved citizens to improve their communities in many ways. Without community involvement, tourism in Pamlico County will fail. A tourism plan that includes the input and energy of the community will better suit and please the citizens, especially if they are invested in the process and product. Citizens will need to be involved throughout the planning, organizing and implementation stages in order for the tourism plan to best suit and satisfy their needs. Benefits and reasons to get the community involved include:

- uniting the community behind specific causes with collective benefits,
- making citizens aware of opportunities and benefits of living in their community,
- giving citizens of the community a chance to meet other citizens, and
- empowering residents to solve individual and community issues.

Community Attitude Towards Tourism

During the class' two visits to Pamlico County, residents discussed their opinion on tourism and the importance that they would like it to portray in their county (see Appendix J for elaboration on community input methods). Reactions to tourism are mixed. For some, tourism could be looked at as a gateway for more small businesses and economic development. Tourism could also benefit businesses that have already been established, help preserve and celebrate local folk culture and bring about more leisure experiences in the county. On the other hand, the community voiced concern that tourism might bring about negative changes, such as additional property development, disturbance to the quietness of the community, and lost water access.

Overall, the community feels that tourism should occur with minimal additions of new structures and adhere to the principles of low impact tourism. Residents in both Oriental and Bayboro generally agreed that the natural resources of the area should be leveraged for tourism to be successful. Land is plentiful in the county and could be used for outdoor activities such as biking, hiking, or running. Water activities such as kayaking, sailing, and paddling are already available and could be further developed in order to bring more people into the community. Heritage tourism was also suggested, and could include the Heritage Village that is under construction. The Heritage Village would focus on the fishing, farming, and forestry industries that once thrived and still exist in the county, which certainly would be in keeping with the "better and higher" forms of tourism.

A common theme that coexists with low impact development is the serenity and peacefulness that Pamlico County has to offer. General consensus identified this as *the* differentiating factor from other coastal counties, and intends for it to remain that way. While economic growth is encouraged, residents agree that this growth should be controlled in a manner that their way of life would not be disturbed and serenity would perpetuate in the county.

Hot Issues

Many issues were discussed in the focus groups and informal talks held with residents, but some repeatedly surfaced and deserve further attention. One of these issues is the continual expansion of condominiums in the county. Most of the citizens expressed concern for the vast number of homes being constructed every year. The reason for this is that they [condominiums] are limiting the amount of public shoreline and diminishing the quaintness that the residents feel is an essential part of their community. Another issue was the pier that may or not be constructed at LoMac Park. The pier was controversial because of the type of people it might bring into the community. Some thought that it would further unify the community and bring people in to fish or relax. Others had the opinion that a pier would lure questionable people to the county and therefore it would not benefit residents or visitors.

While these topics are rather specific, the issue of a lack of recreation and leisure is a general concern. There are very few places in the county that are open after 8:00pm and the opportunities for entertainment throughout the county is few. Residents frequently cited this as a reason for a high residential turnover rate, because even though the quiet charm of the county is appealing, it cannot solely replace intellectual, cultural and social stimulation. Eventually

residents want to see and do something, and during our visit, we heard they have to commute or even move in order to fill that need. Citizens also noted that more activities would be needed for the sake of drawing visitors. The location of Pamlico County does not allow for many visitors to accidentally "happen upon" the county; therefore a critical mass of activity is needed to be an attractive destination.

Resident Survey

A portion of the community's opinions on tourism was also captured from an online survey conducted in March and April 2007. As a whole, they had varying ideas of the benefits of tourism, though the most common response was the increased availability of employee opportunities and jobs. Many also believed that bringing tourism into Pamlico County would encourage the urge to beautify and clean up to Pamlico County. Money, income and revenue were also commonly cited as benefits of tourism. One respondent noted that tourism will bring in the extra funding to the county, if it were done correctly: "Tourism, if spearheaded with continuity, vision and a plan that was followed through, would provide a welcomed injection of revenue in this county." Another citizen felt that the jobs generated by an increase in tourism would also encourage other social benefits, which in turn would benefit the county overall: "(Tourism) helps small businesses survive/thrive. Keeps people out of jail and off county welfare. Is low impact on county services. Provides tax revenue to county and towns. Feeds the entrepreneurial growth of community. Provides opportunity for young people to work in the county."

Many respondents to our survey additionally voiced their concerns regarding the increase of tourism into the community. The most common fear is the loss of the quaint "hometown charm," increase in taxes, and the overall increase of traffic into and around the county. One respondent felt that there were very few disadvantages "(Tourism) could possibly require additional emergency services. If we don't capitalize on the tourist's visit by providing lodging, meals, services, souvenirs, etc. and allow them to spend their dollars in nearby counties then we don't gain anything for our efforts. Increased highway traffic (may occur). Though I don't see this being a problem." Although many felt there were a few disadvantages, the most common disadvantages noted by respondents were increased traffic and the loss of the quaint hometown charm. Please see Appendix K for full survey results.

It is critical to get insight from many more citizens concerning the county's community and economic development vision. There may be other citizens that do not have regular computer access, for example. There are many opportunities for getting their input such as surveys at public places around Pamlico County, distribution through faith-based organizations such as churches and through interest or commodity groups. It would be important to also obtain their opinions as well before going much further as to accommodate as large a part of the population of Pamlico County as possible. A sample questionnaire is offered in Appendix L for future use.

It is clear that many citizens of Pamlico County thoroughly support the idea of bringing tourism into the community, while others strongly oppose the idea. Residents who are not in favor of tourism believe that it will detrimentally change their county and living situation. Therefore, educating the residents on the benefits of tourism and how it can be controlled without over commercializing will help increase the positive attitudes towards tourism in the community. Community leaders will need to raise awareness and provide opportunities for citizens to become knowledgeable of the benefits that tourism can provide Pamlico County.

Current Level of Community Involvement

Below is data from the online residents' survey that was conducted during March and April of 2007 (see Appendix L for survey instrument and Appendix K for full results). The following question was asked to gauge the amount of community involvement and input already present in the community.

How often do you volunteer in community events or projects?

Very often	28.9%
Often	42.1%
Not often	28.9%

Over 70% of respondents said that they are often or very often involved in community projects or activities. To see this data, one would think that Pamlico County is a highly involved community. However, it is likely, as in many communities, there are selective groups of people in the county who "wear many hats." While this dedication is laudable, future civic-minded citizens must be nurtured to provide reprieve to those who are "doing it all" and to sustain the community work in future generations. Because community involvement and community support is very important to tourism, suggestions to increase general cohesiveness as well as buy-in for tourism-related projects follow.

Methods to Increase Community Involvement and Interaction

Culinary Competitions

We believe that culinary competitions would be an important community involvement project that citizens of Pamlico County might rally around. These culinary competitions could result in the best recipes being compiled into a "Fantastic Foods of Pamlico County" recipe book. Not only would this community involvement activity foster personal pride, it would also give citizens of Pamlico County a chance to meet each other and share a unified identity of culinary heritage.

Coffee Talk

We believe that a group coffee talk, or idea exchange would be a great opportunity for the citizens of Pamlico County to get to know their fellow citizens and learn more about them. Not only would this help citizens learn more about their community issues, they would also become aware of other opportunities available in the community. Coffee Talk could be held monthly or bimonthly and citizens could discuss timely topics of import, such as community projects, ideas for ecosystem protection, or local business concerns.

Dog Days

Because of the abundance of "free-range" dogs in Oriental, a Dog Festival would be appropriate for the area. At this festival, residents would have the opportunity to meet each other (and each other's dogs), and they could also compete in costumes, talent shows, tricks, obstacle courses, etc. Not only could this festival allow for citizens of the county to bond over a mutual interest, but it may bring tourists into the county to partake in and view the festival as well.

"Pamlico Advocates Making Life In the Community Outstanding"

This group, bearing the acronym PAMLICO, would be composed of volunteers from the community who have a passion to improve the quality of life in Pamlico County. These volunteers could be commissioned to help with town clean up days, litter pick up, revitalization efforts, and other projects that contribute to community development in Pamlico County. Additionally, they may wish to be ambassadors for the community providing hospitality services for visiting groups, leading tours, and assisting with registration for small meetings.

Pamlico County Welcome Committee

This committee could be formed of Pamlico County residents or even members of PAMLICO interested in helping new citizens become familiar with their new surroundings in Pamlico County. The PCWC would welcome any new residents to the area and help them understand the ways and customs of Pamlico County, therefore making it easier for new citizens to adjust, and also helping them meet current citizens as well. This would encourage cohesion between new and established residents and assimilation into the cultural expectations of the county.

Meet the Farmers Day

This would be an opportunity for the citizens of Pamlico County to learn more about farming and farming families in their area. Citizens could convoy to farms around the county on a predetermined route. The hosting farmers would speak to the group, offering demonstrations and a chance to let citizens try their hand at farming. This would give the farmers' recognition for their work, raise awareness among citizens of their agricultural heritage, and instill pride in their county's roots. The Perquimans County Farm Tour might serve as a model program to explore for ideas.

Internal Familiarization Tour

This tour would be offered to tourism-related businesses of Pamlico County in order to acquaint them with the other offerings of the county. It provides an opportunity for sites and businesses to educate others about all that there is in the county. This, in turn, promotes cross marketing within the county and provides a better experience for visitors (see Intangible Aspects of the County, Self-Knowledge section). Also, it can be a means to develop and practice interpretive programs. The questions asked by tour participants to a site owner would cue the owner as to the types of information that might be included in interpretive discourse.

Raising Awareness

Some residents of Pamlico County are wary of bringing tourism into their community for a number reasons. Most of the reasons are based in fact, however, must be approached in a strategic manner. Any industry has positive and negative impacts on a community. Tourism is no different, and the levels to which these impacts are felt are magnified in a rural setting. The goal of sustainable tourism is to minimize the negative impacts of tourism, while maximizing the positive.

There are three categories of impacts that tourism can have on the host community: economic, socio-cultural and environmental. Positive and negative impacts occur within each of these three categories. Because the citizens are already concerned about resulting changes of tourism, measures must be put into place to minimize the negative socio-cultural impacts of increased visitors. The adoption of visitor guidelines and visitor education programs will go a long way to let residents know that the community still belongs to them. Additionally, well-publicized measures to control over-development and restrict "unwanted change" will also let citizens know their concerns are heard and being addressed.

Additionally, a formal, long-term education campaign must be initiated to present a **balanced** view of tourism development in the county. To tackle this issue, a small task force should be appointed that could understand why some citizens may oppose tourists in the community and can implement strategies that may help citizens also note the benefits of tourism. Item by item, concern-by-concern, strategies can be employed to mitigate the unwanted change and/or present other valid perspectives surrounding the issue. The task force may look to other communities who have "done tourism right" and exemplify their process to Pamlico citizens. Even inviting representatives from other communities to speak on their process would let residents know that many other rural communities are facing the same issues.

Particular issues voiced by county citizens are:

- The travel industry will bring unwanted pollution, trash, traffic into the county
- We will lose our hometown charm
- Tourism is too seasonal
- Tourism would increase taxes in the county dramatically
- The way of life or quality of life in Pamlico County will change if we encourage tourists to visit the county

Once we understand the apprehensions held by some citizens, we can help them to further understand how the county will work to avoid them. Residents can also be educated to the benefits of tourism through newspaper articles, focus groups, town meetings, workshops, trainings, television news specials, testimonies of other residents and business owners, and through interest groups and other informal networks.

The county's community college and the continuing education programs will be instrumental to the implementation of a tourism plan into Pamlico County. Not only can they help to offer a balanced perspective about tourism to the younger population, they could continue to offer non-credit workshops on how to start a tourism business, issues in tourism planning, customer service, hotel and restaurant management, outfitting and guiding, building and interpretation program, environmental businesses, and many others. In addition, priority should be made within the county to appropriate funding to the community college for continued entrepreneurship education.

Entrepreneurship and Tourism

The first step in generating entrepreneurial activity is education. A series of "assessment workshops" could be held around the county to determine which citizens have interest in running their own business. For example, Down East Destinations is emerging as a new tourism enterprise. There are many other opportunities for residents to create their own business, especially related to tourism. In an online entrepreneurial climate survey yielding over fifty responses, 39% of residents said they already owned their own business which was their full time job. Another 31% of respondents said they were in the process of, or considering starting their own business. A third question asked respondents to assess their own entrepreneurial ability "*Do you consider yourself entrepreneurial either in your profession or how you contribute to your community?*" Over 69% of respondents said they were absolutely entrepreneurial and another 25% said somewhat entrepreneurial!

These numbers indicate that citizens of Pamlico County are ready to explore entrepreneurial opportunities. Perhaps a business relating to the tourism industry would fit their personal needs and provide a viable venture. Please see Appendix M for the full report on the entrepreneurial climate survey data.

Business Development Opportunities

The county's assets inventory is offered in Appendix F. Using this inventory, a cursory gap analysis revealed potential business opportunities to enhance both the residential quality of life as well as the tourism offerings in the county. The following potential business/job opportunities would help put additional dollars in the pockets of local residents.

- Pharmacy
- More health care options
- Gas stations
- Additional charter tours/ recreational fishing
- Canoe/ kayaking tours
- Tours of county (by vehicle or biking or horseback)
- Restaurant staff/new businesses
- Seafood restaurants (local)
- "You catch 'em, We cook 'em" restaurant
- Bird watching tours
- Agritourism experiences
- Equestrian guides
- Camping Grounds
- Hotels
- Retail stores (clothing, jewelry)
- Grocery stores
- Farmer's Market
- Arts programs, classes and workshops
- Night-time entertainment
- Small spa
- Pet store/ salon

Community Involvement Strategies

Below are highlighted key strategies for raising community input and participation. Others should be discussed with and added by the Pamlico County Tourism Council, Community College, Chamber, community clubs, special interest organizations and interested businesses and citizens. Appendix N provides a list of community organizations within Pamlico County. This list is by no means complete, but serves as the start to an inventory of organizations who might be willing to join in efforts towards ensuring a physically, culturally, and economically healthy future.

CI1. Examine the entrepreneurial climate of Pamlico County. Encourage policy changes that allow citizens to invest in creating their own business. Many citizens in Pamlico County are interested in running their own business (per the entrepreneurial climate study), they may just need encouragement and support of the existing business climate.

CI2. Continue to offer entrepreneurial training and workshops on a regular basis. Advertise widely throughout the county. Tap into community involvement resources from the Energizing Entrepreneurs website. Offer specialized workshops to raise awareness of business/ job creation opportunities in tourism.

CI3. Offer hospitality and tourism training through Cooperative Extension and other partners.

CI4. Form Pamlico County Welcoming Committee in order to welcome new residents and make them more aware of county values and coastal culture.

CI5. Form PAMLICO group, composed of volunteers, to help increase community pride in the county.

CI6. Educate citizens about the benefits of bringing tourism into their community through articles in local newspapers or specials on local television news station. Create press release identifying current progress and short-term tourism goals to be sent to local newspapers, free local advertisers, and surrounding coastal counties.

CI7. Identify and invite 3-4 speakers to the county during 2008 to discuss the issues they have faced in developing tourism in their rural area.

CI8. Continue administering tourism surveys to citizens (example provided in Appendix L) in order to continue to receive various opinions and ideas regarding the entrance of tourism into the community.

CI9. Appoint task force of diversified citizens in the community charged with raising awareness of tourism. This might be a committee formed from the Pamlico Rural Tourism Council.

CI10. Arrange, plan and organize an Internal Familiarization Tour for citizens of Pamlico County in order to make them more aware of what their county has to offer tourists and themselves.

CI11. Approach faith-based and civic organizations and form a relationship based on the bettering of opportunities for citizens. Enlist them in a short-term mutually beneficial project and ask their assistance in recruiting volunteers. Attack community projects one at a time and groom a host of participatory citizens.

The Pamlico County Distinction

Pamlico County has a genuine "small town charm." With the increase of population growth in counties such as Wake, Mecklenburg, and other metro centers, Pamlico County would be a great getaway for visitors who are seeking character that Pamlico exudes. However, to perpetuate this atmosphere, county economic development and planning offices would need to emphasize more family owned restaurants, businesses, shops and bed and breakfasts, without commercializing or franchising to big companies. The community college, chamber and county Extension office

could play a crucial role in educating and supporting entrepreneurial activity in the county. With the rapid development of all waterfront property in North Carolina, Pamlico County being the last undeveloped waterfront in the state is a valuable commodity. It is imperative that this waterfront is protected with careful planning and decision-making from overdeveloped or hasty development.

Marketing

The American Marketing Association defines marketing as the process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational objectives. That being said, there are many misconceptions regarding marketing. It is most commonly confused with selling and advertising; however, these are only components of marketing. Marketing involves much more, including product development, service development, distribution channels, promotional messages and positioning, and pricing. It is important to note that true marketing is based on data concerning targeted customer groups. Sometimes actions touted as "marketing" are based on whim or "gut feeling." Especially with limited marketing resources, it is important to make decisions based on data, to the degree possible. Tourism marketing requires information about visitors groups, such as what they like and dislike, where they buy and how much they spend. The role of a good marketing strategy is to match the right product or service with the right market, in this case visitor type.

Competition Analysis

Emerging destinations must consider the competition so that they maximize their position in the market by capitalizing on distinguishing aspects and so that they will have a healthy knowledge of what nearby destinations are offering and at what price.

Because of the way the world continues to become increasingly accessible, in theory there is unlimited "competition." However, it is unlikely that the trekking experience in Gambia and the art cruise down the Rhine will be weighed against a week in Pamlico County. Subtracting out the sailing market, Pamlico County visitors are a drive market from the Eastern U.S. or an international market looking for a quality, affordable coastal experience that includes heritage, small town charm, local arts, and good seafood.

The factors that distinguish Pamlico County from other North Carolina coastal destinations are:

- Less commercialized
- Undisturbed natural areas
- Maritime heritage (needs more product development)
- Sailing port
- Small town feel/ small town pace

These factors must be emphasized whenever possible in marketing messages, images and product development. Simple icons representing wildlife, nets for fishing, a sailboat and a small business storefront would all be applicable images for the county's brand.

Branding

Branding efforts are critical because they help to differentiate your product from others. When selecting a brand, the county needs to consider the following:

1. It should indicate the counties major benefits and in a positive way indicate the counties special characteristics
2. It should set it apart from other cities and counties
3. It should be easy for customers to say, spell, and recall (Marketing, Pride & Ferrell 13th edition)

Additionally, it should conjure a favorable image in the customer's mind. This image and the associated brand will have staying-power in the memory of potential and existing markets. Some applicable branding concepts or mottos might include:

- A Coastal Wilderness
- Down Home Country
- Pamlico: wild, natural and free

- Edge of the World
- Sailing Capital of America
- Sail the 7 C's (seas) of Pamlico County
 1. Crafts
 2. Crabs
 3. Canoeing
 4. Camping
 5. Clamming
 6. Culture
 7. Country

Identify Relevant Markets

Pamlico County is not a midway point to another destination. It is somewhat remote, and in the words of one resident "you have to really mean to come here." The remoteness of the county adds to the serenity and untouched beauty of Pamlico and it needs to be portrayed to relevant target markets in that way. As discussed in previous sections of the plan, the tourism development strategy is a niche + niche + niche. In other words, no one "big" market will dominate the county's tourism industry. And because of the level of infrastructure currently in the county, the growth of these niches will be slow and deliberate. Niche markets for the county include:

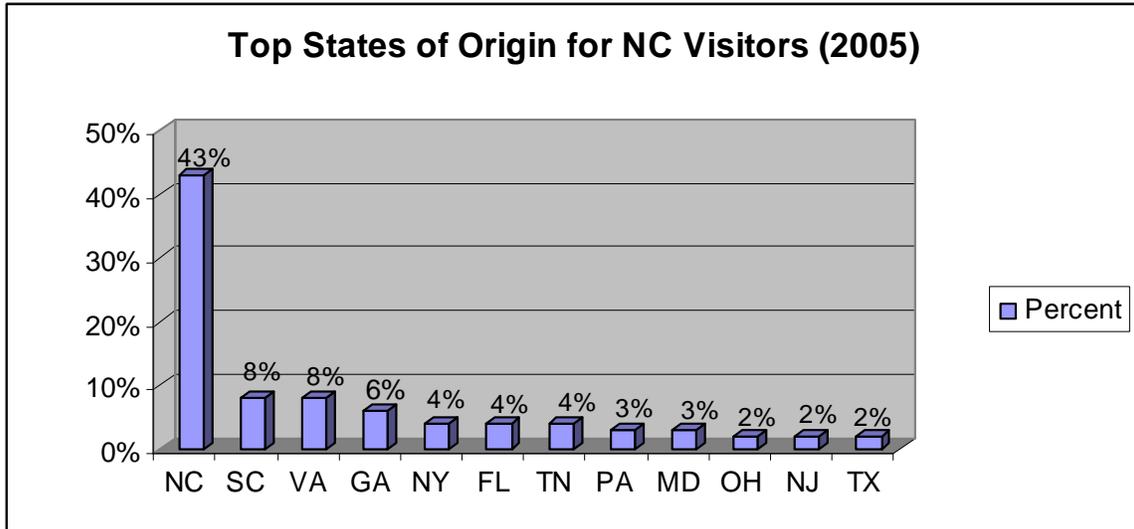
- Sailors are already docking in the county. Find out what will get these sailors off the boat. They may need groceries, so while they are out for groceries, market some of the great aspects and activities that Pamlico County has to offer. The longer you keep them on land, the more money they will spend and leave in the county.
- Visiting Friends and Relatives market - largest visitor market in the nation
- History Enthusiast - especially those interested in maritime history
- Baby Boomers - largest age population in US history
- Genealogists - a quickly growing activity, due in part to Baby Boomers
- Outdoor Recreation Participants: paddlers, bikers, fishermen
- Birders - biggest outdoor activity
- Faith-related Campers
- Artists
- Families

In addition to expanding the markets above, identifying potential markets can help direct the county's efforts. Listed below are some markets that could apply to Pamlico County:

- Health and Fitness
- Photographers/ Photography groups
- Couples (peaceful, romantic getaway)
- Additional ecotourists and green market
- Naturalist/ environmental scientists
- Balloonists
- Paintball event
- Geocachers
- Equestrian enthusiasts/ trail riders/ trail riding groups
- Biking groups/ events
- Retreats and small groups: business, university, artists or literary groups, religious, youth
- Film industry - North Carolina is the third largest state for filming movies. This is a great opportunity for Pamlico to gain exposure. Its unique culture and beauty can be attractive to the movie industry.
- Spousal groups
- Camp Alumni and their families
- Guy's Weekend Fishing Groups (40+ years old)
- Educational, literary and/or global event discussion forums (like the Chatauga Institute - <http://www.ciweb.org/>)
- Niche seminars held at the camps, such as home improvement/ historic restoration

North Carolinian Market

According to the NC Division of Tourism, Film and Sports Development, almost half of visitors to North Carolina are traveling from another location within the state. This is a great opportunity for Pamlico to capitalize on instate traveling. Given this information, marketing to residents of other counties would be effective and beneficial. South Carolina, Virginia and Georgia make up another fifth of all visitors. The chart below depicts the top eleven states of origin for North Carolina visitors in 2005:



People visiting North Carolina are spending their money on numerous activities. Knowledge of these activities can help prioritize county development if the same items are in line with community needs. Listed below are top five activities for North Carolina visitors in 2005:

- Dining 28%
- Shopping 20%
- Touring/ Sightseeing 19%
- Entertainment 18%
- Beach/ Waterfront Activities 12%

The degree to which these opportunities are offered in Pamlico County would influence how many visitors the county attracts, what type of visitor the county attracts, how long the visitor stays, and how much money they spend. Some other important demographics to note according to 2005 North Carolina visitor statistics are:

- the average party size was 2.2 people
- only one fifth (21%) of visiting parties included children
- three-fourths (75%) of visitors were married with an average household income over \$66,000, and
- the average age of visitors is 46.

These demographics give us an idea of who is visiting, what they potentially are looking for and a sense of their discretionary income. Most visitors are not traveling with children, are married and over the age of 45. This market is not in danger of shrinking, and would provide an appropriate and strong base on which to shape product development and marketing strategies.

Marketing Strategies

The following marketing strategies were adapted from proven marketing methods, developed from Pamlico County resident recommendations and derived from established tourism plans, such as the *Sustainable Tourism in the Sandhills* plan. Short-term strategies are going to be strategies that can be initiated within three to five years and long-term strategies are initiated after a five-year ramp-up period. As a system for organizing the strategies below, they are numbered as STMNumber indicating a short-term marketing strategy and LTMNumber indicating a long-term marketing strategy. When all of the strategies are considered and final decisions are made on which are feasible to adopt, it may be desirable to change the numbering system.

