



RETREAT | February 27, 2016

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CREEDMOOR | FORWARD
STRATEGIC 10-YEAR PLAN
Investing today for an exceptional tomorrow

BOARD OF COMMISSIONERS



Presented by:



AGENDA



Part I:

- ❖ Strategic Position
- ❖ Vision Statement
- ❖ Discussion

Part II:

- ❖ Keys to Moving Creedmoor Forward
- ❖ Strategic Goals
- ❖ Hierarchy of City Needs

Part III:

- ❖ Potential Actions
- ❖ Discussion

Part IV:

- ❖ Gaps in Capacity
- ❖ Implementation & Funding
- ❖ Conclusion, Q & A

CREEDMOOR | 10-Year Strategic Plan



CREEDMOOR | FORWARD PART 1

INTRODUCTION

- OUR PERSPECTIVE**
 - Strategic Positioning
 - Eleven Things
 - Keys to Moving Creedmoor Forward
- YOUR PLAN**
 - Vision
 - Strategic Goals
 - Potential Actions

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STRATEGY & APPROACH

WHY IS A STRATEGIC APPROACH IMPORTANT?

Strategic Positioning Means:

- Cultivating a deep understanding of Creedmoor’s opportunities and challenges, relative to other communities in the Research Triangle
- Identify and promote differentiating characteristics, that will drive positive change, as Creedmoor moves into the future

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“11 Things You Need to Know About Creedmoor”

1. Creedmoor has good access to regional job centers, with a strong relationship to Durham and Butner’s employment opportunities.