Short-term Strategies

STM1. Identify Current and Future Markets

Many markets are listed in the previous section. The PRTC should verify these or edit accordingly. When a marketing strategy is formally employed, the PRTC should ask, 'which markets are we targeting with this strategy?' to ensure maximized impact for the effort expended. A sample visitor questionnaire that could be utilized to survey current visitors is offered in Appendix O.

STM2. Focus efforts on niche markets

Catering to niche markets is important to tourism success in that they narrow down the potential audience. Do not attempt to market to the public "at large" because niche markets add up to a healthy and sustainable tourism destination. **Formal marketing efforts should begin with direct contact to specialized groups.**

STM2. Concentrate on delivering a quality experience

Once visitors have experienced Pamlico County, they will want to come back. Word of mouth is the best advertising anyone can provide. Giving a great experience to every visitor is still the best form of marketing. One by one you will build a committed, quality and appreciative visitor base.

STM3. Differentiate yourself from other coastal counties

Pamlico has the opportunity to showcase its distinct waterman heritage within a quiet coastal context. Marketing messages should focus on the heritage and culture of Pamlico.

STM5. Incorporate environmental awareness and education in as many products as possible. For tourism activity to be considered "ecotourism," economic development is not enough. There must also be an environmental education component, as well as incorporation of conservation practices into the delivery of the experience. Promotional messages should be designed to communicate this to potential consumers.

STM6. Structure opportunities for cooperative marketing of county businesses

Cooperative marketing is when two or more businesses or services cooperatively plan and market a package for visitors to enjoy. An example of cooperative marketing would be a local hotel or bed and breakfast and a boat owner creating a package for visitors to go out on the boat for a day to fish, crab, or relax and spend the night in a nice, cozy room for a reasonable price to all involved. Each of these components may pool funds for an advertisement or add a feature on their individual websites to feature the package. In like fashion, thematic marketing provides benefits to both visitors and business owners. For visitors, it provides convenience but more importantly, it portrays a critical mass of professional services, which adds confidence and desirability about an area. Many visitors want to avoid over-developed destinations, but need the reassurance that it is a destination and *some* visitors have already discovered it.

For the business owner, three or four similar ventures should not be viewed as competitors. The others are very important in establishing a critical mass of activity and a sense that there is enough to do in the area that it warrants more than a skeleton of service providers. Rarely will a visitor make a travel decision based on ONE business, but will be attracted to an

area when it is perceived that there is "lots to do." Additionally, it presents a positive, collaborative atmosphere to visitors and saves the business owner money by pooling funds.

STM7. Market packages and themes

Visitors enjoy the convenience of pre-arranged packages and the luxury of choosing among several options. Once the Product Development work of creating packages and themed experiences, advertising must evolve into messages that support these themes and highlight the visitors' opportunity to choose packages. One example would be a drop down menu that is available on the Chamber's website as well as the websites of all participating businesses that would allow potential visitors to check out any number of Pamlico County packages.

STM8. Engage in regional cooperative marketing

Joining marketing efforts with surrounding counties is wise for rural destinations. "A rising tide raises all boats" is particularly applicable to regional efforts. Visitors are not aware of county lines, so if counties can engage in cooperative marketing, it provides a bigger presence and clearer message for the region overall, offers visitors a broader and more complete product base for consumption, and saves limited county resources. Begin cooperative alliance with New Bern Area Chamber of Commerce.

STM9. Market Pamlico County to internal audiences as well as external

One of the most common challenges in tourism development involves changing the negative self-image held by a community. Part of the educational process surrounding tourism development is relating the impact of tourism on the community. Equally important is relating the impact of the community on tourism. If community members project a negative image either by downplaying, being apathetic about or not knowing of local attractions, visitors will be affected by their attitude. Hospitality training includes the professional and courteous handling of visitor needs, as well as techniques for selling one's own community. Hospitality training, while referring to the smallest minutia of service, will at the same time contribute to the value of the visitor's overall impression of an area. The Community Involvement section of this plan offers a variety of ways to engage community members in directly capitalizing on tourism or merely understanding a balanced view of it. A community pride campaign is an internal form of marketing whose goal is to inspire residential satisfaction and community self-esteem. Marketing efforts should not be limited to external audiences but focused internally as well.

STM10. Plug Into Existing Programs

One of the easiest ways to become involved in the rural tourism industry is to plug into existing development and marketing programs serving the various niches found in rural areas. This is one of the fastest and easiest ways to reach a target audience. Pamlico County is already involved in some of these, but continued and expanded participation would be an effective use of time and financial resources. Once a full-time tourism director position is established, one responsibility should be to encourage participation and act as liaison between county businesses and these programs.

- HomegrownHandmade.com: <http://www.homegrownhandmade.com/AboutHgHm.htm>
Continuing to update inventory in HomegrownHandmade.com directory
- NC Agritourism Networking Association:
<http://www.ncagr.com/agritourism/>
- NC Birding Trail:
<http://www.ncbirdingtrail.org/>
- "How to Build a Paddle Trail in your Community" initiative
<http://www4.ncsu.edu/~cskline/index.htm>
- Equestrian Tourism - Contact Carol Kline (carolkline@ncsu.edu) or Tim Potter (timporter@ncsu.edu)
- Organizations serving small farms in various capacities including niche crops and farmer's markets:
- Cooperative Extension's Growing Small Farms Program:
<http://chatham.ces.ncsu.edu/growingmallfarms/>
- Specialty Crops Program:

- http://www.cals.ncsu.edu/specialty_crops/index.htm
- Value Added and Alternative Agricultures Program: <http://www.cals.ncsu.edu/value-added/>
- Cooperative Extension's Master Gardener Program: <http://www.ces.ncsu.edu/depts/hort/consumer/masgar/>
- Hobby Greenhouse Club: <http://www.hobbygreenhouseclub.org/>
- NCAT: Dr. Omoanghe S. Isikhuemhen <http://www.ag.ncat.edu/OmonMushroom/frameset.htm>
- Carolina Farm Stewardship Association: <http://www.carolinafarmstewards.org/>
- Bee Linked: <http://www.agr.state.nc.us/plantind/PLANT/APIARY/APIARY.HTM>
- NC Beekeepers: <http://www.ncbeekeepers.org/>
- NC wine: <http://www.ncwine.org/welcome.html>
- NC Seafood: <http://www.ncagr.com/markets/seafood/>
- Slow Food: <http://www.slowfoodusa.org/ark/turkeys.html>

STM11. Join NC Agricultural Networking Association

Agritourism in Pamlico County should focus on the three F's of the county: Fishing, Farming, and Forestry. Encourage individual farmers interested in Agritourism to join the NC Agricultural Networking Association as well as organizations such as the Chamber or Rural Tourism Council. Besides valuable liability and programmatic information, the Association offers low-cost marketing opportunities such as an agritourism directory available to the NC Welcome Centers. This organization is moving forward - do not let the agricultural-based businesses in the county be left behind.

STM12. Maintain Pamlico County Visitor Guide

Keeping the visitors guide up to date and available throughout the county. Invest time in the replenishment of guides to local business and churches because they are sometimes the best tangible resource for a tourist to use. Consider selling ad space to businesses in neighboring counties, as it would be a natural means of wider distribution.

STM13. Channel local marketing efforts into Pamlico Below-Deck website

Mim Miller has been developing a website that encompasses many activities within Pamlico County. This website serves as a one-stop-shop for displaying the attractions and amenities throughout the county. Work with the development of this website to be used by tourist and potential tourist when trying to plan activities during their visit to the county.

STM14. Harbor Cam

Use the harbor cam as a way to show off the counties beauty live. Use this as a starting point for future cameras to be set up to show off the different angles of the county. <http://towndoc.net>

STM15. Maximize presence of county attractions and businesses on the Visit NC Website

Bolster the awareness of Pamlico County by using marketing tools that already exist. VisitNC.com offers a resource that Pamlico County can tap into and is the official tourism site for the state of North Carolina. Ensure all visitor-ready Pamlico County assets are available on NCDTFSD's Visit NC website. Create a calendar of activities that can be accessed through Visit NC website. Keep the listings up to date and alter them to fit niche markets that Pamlico is trying to market.

STM16. Invest time in database management

Keep a list of people who travel to the county and learn as much information about them as you can. It is easier and less expensive to keep repeat customers than it is to find and create new

customers (Rouse). The more information that the county knows about current visitors, the more focused its marketing efforts will be (and more financial resources saved). Information about visitors can be obtained in many ways and from many sources. A simple way to find out what types of information is needed is to become familiar with research done by other destination marketing organizations.

STM17. Utilize Secondary Data

Much data that is beneficial to tourism planning and marketing already exists and can be easily accessed. To detect industry fluctuations or trends in travel patterns, it should be monitored on a regular basis. Economic impact and visitor profile data can be obtained from the North Carolina Division of Tourism, Film and Sport Development. Hotel occupancy data by county can be obtained from the North Carolina State University Cooperative Extension Service (<http://www.ces.ncsu.edu/depts/tourism/opttr/>). Traffic counts can be obtained from the Department of Transportation. Labor market profiles are found at the Employment Security Commission. Geographic Information System data is available from the Office of State Planning. With the exception of Cooperative Extension, each of these state agencies can be accessed at the North Carolina Information Server

STM18. Familiarize with other DMO operations

STM19. Begin lobbying efforts for the establishment of a full-time tourism director position and operating funds for the county.

Long-term Strategies

Over a three year period, group efforts by the Pamlico Rural Tourism Council, the Small Business Center, and the Chamber of Commerce can establish a solid foundation of basic marketing activities. Long-term strategies are meant to build on short-term successes and take the industry to the next level while maintaining control of the growing visitation patterns.

LTM1. Secure funding for full-time tourism director

One of the main priorities of the county in relation to tourism is having a tourism coordinator. This person will help with the interaction in developing tourism and its services. Plan and implement current and future events specific to Pamlico County. More detail on the role of the tourism director can be found in Appendix P.

LTM2. Track tourism or community media hits

When the assets of Pamlico County are featured in media external to the county or region, keep a file of the exposure. Over time, the county will build a record of its media relations and the impact it makes.

LTM3. Track Impact, Inquiries and Trip Conversions

Whether employing public relations techniques or paying for advertising space, document the coverage of the media and the audience reached (who and how many). Include a phone number, web and email addresses on ALL marketing pieces and track the inquiries generated from each campaign. Periodically, conduct an inquiry conversion study to find out how many people who asked for information about the region actually "converted" to making a trip to the area. Evaluate success of increased visitation by dollar amounts collected from occupancy tax and/or visitor counts. Examine what impact the occupancy tax has had on enhancing existing tourism infrastructure. Assess the economic impact (return) of dollars invested in activities related to tourism.

LTM4. Establish Market Position (Develop a destination brand that focuses on nature.)

Positioning is about creating a mental image of your destination. It is the promises you make and messages you send about your destination, usually through advertising and public relations. Above all else, your market position should be authentic and reflective of what is really offered. In analyzing the competition, a destination can gain valuable information so that it can differentiate

and distinguish itself from other eco or heritage tourism products. Highlight Pamlico's serenity and outdoor appeal. Tourism is going to have environmental impacts on Pamlico County, but keeping these to a minimal impact can be done. Investigate resident opinions on branding county assets using the 7 C's.

LTM5. Create Coastal Seafood Adventure

Establishing Pamlico as a superior seafood destination can develop over time. Have boat tours for people to become educated on things such as shrimping could be great family fun. After their outing, provide a nice seafood experience for them to enjoy. Cooking classes or demonstrations, packing house tours, and catching/harvesting opportunities provide an up-close-and-personal, interactive "seafood experience" that differs from an aquarium because it gets the visitor close to the industrial and gastronomic aspects of sea critters.

LTM6. Invest Marketing Energies Into Public Relations

Marketing dollars are often quickly spent on brochures and advertising space. Investing in activities that create media and public attention can provide greater impact with longer-lasting return. Publicize new tourism experiences in accordance with infrastructure improvements.

LTM7. Travel and Sales Missions

Visit travel agents, church groups and organizations representing other niche markets to get them familiar with the county and its potential. Travel to Raleigh to make an "arm-chair presentation" to the women working to sell North Carolina at the women's prison. They answer the phones for the Division of Tourism's toll-free number and presentations can be arranged so that they can learn about the various happenings in the state.

LTM8. Create a Safety and Emergency Preparedness/ Crisis Communications Plan

When a crisis occurs, whether caused by natural forces or human, having a plan in place can save a company's or a destination's reputation. An excellent beginning reference to Crisis Communications can be found in Travel Industry Association of America's *Travel Industry Public Relations Handbook*.

LTM9. Host a familiarization tour for travel media and intermediaries

A "fam" tour is an industry standard - a destination cannot be sold by a travel intermediary such as a travel agent or tour operator or even a staff member at the NC Division of Tourism if the destination is unknown. Invite Teresa Watts, the state's Heritage Tourism Manager, to the county to gain suggestions on how to set up a fam tour. Also, an ecotourism group from Tyrrell County recently hosted a successful fam tour. Meet with members of this group to learn their insights of do's and don't's. When creating a fam tour, market niche activities to specialty magazines (e.g. *Nature Photographer Magazine*).

LTM10. Aim for a NC Weekend TV feature

While a bit ambitious for a county with no current tourism director, a feature on NC Weekend TV would provide a lot of "bang for the buck." This popular show has an established rapport with the NC Division of Tourism and would be an opportunity for the county to gain recognition among North Carolinians looking for places to visit in their own state.

LTM11. Focus on Film

North Carolina is 3rd in the nation for movie shoots, and Pamlico County has an opportunity to bring movies in to shoot clips that take place in rural areas or on the water. Towns that have that small time charm are disappearing quickly being built up with big sky rises. Tapping into the film market could potentially lead to positions for local residents, temporary or permanent and gain exposure for the county.

LTM12. Court Tour Operators

With the increasing demand for eco and heritage tourism experiences, as well as the limited discretionary time of Baby Boomers and Generation Xer's, domestic motorcoach tours are primed for growth. Seek out tour operators who are willing to work with domestic destinations during the

development phase, and secure a mutually beneficial relationship with them. Pamlico County's infrastructure cannot and should not attempt to handle groups larger than roughly 50 people, however, the county would benefit a great deal from the influx of small groups just a few times during the year. Group tours are easier on the environment because they only bring one vehicle to the area. Additionally, unlike independent travelers, tour activities are planned, making it easier on businesses to know when they can expect an influx of activity.

LTM13. Groups and Meetings

Like group tours, meetings offer a controlled visitation pattern. Because of the coastal location and comparatively lower prices, Pamlico County has a lot to offer meeting groups - it is a great escape for "corporate" planning purposes as well as the availability of team activities like fishing or paddling. Get to your SMERFS (Social, Military, Education, Retired, Fraternal, Sports) groups.

LTM14. Work towards a full collection of marketing materials

These are typically the materials used to market tourism destinations. Pamlico County should work towards developing a library of materials for distribution to different markets. However, because of the expense, a fuller product mix should be in place before investing funds into print pieces. A library of photos of the county must be maintained for easy access by media or community organizations. A collection of photos taken over the life of the planning process are provided in Appendix Q.

- Brochures
- Directional Signs
- Visitor Guide
- Map
- Internet
- Visitor Merchandise
- Media Kit

LTM15. Write a Marketing Plan for 2010 and beyond

The marketing plan is critical for guiding the DMO's product development efforts, segmentation strategies, public relations, and advertising decisions. Ideally, county, regional and statewide marketing plans would hold common goals, while objectives would reflect local priorities. Four future steps should be taken by the Pamlico Rural Tourism Council:

- Form a mission statement for the tourism program,
- Write a three- to five-year tourism marketing plan outlining the strategies the DMO intends to take (2010 - 2015),
- Establish measurable objectives for the same period, and
- Install methods for periodic evaluation.

Natural Resource Management

The first step to preserving natural resources is to have a current assessment of the components that make up the ecosystem. Many of these components are inventoried in various Geographic Information System (GIS) resources including the BasinPro8 map (See Appendix R for list of available GIS layers). Below is a sketch of the various assessments available to help planners determine the state of natural resources in the county and to help determine if any actions must be taken to protect these resources. Each of these maps can be found on the DVD in Appendix S provided in the back of the plan.

- Geology, and Soils – GIS maps found on DVD in Appendix S depict a variety of soil types in Pamlico County.
- Hydrology, Floodplains, and Water Quality –GIS maps in Appendix S indicate a high quality water in the sound area.
- Wetlands – shown in GIS maps, aerial photography. Wetlands surround the coastal areas of the county, as well as inland Pocosin.
- Vegetation –Diverse wetland and forest types exist. See Appendix S for a depiction of these on maps.
- Wildlife – Cultivated areas attract migratory birds, and the sound area contains a diverse amount of aquatic life. Forested inlands, Pocosin, and other wetlands all have their own unique types of wildlife.
- Rare, Threatened, and Endangered Species
 - According to the United States Fish and Wildlife Service there are currently ten endangered vertebrates and four endangered vascular plant species in Pamlico County, furthering the potential for conservation awareness and education of visitors (Endangered Species).
- Air Quality and Noise –These elements of the natural environment require further study.

Assessment of Natural Resources

The current "status" of Pamlico County's ecosystem is good. Monitoring aquaculture and farming practices, waste management, construction run-off, and tourism / recreational impacts will be key to keeping a healthy ecosystem. Combine vigilant regulation with active and pervasive environmental education for multiple audiences: adult residents, school children, community college students, visitors, business leaders and front line employees.

Geographic Information Systems (GIS) Data Layers

GIS provides a digital resource for use in decision making, planning and analysis. Each data layer can be represented independently or in conjunction with multiple other layers, allowing the user to compare geospatial features and come to conclusions. The data layers in NCCGIA's BasinPro8 map provide the user with a wealth of knowledge (data layers listed below). This information can be used for an array of purposes from determining suitable trail corridors or recreation areas to predicting where possible visitor flow may be. GIS has become increasingly useful for planning purposes, inventorying any and all resources, and even resource management (NCSU GIS). Data layers in the BasinPro8 map are listed in Appendix S.

Current Use

This section outlines what is currently happening with the county's resources. The threats section indicates what threats currently exist to the county's water and land-based resources. These resources are necessary for outdoor recreation and keeping them healthy is a critical part of developing a plan for positive tourism. The opportunities indicate which resources could possibly be used to further economic and tourism development in Pamlico County.

Threats

Contamination to the following are threats to the county's environmental health.

- Marinas: care must be taken to keep from overfilling boats and spilling fuel into the sound. It is a sensitive estuary and according to the EPA this area currently has high water quality.
- Farming: must be sure that buffer zones are properly maintained to help filter ditch runoff. Maintain riparian buffers along natural waterways such as creeks, streams, and rivers. More buffer resources are available from NC State University.
- Seafood packing and processing: these are areas often associated with spillage of contaminants as shown by EPA data displayed on the Center for Geographic Information and Analysis (CGIA) BasinPro8 Map (BasinPro 8).
- Storm Damage - Flood areas extend far into the county. Suggestions for controlling damage of manmade structures include elevating houses and maintaining wind breaks. Habitat and land loss would occur mainly from wind and water erosion during a storm.

Opportunities

Around these same areas of potential threat, enormous opportunity exists if care is taken to minimize environmental damage. Especially with the evidence of development in the last five years, now would be the ideal time to enact economic development strategies through tourism to protect these resources. Examples of ways to capitalize on the existing resources, while maintaining them in their current or close-to-current state follow.

- Birding - Due to its proximity to the coast, Pamlico County has multiple superb birding areas.
- Agriculture – Many farms across Pamlico County offer the opportunity for Agritourism, or agriculture-based tourism. This could range from showing visitors normal farm operations to allowing visitors to work their way through a corn maze.
- Seafood Industry – Similar to a farm tour, seafood packers and distributors could use tours of their operations to inform visitors of how their products go from the water to the market.
- Pamlico Sound – As a large estuary it can serve as a focal point for conservation topics in any environmental education programs developed by the county or for any pre-made programs from the NC Office of Environmental Education.

Limits of Acceptable Change

Limits of acceptable change are predetermined measurements applied to help managers maintain a safe and attractive environment for users. They are applied to anything from trails to facilities to determine when the object under scrutiny requires maintenance or replacement. On a larger scale limits of acceptable change can be applied to forest loss or beach loss.

Objectives

Monitor and assess the physical state and sustainability of trails, facilities, and the environment.

Implementation

Inspection considerations include: when to inspect, where to inspect, how to inspect, how often to inspect? From the results of inspections, trail maintenance standards and natural area maintenance standards should be developed.

Limits

Due to the high probability of trail development in Pamlico County, this section will focus mainly on trails. A trail management plan should be developed to assess the quality of the experience that users have. A survey of trail users could be developed to measure the social interactions of users and the physical state of the trails. Initial surveys should assess what trail users are looking for in their hiking/biking/equestrian experience in terms of social interaction. What level of interaction is appropriate and wanted in their experiences? This will help planners determine what kind of trail mileage is necessary for the trail system (Cole 313). Protection standards should also be put in place for trail systems. For example, trail design should promote single-file walking on

backcountry (unpaved) trails to minimize impact. Trails should be kept open and accessible to discourage new trails around obstructions. Trails should also be designed to minimize impact. See below for impacts.

Types of Impacts

Impacts differ by outdoor recreation activities, however there are some general categories of impacts that appear across all activities. Impacts should be monitored closely to determine if recreational pursuits or an increased number of people in the area they are having an effect on the environment. All of these categories are related and each one must be taken care of for the entire system to be healthy (Y. Leung, personal communication, April 5, 2007).

Impacts to Vegetation

Vegetation requires proper soils and water, as well as wildlife to survive in some cases.

- Loss of vegetation
- Compositional change
- Control of non-native species
- Tree damage and root exposure
- Loss of shrubs

Impacts to Soil

Soil required vegetation and wildlife to be healthy just as much as vegetation requires soil.

Vegetation helps keep soil in place and reduce erosion.

- Loss of topsoil – Due to wind and water erosion, related to lack of vegetation
- Soil compaction
- Decreased soil moisture – Related to compaction and loss of vegetation
- Soil erosion – Related to vegetation loss

Wildlife Impacts

Water, soil, and vegetation must all be healthy to have healthy wildlife.

- Habitat alteration
- Wildlife disturbance and harassment
- Modification of wildlife behavior. This primarily occurs when wildlife becomes accustomed to human interaction.
- Displacement from food, water, cover. Pristine wildlife corridors must be maintained to facilitate the movement of wildlife from one area of the county to another.
- Reduced health and reproduction
- Increased mortality
- Control of non-native species

Water Resource Impacts

Healthy vegetation serves as a buffer between possible pollutants and water bodies. Without buffer zones of vegetation and soil to filter pollutants, groundwater and other water bodies would be of poorer quality.

- Increased turbidity
- Phosphates
- Fertilizer runoff (nitrates)
- Fuel spills from marinas and refueling areas
- Seafood processing waste
- Fecal wastes (Giardia, E. coli)

Aesthetic Impacts

These must be controlled through visitor education and signage. Visitors can impact the soil, water, wildlife, and vegetation in negative ways and therefore these impacts must be controlled.

- Litter
- Human Wastes
- Graffiti, vandalism

Suggestions for Protection

The following are suggestions for the management of the county's natural resources. Certainly, many of these tasks are already preformed by Bay River Soil and Water Conservation, Cooperative Extension, DENR (N.C. Dept. of Environment and Natural Resources), N.C. Forest Service, N.C. Wildlife Resources Commission, Neuse River Foundation, and others, but an inter-agency council of environmentally-minded agencies and organizations would pull together the vested parties to share new information, communicate on current efforts and potentially collaborate on projects and /or funding proposals. This inter-agency council could meet bi-monthly for no other reason, to keep each other abreast of current projects and impending issues.

NRM1. Form an inter-agency council to address environmental concerns

Include educators interested in environmental and biological education, government agency representatives, private sector businesses and conservation non-profits. The power of communication and collaboration is needed nowhere more than on this critical issue.

NRM2. Divide county into management areas

Use the designated townships as a way to divide the county into 5 areas, making it more manageable. Very diverse habitat types exist in Pamlico County such as yellow pine in central regions (Weyerhaeuser land, cultivated timber) to wetlands on the coast and Pocosin in the central region. Management strategies and resulting successes could be documented for each of the five areas.

NRM3. Establish windbreaks

Windbreaks are useful for decreasing wind erosion during storms. Conduct an assessment of where they are most needed. Partner with a natural resources educator for semester-by-semester hands-on projects related to this need.

NRM4. Maintain ditch buffers. Maintain riparian buffers along natural waterways such as creeks, streams, and rivers. Maintain buffers along ditches for erosion purposes. Perhaps FFA, 4H, Scouts or faith-based youth groups might be recruited to help.

NRM5. Create awareness around non-native species

Develop an educational message to homeowners, landscapers, developers and school nature programs regarding the selection of native species. Incorporate controls of non-native plant and animal species into farm and natural area management so that they do not out-compete and eliminate the native species.

NRM6. Designate areas of the county as environmental research regions.

These regions are not meant to be kept "off limit" but merely act as a defined area for scientists, academia and coastal researchers who would like a field laboratory for their own investigation or as a teaching lab. Not only will these audiences bring some "tourism" funds into the county, the new knowledge generated and potential grants they could leverage would further the protection of the delicate ecosystems.

NRM7. Groom adult and youth residents to be model stewards

Incorporate environmental education into everyday events and messages. Feature NC WILD, WET, CATCH, and Project Learning Tree environmental education activities to help educate not only youth but also adults. Teach the public about limits of acceptable change.

NRM8. Develop an active Visitor Education Program

Teach visitors about Leave No Trace principles, natural resource protection, proper trail use, and conservation. This program should instill a sense of environmental stewardship in every user. In order to protect the natural resources of Pamlico County, they must be marketed to the public in such a way as to convey their importance and develop an understanding of this importance. Doing so will make the resources valuable, allowing for easier environmental protection.

Develop a set of “minimum impact guidelines” for distribution to visitors. Post guidelines on Pamlico website. See The International Ecotourism Society’s website for examples on how to help tourists be responsible (www.ecotourism.org - see Travel Choice).

NRM9. Embrace Low Impact Development (LID) principles

Require developers to attend low impact development workshops held through the NC Coastal Federation such as “Managing Storm water with Low Impact Development” could help planners to lessen the impact of development on the coastal ecosystem.

Tap into university and college expertise. North Carolina State University has resources for low impact development, water quality assessment, wildlife habitat management and many other environmental science programs. Likewise, East Carolina University and UNC-Wilmington have applicable programs to explore, as well as the Community College System. NC Smart Growth Alliance offers guidelines and principles of smart growth to assist communities in making responsible development decisions. Plug into organizations whose mission is to help communities thrive while preserving the natural landscape that supports them. Consider elevating man-made structures.

NRM10. Monitor changes in ecosystems

Every five years, conduct thorough assessments of natural resources as listed above.

NRM11. Target the green tourist

Establish Pamlico County's place in the market as a coastal wilderness by promoting the area's natural resources and making it known how pristine the land is. There is very little pollution in the county and surrounding waters. Along with the undeveloped nature of the area it is a prime candidate for marketing as a destination for conservation-minded visitors.

NRM12. Go High-Tech

As one of the last natural areas on the North Carolina coast, there are numerous opportunities for protecting the natural beauty of Pamlico County. One suggestion for educating the public on all of the treasures in the county's ecosystem would be an online interactive medium that users can be manipulated in order to see the various types of wildlife and ecosystems present in Pamlico County. A system like this could be accessed not only at home prior to a visitor's stay but also in the county through the use of some kind of kiosk system. One way to do this is through the use of an Application Programming Interface (API). Web APIs such as Google's Google Maps API can be embedded within websites so that users are able to navigate through maps chosen by the provider. A mashup (hybrid application that uses content from multiple sources and combines them) could be used to display aerial photos of chosen areas and overlay them with any available data layers (Google Code). For an example of a mashup, go to:
<http://fullmeasure.co.uk/mashups/ecsitemap.htm>

Also, the NC Wildlife Resources Commission offers an excellent example of incorporating technology into environmental education. Visit the learning centers at their headquarters and across the state for more ideas.

Positioning Pamlico County for Conservation of Resources

Pamlico County has the natural resources for high quality outdoor recreation, and protection of these resources through branding the county, as “The Coastal Wilderness” should be a priority to maintain their integrity for future use. A key issue to discuss in any branding is that Pamlico County is adjacent to the Pamlico Sound. This is the largest lagoon on the east coast of the United States and part of the second largest estuary in the U.S. Multiple endangered and threatened species also inhabit Pamlico County, furthering its importance as a natural area and the ability to market it as such.

Visitor Guidelines

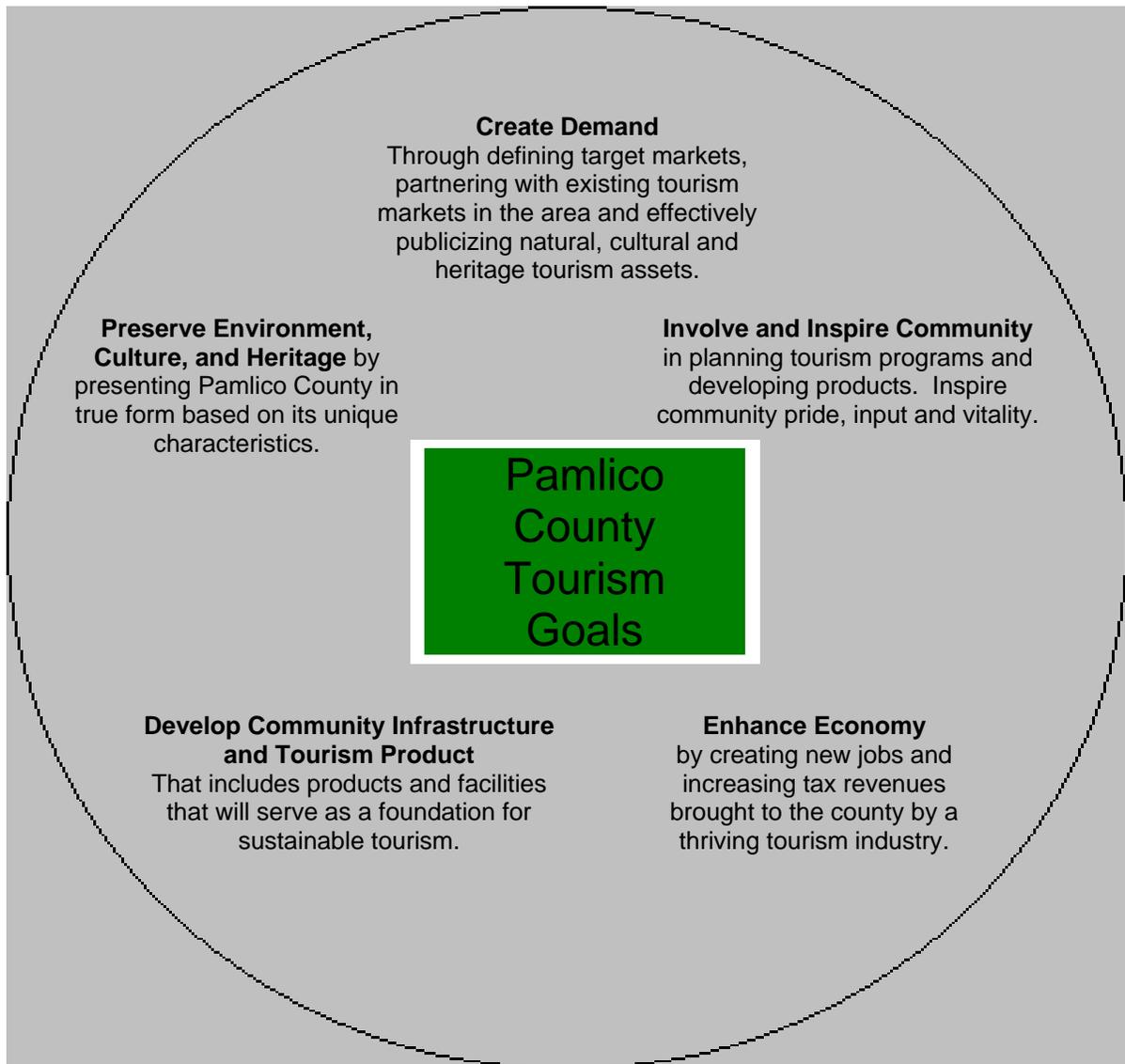
An important part of natural resource management is controlling the behavior of people within the environment at hand. When visitors enter into a host community, certain considerations should be addressed in order for a harmonious relationship to occur. If environmental and cultural concerns are not addressed to the visitor, they may not know what is expected of them while visiting a particular site. By making these "guidelines" available to the public, even on the Internet, everyone can have access to them and can also help visitors mentally prepare for their trip. Below are a few examples of guidelines that planners and managers of Pamlico County may want to consider for specific sites that visitors may frequent.

- Disposing of waste properly is a major issue because it will help preserve the environment as well as the aesthetic nature of the area (Leave No Trace)
- plan ahead and prepare. Guests should know about the area before they arrive and be in tune with what is available in the community. This will make their experience more enjoyable as well as help them to get the most out of their trip (Leave No Trace)
- Be sensitive to residents' traditions and culture and leave what you find are also important in terms of keeping a positive relationship with residents. This will ensure minimal change to the atmosphere of the community as well as prevent the environment from going through too many changes.
- Visitors need to be responsible for fishing equipment and debris in the boat. Since there are so many boats in the area, this guideline could keep guests aware of the environment and remind them to respect the water.
- Be aware of dogs in area. This would let guests know ahead of time that there are dogs without leashes in the community and hopefully decrease speed through residential areas.
- Another rule to go along with planning ahead would be for guests to check store hours and restaurant hours before coming to the county. Many of the shops and restaurants are not open very late, and this could be an inconvenience if guest do not realize this beforehand.

Combining general efforts from the Leave No Trace Program and narrowing down some of these principles to Pamlico County is a positive step toward developing rapport with guests and the community. By making guidelines available to everyone, there is a greater chance that tourist and resident can have a mutual understanding with each other.

Plan Evaluation and Strategy Implementation

The following circle diagram is designed to be a follow-up to the tourism strategies that have been outlined throughout the plan. These five key goals have been identified as a means to creating a thriving tourism market in Pamlico County while maintaining its environmental resources, cultural integrity, and rich heritage. They coincide with the strategies offered in this plan: Product Development, Community Involvement, Marketing and Natural Resource Management. They have been arranged in a circle to stress that they are all of equal priority. On the next few pages, the connection between these five goals, the implementation strategies and a suggested timeline is outlined.



Market and Create Demand: Tourists need a reason to visit a place. Pamlico County has a tremendous amount to offer visitors especially activities related to environmental discovery, coastal heritage, and maritime culture.

Enhance the Economy: A thriving tourism market has the potential to uplift sagging economies in rural counties. Tourism creates new jobs, boosts profits and encourages new businesses. Evaluating how Pamlico County's economy has been affected by tourism will have to be measured over time but can be done so by looking at increased revenue from occupancy taxes, increased sales at local businesses, and how property in the county is valued.

Involve and Inspire Community: The support of the local community is one of the most important factors in developing a tourism industry. Everyone in the community has a stake in what the future holds. Identifying key individuals and organizations that will contribute their time and ideas is vital to rallying others in the community to unite under a common goal - to create a sustainable tourism market in Pamlico County.

Preserve the Environment, Culture and Heritage: The natural landscape of Pamlico County has been relatively untouched in comparison with neighboring coastal counties. This is an attractive feature to potential visitors thus making it important that the county's natural coastal beauty not be compromised as a result of the development of tourism.

Develop Community Infrastructure and Tourism Products: Considerations should be made to enhance community infrastructure, public facilities and tourism products in Pamlico County.

Pamlico County Strategies – In Brief

Summarized below is the list of development and management strategies as listed throughout the plan. For additional details of each strategy, see relevant section of plan.

Product Development Strategies

These strategies would contribute to the goals to *Develop Community Infrastructure and Tourism Products; Preserve Environment, Culture and Heritage* and *Enhance the Economy*.

PD1. Expand healthcare, fitness and wellness infrastructure by focusing on county trails. Survey physical properties of land to create a trail development plan.

PD2. Explore spa services as a business opportunity. Working with local entrepreneurs, envision and create complete relaxation and pampering packages lasting a day, a weekend or a week.

PD3. Develop tours, itineraries and packages

PD4. Infuse quality and interactive interpretation into all historical and cultural experiences.

PD5. Work towards a Rural Historic District designation geared towards maritime heritage.

PD6. Identify opportunities for tangible and intangible products that embody fishing, farming and forestry.

PD7. Work with artist groups to identify classes and workshops that could be marketed to visitors.

PD8. Expand the county's public arts program.

PD9. The county features some beautiful scenery that could be depicted by local artists in note cards and other visitor merchandise geared to a \$10-\$30 price point.

PD10. Work on public access to Bear Pocosin.

PD11. Identify land for public parks, beaches and/or a botanical garden. Work with county parks and recreation to acquire public transfer.

PD12. Create list of scenic spots in the county for photography, distinguishing between public and private land. Work with private landowners to allow limited and specified access for photography groups in exchange for a fee.

PD13. Work with local entrepreneurs to assist in seafood and harvest-related businesses.

PD14. Incorporate Project Learning Tree, Wet or Wild into after-school programs offered through 4-H, parks and recreation, school or other clubs. Additionally, high school and community college students could engage in service learning by teaching younger children environmental lessons.

PD15. Develop a list of SAVE projects that would enhance community quality of life, expand access to natural resources, or monitor and protect habitat.

PD16. Add heritage activities to the Croaker Festival, possibly extending the length of the event.

PD17. Assess need for additional lodging facilities. Advertise the quaintness of the county to prospective entrepreneurs interested in operating bed and breakfast facilities.

PD18. Examine how other rural or coastal counties utilize their occupancy tax revenue. Invest occupancy tax dollars in creating new tourism initiatives and in marketing efforts.

Community Involvement Strategies

These strategies would contribute to the goals to *Involve and Inspire Community*.

CI1. Examine the entrepreneurial climate of Pamlico County.

CI2. Continue to offer entrepreneurial training and workshops on a regular basis.

CI3. Offer hospitality and tourism training through Cooperative Extension and other partners.

CI4. Form Pamlico County Welcoming Committee in order to welcome new residents and make them more aware of county values and coastal culture.

CI5. Form PAMLICO group composed of volunteers, to help increase community pride in the county.

CI6. Educate citizens about the benefits of bringing tourism into their community through articles in local newspapers or specials on local television news station.

CI7. Identify and invite 3-4 speakers to the county during 2008 to discuss the issues they have faced in developing tourism in their rural area.

CI8. Continue administering tourism surveys to citizens in order to continue to receive various opinions and ideas regarding the entrance of tourism into the community.

CI9. Appoint task force of diversified citizens in the community charged with raising awareness of tourism. This might be a committee formed from the Pamlico Rural Tourism Council.

CI10. Arrange, plan and organize an Internal Familiarization Tour for citizens of Pamlico County in order to make them more aware of what their county has to offer tourists and themselves.

CI11. Approach faith-based and civic organizations and form a relationship based on the bettering of opportunities for citizens.

Marketing – short-term and long-term strategies

These strategies would contribute to the goals to *Create Demand*.

Short-term

STM1. Identify Current and Future Markets

STM2. Focus efforts on niche markets

STM2. Concentrate on delivering a quality experience

STM3. Differentiate yourself from other coastal counties

STM5. Incorporate environmental awareness and education in as many products as possible.

STM6. Structure opportunities for cooperative marketing of county businesses

STM7. Market packages and themes

STM8. Engage in regional cooperative marketing

- STM9. Market Pamlico County to internal audiences as well as external
- STM10. Plug Into Existing Programs
- STM11. Join NC Agricultural Networking Association
- STM12. Maintain Pamlico County Visitor Guide
- STM13. Channel local marketing efforts into Pamlico Below-Deck website
- STM14. Utilize Harbor Cam
- STM15. Maximize presence of county attractions and businesses on the Visit NC Website
- STM16. Invest time in database management
- STM17. Utilize Secondary Data
- STM18. Familiarize with other DMO operations
- STM19. Begin lobbying efforts for the establishment of a full-time tourism director position and operating funds for the county.

Long-term

- LTM1. Secure funding for full-time tourism director.
- LTM2. Track tourism or community media hits
- LTM3. Track impact, inquiries and trip conversions. Evaluate the dollar amount collected in occupancy tax on a quarterly basis. Assess the economic impact (return) of dollars invested in activities related to tourism.
- LTM4. Establish Market Position (Position Pamlico County as a Eco-friendly Destination)
- LTM5. Coastal Seafood Adventure
- LTM6. Invest Marketing Energies Into Public Relations
- LTM7. Travel and Sales Missions
- LTM8. Create a Safety and Emergency Preparedness/ Crisis Communications Plan
- LTM9. Host a familiarization tour for travel media and intermediaries
- LTM10. Aim for a NC Weekend TV feature
- LTM11. Focus on Film
- LTM12. Court Tour Operators
- LTM13. Groups and Meetings
- LTM14. Work towards a full collection of marketing materials
- LTM15. Write a Marketing Plan for 2010 and beyond

Natural Resource Management Strategies

These strategies would contribute to the goals to *Preserve Environment, Culture and Heritage*.

NRM1. Form an inter-agency council to address environmental concerns.

NRM2. Divide county into management areas.

NRM3. Establish windbreaks.

NRM4. Maintain ditch buffers. Maintain riparian buffers along natural waterways such as creeks, streams, and rivers.

NRM5. Create awareness around non-native species.

NRM6. Designate areas of the county as environmental research regions.

NRM7. Groom adult and youth residents to be model stewards.

NRM8. Develop an active Visitor Education Program. Develop a set of minimum impact guidelines or obtain ready-made brochures such as those available from REI for distribution to visitors.

NRM9. Embrace Low Impact Development (LID) principles.

NRM10. Monitor changes in ecosystems.

NRM11. Target the green tourist.

NRM12. Go High-Tech. Utilize Appalachian Programming Interface to create an interactive way for recreating visitors to understand the dynamic ecosystems with which they are interfacing.

Proposed Timeline for Sustainable Tourism Development

The following timeline is offered for the consideration of the Pamlico Rural Tourism Council and interested citizens. The PRTC should hold a planning retreat to decide the priorities for the next three years. Once initial strategies are agreed upon, detailed implementation steps should be outlined in a format similar to the examples below. The outlining of steps could be drafted by a student or local entrepreneur class, and modified to final form by the PRTC.

2007

Product Development

PD3. Develop tours, itineraries and packages.

PD7. Work with artist groups to identify classes and workshops that could be marketed to visitors.

PD10. Work on public access to Bear Pocosin.

PD12. Create list of scenic spots in the county for photography, distinguishing between public and private land. Work with private landowners to allow limited and specified access for photography groups in exchange for a fee.

PD15. Develop a list of SAVE projects that would enhance community quality of life, expand access to natural resources, or monitor and protect habitat.

Community Involvement

CI1. Examine the entrepreneurial climate of Pamlico County.

CI2. Continue to offer entrepreneurial training and workshops on a regular basis.

CI5. Form PAMLICO group composed of volunteers, to help increase community pride in the county.

CI7. Identify and invite 3-4 speakers to the county during 2008 to discuss the issues they have faced in developing tourism in their rural area.

CI8. Continue administering tourism surveys to citizens in order to continue to receive various opinions and ideas regarding the entrance of tourism into the community.

CI9. Appoint task force of diversified citizens in the community charged with raising awareness of tourism. This might be a committee formed from the Pamlico Rural Tourism Council.

Marketing

STM1. Identify Current and Future Markets

STM2. Focus efforts on niche markets

STM3. Differentiate yourself from other coastal counties

LTM4. Establish Market Position (Establish a brand that focuses on nature).

Natural Resource Management

NRM1. Form an inter-agency council to address environmental concerns.

NRM2. Divide county into management areas.

2008-2009

Product Development

PD1. Expand healthcare, fitness and wellness infrastructure by focusing on county trails. Survey physical properties of land to create a trail development plan.

PD2. Explore spa services as a business opportunity. Working with local entrepreneurs, envision and create complete relaxation and pampering packages lasting a day, a weekend or a week.

PD4. Infuse quality and interactive interpretation into all historical and cultural experiences.

PD6. Identify opportunities for tangible and intangible products that embody fishing, farming and forestry.

PD9. The county features some beautiful scenery that could be depicted by local artists in note cards and other visitor merchandise geared to a \$10-\$30 price point.

PD11. Identify land for public parks, beaches and/or a botanical garden. Work with county parks and recreation to acquire public transfer.

PD13. Work with local entrepreneurs to assist in seafood and harvest-related businesses.

PD14. Incorporate Project Learning Tree, Wet or Wild into after-school programs offered through 4-H, parks and recreation, school or other clubs. Additionally, high school and community college students could engage in service learning by teaching younger children environmental lessons.

PD16. Add heritage activities to the Croaker Festival, possibly extending the length of the event.

PD17. Assess need for additional lodging facilities. Advertise the quaintness of the county to prospective entrepreneurs interested in operating bed and breakfast facilities.

Community Involvement

CI3. Offer hospitality and tourism training through Cooperative Extension and other partners.

CI4. Form Pamlico County Welcoming Committee in order to welcome new residents and make them more aware of county values and coastal culture.

CI6. Educate citizens about the benefits of bringing tourism into their community through articles in local newspapers or specials on local television news station.

CI10. Arrange, plan and organize an Internal Familiarization Tour for citizens of Pamlico County in order to make them more aware of what their county has to offer tourists and themselves.

CI11. Approach faith-based and civic organizations and form a relationship based on the bettering of opportunities for citizens.

Marketing

STM2. Concentrate on delivering a quality experience.

STM5. Incorporate environmental awareness and education in as many products as possible.

STM6. Structure opportunities for cooperative marketing of county businesses.

STM7. Market packages and themes.

STM8. Engage in regional cooperative marketing.

STM9. Market Pamlico County to internal audiences as well as external.

STM10. Plug Into Existing Programs.

STM11. Join NC Agricultural Networking Association.

STM12. Maintain Pamlico County Visitor Guide.

STM13. Channel local marketing efforts into Pamlico Below-Deck website.

STM14. Utilize Harbor Cam.

STM15. Maximize presence of county attractions and businesses on the Visit NC Website.

STM16. Invest time in database management.

STM17. Utilize Secondary Data.

STM18. Familiarize with other DMO operations.

STM19. Begin lobbying efforts for the establishment of a full-time tourism director position and operating funds for the county.

LTM5. Create Coastal Seafood Adventures.

LTM9. Host a familiarization tour for travel media and intermediaries.

LTM12. Court Tour Operators.

Natural Resource Management

NRM3. Establish windbreaks

NRM4. Maintain ditch buffers. Maintain riparian buffers along natural waterways such as creeks, streams, and rivers.

NRM5. Create awareness around non-native species.

NRM6. Designate areas of the county as environmental research regions.

NRM7. Groom adult and youth residents to be model stewards.

NRM8. Develop an active Visitor Education Program. Develop a set of minimum impact guidelines or obtain ready-made brochures such as those available from REI for distribution to visitors.

NRM9. Embrace Low Impact Development (LID) principles.

NRM10. Monitor changes in ecosystems.

NRM11. Target the green tourist.

2010-2012

Product Development

Continue efforts of previous years.

PD5. Work towards a Rural Historic District designation geared towards maritime heritage.

PD8. Expand the county's public arts program.

PD18. Examine how other rural or coastal counties utilize their occupancy tax revenue. Invest occupancy tax dollars in creating new tourism initiatives and in marketing efforts.

Community Involvement

Continue efforts of previous years.

Marketing

Continue efforts of previous years.

LTM1. Secure funding for full-time tourism director

LTM2. Track tourism or community media hits

LTM3. Track impact, inquiries and trip conversions. Evaluate the dollar amount collected in occupancy tax on a quarterly basis. Assess the economic impact (return) of dollars invested in activities related to tourism.

LTM6. Invest Marketing Energies Into Public Relations

LTM7. Travel and Sales Missions

LTM8. Create a Safety and Emergency Preparedness/ Crisis Communications Plan

LTM10. Aim for a NC Weekend TV feature

LTM11. Focus on Film

LTM13. Direct Market to Groups and Meetings

LTM14. Work towards a full collection of marketing materials

LTM15. Write a Marketing Plan for 2010 and beyond

Natural Resource Management

Continue efforts of previous years.

NRM12. Go High-Tech. Utilize Appalachian Programming Interface to create an interactive way for recreating visitors to understand the dynamic ecosystems with which they are interfacing.

End of 2012

A five-year evaluation should be conducted to assess successes and needs for further programming in 2013 and beyond. The Pamlico Rural Tourism Council and other relevant tourism entities and community organizations should outline goals for the next three to five years.

Evaluation of Strategy Implementation

Each year, the five key goals should be evaluated to assess progress, celebrate successes and note areas for improvement. Below are suggestions for goal evaluation.

Market and Create Demand:

- Track media hits by keeping a file of local and regional coverage.
- Maintain database of inquiries from people requesting information about Pamlico County. Every year, conduct an *inquiry conversion* study to determine how many “inquirers” actually “converted” to being a visitor.
- Gather quarterly information on hotel occupancy rate.
- Encourage tourism-related businesses to keep registration book that asks for town of origin and “how did you hear about us.” By leaving out personal information such as names and contact information such as email addresses, it would be appropriate to share origin and source of information data in a public setting.
- Track guest book information at Visitor Center in Alliance/Bayboro.

Enhance the Economy:

- Track number of tourism related businesses by building off of the assets inventory. Investigate how much staff each business employs and estimates of annual income.
- Document seasonal occupancy rates, occupancy tax and average daily rate.

Involve and Inspire Community:

- Keep records of volunteer hours committed by PRTC members. These are an investment in the community, hold value and should therefore be tracked. Likewise, document community attendance as it relates to tourism programs and media attention where applicable.
- Gather contact information of attendees at all training events. Evaluate training sessions by offering a brief questionnaire at the close. Contact attendees within three to six months to find out if attendees took action or if follow-up training is needed.
- Track media attention to tourism issues.
- Poll community on their understanding of and attitudes towards tourism. Repeat resident survey every two to three years.

Preserve the Environment, Culture and Heritage:

- Document the parcels of land available for public use.
- Work with historic associations and arts groups to document programs available throughout the year. Record attendance at events and classes.
- Work with the school system to document educational programs and outcomes geared towards environmental and cultural appreciation and preservation.
- Maintain assets inventory. Compare cultural and heritage assets from year to year.
- Work towards Rural Historic District. Document progress along the way.

Develop Community Infrastructure and Tourism Products:

- Maintain assets inventory. Compare inventory from year to year.
- Compile existing annual reports, such as from County Parks and Recreation, Circle Ten Gallery or NC DOT to track county infrastructure improvements from year to year.
- Track tourism-related new businesses.

Concluding Comments

Pamlico County has a need and an opportunity to develop its tourism product base, protect its natural resources, and interpret its heritage. The energy and time of a few caring citizens has begun this effort, and will continue to sustain the hope for the community. It is too easy to cast criticism and cynicism on daily events and operations of a community. It is effortless to hide from change. It is difficult but noble to spread positivism, inspire hope, and maintain a can-do attitude. It is exactly this mindset of a community that enables it to survive economic and social trends and transform itself into a vibrant place to live and work.

A two to three year commitment to initiate strategies in this plan could yield visible and promising results. A five-year commitment by the community will yield considerable traction. If enough residents take their responsibility seriously to pass on to the next generation a beautiful, healthy and successful Pamlico County, the next decade of work will be a lot of fun.

Appendices

Appendix A - References

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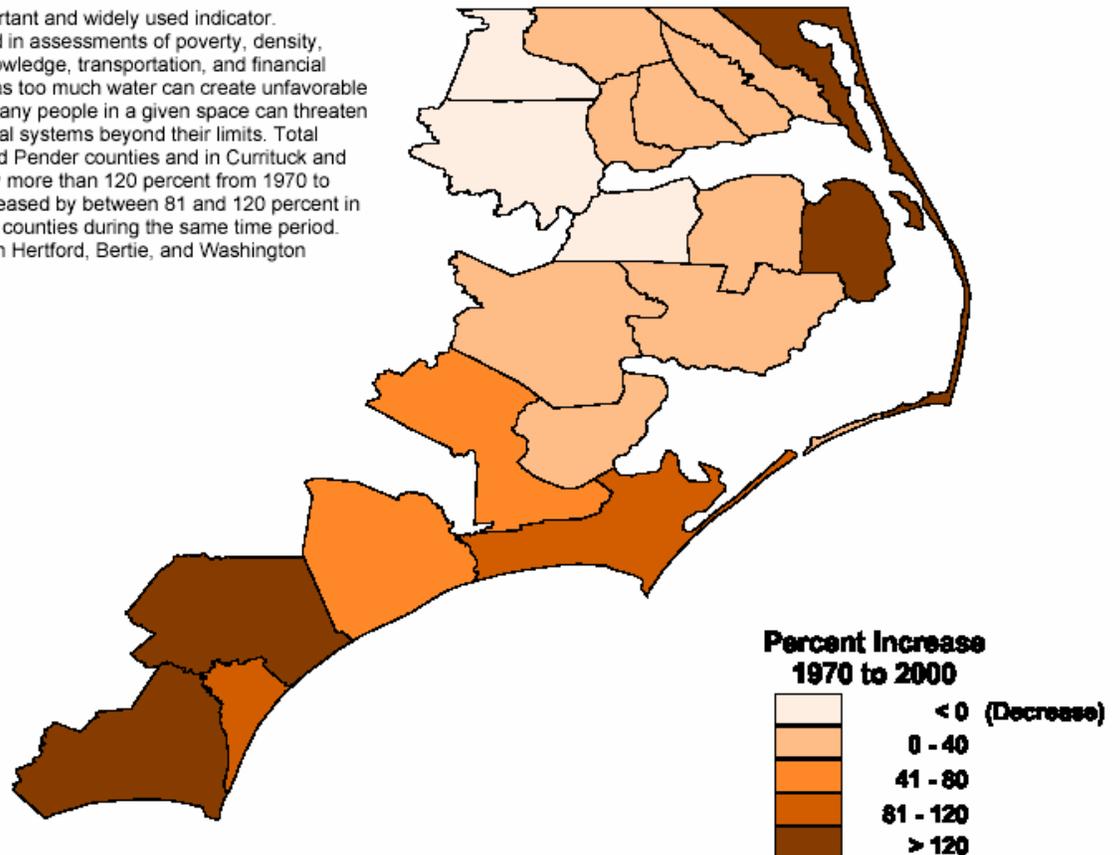
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Appendix B– Coastal Trends in North Carolina Information provided by North Carolina SeaGrant

Total Population

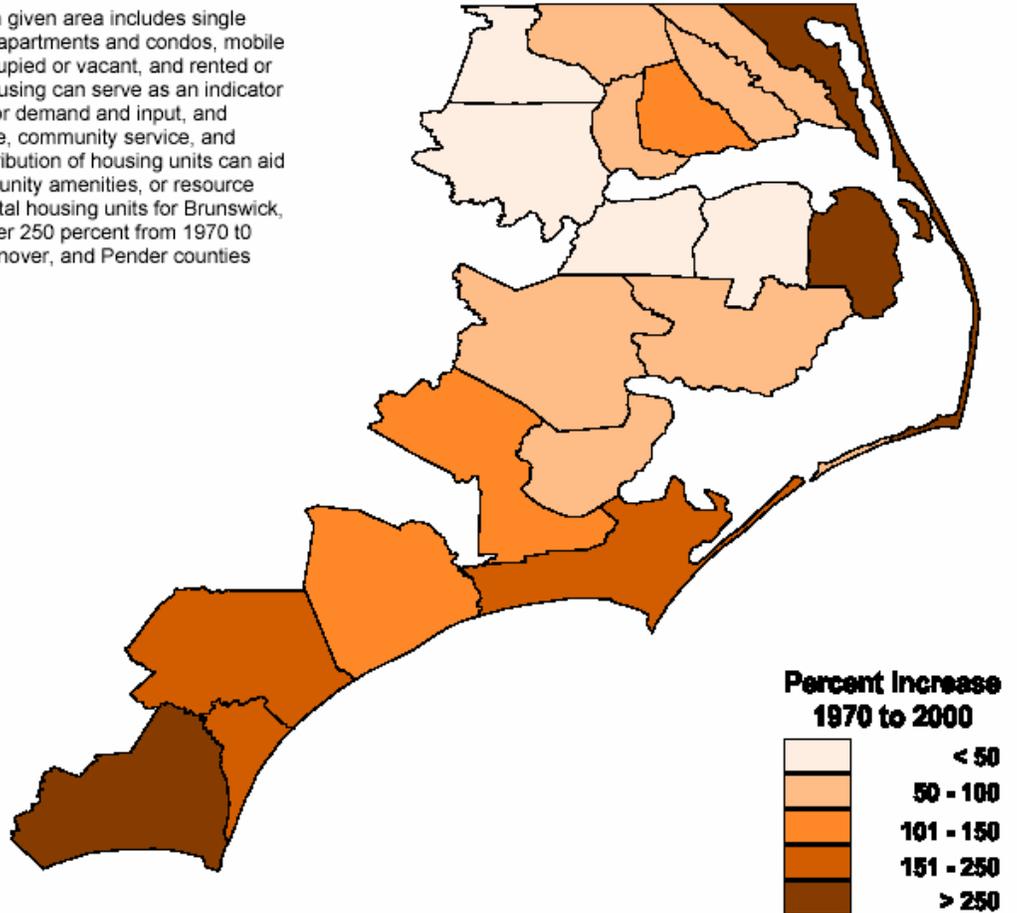
Total population is an important and widely used indicator. Population figures are used in assessments of poverty, density, labor, communications, knowledge, transportation, and financial allocations. However, just as too much water can create unfavorable or unsafe conditions, too many people in a given space can threaten biophysical and sociocultural systems beyond their limits. Total population in Brunswick and Pender counties and in Currituck and Dare counties increased by more than 120 percent from 1970 to 2000. Total population increased by between 81 and 120 percent in Carteret and New Hanover counties during the same time period. However, total population in Hertford, Bertie, and Washington counties decreased.



Appendix B– Coastal Trends in North Carolina, continued
Information provided by North Carolina SeaGrant

Total Housing Units

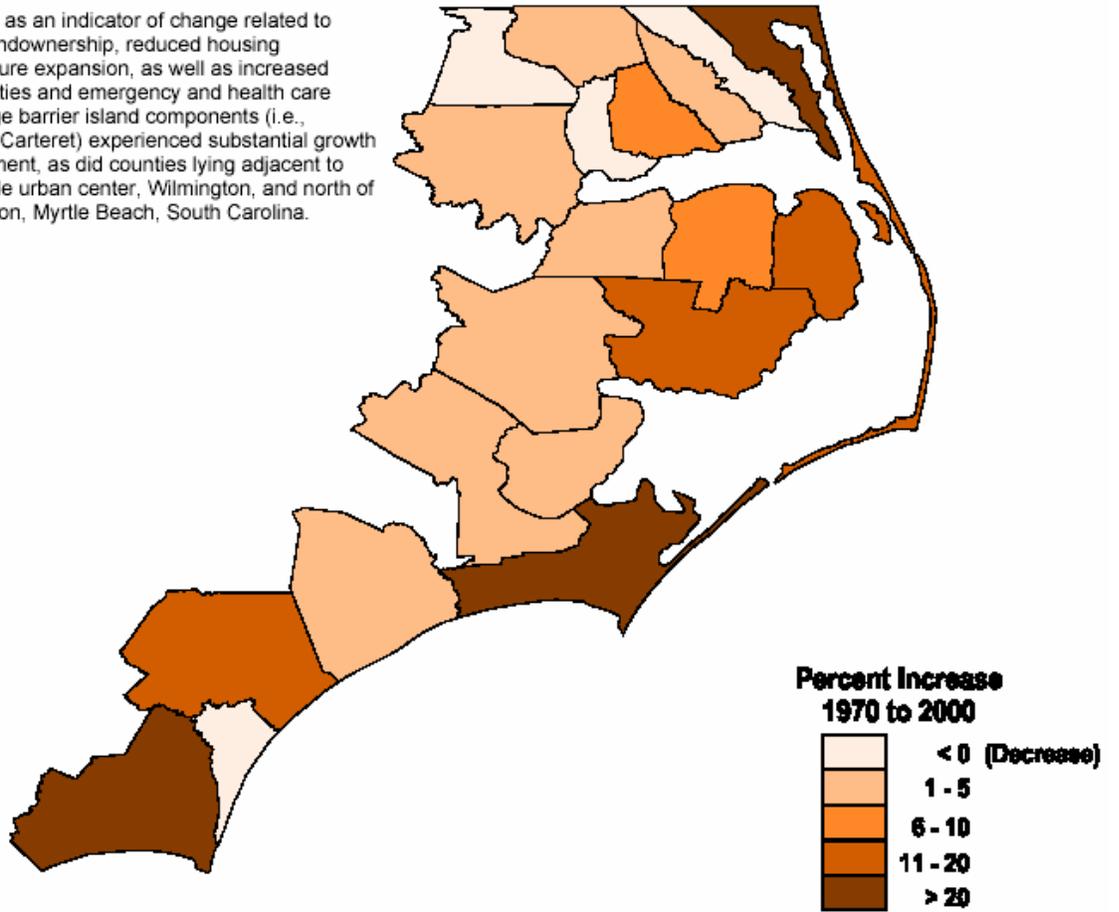
The total number of housing units in a given area includes single family homes, multi-family dwellings, apartments and condos, mobile homes and trailers, which can be occupied or vacant, and rented or owned. Measuring new residential housing can serve as an indicator of changes to the local economy, labor demand and input, and needs for transportation, infrastructure, community service, and natural resources. Assessing the distribution of housing units can aid planning for new development, community amenities, or resource management. Percent increases in total housing units for Brunswick, Currituck, and Dare counties were over 250 percent from 1970 to 2000; increases for Carteret, New Hanover, and Pender counties were over 150 percent.



Appendix B– Coastal Trends in North Carolina, continued
Information provided by North Carolina SeaGrant

Seasonal Homes

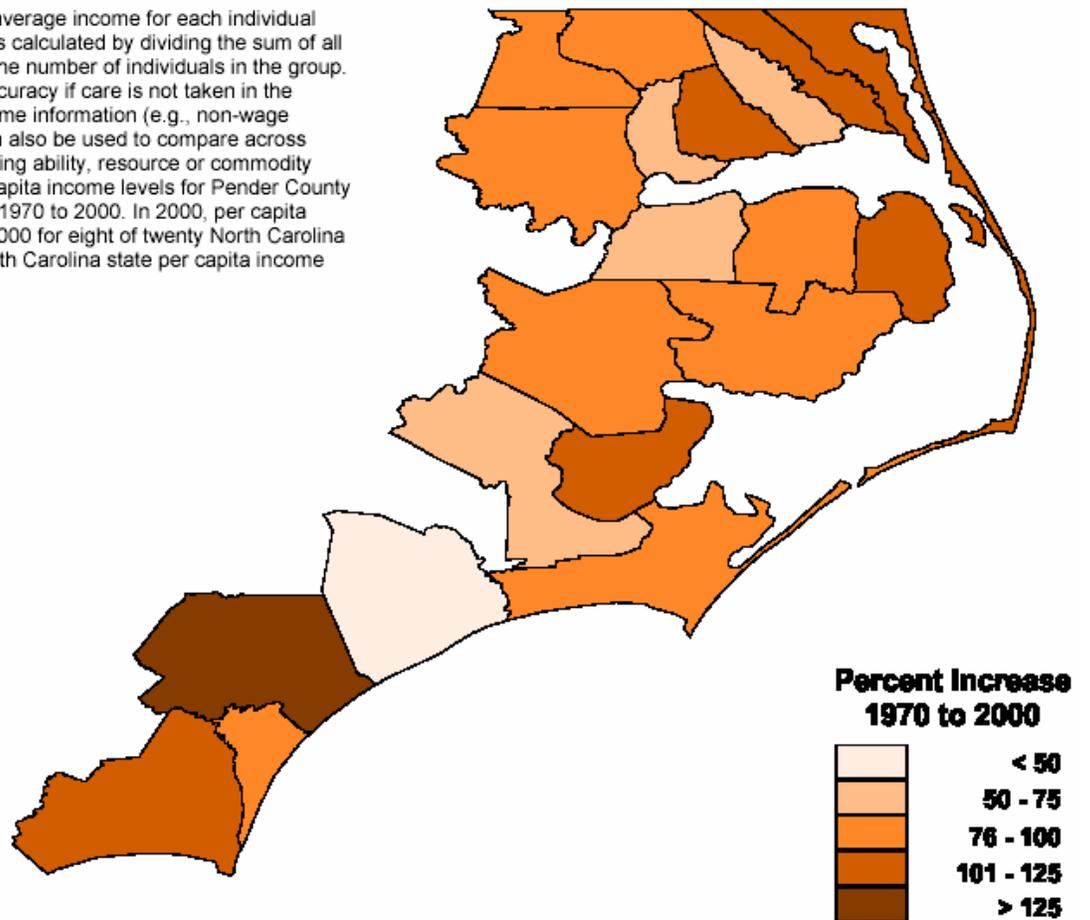
Seasonal homes can serve as an indicator of change related to increases in nonresident landownership, reduced housing affordability, and infrastructure expansion, as well as increased demands for cultural amenities and emergency and health care services. Counties with large barrier island components (i.e., Currituck, Dare, Hyde, and Carteret) experienced substantial growth in seasonal home development, as did counties lying adjacent to coastal North Carolina's sole urban center, Wilmington, and north of the popular tourist destination, Myrtle Beach, South Carolina.



**Appendix B– Coastal Trends in North Carolina, continued
Information provided by North Carolina SeaGrant**

Per Capita Income

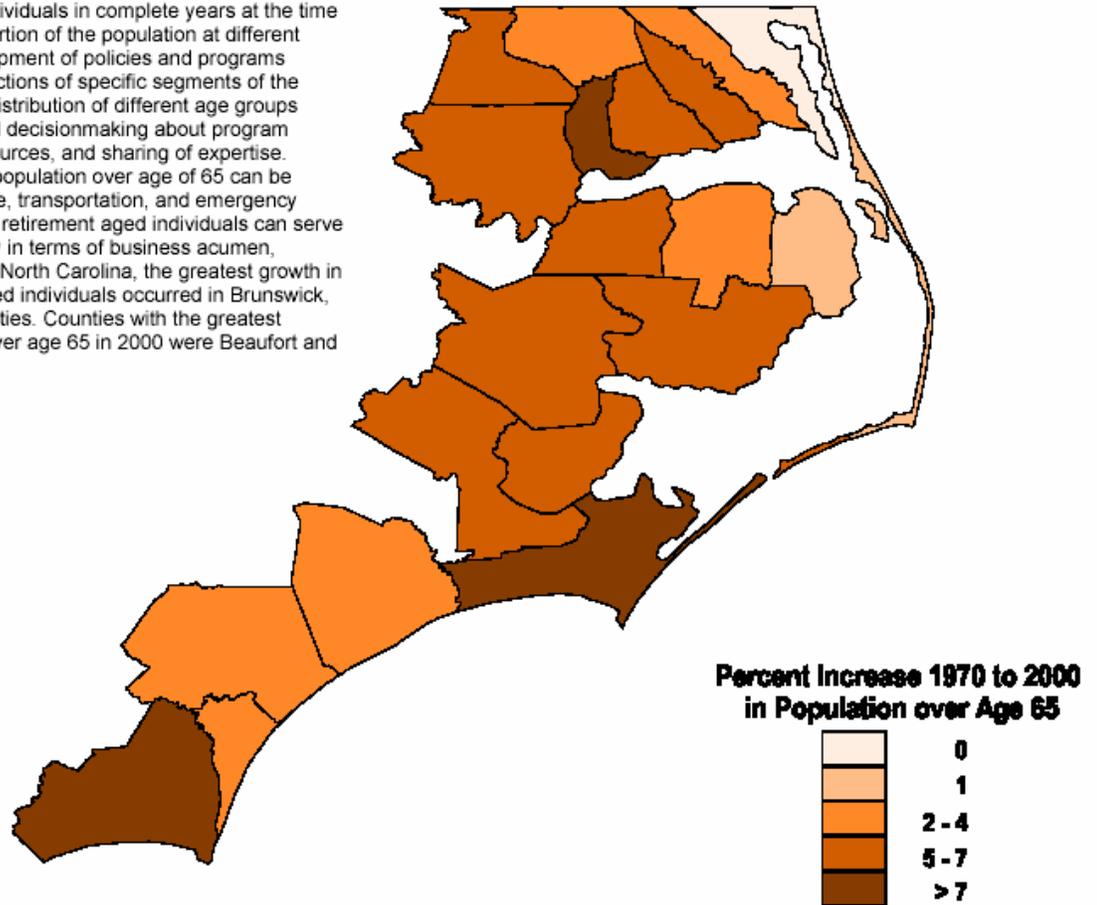
Per capita income reflects the average income for each individual (i.e., man, woman, and child) as calculated by dividing the sum of all income from a given group by the number of individuals in the group. This measure is subject to inaccuracy if care is not taken in the compilation of all available income information (e.g., non-wage income). Per capita income can also be used to compare across variables to characterize spending ability, resource or commodity affordability, and the like. Per capita income levels for Pender County increased by 125 percent from 1970 to 2000. In 2000, per capita income levels were above \$18,000 for eight of twenty North Carolina coastal counties. The 1999 North Carolina state per capita income level was \$20,307.



**Appendix B– Coastal Trends in North Carolina, continued
Information provided by North Carolina SeaGrant**

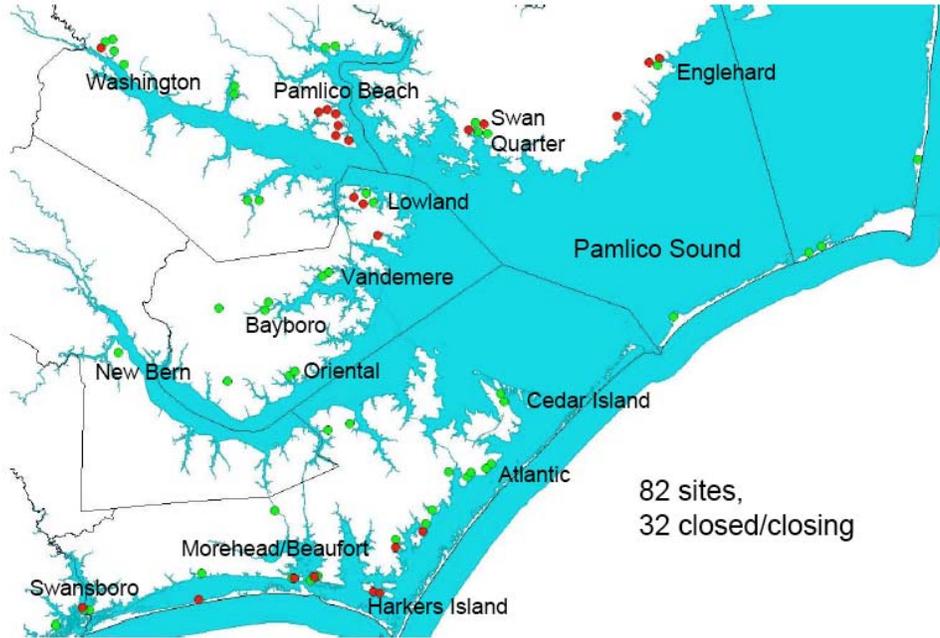
Age

Age data reflect the ages of individuals in complete years at the time of inquiry. Measuring the proportion of the population at different stages in life can inform development of policies and programs appropriate to the needs and actions of specific segments of the population. Awareness of the distribution of different age groups across coastal counties can aid decisionmaking about program development, allocation of resources, and sharing of expertise. Looking at the segment of the population over age of 65 can be useful for aspects of health care, transportation, and emergency services planning. Additionally, retirement aged individuals can serve as resources for the community in terms of business acumen, advocacy, and volunteering. In North Carolina, the greatest growth in the proportion of retirement aged individuals occurred in Brunswick, Carteret, and Pasquotank counties. Counties with the greatest proportion of total population over age 65 in 2000 were Beaufort and Pasquotank counties.



Appendix C – Loss of Fish Houses in North Carolina’s Central Coastal Region
Information provided by North Carolina SeaGrant

Central Region



**Appendix D – Traffic Count Maps for Pamlico County
Information provided by North Carolina Department of Transportation**

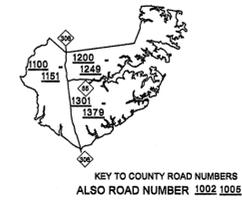
Disclaimer: The GIS Unit's goal is to provide the most accurate information as possible, the magnitude of the data prevents any guarantee of accuracy or completeness. If you find any information that is incorrect, please send your request to the GIS Unit.



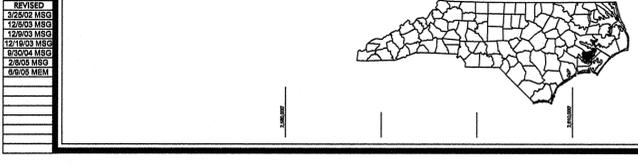
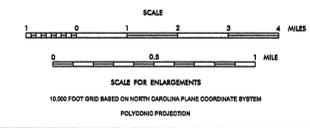
- LEGEND**
- PRIMITIVE OR UNIMPROVED ROAD
 - GRADED AND DRAINED ROAD
 - SOIL, GRAVEL OR STONE SURFACED ROAD
 - HARD SURFACED ROAD
 - 4 LANE UNDIVIDED HIGHWAY
 - DIVIDED HIGHWAY
 - HIGHWAY WITH FRONTAGE ROADS
 - FCA
 - FULL CONTROL ACCESS
 - NON-SYSTEM ROAD
 - PROJECTED LOCATION
 - INTERSECTION DISTANCE
 - TRAFFIC CIRCLE
 - HIGHWAY INTERCHANGE
 - DETAILED HIGHWAY INTERCHANGE
 - ROAD THROUGH MOUNTAIN PASS
 - HIGHWAY BRIDGE
 - UNDERPASS
 - OVERPASS
 - DRAW SPAN ON BRIDGE
 - HIGHWAY TUNNEL
 - FORD
 - INTERSTATE HIGHWAY
 - U.S. NUMBERED HIGHWAY
 - N.C. NUMBERED HIGHWAY
 - U.S. NUMBERED BICYCLE ROUTE
 - N.C. NUMBERED BICYCLE ROUTE
 - INTERSTATE INTERCHANGE NUMBER
 - SECONDARY ROAD NUMBER
 - CABLE
 - RAILROAD, ANY NUMBER OF TRACKS USED BY SINGLE OPERATING COMPANY
 - RAILROAD, ANY NUMBER OF TRACKS USED BY MORE THAN ONE OPERATING COMPANY, OR ADJACENT
 - RAILROAD STATION
 - GRADE CROSSING
 - UNDERPASS
 - OVERPASS
 - RAILROAD TUNNEL
 - INLET AREA
 - URBAN EXTENSION
 - BOUNDARY LINE
 - RESERVATION OR PARK BOUNDARY
 - CITY LIMIT
 - NATIONAL FOREST BOUNDARY
 - STATE FOREST BOUNDARY
 - FEDERAL GAMELAND BOUNDARY
 - STATE GAMELAND BOUNDARY
 - MILITARY RESERVATION BOUNDARY
 - COUNTY LINE
 - STATE LINE
 - INCORPORATED CITY OR VILLAGE (GENERALIZED)
 - FREE OR TOLL FERRY
 - CANAL
 - NARROW STREAM
 - WIDE STREAM
 - DAM WITH LOCK
 - DAM
 - RESERVOIR, POND, OR LAKE
 - COMMUNITY AND TOWN CENTER
 - COUNTY SEAT
 - SCHOOL
 - HOSPITAL
 - COLLEGE OR UNIVERSITY
 - CHURCH
 - CHURCH WITH CEMETERY
 - CEMETERY
 - PATROL STATION
 - CORRECTIONAL OR PENAL INSTN.
 - HIGHWAY GARAGE OR MAINT. YARD
 - HIGHWAY DIV. OR DIST. OFFICE
 - WEIGHT STATION
 - MONUMENT-SMALL HISTORICAL SITE
 - LIGHTHOUSE
 - MOUNTAIN PEAK
 - REST AREA
 - TRANSLATION STATION
 - COAST GUARD STATION
 - MILITARY AIRFIELD
 - COMMERCIAL OR MUNICIPAL FIELD
 - HANGAR ON FIELD
 - LANDING STRIP
 - MARKED AUXILIARY FIELD



2005 AADT
ANNUAL AVERAGE DAILY TRAFFIC
PAMLICO COUNTY
NORTH CAROLINA
 GENERATED BY THE
TRAFFIC SURVEY UNIT
 TRANSPORTATION PLANNING BRANCH
 PREPARED BY THE
NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 INFORMATION TECHNOLOGY - GIS UNIT
 IN COOPERATION WITH THE
U.S. DEPARTMENT OF TRANSPORTATION
 FEDERAL HIGHWAY ADMINISTRATION



NOTE: MAP INCLUDES ONLY STATE MAINTAINED ROADS OR IMPORTANT NON-SYSTEM ROADS. ROADS SHOWN AS OF JUN. 9, 2005.



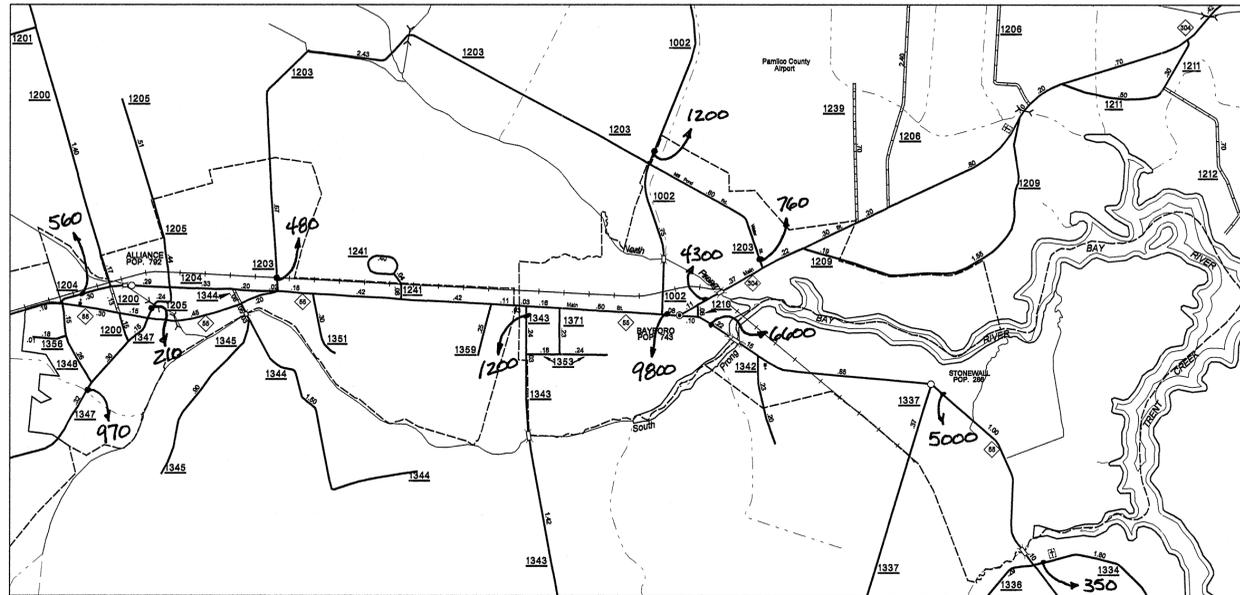
Disclaimer: The GIS User's goal is to provide the most accurate information as possible, the magnitude of the data prevents any guarantee of accuracy or completeness. If you find any information that is incorrect, please send your request to the GIS Unit.

COPIES OF THIS MAP ARE AVAILABLE TO THE PUBLIC AT A MINIMAL COST.
ADDRESS:
DEPARTMENT OF TRANSPORTATION
INFORMATION TECHNOLOGY SYSTEMS
P.O. BOX 12190
RALEIGH, N.C. 27619

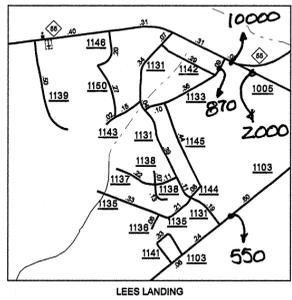
REVISIONS
3/2005 MSJ
12/2005 MSJ
11/2005 MSJ
10/2004 MSJ
11/2003 MSJ
2/2003 MSJ
8/2002 MSJ

PAMLICO

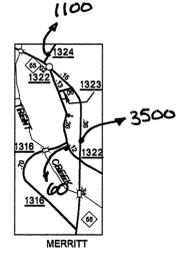
SUP 1



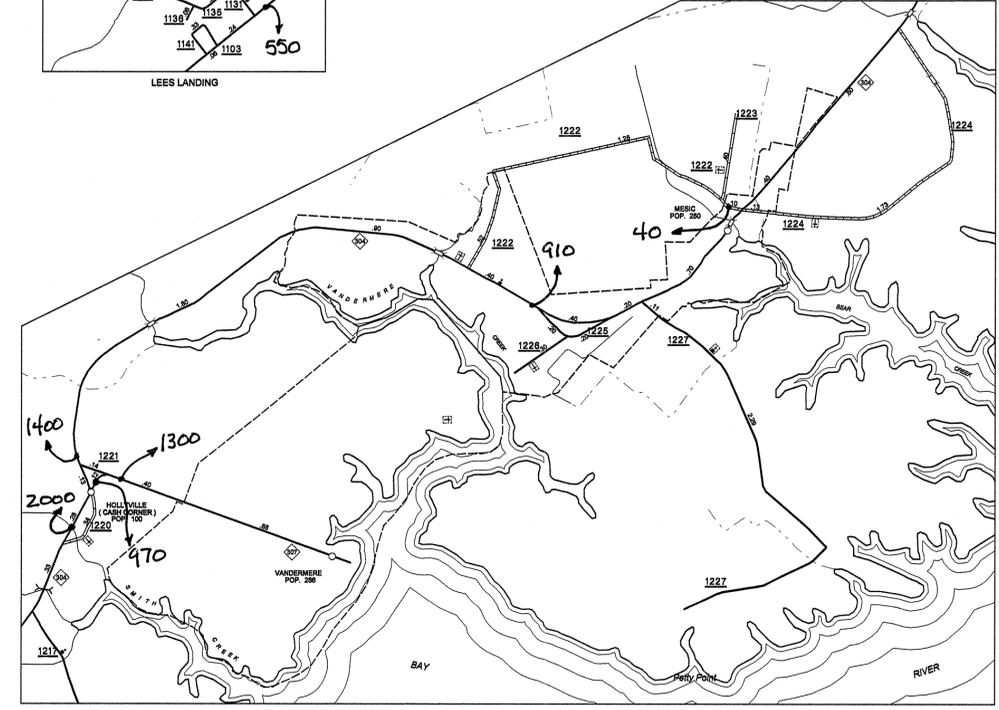
BAYBORO



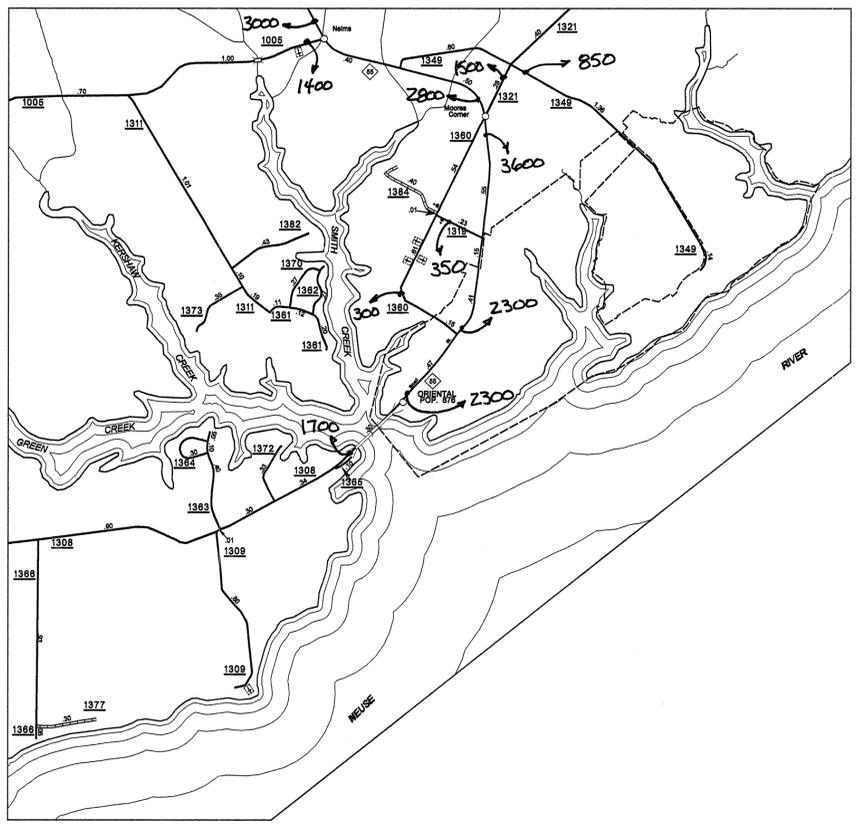
LEES LANDING



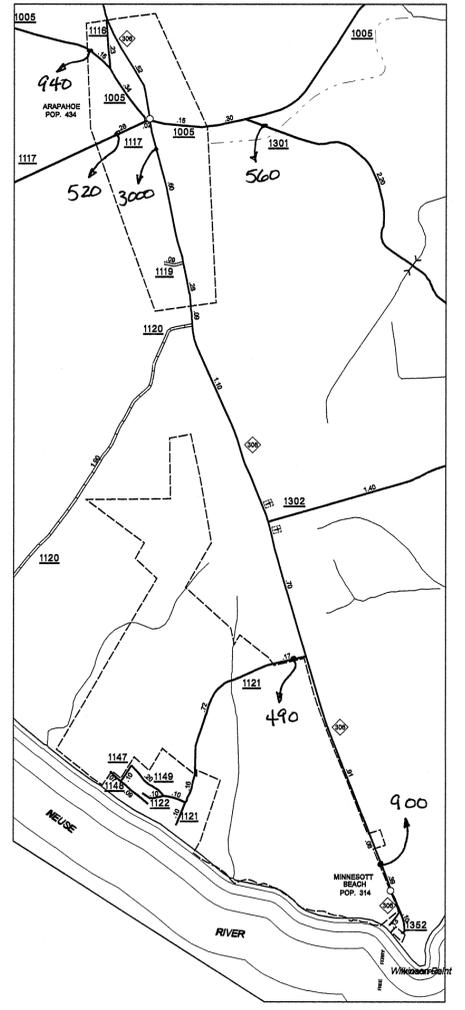
MERRITT



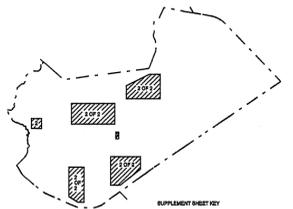
VANDERMERE



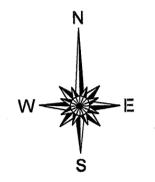
ORIENTAL



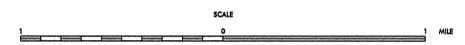
MINNESOTT BEACH ARAPAHOE



SUPPLEMENT SHEET 127



ENLARGED MUNICIPAL AND SUBURBAN AREAS
2005 AADT
 ANNUAL AVERAGE DAILY TRAFFIC
PAMLICO COUNTY
 NORTH CAROLINA
 GENERATED BY THE
TRAFFIC SURVEY UNIT
 TRANSPORTATION PLANNING BRANCH
 PREPARED BY THE
 NORTH CAROLINA DEPARTMENT OF TRANSPORTATION
 INFORMATION TECHNOLOGY - GIS UNIT
 IN COOPERATION WITH THE
 U.S. DEPARTMENT OF TRANSPORTATION
 FEDERAL HIGHWAY ADMINISTRATION



10,000 FOOT GRID BASED ON NORTH CAROLINA PLANE COORDINATE SYSTEM
 POLYCONIC PROJECTION

Appendix E – Traffic Count Estimates and Visitor Impact Calculations

	Annual Average Daily Traffic	Estimated Vehicles/ Year	Population of nearest town	Estimated 5% annual non-local traffic/ vehicles	Average tourism expenditures per party*	Estimated 1% annual non-local traffic/ vehicles	Average tourism expenditures per party*
Hwy 55 County Line	11,000	4,015,000		200,750	\$74,076,750	40,150	\$14,815,350
Alliance/ Bayboro Area	10,000	3,650,000	Alliance - 792	182,500	\$67,342,500	36,500	\$13,468,500
	9,800	3,577,000	Bayboro - 743	178,850	\$65,995,650	35,770	\$13,199,130
	8,900	3,248,500		162,425	\$59,934,825	32,485	\$11,986,965
	6,600	2,409,000		120,450	\$44,446,050	24,090	\$8,889,210
Hwy 306 to M. Beach	3,200	1,168,000	Minnesott Beach -314	58,400	\$21,549,600	11,680	\$4,309,920
	900	328,500		16,425	\$6,060,825	3,285	\$1,212,165
Hwy 55 to Oriental	3,600	1,314,000	Oriental - 876	65,700	\$24,243,300	13,140	\$4,848,660
	2,300	839,500		41,975	\$15,488,775	8,395	\$3,097,755
	1,700	620,500		31,025	\$11,448,225	6,205	\$2,289,645
Hwy 304 to Vandemere	2,000	730,000	Vandemere - 266	36,500	\$13,468,500	7,300	\$2,693,700
	1,400	511,000	Mesic - 280	25,550	\$9,427,950	5,110	\$1,885,590
Hobucken	820	299,300		14,965	\$5,522,085	2,993	\$1,104,417
Other Averages Notes on NC DOT map							
	5,000	1,825,000		91,250	\$33,671,250	18,250	\$6,734,250
	4,300	1,569,500		78,475	\$28,957,275	15,695	\$5,791,455
	900	328,500		16,425	\$6,060,825	3,285	\$1,212,165
	560	204,400		10,220	\$3,771,180	2,044	\$754,236
	480	175,200		8,760	\$3,232,440	1,752	\$646,488
	350	127,750		6,388	\$2,356,988	1,278	\$471,398
	190	69,350		3,468	\$1,279,508	694	\$255,902

**Trip average (\$369) for North Carolina resident visitors provided by NC Division of Tourism

Appendix F - Pamlico County Assets Inventory
Data available on CD provided here

Appendix G - Pamlico County SWOT Analysis

Objectives:

1. To determine whether tourism is a viable option for economic diversification in Pamlico County.
2. To create a sustainable tourism plan for Pamlico County that promotes economic development while minimizing the social/environmental impact on the community.
3. To provide the students of PRT 491-D a real-life experience in researching, developing, and presenting a tourism plan.

Summary

The class participated in a SWOT analysis on March 22, 2007.

Strengths: The most recognized strength is the abundance of natural areas, including the coastal waters and several unspoiled wilderness sites. Another strength is the existing agriculture and aquaculture. The people of Pamlico provide their knowledge of area history and "local color" stories. The volunteer pool, while small, is dedicated to promoting the Pamlico way of life. The town of Oriental seems particularly proud of its "quirky" personality. Support from Bill Ellers and Cooperative Extension underscores the community's interest in creating a thriving community. The combination of its natural surroundings and easy-going people makes the county a quiet, relaxing destination.

Weaknesses: Located "in the middle of nowhere," the county is not a convenient trip for most people. Currently most tourists are transient and bring little new money into the county. Further, a lack of viable nightlife, restaurants, lodging, and adequate signage makes Pamlico uninviting to most tourists. Adding to the problem is that businesses, which attract tourists, such as museums, rely exclusively on volunteers and have inconsistent business hours. City-County in-fighting also prevent a weakness that must be overcome by gaining broad community support for tourism.

Opportunities: Pamlico County is a "fresh canvas" to be shaped into a new destination alternative. The county could become an area that promotes health and wellness with spas or capitalize on the small arts scene by promoting local artists. There also are a number of existing festivals that could be more widely promoted. Cooperative marketing opportunities with nearby areas, such as New Bern, could promote tourism to the area. Agritourism, outdoor recreation, birding, and camping are several ways that the county could use existing resources to bring new money into the area.

Threats: The proposed OLF is a threat to the natural environment of Pamlico. Overdevelopment could contribute to the diminishing public access to water and bring in the wrong kind of tourism. With mismanagement of resources, the county could lose its agriculture, history, and charm.

Attached is a complete list of the strengths, weaknesses, opportunities, and threats that the class discussed.

Strengths

- Coastal waters
- Unspoiled wilderness
- Pocosin
- Small-town charm / Oriental's "quirkiness"
- Unique shops
- Seafood
- Circle 10
- Safety
- Restaurants
- Quiet, friendly environment
- Relaxed, slow pace
- Access to land/water
- Agriculture
- Aquaculture
- Bill Eilers/Cooperative Extension
- Community people
- Residential interest
- Charity interest
- Local color
- Historical interest
- Teachers/instructors
- Dogs
- Camps
- Festivals
- Paddle

Weaknesses

- Remote location/ final stop destination
- County vs. City in fighting
- Lack of nightlife
- Resistance to change
- No diversity
- Transient visitors do not spend money in PC
- Bad signage
- Road conditions
- Lack of public transportation
- Lack of law enforcement
- No gas stations
- Parking (Oriental)
- Few sidewalks/not pedestrian friendly
- Lack of hospitality
- Inconsistent business hours
- No TDA
- No real beaches
- Flooding
- Close-minded leadership
- Aesthetics
- Residential turnover
- No trails
- Brain drain
- Mental illness/drugs/Cancer

- Lack of childcare/working single moms
- Lack of educational opportunities
- Poverty
- No educational tourism
- Land prices/inflation
- Misused occupancy tax
- Not many tourists to choose from
- Lack of lodging
- Lack of healthcare
- Lack of restaurant variety

Opportunities

- “Fresh canvas”
- Interpretive services
- Fresh seafood
- Festivals and events
- Camps
- Pocosins
- Pier (Oriental)
- Youth environmental education
- Agro-tourism education
- Park development
- Hotels/lodging
- Entrepreneur/business
- Community pride
- Pamlico Packing/seafood
- Outdoor recreation (biking, paddling)
- Oriental Running of the Dragon
- Arts/Circle 10
- Retreats/workshops
- Birding
- SAVE Market
- Spa, health and wellness
- Senior citizens recreation
- Hospital care
- New resident welcoming program
- Cooperative marketing
- Historical/heritage tourism (myths/storytelling)

Threats

- OLF
- Diminishing water access
- Overdevelopment
- Flooding
- Destination
- Older-aged population
- Potential to bring in wrong type of tourism
- Losing small-town feel
- Losing agriculture
- Losing historical knowledge
- Other destinations, such as New Bern, that have more to offer

- End of tourism boom

Appendix H - Green Building Information and Sources

In the United States, buildings account for over one-third of total energy use and nearly three-fourths of total electricity consumption. Additionally, buildings contribute 136 million tons of waste output annually (US Green Building Council, 2007). The built environment affects not only the local natural resources, but also the local economy and population health. Incorporating green building into the development of a new tourist destination is a matter of curtailing potential harmful effects of tourism while recognizing a growing market.

As tourists increasingly seek out more authentic travel experiences, they also aim to minimize the impact that their trip has on a local area. Ecotourism currently comprises 7% of all international travel and is expected to increase annually by 10%-30% (Cosgrove, et al, 2005). The benefits of ecotourism include:

- Generating local employment
- Stimulating domestic industry
- Providing a need for the rural economy
- Promoting an protecting local environment

Specifically, the benefits for Green Building include:

- Enhancing and protecting ecosystems and biodiversity
- Improving air and water quality
- Reducing solid waste
- Reducing operating costs
- Improving employee productivity and satisfaction
- Minimizing strain on local infrastructure

To successfully incorporate green building tourism suppliers can (Matthiessen and Morris, 2004):

1. Work with organizations that offered programs on LEED (Leadership in Energy and Environmental Design) guidelines. LEED provides education on green building not only for new commercial buildings, but existing building operations and maintenance, as well.
2. Work with design and construction teams that are familiar with and committed to sustainability.
3. Create a LEED checklist at the beginning of the project.
4. Align the budget with the program. Develop a cost model that allocates funds for green building, which will create a clear understanding of budget limitations.
5. Stay focused by documenting the project. Create a checklist that is regularly monitored and updated as needed.

There are several ways to incorporate green building technologies into tourism for Pamlico County. Some suggestions include (Swarbrooke, pp.299-303):

New Properties

- Scout locations for new properties that minimize the number of trees that have to be cut down.
- Use as many local materials as possible.
- Solar energy can be incorporated in small ways, such as solar-powered systems for heating hot water.
- Use local labor to build and maintain resorts.

- Keep hotel properties small. No skyscrapers. Limit the heights of buildings.

Existing Properties

- Have a written policy regarding the environment.
- Replace disposable materials with materials that can be recycled or reused.
- Replace individual soaps and shampoos with containers that can be replaced in bulk.
- Incorporate special tap regulators to reduce water flow.
- Reduce the frequency of laundering by allowing guests to choose when they need new towels and sheets.
- Use energy efficient light bulbs and ceiling fans.
- Install bedroom electrical systems that are operated by key-controls so that lights go out automatically when guest leaves room.
- Employ local people.
- Use local vendors for supplies, including food.
- Work with local organizations to create awareness of green technologies.
- Use eco-friendly methods to treat waste water.
- Provide tourists with information about local cultures and customs.
- Use biodegradable soaps and detergents.
- Provide public recycling bins.

For more information, check out these Green Organizations:

The International Ecotourism Society (www.ecotourism.org)
US Green Building Council (www.usgbc.org)
Environmental Protection Agency (<http://www.epa.gov/greenbuilding/>)
The Green Plan for Hotels (<http://www.p2pays.org/hospitality/>)
Green Hotels Association (<http://www.greenhotels.com/>)
NC Solar Center (<http://www.ncsc.ncsu.edu/>)

Appendix I – Funding Sources

MULTI-FOCUS SOURCES

Southern Rural Development Center

Each issue of Grant Connections lists Rural Development, Land Grant Scholarship and Outreach Education opportunities

<http://srdc.msstate.edu/funding/dec06.htm>

Grants.gov

Over 1,000 grant programs offered by all Federal grant making agencies.

<http://www.grants.gov/>

USDA Cooperative State Research, Education and Extension Service

Available or anticipated competitive grants or cooperative agreements are found at

<http://www.csrees.usda.gov/fo/funding.cfm>

Rural Cooperative Development Grant Program

Rural Cooperative Development grants are made for establishing and operating centers for cooperative development for the primary purpose of improving the economic condition of rural areas through the development of new cooperatives and improving operations of existing cooperatives. The U.S. Department of Agriculture desires to encourage and stimulate the development of effective cooperative organizations in rural America as a part of its total package of rural development efforts.

<http://www.rurdev.usda.gov/rbs/coops/rcdg/rcdg.htm>

COMMUNITY / ECONOMIC DEVELOPMENT

2007 Women for Women Grant Program

The 2007 *Women for Women* Grant Program aims to improve the lives of women in Western North Carolina by offering grants of \$35,000 to \$100,000 to help the most vulnerable women in crisis situations. Please access the website at www.cfwnc.org for more information, materials and instructions on how to apply or contact Lisa Forehand (forehand@cfwnc.org or 828.254.4960, x112) with your project ideas.

Appalachian Regional Commission (ARC)

Offers assistance for sustainable economic development to communities in thirteen states in Appalachian including North Carolina. Grant information is found at

www.arc.gov/index.do?nodeId=5.

Arts in Education Grants: North Carolina Arts Council

For schools and nonprofit organizations to strengthen the use of the arts in pre K12 settings. We give priority to funding the fees of professional artists to work in educational settings and collaborations between arts organizations and school.

Visit http://www.ncarts.org/freeform_scrn_template.cfm?ffscrn_id=17 for more information.

BASF: The Chemical Company Grants

BASF Corporation makes donations to non-profit organizations in the United States in line with its commitment to sustainable development. They focus their donations in areas that leverage our expertise in science.

<http://www.basf.com/corporate/index.html>

Blue Moon Fund

The Blue Moon Fund seeks to improve the human condition by changing the relationship between human consumption and the natural world. The fund supports exploration of new cultural

and economic approaches to resource and energy use. The fund is governed by a three-member board and employs nine professional staff.

<http://www.bluemoonfund.org/>

Bright Ideas Educational Grant Program

The Bright Ideas grant program, sponsored by North Carolina's electric cooperatives, strives to improve education in North Carolina classrooms by awarding grants to teachers for innovative, classroom-based projects in grades K-12 that would not otherwise be funded.

<http://www.ncbrightideas.com/bilnformation.asp>

Brookdale Foundation Group National Respite

Grants of up to \$7,500 will help up to 15 groups develop respite daycare programs for people with Alzheimer's disease and their family caregivers. Visit their website for more information.

<http://www.brookdalefoundation.org/respitemprogram.htm>

Brownfields Center

The Environmental Law Institute's Brownfields Center provides essential information on Brownfields cleanup and redevelopment with a focus on the concerns and needs of community groups across the country. The Center's goal is to encourage and support effective citizen participation in the redevelopment of Brownfields. More info at

<http://www.brownfieldscenter.org/big/about.shtml>.

Brownfields Resource Guide for Rural and Small Communities

The National Association of Development Organizations (NADO) provides training, information and representation for regional development organizations in small metropolitan and rural America. The NADO Research Foundation has prepared a guide which features federal and state agencies, technical assistance resources, national organizations and funding sources. It is meant to be a starting point for researching available resources; it is not a complete guide. For information and full guide, visit <http://www.nado.org/pubs/rguide04.pdf>.

Catholic Campaign for Human Development

Funding (\$500 - \$5,000) is available for small grassroots organizations working on justice issues through the local grants program of the Catholic Campaign for Human Development. One of their important criteria is that the people being targeted/ served be involved in the effort.

<http://www.nccbuscc.org/cchd/grant.shtml>

Community College Encore Career Grants MetLife Foundation/ Civic Ventures

Civic Ventures will provide up to 10 grants of \$25,000 each to community colleges that are finding ways to unleash the power of baby boomers as a workforce for social good. Colleges that receive grants will be leaders in the effort to help people over 50 transition from midlife careers to encore careers. Learn more at <http://www.civicventures.org/>.

Community Development Block Grant (CDBG)

CDBG is targeted initially to Tier 1 and 21st Century Communities, counties as well as their municipalities, eligible for Small Cities CDBG funds. The new program, funded at \$1,000,000, will award grants of \$150,000 to \$250,000. DCA expects to fund five to seven grants. The program has two components. The first is to create or retain jobs and the second is to foster an entrepreneurial environment that will continue to operate and function long after the grant is closed. DCA is interested in projects where the community has already conceived an idea, may be ready to move beyond the idea stage, includes partners and/or a team, and is moving towards or ready to look for funding.

<http://www.dca.commerce.state.nc.us/cdbg/>

Compassion Capital Fund Demonstration

Funds will be awarded to experienced intermediary organizations to assist faith-based and community organizations with capacity building activities in five critical areas: 1) leadership development, 2) organizational development, 3) program development, 4) revenue development

strategies, and 5) community engagement. <http://www.acf.hhs.gov/grants/open/HHS-2007-ACF-OCS-EJ-0035.html>

Conservation Fund's Resourceful Communities Program (RCP)

The RCP hosts a yearly statewide gathering of community leaders. The 11th Grassroots Convening will be held on April 25-26 in 2007; details will be available soon. RCP blends innovative techniques to help North Carolina's rural communities create new economies that protect and restore, rather than extract, natural resources. Because RCP works closely with local partners, we help ensure local ownership of long-term economic, social, and environmental change. For more information, contact Kathleen at kemarkstcf@earthlink.net or 919.967.2223, x11.

Creating Place: Community Public Art and Design Grants – North Carolina Arts Council

For communities to engage artists in the development of community public art and design projects that will enhance the community for its residents and visitors. Grants for Arts Facility Design are also offered. Visit

http://www.ncarts.org/freeform_scrn_template.cfm?scrn_id=125

Environment Education Grants Program

The Grants Program sponsored by EPA's Environmental Education Division (EED), Office of Children's Health Protection and Environmental Education, supports environmental education projects that enhance the public's awareness, knowledge, and skills to help people make informed decisions that affect environmental quality. EPA awards grants each year based on funding appropriated by Congress. Annual funding for the program ranges between \$2 and \$3 million. More than 75 percent of the grants awarded by this program receive less than \$15,000.

<http://www.epa.gov/enviroed/grants.html>

Folklife Grants: North Carolina Arts Council

For artists and organizations for projects that document and promote public appreciation of the states folk and traditional arts. Visit http://www.ncarts.org/grants_pgrams.cfm?ID=6 for more info.

Fund for Southern Communities

This Foundation provides grants (most under \$5000 or \$10,000) to small to mid-size organizations (budgets under \$150,000) that do community organizing, social change and advocacy work. They do not fund social services. For more information or to confirm if your organization's mission fits the guidelines, visit <http://www.fundforsouth.org> or call their office at 404 -371-8404.

General Support Grants: North Carolina Arts Council

For organizations that, over time, have consistently produced strong arts programs and demonstrated strong management and financial accountability. Grants support the organization's ongoing artistic and administrative functions. http://www.ncarts.org/grants_programs.cfm?ID=7

Golden Leaf Foundation

The Foundation was established by the State of North Carolina in 1999 for the purposes of receipt and distribution of a portion of the funds North Carolina receives as a result of the tobacco settlement in North Carolina. Grant information is found at www.goldenleaf.org.

Google Grants In-Kind Advertising for Nonprofits

The Google Grants program supports organizations sharing their philosophy of community service to help the world in areas such as science and technology, education, global public health, the environment, youth advocacy, and the arts. Designed for 501(c) (3) non-profit organizations, Google Grants is a unique in-kind advertising program. It harnesses the power of our flagship-advertising product, Google AdWords, to non-profits seeking to inform and engage their constituents online. Google Grants has awarded AdWords advertising to hundreds of non-profit groups whose missions range from animal welfare to literacy, from supporting homeless children to promoting HIV education. Visit <http://www.google.com/grants> to learn more.

Grants.Gov

Grants.gov was born as a governmental resource named the E-Grants Initiative, part of the President's 2002 Fiscal Year Management Agenda to improve government services to the public. Grants.gov is a central storehouse for information on over 1,000 grant programs and access to approximately \$400 billion in annual awards.

http://www.grants.gov/aboutgrants/about_grants_gov.jsp

Grassroots Arts Program: North Carolina Arts Council

Distributes funds for arts programming, primarily through local arts councils, to all 100 counties using a per capita based formula. Funds are distributed by the three types of Grassroots Partners: Designated County Partners, Provisional County Partners and Regional Arts Partners.

http://www.ncart.org/freeform_scrn_template.cfm?ffscrn_id=124

Hamburger Helper: My Hometown Helper

"We want to help as many towns as we can, from small projects to big projects." This foundation lends a hand with any projects a community may need. From anything as simple as lights or bleachers for the baseball, soccer, or football fields to clean up projects. My Hometown Helper can provide up to \$15,000. For further information visit

<http://www.myhometownhelper.com/LearnMore.aspx>

Harry Chapin Self Reliance Award: World Hunger Year

Cash prizes of up to \$5,000 each will honor community-based groups seeking out creative and sustainable ways to reduce hunger and poverty that can be duplicated.

Visit their website for more information. http://www.worldhungeryear.org/comm_conn/hcsra.asp

The Home Depot Foundation

The Home Depot Foundation has grants available to nonprofits building affordable housing using green building techniques. There are two categories, homeownership and rental. Within each category, up to seven grants will be made: \$75,000 to the winning entry, \$25,000 to the second most competitive entry and up to five Honorable Mention grants of \$2500 each. Visit

http://www.homedepotfoundation.org/awards_housing_apply.html for more information.

HP Microenterprise Development Program

HP will award grants to nonprofit microenterprise development agencies, programs and higher education institutions that provide start up assistance, business training, and access to capital and advice to entrepreneurs and very small businesses in underserved communities.

http://www.raconline.org/funding/funding_details.php?funding_id=1508

John Deere Foundation Charitable Contribution Grant

John Deere places a high priority on improving the quality of life in the areas it serves, and the Foundation gives priority to applications that fall in its four major program areas, which are: arts and culture, community development, education, and health and human services. Visit

http://www.deere.com/en_US/compinfo/media/pdf/csr/foundation_form.pdf for more information.

Or you can also contact:

Cheryl A. Ashcraft, Manager

John Deere Foundation Charitable Contributions

One John Deere Place

Moline, IL 61265

Phone: 309-748-7955

The Kresge Foundation

The Kresge Foundations mission is to strengthen nonprofit organizations that advance the well-being of humanity. The Kresge Foundation is a \$3 billion national foundation that builds stronger nonprofit organizations; catalyzing their growth, helping them connect with their stakeholders, and challenging them with grants that leverage greater support. The Foundation concentrates its

programming on capital campaigns as a key opportunity for nonprofit growth.
<http://www.kresge.org/content/displaycontent.aspx?CID=24>

Laura Jane Musser Fund

Four to six programs will receive up to \$35,000 each for efforts to engage residents of rural areas in environmental decision-making, management, and volunteerism. Open to nonprofits and local government agencies. Check out <http://www.musserfund.org/> for more information.

Libri Foundation

The foundation will match grants of \$50-\$350 to help rural libraries acquire new hardcover children's books. Open to rural libraries. Visit their website for more information.
<http://www.librifoundation.org/>

Local Initiative Funding Partners Grants Robert Wood Johnson Foundation

Three- or four-year grants of up to \$500,000 each will be awarded to community projects that team up with local grant makers to improve health care for underserved people. Visit their website for more information. <http://www.rwjf.org/cfp/lifp>

“More Kids in the Woods”

This grant/project is to help re-establish the relevance of the nation's forests and grasslands to all Americans, especially young people and urban populations. It aims to build meaningful connections with nature. The primary objective of the project is to expand existing, innovative partnerships that provide meaningful, hands-on experience with public lands. \$10,000 is the minimum amount that will be awarded to a project. For more information, contact Kristen Nelson, Interpretive Services Manager for Recreation and Heritage Resources, Washington Office, kristennelson@fs.fed.us.

National Association of Counties (NACo)

The National Association of Counties (NACo) is the only national organization that represents county governments in the United States. The NACo provides essential services to the nation's 3,066 counties. NACo advances issues with a unified voice before the federal government, improves the public's understanding of county government, assists counties in finding and sharing innovative solutions through education and research, and provides value-added services to save counties and taxpayers money. <http://www.naco.org/Template.cfm?Section=Home>

NCSU Office of Extension, Engagement, and Economic Development

Funds are available for proposals related to extension and engagement activities for the 2007-08 fiscal years. Proposals due by Noon to Office of Extension, Engagement, and Economic Development April 15, 2007. Funding cycle is June 30, 2007 -September 15, 2008. For more information, see <http://www.ncsu.edu/extension/about/eedgrants.php>.

Neighborhood Excellence Initiative Bank of America Charitable Foundation

In each of BOA's 40 markets, two organizations, five local heroes, and five student leaders will receive grants totaling \$450,000. Within each market, two grants of \$200,000 each will be awarded to local nonprofits that work toward neighborhood revitalization; five grants of \$5,000 each will be awarded to community leaders whose neighborhoods have been positively affected by their achievement; five high school students will be offered paid summer internships with a community development group. Visit their website for more information.
http://www.bankofamerica.com/foundation/index.cfm?template=fd_neighborexcel

North Carolina Rural Economic Development Center, Inc.

For more than a decade, the Rural Center has been making sound investments in North Carolina's rural communities. The center puts public and private dollars to work; investing in new ideas, expanding rural infrastructure and supporting community-based organizations.
<http://www.ncruralcenter.org/>

The Oak Hill Fund

The Oak Hill Fund uses an on-line grant application process. The Oak Hill Fund only awards grants to organizations that are tax exempt under Section 501(c)(3) of the Internal Revenue Code. This Fund prefers project-specific requests in lieu of requests for general operating support. The Oak Hill Fund only supports overhead (administrative and fundraising expenses) that is required for the proposed project.

<http://www.oakhillfund.org/>

Contact:

Jeff Adams, Chief Financial Officer

The Oak Hill Fund

P.O. Box 1624

Charlottesville, VA 22902

Operation Lead Elimination Action Grant Program Grant

The purpose of Operation Lead Elimination Action Program is to provide grants to private sector and nonprofit organizations to leverage funds for addressing lead hazards in privately owned housing units and eliminating lead poisoning as major public health threat to young children. Visit

https://apply.grants.gov/forms_apps_idx.html or

<http://www.grants.gov/search/search.do?mode=VIEW&oppld=13014>

Organizational Development: North Carolina Arts Council

Grants for short-term technical assistance and long-term organizational development through the New Realities program. This provides funds to organizations to hire knowledgeable consultants to strengthen management and programs, sponsor workshops or conferences, develop a resource publication, or engage in community cultural planning. It also provides funds on a limited basis for staff members to attend workshops, conferences, or short-term training programs.

http://www.ncarts.org/freeform_scrn_template.cfm?ffscrn_id=121.

Pathways within Roads to Reading Initiative

Supports rural libraries and organizations with literacy programs. Applicants must have budgets under

\$95,000, however, schools and libraries are exempt from this requirement. Contact info:

Pathways Within

84 Forest Avenue

Millinocket, ME 04462

Telephone: 207.723.6898.

Website: <http://www.psychfoundation.org/>

Planet Dog Foundation

Awards of up to \$5,000 will support programs that bring together people and dogs for service-oriented activities such as therapy, search and rescue, or policing. Open to nonprofits. Visit their website for more information. <http://www.planetdogfoundation.org/>

Progress Energy

Corporate and foundation grants identify opportunities that will have a lasting impact. The grants are primarily focused in the areas of education, economic development, and environment and employee involvement. <http://www.progress-energy.com/community/foundation/index.asp>

Project Ignition Grants

Project Ignition is taking a closer look at Teen Driver Safety. Partnering with the National Youth Leadership Council (NYLC), State Farm® will award a series of grants to help implement the selected winning programs. For more information, visit

http://www.sfprojectignition.com/ignition_updates.html.

Renewable Resources Extension Act (RREA) and Community and Rural Development (CRD) Grants

Annual grants distributed through the ANR/CRD office of NC Cooperative Extension. The 2007 call for proposals has not yet been issued. Information will be sent to County Directors and Department Extension Leaders.

Robert Wood Johnson Foundation Fresh Ideas: Improving the Health of Immigrant and Refugee Communities

Grants up to \$300,000 for up to three years are available. The Foundation will fund 8-10 projects in

2007. To be considered, proposals must address ways for improving the health of immigrants and refugees by linking how social factors language skills, significant cultural differences, education and poverty affect health outcomes. Visit

<http://www.rwjf.org/applications/solicited/cfp.jsp?ID=19480> for more information.

Rural Center Community Economic Development grants

The Community Economic Development Grants Program, one of the Rural Center's longest-running programs, provides financial assistance to minority community development corporations to help them improve the economic well being and quality of life in their communities. The application should be posted on the Rural Center's website the last week in August.

<http://www.ncruralcenter.org/grants/cdc.htm>

Rural Housing and Economic Development Grant

Capacity Building and Support involves the enhancement of existing organizations to carry out new functions and/or perform more effectively existing functions. Innovative Housing Economic Development activities include: preparation of plans, architectural drawings, acquisition of land and buildings, demolition, provision of infrastructure, purchase of materials and construction costs, use of local labor markets, job training and counseling for beneficiaries and financial services such as revolving loan funds and Individual Development Accounts or IDA's.

<http://www.hud.gov/grants/index.cfm>

The Science House Girls Collaborative Project

The Science House Girls Collaborative Project brings together organizations throughout North Carolina that are committed to informing and motivating girls to pursue careers in science, technology, engineering, and mathematics (STEM). The Project is based upon a [model](#) developed by the [National Girls Collaborative Project](#) and replicated through a grant from the National Science Foundation. The model is structured to bring organizations together to compare needs and resources, share information, and to plan strategically to expand STEM-related opportunities for girls.

Check out <http://www.science-house.org/ngcp/> for more information.

Southern Rural Development Center: Grant Connections- Rural Development Funding Opportunities

The SRDC staff compiles Grant Connections primarily for the faculty of colleges and universities in the South to provide funding information in support of activities in agricultural economics, education, human sciences, rural sociology, youth development, and other related disciplines.

Visit <http://srdc.msstate.edu/funding/feb07.htm> for more information.

State Farm Companies Foundation

Grants will support elementary and secondary schools in creating service-learning programs and projects to improve teacher quality. Grants also made to colleges and universities to establish scholarships, leadership training, and coursework in insurance fields. Visit their website for more information. <http://www.statefarm.com/foundati/foundati.htm>

Statewide Service Organizations: North Carolina Arts Council

Support is provided to organizations that provide programs and services to the arts community on a statewide or regional basis. Check out http://www.ncarts.org/grants_programs.cfm?ID=18.

Tony Hawk Foundation

The primary mission of the Tony Hawk Foundation is to promote high-quality, public skate parks in low-income areas throughout the United States. They realize that not every area can afford to build big, expensive skate parks; they feel strongly that public skate parks should be designed and constructed by experienced contractors. For more information about this foundation, visit <http://www.tonyhawkfoundation.org/index.asp>

USDA Rural Development: Value-Added Producer Grants (VAPG)

Grants may be used for planning activities and for working capital for marketing value-added agricultural products and for farm-based renewable energy. Eligible applicants are independent producers, farmer and rancher cooperatives, agricultural producer groups, and majority-controlled producer-based business ventures. For further information visit

<http://www.rurdev.usda.gov/rbs/coops/vadg.htm>. Or, you can contact them at:

Rural Business-Cooperative Service

4405 Bland Road, Suite 260

Raleigh, NC 27609

Telephone: (919)873-2031

Value-Added Producer Grant Program (VAPG)

VAPG is a competitive grants program administered by USDA's Rural Business Cooperative Service that makes funds available to help producers enter into value-added activities. The program is administered through State USDA Rural Development offices. Grants may be used to develop business plans and feasibility studies (including marketing plans or other planning activities) needed to establish viable marketing opportunities for value added products; or for acquiring working capital to operate a value-added business venture or an alliance.

http://www.newfarm.org/features/0903/op_value.shtml

Weed and Seed Communities Competitive Program Grant

United States Department of Justice Office of Justice Programs Community Capacity Development Office. The Weed and Seed strategy aims to prevent, control, and reduce violent crime, criminal drug-related activity, and gang activity. The Weed and Seed initiative is a community-based, comprehensive multi-agency approach. WSC's must work to reduce crime and improve the quality of life for residents in a community primarily through the redeployment of existing public and private resources addressing both crime and social related problems that without proper intervention often lead to violent crime, drug abuse, and gang activity. Visit

<http://www.grants.gov/search/search.do?mode=VIEW&oppld=13317>

Z. Smith Reynolds Foundation

Z. S. Reynolds Foundation is the largest general-purpose foundation in the country with a legal mandate to make grants only within the geographic boundaries of NC. The Foundation supports organizations, programs and projects that accomplish progressive policy change and/or systemic reform, especially those that have multi-county or statewide impact. The foundation desires to support innovative, community-based projects within the Foundation's focus areas, with an emphasis on reaching low-resource and/or rural regions in the state. Makes grants only to non-profit, tax-exempt charitable organizations and institutions. Grant information is found at

www.zsr.org

AGRICULTURE / ECONOMIC DEVELOPMENT**Agricultural Development and Farmland Preservation**

This provides grants for farmland preservation projects. The ADFP Trust Fund is administered by the N.C. Department of Agriculture and Consumer Services. The grant money is made available through an appropriation from the General Assembly.

<http://www.ncagr.com/index.htm>

Cost-share grants of up to \$18,000 available in tobacco-dependent communities

The Rural Advancement Foundation International (RAFI USA) announced it will accept applications to its Tobacco Communities Reinvestment Fund through Jan. 26, 2007. The grant program will make cost-share grants to farmers, farm organizations, and community groups in Alamance, Carteret, Franklin, Granville, Hoke, Jones, Onslow, Robeson, Rockingham and Stokes counties for demonstration of new alternatives to replace lost tobacco income. For more information or to learn how to apply, contact Jason Roehrig at (919) 542-1396. Application materials will be available at www.rafiusa.org.

North Carolina Construction Grants and Loans

In 1987, the NC General Assembly created the North Carolina Revolving Loan and Grant Program to provide state financing for the construction of wastewater facilities. Funding for this program is dependent upon legislative appropriations and may not be available at all times. As with the CWSRF program, eligible applicants are limited to units of local government who may apply for funding.

<http://www.nccgl.net/fap/stategrants/index.html>

Rohm and Haas Funds

Rohm and Haas maintains a decentralized contributions program, through which specific donations and initiatives are determined by regional needs and cultures. In keeping with the company's overall giving missions and values, Rohm and Haas contributions around the world demonstrate the company's commitment to education, preservation and improvement of the environment and social and economic sustainability.

<http://www.rohmhaas.com/community/giving/giving.html>

Project for Public Spaces

Over the past three years, PPS has been working with the Ford Foundation and the W.K. Kellogg Foundation to develop a national funding initiative around public markets and farmers markets. Funding for these grants is provided by the W.K. Kellogg Foundation. The grants are part of a \$3 million grant-making program, which began in 2005. For more information, check out

<http://www.pps.org/markets/info/regranting/>.

Rural Housing Economic Development

The U.S. Department of Housing and Urban Development requests proposals for the Rural Housing Economic Development (RHED) Program. RHED supports innovative housing and economic development activities in rural areas. Allowable project areas include, but are not limited to: The cost of using new or innovative construction, energy efficiency, or other techniques that will result in the design or construction of innovative housing and economic development projects; preparation of architectural or engineering drawings; and acquisition of land and buildings. \$16.8 million expected to be available, individual awards NTE \$300K.

Responses due 5/23/07. For more info, call HUD toll free at (877) 7872526 or go to:

<http://www.hud.gov/offices/adm/grants/nofa07/grprhed.cfm>.

Southern Region Sustainable Agriculture Research and Education (SARE)

SARE provides grants and information to improve profitability, stewardship and quality of life. These include the Research and Education Grant, as well as the Professional Development Program. For additional information go to <http://www.southernsare.uga.edu/>

Small & Part-time Farms Program

Annual grant distributed through the ANR/CRD office of NC Cooperative Extension. Information will be sent to County Directors and Department Extension Leaders.

Sustainable Agriculture Research and Education Grants (SARE)

SARE is a competitive grants program providing grants to researchers, agricultural educators, farmers and ranchers, and students in the United States.

<http://www.sare.org/index.htm>

HISTORIC & CULTURAL PRESERVATION

Aaron Copland Fund for Music Performing Ensembles Program: American Music Center

Grants of up to \$20,000 each will support music organizations that perform contemporary American music. Grants are available for general operating support and project support. Open to nonprofits. Visit their website for more information.

<http://www.amc.net/resources/grants/performing.html>

Appalachian Gateway Communities Initiative: Natural & Cultural Heritage Tourism Development Grants

Provide training and technical assistance for natural and cultural heritage tourism development activities to up to four Appalachian gateway communities. The assistance will be provided by The Conservation Fund (TCF) and the National Trust for Historic Preservation (NTHP) Heritage Tourism Program. In addition to enhancing a community's natural and/or historic assets, the Gateway Initiative will also emphasize the role of the arts in the development of a comprehensive natural and cultural heritage tourism development strategy. For more information visit

<http://arc.gov/index.do?nodeId=2926>.

Grants for Nonprofits: Historic Preservation

A compilation of web pages and books of potential interest to nonprofit organizations seeking funding opportunities related to historic preservation are listed on the following website:

<http://www.lib.msu.edu/harris23/grants/2hispres.htm>

MidCareer Grant Program James Marston Fitch Charitable Foundation

Grants support original research or creative design projects that advance historic preservation in the US. Visit their website for more information. <http://www.firtchfoundatio.org/>

National Leadership Grants for Museums and Libraries

Visit <http://www.grants.gov/search/search.do?mode=VIEW&oppld=9326> for more information.

National Park Service: Save America's Treasures

Save America's Treasures grants are available for preservation and/or conservation or on nationally significant intellectual and cultural artifacts and collections and on nationally significant historic properties. Grants are awarded through a competitive process and require a dollar-for-dollar, non-Federal match, which can be cash, donated services, or use of equipment. The grant and the non-Federal match must be expended during the grant period, generally 2 to 3 years, to execute the project. The minimum grant request for collections projects is \$25,000 Federal share; the minimum grant request for historic property projects is \$125,000 Federal share. The maximum grant request for all projects is \$700,000 Federal share. Visit

<http://www.grants.gov/serch/search.do?mode=VIEW&oppld=12399>

NC Arts Council

NCAC provides various grants for artistic fields. Go to www.ncarts.org for more information.

Outreach Program: North Carolina Arts Council

Provides funds to develop and sustain the administration and artistic programs of community-based African American, Asian American, Latino and Native American arts organizations. Visit

http://www.ncarts.org/freeform_scrn_template.cfm?ffscrn_id=153 for more info.

Regional Artist Project Grants: North Carolina Arts Council

For regional consortia of local arts councils, which award project grants to artists in their regions.

Visit http://www.ncarts.org/grants_category.cfm?ID=2 for more information.

Preserve America Matching Grants

The Preserve America matching-grant program provides funding to designated Preserve America Communities to support preservation efforts through heritage tourism, education and historic

preservation planning. More information such as grant guidelines and applications, in addition to a Preserve America grant manual, are available at <http://www.cr.nps.gov/hps/hpg/PreserveAmerica/index.htm>.

Save Our History

Administered by American Association for State and Local History, History Channel and Rockefeller Philanthropy. Grants of up to \$10,000 will be awarded for historic preservation organizations that collaborate with educators on projects that help students understand the importance of history in their communities. Open to historic preservation nonprofits. Visit the website for more information visit: <http://www.saveourhistory.com/>

ENVIRONMENT / NATURAL RESOURCES

Adopt-A-Trail Grant Program

The Adopt-A-Trail Grant Program (AAT) awards funding annually to government agencies, nonprofit organizations and private trail groups for trails projects. The funds can be used for trail building, trail signage and facilities, trail maintenance, trail brochures and maps, and other related uses. Requires no local match or in-kind services. Grant Application Package as a Microsoft Word document at <http://ils.unc.edu/parkproject/trails/grant.html>.

Brownfields Grants

A "brownfields site" is an abandoned, idled or underused property where the threat of environmental contamination has hindered its redevelopment. The North Carolina Brownfields Program, which is administered by the Division of Waste Management, is the state's effort to break this barrier to the redevelopment of these sites. A wide range of support will be leveraged, depending on the particular needs of each Showcase Community. For further information, go to <http://www.ncbrownfields.org/default.asp>.

Financing Brownfield Redevelopment in Small Towns and Rural Areas: Helpful Hints and Examples

Actual or suspected environmental contamination can create a formidable barrier to community revitalization, particularly in small, rural towns with limited resources. Many small towns use Brownfield financing strategies that link the cleanup and redevelopment of these long neglected sites with larger community development efforts. Visit <http://www.nemw.org/brownfield%20rural%20financing.pdf>.

Challenge Grants Program from Wildlife Forever

The sponsor provides grants targeted habitat restoration and acquisition, research and management, and educational projects. Grants typically range from \$1,000 to \$10,000 dollars. Program URL: <http://www.wildlifeforever.org/grants/overview.aspx>
Link to full program description: http://www.infoed.org/new_spin/spin_prog.asp?82443

Clean Water Management Trust Fund

CWMTF will fund projects that (1) enhance or restore degraded waters, (2) protect unpolluted waters, and/or (3) contribute toward a network of riparian buffers and greenways for environmental, educational, and recreational benefits. More information can be found at www.cwmf.net.

Conservation and Environmental Grants

SPONSOR: Ford Motor Company Fund
URL: <http://fundingopps.cos.com/alerts/43775>

Five-Star Restoration Matching Grants Program

The Five-Star Restoration Program (sponsored by The National Association of Counties, the National Fish and Wildlife Foundation, the Wildlife Habitat Council, in cooperation with the U.S. Environmental Protection Agency and Southern Company) provides modest financial assistance

on a competitive basis to support community-based wetland, riparian, and coastal habitat restoration projects that build diverse partnerships and foster local natural resource stewardship through education, outreach and training activities. For more information, please visit EPA's website at <http://www.epa.gov/owow/wetlands/restore/5star/>

Fund for Wild Nature

The Fund for Wild Nature provides money for campaigns to save and restore native species and wild ecosystems, including actions to defend wilderness and biological diversity. They fund advocacy, litigation, public policy work, development of citizen science, and similar endeavors. They do not fund basic scientific research, private land acquisition, individual action or study, or conferences. They will only fund media projects that have a clear strategic value and a concrete plan for dissemination of the final product. No individual or organization may receive more than one grant per calendar year. Check out <http://www.fundwildnature.org/proposal.html> for further information.

Kodak American Greenways Awards

The 2007 Kodak American Greenways Awards program is now accepting applications for support of trail, greenway and similar projects. Each year, greenway initiatives touch hundreds of cities and towns across America. Through its American Greenways Program, The Conservation Fund continues to help build a national network of linked open spaces and natural areas, connecting communities to the outdoors and forging partnerships for a sustainable future. Visit www.conservationfund.org under "Awards Programs."

Marine Debris Grants

Administered by the National Fish and Wildlife Foundation and NOAA's Marine Debris Program, grants will support educational programs and projects that prevent, remove or study manmade debris in marine environments. Cooperation with fishing industry, marinas, and ports is encouraged. Open to companies, nonprofits, higher education institutions, government agencies. http://www.nfwf.org/programs/marine_debris.cfm

National Forrest Foundation

The National Forest Foundation (NFF), chartered by Congress, engages America in community-based and national programs that promote the health and public enjoyment of the 192-million-acre National Forest System, and administers private gifts of funds and land for the benefit of the National Forests. The NFF believes that communities should play a significant role in determining the future of our National Forests and Grasslands. <http://www.natlforests.org/>. Mid-Capacity Assistance Program (Mid-Capacity) accompanies NFF's Community Assistance Program (CAP), which enables newly forming collaborative groups to take the first steps towards becoming working organizations, and the Matching Awards Program (MAP), which provides challenge grants for on-the-ground projects focused on community forestry, watershed restoration, wildlife habitat or recreation.

National Park Service funded Appalachian Highlands Science Learning Center

A seed grant program has been established in partnership with the Great Smoky Mountains Association to encourage scientists and graduate students to conduct new research in Blue Ridge Parkway, Big South Fork National River and Recreation Area, Obed Wild and Scenic River, and Great Smoky Mountains National Park. Several seed grants ranging from \$500 to \$2,000 will be awarded in 2007. In 2007, these grants will be targeted to address the following areas: Plant Ecology Ecosystem Monitoring Landscape Ecology Aquatic Ecology Biotic Inventory Cultural and Environmental History Evaluation of Park Programs Declining, Rare, Endangered and Sensitive Species Archaeology Synthesis of Existing Research for Educational Programs. For application, contact Paul Super at paul_super@nps.gov.

Project Learning Tree Greenworks

This year, \$100,000 will be awarded to schools and youth organizations for environmental neighborhood improvement projects that involve youth with their community. Grants up to \$5,000 are available. This amount will be awarded to a select number of proposals of greater scope and

reach. These projects are allowed to take up to two years to implement and must also incorporate a PLT professional development-training workshop for other educators or youth leaders. Visit http://www.plt.org/cms/pages/21_22_18.html for more information.

Parks and Recreation Trust Fund

Provides, among other things, dollar-for-dollar matching grants to local governments for park and recreation purposes. Visit ils.unc.edu/parkproject/partf/partf.html.

Recreational Trails Program

The Recreational Trails Program (RTP) is a \$1.3 million grant program funded by Congress with money from the federal gas taxes paid on fuel used by off-highway vehicles. This program's intent is to meet the trail and trail-related recreational needs identified by the Statewide Comprehensive Outdoor Recreation Plan. Grant applicants must be able contribute 20% of the project cost with cash or in-kind contributions. Grant Application Package as a Microsoft Word document at <http://ils.unc.edu/parkproject/trails/grant.html>.

Region 4 Clean Sweep Program Grant

Funds are available for development of a prototype program to remove unused pesticides from the environment and demonstrate its effectiveness by quantifying the amount and types of pesticides removed and identifying the type of pesticides disposed and where such disposal occurred. The total estimated funding available under this competitive opportunity is approximately \$200,000. The actual number of awards and award amounts will depend upon the quality of project application packages received and the availability of funds. All projects must be completed within the project performance period of two years.

<http://www.grants.gov/search/search.do?mode=VIEW&opId=12786>

Rufford Small Grants for Nature Conservation

RSGs are aimed at small conservation programs and pilot projects. For additional information please go to the following website: <http://www.rufford.org/rsg/>

Tax Increment Financing (TIF)

Once considered on the cutting edge of economic development incentives, now is a mainstream tool in most parts of the country. The connection between Brownfields projects and TIF financing works in certain circumstances, but it could have more widespread application, even reaching some weak-market and upside-down sites, if Brownfields financing vehicles were specifically designed to complement TIF's. States should consider state-facilitated TIF financing as an effective and efficient means to improve their Brownfields programs and obtain cleanup-redevelopment results.

Urban and Community Forestry Grant Program

The Information and Application Package for the Urban and Community Forestry Grant Program are now available. You can download the package at:

www.dfr.state.nc.us/urban/urban_grantprogram.htm or call for a package to be mailed/faxed to you: Urban Forestry Program Coordinator Leslie.Chadwell@ncmail.net 919-733-2162 ext. 211.

TRANSPORTATION

National Scenic Byway FY 2007 Grant Solicitations

The Federal Highway Administration announced that applications are now being accepted on-line at www.bywaysonline.org. If you need additional technical help please contact our federal byways liaison in the Americas Byways Resource Center, Mark Conley. His contact information is: Mark Conley at 866-974-6403.

For the Byways Community: www.bywaysonline.org

NCDOT Bicycle and Pedestrian Planning Grant Initiative

The Division of Bicycle and Pedestrian Transportation, along with the Transportation Planning

Branch, has secured \$400,000 to fund this year's upcoming cycle. All North Carolina municipalities are eligible and are encouraged to apply once the 2007 Call is open. If you are interested in applying, be sure to check back with the Bicycle and Pedestrian Planning Grant Initiative <<http://www.itre.ncsu.edu/PTG/NC DOT/index.html>> web site in October. Questions about this program may be addressed to Bob Mosher at rmosher@dot.state.nc.us or 919-807-0773.

FITNESS / WELLNESS

American Psychiatric Foundation

The foundation will distribute grants totaling \$750,000 to create or expand public awareness programs on the early detection and treatment of mental illness. Check out their website for more information. <http://www.psychfoundation.org/>

Balance Bar Company

Grants of up to \$25,000 will help enable nonprofits to develop projects that help communities pursue a sport or recreational activity that enhances physical health. Visit their website for more information. <http://www.balance.com/grants/default.aspx>

Blue Cross Blue Shield of NC

Blue Cross Blue Shield of North Carolina has several grants available for healthy communities and for special populations. To read the grant guidelines or to apply online, click <http://www.bcbsnc.com/foundation/guidelines.html>.

Fit Community Designations and Grants Promoting Healthy Lifestyles

Available to NC Towns and Counties. Fit Together, a partnership of the NC Health and Wellness Trust Fund (HWTF) and Blue Cross and Blue Shield of North Carolina (BCBSNC), released a Request for Proposals (RFP) for a second phase of its Fit Community designation and grants program.

For more information about the Fit Community program, visit www.healthwellnc.com.

Planning Grants in High Poverty Counties

This provides grants for the planning and development of new service delivery sites in high poverty counties. Support is for planning specific developmental activities to establish new health centers in underserved high poverty counties under the HHS Consolidated Health Center Program. Includes: 1) Community Health Centers, 2) Migrant Health Centers, 3) Health Care for the Homeless, and 4) Public Housing Primary Care.

<http://grants.hrsa.gov>

Public Welfare Foundation

The Public Welfare Foundation was established in 1947 by Charles Edward Marsh. The Foundation's concept of human welfare is broad. From the award of the first grant in 1948 to the present, the Foundation remains committed to supporting organizations that help people overcome barriers to full participation in society.

<http://www.publicwelfare.org/index.asp>

MARKETING

Tourism Matching Funds Program

The Tourism Matching Funds grant program provides aid to local communities and non-profit tourism organizations with their local and regional tourism marketing and development projects. Contact [Teresa](#) Watts, at the NC Division of Tourism, Film and Sports Development at 919-733-4171 for questions or check the following website: <http://www.nccommerce.com/tourism/grants/>

FINANCING ASSISTANCE

Small Business Loans

- Self Help <<http://www.self-help.org>>
- NC Rural Center <<http://www.ncruralcenter.org>> have opportunities for micro- funding.

To get a small business loan (or grant), a business plan is necessary. Services to help include:

- Technology development and commercialization services that SBTDC
<<http://www.sbtcd.org/offices/index.asp>>
- Another good source is local chapter of SCORE - www.score.org <<http://www.score.org>>

Thank you to these individuals and organizations for the information provided here!

Georgette Chilton, Small Business Center, Martin County Community College

Harrison Marshall, NC Planner Extraordinaire

Kathleen Marks, The Conservation Fund

Malinda Todd, NC REAL Enterprises

Dr. George E. Millsaps Jr., Small Business Center Network, NC Community College System

Grace Lawrence, Wake County Extension Center

Southern Regional Development Center

North Carolina Rural Development Center

North Carolina Division of Tourism, Film and Sports Development

Appendix J - Community Input Methods

The methods by which we compiled our information came from a variety of sources. While in Pamlico County, Bill Eilers guided us around Oriental and Bayboro. Our tour of the county consisted of bus rides throughout the area and walking around Oriental as well. Candy Bohmert was also part of our tour through Pamlico County, and guided us around the Bayboro and Hobucken area.

Focus groups were also a part of the information gathering process and one was held in Bayboro while the other was in Oriental. The Oriental focus group consisted of about 30-40 people and was held at M & M's Restaurant. Carol led the discussion by asking the group questions about tourism and about the community itself. While residents voiced their opinions on these matters, we [students] recorded the conversations and took notes on the discussion.

In Bayboro, we had a similar focus group that consisted of about 10 people. We met at the small business center and Dale Mackey, NC State University graduate student and member of the class, led the discussion. The questions he asked were the same for Bayboro as for Oriental, and everyone was encouraged to participate in the discussion. We also recorded and took notes on that focus group as well. The second trip to Pamlico County also had a focus group meeting at the small business center, which was led by Mim Miller of the Chamber of Commerce and Jerry Prescott of the small business center. They also answered questions for us and were given an opportunity to share their views on tourism in the county.

Another group we met was the Pamlico County Historical Association. We spoke with members about the history of Pamlico County and Carol asked similar questions that had been discussed with the other two groups. The group consisted of about 10 individuals and we took notes during the process.

A few small business owners were also interviewed in the process of gathering information. On the first trip, we spoke with a local convenience store owner, a volunteer at Circle 10, and a resident who previously owned a bookstore business. On the second trip, we spoke with Captain Gary Dubiel at the Toucan Grill. These individuals were asked to give their opinions on tourism and what changes they had seen in the county thus far.

Finally, a survey was posted on SurveyMonkey.com that was comprised of questions regarding the tourism issues and recreational needs of the county. The survey consisted of 25 questions, with open ended and multiple-choice questions. Residents were encouraged to complete the survey and comment on questions that were provided.

After returning from our trip to Pamlico County, it became clear that all the issues discussed all revolved around modifications in the community. Whether we were talking about hot issues or attitudes toward tourism, people in the community did not want to see their home go through a lot of changes. In order for the community to become excited about tourism, minimal changes should occur to the resources available, and in turn this will definitely create a more enjoyable experience for the visitor as well.

Appendix K - Resident Survey Results and Analysis

Using an online survey program, Pamlico County residents were asked a set of questions to illicit their opinion about tourism and recreation in their community. Fifty-seven residents responded to the questionnaire. The average age of respondents was 53. The majority of the respondents (60%) were long time residents, having lived in the county for more than ten years. Another quarter has resided in Pamlico for 2-5 years. The respondents cited the water, sailing, small town-safe atmosphere, family and work as the reasons for moving to the county. Sixty percent of respondents were female; forty percent male. Sixty percent of respondents had completed college and forty percent had achieved a graduate degree. Almost half (46%) of respondents worked in the public sector, while 26% worked in private industry, 7% in the non-profit realm, and 11% classified themselves as retired. Twenty-five percent noted that their profession does/ did directly link to the water (Boating, boat building, fishing, crabbing, shrimping, seafood restaurant, etc.).

General Impressions of Pamlico County

When asked why they enjoy their community, residents overwhelmingly believed that it was the natural resources specifically the water, the charm and friendliness of the people, and the peaceful country living. These attributes make living in Pamlico appealing. Residents were united on the need of infrastructure, however, including the availability of grocery shopping, parks, public transportation and a medical facility. Development is seen as a dilemma and related to tension between the local residents and newcomers. Other notable dislikes were: the unkempt appearance of certain properties, drug use, prejudice and lack of jobs.

Recreational Facilities

One quarter of respondents (26%) were not willing to pay extra taxes for recreation facilities. More than half (63%) believed recreation was well worth extra costs. Only one fifth (19%) of the respondents believed recreation facilities were adequate. As displayed in the table below, residents would like to see better recreation facilities and are willing to pay for programming by increasing taxes.

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Rating Average	Response Count
The quality of maintenance of recreation facilities is adequate.	10.7% (6)	25.0% (14)	46.4% (26)	16.1% (9)	1.8% (1)	2.73	56
Public park and recreation programs are well worth the cost.	5.4% (3)	8.9% (5)	21.4% (12)	37.5% (21)	26.8% (15)	3.71	56
I would be willing to pay more taxes to provide better recreation services.	10.7% (6)	14.3% (8)	19.6% (11)	30.4% (17)	25.0% (14)	3.45	56

Tourism in Pamlico County

Seven questions addressed the perceived impact of tourism on the community. There was consensus w that tourism should be part of the economic development plan. The community also believed that the county had great tourism potential. Also, the community disagreed that tourism had negative impacts, overall translating to the residents having a positive image of tourism. Other items garnered a neutral or mixed reaction. In the chart below, 1 = strongly disagrees and 5 = strong agrees.

	1	2	3	4	5	Rating Average	Response Count
Tourism is a thriving industry in Pamlico County.	13.0% (7)	24.1% (13)	35.2% (19)	16.7% (9)	11.1% (6)	2.89	54
Tourism brings unwanted change.	25.5% (14)	18.2% (10)	32.7% (18)	14.5% (8)	9.1% (5)	2.64	55
Tourism should be a part of the strategic economic development plan for my county.	3.6% (2)	5.5% (3)	12.7% (7)	25.5% (14)	52.7% (29)	4.18	55
This county has a great potential to develop tourism.	1.8% (1)	10.9% (6)	10.9% (6)	36.4% (20)	40.0% (22)	4.02	55
Tourism has more negative than positive impacts on a community.	30.2% (16)	24.5% (13)	34.0% (18)	7.5% (4)	3.8% (2)	2.30	53
My family's income and quality of life would increase if tourists were more attracted to this area.	11.3% (6)	22.6% (12)	26.4% (14)	20.8% (11)	18.9% (10)	3.13	53
As a whole, there is widespread community support for tourism in my county.	1.8% (1)	23.6% (13)	47.3% (26)	23.6% (13)	3.6% (2)	3.04	55

The benefits residents believed tourism could provide were divided between economic growth and community improvement. Opportunities include more jobs, increased income and tax revenue. Convenience with further infrastructure including businesses is a promising aspect, as well as improved community appearances, amenities, additional non-profits, and opportunities for the young.

The disadvantages cited was the threat that tourism would diminish the authenticity, charm and warmth of the community, making Pamlico homogenous to other shorelines. Overrun landscape, billboards traffic, parking, people congestion, were also seen as potential concerns. One resident noted that this change is “long way off” and without proper planning may not occur at all. Other issues included: pollution, trash, degradation of natural resources, cost of living increase (i.e. higher taxes), regulations or property rules. Residents were also afraid of how tourism might affect further inquiry into other economic development, perpetuate real estate development, or require additional emergency services.

When asked about those places that were sacred or should be off limits to visitors, the respondents were confused and mostly replied none. Some stated that they believed tourists could visit anywhere except private property. A few community members believed cemeteries, churches, marshland, and some waterfront (access) should be protected, but with proper planning could be available to tourists.

Respondents were given a list of tourism opportunities and asked which would suit Pamlico best. The top three cited were Outdoor Tourism, Adventure Tourism, and Historical Tourism, but others included agricultural, cultural and rural tourism. Specific types of activity the residents believed best suited Pamlico County were sailing, fishing, kayaking, biking, and a historic homes tour.

	Response Percent	Response Count
Cultural	52.7%	29
Historical	56.4%	31
Rural	52.7%	29
Agricultural	54.6%	30
Outdoor	89.1%	49
Adventure	61.8%	34
Educational	45.5%	25
No tourism would best suit the county.	3.6%	2
Other (please specify)	14.6%	8

Desired Community Amenities

Residents were given a list of community amenities and asked which they desired most. The order of preference is as follows: Ninety percent or more wished to have: a farmers market, restaurants, outdoor recreation opportunities, beautification projects, medical & health care, community gardens and family activities. Eighty percent or more are interested in: educational classes. Seventy percent or more in retail stores, arts programs, community events, entertainment/ nightlife. Sixty percent or more desired a historic district and general store. Fifty percent noted they would like a gas station/ convenience store. Residents were not really against any of the examples but held neutral/ not interested opinions.

	Very Interested	Interested	Neutral	Not Interested	Against It	Rating Average	Response Count
Retail stores (clothing, jewelry, groceries)	44.4% (24)	31.5% (17)	11.1% (6)	11.1% (6)	1.9% (1)	1.94	54
Farmers Market	59.3% (32)	33.3% (18)	7.4% (4)	0.0% (0)	0.0% (0)	1.48	54
Restaurants	44.2% (23)	46.2% (24)	9.6% (5)	0.0% (0)	0.0% (0)	1.65	52
Outdoor recreation opportunities/ outfitters	37.7% (20)	52.8% (28)	7.5% (4)	1.9% (1)	0.0% (0)	1.74	53
Additional arts programs	27.8% (15)	48.1% (26)	16.7% (9)	7.4% (4)	0.0% (0)	2.04	54
More community events	25.9% (14)	50.0% (27)	20.4% (11)	3.7% (2)	0.0% (0)	2.02	54
Educational classes and workshops	31.5% (17)	50.0% (27)	16.7% (9)	1.9% (1)	0.0% (0)	1.89	54
Entertainment/ more to do at night	35.2% (19)	35.2% (19)	22.2% (12)	7.4% (4)	0.0% (0)	2.02	54
Family activities	38.5% (20)	44.2% (23)	13.5% (7)	3.8% (2)	0.0% (0)	1.83	52
Medical and health care (doctors, PAs, dentists, urgent care, hospital, pharmacy, wellness center)	49.1% (26)	37.7% (20)	11.3% (6)	1.9% (1)	0.0% (0)	1.66	53
Gas station/ Convenience store	35.8% (19)	20.8% (11)	28.3% (15)	9.4% (5)	5.7% (3)	2.28	53
Hardware store/ General store	25.0% (13)	36.5% (19)	28.8% (15)	5.8% (3)	3.8% (2)	2.27	52
Historic Districts	26.0% (13)	38.0% (19)	22.0% (11)	12.0% (6)	2.0% (1)	2.26	50
Beautification Projects	42.3% (22)	46.2% (24)	5.8% (3)	5.8% (3)	0.0% (0)	1.75	52
Community/ Public Gardens	44.4% (24)	38.9% (21)	13.0% (7)	3.7% (2)	0.0% (0)	1.76	54

Given an opportunity to give input on a development plan, residents suggestions were very creative. State park with nature trails and boat launching, art center, cultural classes, more public access to water, preservation (farmland), botanical sculpture garden, maintaining open space, historic house restoration, family activities, hotels, a meeting center, and a heritage village were all on the list.

Additional Thoughts/ Comments

Concluding the survey residents were asked for any additional comments about the subject matter. Showing their knowledge and natural interest, residents recommended some intuitive planning ideas. It was believed that areas that shall be promoted or built should have natural disasters in mind. Conservation and collaboration was crucial to success. A moratorium on real estate development was implicated. The possibility of working with New Bern to create packages including Pamlico for a day trip was also mentioned. Suggestions for product development included; workshops or a camp for adults such as, nature photography, birdwatching, and paddling 101 was another resident idea. In order to help residents understand tourism better a program to explain benefits of tourism was recommended. One residents believed Pamlico should have an exclusive feel like Martha Vineyard.

Appendix L – Resident Survey Sample Instrument

Dear Pamlico County resident,

Thank you for your willingness to participate in this survey! The information obtained from these questions will help us understand how Pamlico County residents view tourism and recreation development.

In conjunction with the Pamlico County Extension Center, Chamber of Commerce, the county's Parks and Recreation Department and various other community partners, a class from NC State is working on a plan to serve community interests regarding the delicate balance of economic and environmental sustainability. The information gathered in this survey is critical to the planning for Pamlico County small businesses, funding for community projects and protection of natural coastal resources. Please help us by devoting 20 minutes to this effort. We want your insight on county changes so that the plan reflects your vision for the future.

At the conclusion of this study, the results will be displayed on the Chamber and Cooperative Extension website. In order to obtain the most accurate information possible, you will be able to fill out the survey only once. Please forward this survey to anyone who has an interest in the community and in the economic direction of the county. Please encourage as many people as possible to fill out the survey. This will demonstrate strong support for community-based planning, as well as provide the best possible information on economic options for the county. It is important that we hear from as many voices as possible. Your responses are anonymous and will only be reported in aggregate. With your help this project can be a viable asset to your community.

Thank you for your continued efforts in making Pamlico County a great place to live!

Carol Kline, NCSU Instructor
and the Class of Recreation and Tourism Planning

How long have you lived in Pamlico County?

- Less than two years
- Two- five years
- Six-Ten years
- More than ten years

What do you like best about living in Pamlico County?

What do you like least about living in Pamlico County?

For the next set of questions, please answer with the numbers 1-5, 1 being strongly disagree, 5 being strongly agree.

	1	2	3	4	5
Tourism is a thriving industry in Pamlico County.					
Tourism brings unwanted change.					
Tourism should be a part of the strategic economic development plan for my county.					
This county has a great potential to develop tourism.					
Tourism has more negative than positive impacts on a community.					
My family's income and quality of life would increase if tourists were more attracted to this area.					
As a whole, there is widespread community support for tourism in my county.					

Please indicate your level of interest in having the following businesses/ amenities in Pamlico County?

	Very Interested	Interested	Neutral	Not Interested	Against It
Retail stores (clothing, jewelry, groceries)					
Farmers Market					
Restaurants					
Outdoor recreation opportunities/ outfitters					
Additional arts programs					
More community events					
Educational classes and workshops					
Entertainment/ more to do at night					
Family activities					
Medical and health care (doctors, PAs, dentists, urgent care, hospital, pharmacy, wellness center)					
Gas station/ Convenience store					
Hardware store/ General store					
Historic Districts					
Beautification Projects					
Community/ Public Gardens					

Please elaborate on the question above if you have further comments or would like to share ideas for community development projects that you like to see initiated.

What are some benefits that you believe tourism provides?

What are some disadvantages or changes you think tourism might bring to Pamlico?

What sites, areas, events or activities should be off limits to tourists and held sacred for residents?

What types of tourism do you believe would best suit Pamlico County, if any?

- Cultural
- Historical
- Rural
- Agricultural
- Outdoor**
- Adventure
- Educational
- No tourism would best suit the county.
- Other (please specify)

If you are not originally from Pamlico County, what brought you here?

What is your gender? Male Female

In what sector is your primary employment?

- Public
- Non Profit
- Private
- Retired
- Other _____

Are you/ were you in a profession that is directly linked to the water? (Boating, boat building, fishing, crabbing, shrimping, seafood restaurant, etc.)

How often do you volunteer in community events or projects?

- Not often
- Often
- Very often

How many people are currently in your household?

Adults: Children:

What is the highest level of education you have completed?

- Some High School
- High School/GED
- Some College
- Bachelors Degree
- Master's Degree or Higher
- Other

What is your age?

Do you have any additional comments concerning the statements above? If so, please write them here.

Thank you so much for your time, insights and opinions!!

**Appendix M – Entrepreneurial Climate for Pamlico County
A Survey Conducted in Fall 2006**

During the Fall of 2006, a stateside survey was conducted regarding the entrepreneurial climate of North Carolina’s rural areas. Forty-two counties were included and yielded a response from 1,050 residents. Fifty Pamlico County residents weighed in and told us the following about their county; the questions and responses are below.

Please note that these are preliminary findings of the respondents who indicated they were from Pamlico County. Later in 2007, the overall study findings will be reported and changes could occur resulting from mis-coding to an incorrect county. As such, the data below should be considered a draft, until they can be replaced with the final statewide analysis.

Community Assessment for Tourism and Entrepreneurial Climate
For Pamlico County

General Information About You

- | 1. What is your home zip code?

Over half of the responses came from Oriental residents. Other respondents hailed from Arapahoe, Bayboro, Grantsboro, Hobucken, and Merritt.

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- | 2. Do you work (paid or volunteer) in the county in which you live?

83% Paid employment
52% Volunteer

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- | 3. How many years have you lived in this county?

10 years of less - 55.2%
11-20 years - 17.2%
21-30 years - 8.6%
31-40 years - 5.2%
41-50 years - 6.9%
More than 50 years - 6.9%

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- | 4. Where did you most recently live prior to moving here?

I have always lived here- 12%
Within North Carolina- 40%
Outside of North Carolina-32 people- 48%

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- | 5. Do you consider yourself or a family member a native of this county?

I am- 10%
A family member is- 13%
Both- 13%
No, neither applies- 64%

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6. What is your gender?

Male- 42%
Female- 58%

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7. What is the highest level of education completed?

High School- 9%
Community College- 21%
Four-year College or University- 36%
Advanced Degree- 31%
Professional School- 3%

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8. Please check the appropriate age range box.

Age categories of respondents:
31 to 40 - 12.1%
41 to 50 - 20.7%
51 to 60 - 32.8%
61 to 70 - 29.3%
Over 70 - 5.2%

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About your Professional Life

9. Please check ALL that apply to your professional life.

I have a full time job.- 58%
I have one or more part-time jobs.- 17%
I have my own business, which is my FULL time job- 40%
I have my own business, which is a PART time job- 20%
I am retired.- 14%
I volunteer in my community - 50%
Unemployed - seeking paid work- 1%
Unemployed - not seeking work. – 1%
Other- 8%

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10. How would you classify your primary form of work (paid or volunteer)?

Public sector- 32- 45.45%
Private sector- 23- 34.84%
Non-profit sector- 8- 12.12%
Other- 3 (Duplin Co. Cooperative Extension, I charge the businesses I represent. The newcomers receive materials free, work - private / volunteer - non-profit)- 4.54%

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11. Does your primary, secondary or volunteer work relate to the tourism industry?

Definitely - 47%
Sometimes or seasonally - 31%
Not at all - 19%
NA - 3%

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12. Are you considering or in the process of starting a full-time or side business?

- Yes - 31%
- No - 50%
- Not sure - 17%
- Did not respond - 2%

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About Your Community Involvement

13. Please check all of the organizations in which you are currently active. (The following responses are in raw numbers – therefore the number after each response represents the actual number of residents who checked that option.)

- Local arts organization- 12
- Regional arts organization- 4
- Local historic society- 13
- Chamber of Commerce- 38
- Economic Development- 20
- Tourism group- 16
- Political organization- 12
- Environmental/ conservation group- 8
- Recreational club- 14
- Church groups or programs- 34
- Civic organizations such as Ruritans, Rotary, Kiwanis, etc.- 13
- Veteran's club- 1
- Garden club/ group or Master Gardeners- 2
- Youth mentoring group, such as 4-H, Scouts, Junior Achievement, etc- 5
- Social change/ environmental justice organization- 3
- Services for limited ability children or adults- 3
- Community development organization- 15
- Other - 12

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The percentage of the sample involved in 1, 2 or more organizations follows:

- 0 organizations- 6%
- 1 organizations- 15%
- 2 organizations- 17%
- 3 organizations- 15%
- 4 organizations- 20%
- 5 organizations- 9%
- 6 organizations- 9%
- 7 organizations- 6%
- 8 organizations- 1%
- 9 organizations- 0%
- 10 organizations- 1%

About Tourism in Your County

Please answer the following questions for the county you live in.

14. Do you agree or disagree with each of the statements below?
 1 = strongly disagree 2 = disagree 3 = not sure 4 = agree 5 = strongly agree

The numbers below represent the average response.

Tourism is a thriving industry in my county of residence.	3.07
This county does not have a lot to offer visitors.	2.64
Tourism should be a part of the strategic economic development plan for my county.	4.43
This county has a great potential to develop tourism.	4.33
Tourism has more negative than positive impacts on a community.	1.96
As a whole, there is widespread community support for tourism in my county.	3.16
Local government in my county supports the development of tourism.	3.23
The local Chamber or Visitor Bureau staff is doing a good job attracting visitors to the county.	3.35
The local Chamber or Visitor Bureau staff is helpful to community members wishing to start or expand a tourism business.	3.58

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15. How long would you say that tourism has been a significant part of the community's economic mix?

Less than 5 years- 9- 13.63%
 Between 5-10 years- 12- 18.18%
 Between 10-20 years- 11- 16.67%
 Over 20 years- 19- 28.79%
 It is not a significant part of my community's economic mix- 7- 10.60%
 Not Sure- 8- 12.12%

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16. Have there been any recent events (positive or negative) in your county that may have affected the tourism industry? Some examples are: natural disasters, interstate construction, crime, or extra attention due to a Hollywood film mentioning or filmed in your area. If so, please list these events here and indicate whether you feel they are positive or negative.

Thirty-five examples of positive events were given, the most common response citing the widening of Highway 55. Other positive elements include the development of paddle trails, the work of the Rural Development Panel, marina construction, festivals and added attention the county has received recently from retirees and tourists.

Thirty-one examples of negative events were offered, the most prevalent response regarding hurricanes, storms and flooding. The expansion of development and transition of hotels to condo-tels was mentioned. Drug use and crime was cited. And local apathy/ lack of infrastructure/ local disinterest in tourism/ community infighting/ government "antics" was given credence.

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17. About the Entrepreneurial/ Small Business Climate of Your Community

The next set of questions is to solicit your opinion about the Entrepreneurial/ small business "climate" in the county you live in. Please indicate whether you agree or disagree with the statement:

1 = strongly disagree 2 = disagree 3 = not sure 4 = agree 5 = strongly agree

The numbers below represent the average response.

Physical and Business Infrastructure

Real estate is available and affordable for small businesses to rent or purchase in my county.	2.30
Highway access and road maintenance is adequate in my county.	3.00
High-speed internet access is available and reliable.	2.46
Trusted professional services such as accounting, legal, and tax advice are readily available in or within driving distance of my community.	3.63
Good business ideas in my community can attract the necessary financial capital to get them going.	3.25

Institutional Capacity

County government is responsive to the needs of those starting a new business.	2.52
County government uses outside funding, such as grants, to improve the community as a place to live and work.	2.98
County government officials think beyond county borders by collaborating with others in the region.	2.30
The non-profit organizations that serve our county are effective in enhancing economic vitality.	3.11
The non-profit organizations that serve our county are effective in enhancing quality of life.	3.42
The focus of my community's economic development efforts includes:	
▪ new business attraction	2.80
▪ supporting existing businesses	2.87
▪ working equally with both town and county businesses	2.80
▪ considering farms and ranches as part of the business community	3.13
▪ considering tourism as part of the business community	3.33
▪ helping new businesses get started	2.71

Quality of Life

The county has natural resources that make this an enjoyable place to live or visit.	4.67
The county has built resources that make this an enjoyable place to live or visit.	2.81
The county has cultural resources that make this an enjoyable place to live or visit.	3.62
There is lively pedestrian activity during the day in the downtowns of my county.	2.72

The numbers below represent the average response.

Community Culture

People in this community support locally owned businesses by choosing to spend money with them whenever possible.	3.38
My county recognizes and celebrates people who create and grow local businesses.	2.98
Most people in the county support entrepreneurs when they fail and are trying again with a new business.	2.75
People in my county understand that small business owners cannot discuss all of the aspects of their business and give that person enough "breathing room" to develop their venture.	2.83
The overall pace of change in my county has been quick or intense in the last five years.	3.96
My county is getting to be a bedroom community for another county.	3.02
New residents to the county can easily integrate into the county's business community if they have good ideas and work ethic.	3.48
Ethnic diversity is accepted in this community.	2.93
The poorer residents of the county can easily integrate into the county's business community if they have good ideas and work ethic.	2.64
Lenders evaluate requests for business loans based on their merit and not on the gender of the person making the loan request.	3.08

Training and Assistance

When assistance is needed to make a business decision or help with planning, there is someone to call on for guidance.	3.38
Within my county, there are programs to encourage and support entrepreneurs to develop and grow.	3.37
Within my county, there is opportunity for business or entrepreneurial training.	3.44
Within my county, we have networking and mentoring opportunities for entrepreneurs and local business people.	3.13
Youth are provided opportunities to learn about starting a business.	2.61
Higher education institutions in the region have programs or personnel committed to supporting business creation and to the needs of small businesses.	3.48

18. Do you consider yourself entrepreneurial either in your profession or in how you contribute to your community?

Absolutely 69%
 Somewhat 25%
 Not Really 6%

Appendix N - Civic Clubs/Community Organizations in Pamlico County

American Red Cross, Coastal Carolina Chapter
American Dairy Goat Association
American Livestock Breeds Conservancy
Alternative Farming Systems Information Center

Coastal Health Resources, Inc
Circle 10
Christian Aid Service of Pamlico
Children's Theater Workshop

Faith Works World Ministries

Guardian ad Litem

Habitat for Humanity of Pamlico County

Oriental Women's Club
Oriental Planning Board
Oriental Tourism Board
Oriental Drum Circle
Oriental Dinghy Club
Oriental Rotary Club
Oriental Express Bicycle Club
Oriental's Tree Board

Pamlico County Amateur Radio Society
Pamlico County Chamber of Commerce
Pamlico County Historical Association
Pamlico County Job Link Career Center
Pamlico County Library
Pamlico Partnership for Children
Pamlico County Civic and Cultural Center
Pamlico Rural Tourism Council
Pamlico 4-H
Pamlico County Horseman's Association
Pamlico Partnership For Children
Pamlico Kart Club
Pelican Players
Pamlico County Arts Council
Pamlico Community Band
Pamlico Shrine Club
The Pamlico Music Society

Sailing Club of Oriental

United Way Of Coastal Carolina Inc

Whortonsville Yacht and Tractor Club
Writer's Bloc
WINO

Youth Empowerment Organization

...and many,many faith-based organizations

Radio
Television
Newspaper
Magazine
Travel brochure

Internet
Tour operator
Word of mouth
Other _____

8. What was your primary form of transportation to this area? (Choose one)

Personal auto
Rental car
Boat
Tour bus/vehicle
Other _____

9. How would you rate the following aspects of your stay in Pamlico County?

Products, Services, & Hospitality	Excellent	Good	Bad	Very Bad	Not Applicable
Personal Safety					
Friendliness of the residents					
Cultural heritage sites					
Viewing of wildlife/ plant life					
Recreation					
Organized excursions					
Visitor Information					
Facilities for Children					
Shopping Opportunities					
Cellular/internet service					
Ease of getting around					
Overall experience					

10. Approximately how much money did you or will your party spend on the following during **this visit** to Pamlico County?

	Less than \$25	\$26-\$50	\$51-\$75	\$76-\$99	Over \$100
Transportation					
Food					
Activities					
Entertainment					
Gas					
Lodging					
Shopping					
Other					

11. What is your age? _____

12. What is your approximate household annual income?

Less than 25,000

25-50,000

50-75,000

75-100,000

100-150,000

More than 150,000

13. Would you recommend this area to others? **(Please explain.)**

Yes

No

Do you have any additional comments about Pamlico County?

Appendix P - Role of the Destination Marketing Organization

The tourism plan *Sustainable Tourism in the Sandhills* written for Anson, Moore, Montgomery and Richmond Counties in 1999 has applicable information regarding the role of a destination marketing organization in a rural and/or emerging location. It is reprinted here with permission.

The Destination Marketing Organization (DMO) is the primary entity whose mission is to sell the image of the area. In larger metropolitan areas, this is done by a Convention and Visitors Bureau (CVB). In rural areas, a Tourism Development Authority (TDA) or Tourism Development Bureau (TDB) carries the responsibility. Regardless of the bureau's size or the size of the area it represents, the DMO's charge consists of several critical elements of community mobilization and marketing. In most rural areas, tourism development is logically aligned with the Chamber of Commerce or the Economic Development Office. However, the volume of these tasks is too demanding for the already stretched Chamber Director or Economic Development Officer. A community that is seriously considering tourism development must also dedicate the resources to fund a full-time position and bureau operating expenses.

Following is a list of services that a DMO provides:

Coordination being the catalyst for coordination between the various segments of the tourism industry; between the tourism industry and other economic and community development initiatives; between various levels of tourism organizations; and between their efforts and efforts of other regional DMO's

Technical and Small Business Assistance providing assistance to individuals and businesses to help them achieve their goals

Clearinghouse of Information not only collecting materials and publications, but also knowing whom to contact for further assistance

Visitor Information facilitating the communication systems and coordinating promotional materials that will attract visitors and maximize their experience while in the area

Public and Media Relations understanding the best media to reach the desired audience, creating special events, planning for crisis communication, developing a press kit and photo library, wooing travel writers

Product Development working with business leaders to create new tourism experiences by packaging resources, acquiring additional resources, and developing niche markets

Research Coordination initiating and managing the collection of visitor research at various sites within the community; utilizing and disseminating existing state, regional and national data; assisting businesses in the application of research in marketing decisions

Representation attending tourism meetings and conferences; joining trade associations; participating in regional and state development and marketing programs; being visible in own community as a community leader

Educational Programs providing training for the hospitality and tourism industry; raising the awareness of government officials and public at large; offering technical assistance for small businesses

Promote Image of Industry providing information to media on positive impacts of tourism; advocating hospitality and tourism as positive career choices for students and as a viable source of supplemental income; developing awards and programs for professional recognition; joining

lobbying efforts of state DMO's; including a discussion of tourism and tourism assets in county leadership programs

Stay Current on Tourism Trends - networking with others in the industry and remaining updated on industry trends

**Appendix Q – Photos of Pamlico County
Provided here on DVD**

Appendix R – List of GIS Layers

- Hydro
 - Neuse
 - Neuse Waterbodies
 - Neuse Streams
 - Neuse Waterbody Use Support
 - Neuse Streams Use Support
 - Tar
 - Tar Waterbodies
 - Tar Streams
 - Tar Waterbody Use Support
 - Tar Streams Use Support
- Landcover
 - Pamlico
 - Bottomland Forest/Hardwood Swamps
 - Mixed Hardwoods/Conifers
 - Mixed Upland Hardwoods
 - Mountain Conifers
 - Other Broadleaf Deciduous Forests
 - Other Needleleaf Evergreen Forests
 - Southern Yellow Pine
 - Deciduous Shrubland
 - Evergreen Shrubland
 - Mixed Shrubland
 - Cultivated
 - High Intensity Developed
 - Low Intensity Developed
 - Unmanaged Herbaceous Upland
 - Managed Herbaceous Cover
 - Water Bodies
 - Exposed Rock
 - Unconsolidated Sediment
 - Indeterminate Land cover
 - Not within Statewide Land Cover Database
- Wetlands
 - Neuse
 - CREWS
 - Restoration and Enhancement
 - Wetland Types
 - Tar-Pam
 - CREWS
 - Restoration and Enhancement
 - Wetland Types
- Layers
 - Natural
 - Beach Access Sites
 - Natural Heritage Element Occurrence Sites
 - Anadromous Fish Spawning areas
 - Paddle Trails, Coastal Plain
 - Significant Aquatic Endangered Species Habitats
 - Fishing – Designated Trout Waters
 - Conditionally Approved Shellfish Harvesting Areas
 - Fisheries Nursery Areas
 - Shoreline
 - Closed Shellfish Harvesting Areas
 - Significant Natural Heritage Area

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- Projects
 - Section 319 Projects
 - CWMTF Land Acquisition Projects
- Monitoring
 - Ambient Water Quality Monitoring Sites
 - Citizens Water Quality Monitoring Sites
 - Benthos Monitoring Sites
 - Discharger Coalitions Monitoring Sites
 - Fish Community Sampling Site
 - USGS APNEP Sampling Sites
 - USGS Stream Gauges
- Infrastructure
 - Dams
 - Hospitals
 - Airports
 - Railroads – Active
 - Railroads – Inactive
- Water and Sewer
 - Municipal Discharge Points
 - Municipal Sewer Treatment Plants
 - Municipal Water Treatment Plans
 - Municipal Wells
 - Public Water Supply Wells
 - Sewer Pumps
 - Water Tanks
 - Water Pumps
 - Surface Water Intakes
 - Land Application Sites
 - Sewer Pipes
 - Water Pipes
 - Sewer Service Type A
 - Sewer Service Type B
 - Water Service Type A
 - Water Service Type B
 - Public Water & Sewer Survey
- Special Watersheds
 - Water Supply Watersheds
 - High Quality Water and Outstanding Resource Water
 - Wetlands Restoration Program – Targeted Local Watersheds
 - Priority Wetlands Sub Basin
- Regions
 - APNEP Region
 - CAMA Counties
 - COG Regions
 - DENR Region
 - DCA Region
 - Economic Development Regions
 - DOT Divisions
- Reference
 - Geodetic Survey Control Points
 - USGS 1:100,000 Scale Tiles
 - USGS 1: 24,000 Scale Quadrangles
 - USGS Quarter Quadrangle Grid
- Pollutants
 - National Pollution Discharge Elimination System
 - Swine Lagoons
 - Hazardous Substance Disposal Site

- Political
 - NC House Districts
 - NC Senate Districts
 - US Congressional Districts
- Managed Lands
 - Lands Managed for Conservation and Open Space
 - Gamelands
- Hydro Base
 - Major Hydro
 - Waterbodies
 - Subbasins
 - Hydrologic Units
 - River Basins
- Floods
 - NC Flood Hazard Areas
 - FEMA Q3 Flood Maps East
 - FEMA Q3 Flood Maps West
 - Storm Surge Slow
 - Storm Surge Fast
- Education
 - Public Schools
 - Private Schools
 - Universities (Points)
 - Community Colleges
 - Private Colleges
 - Universities (Polygons)
 - Libraries
- Demographics
 - 2000 Census Block Population
 - 2000 Census Block Group Population
 - 2000 Census Tract Population
 - 2000 County Population
 - Economic Distress
- Base
 - Highways
 - Primary Roads
 - Cities
 - Counties with Shoreline

**Appendix S - GIS Maps
Provided here on DVD**

Appendix T - Slides from Presentation on May 9, 2007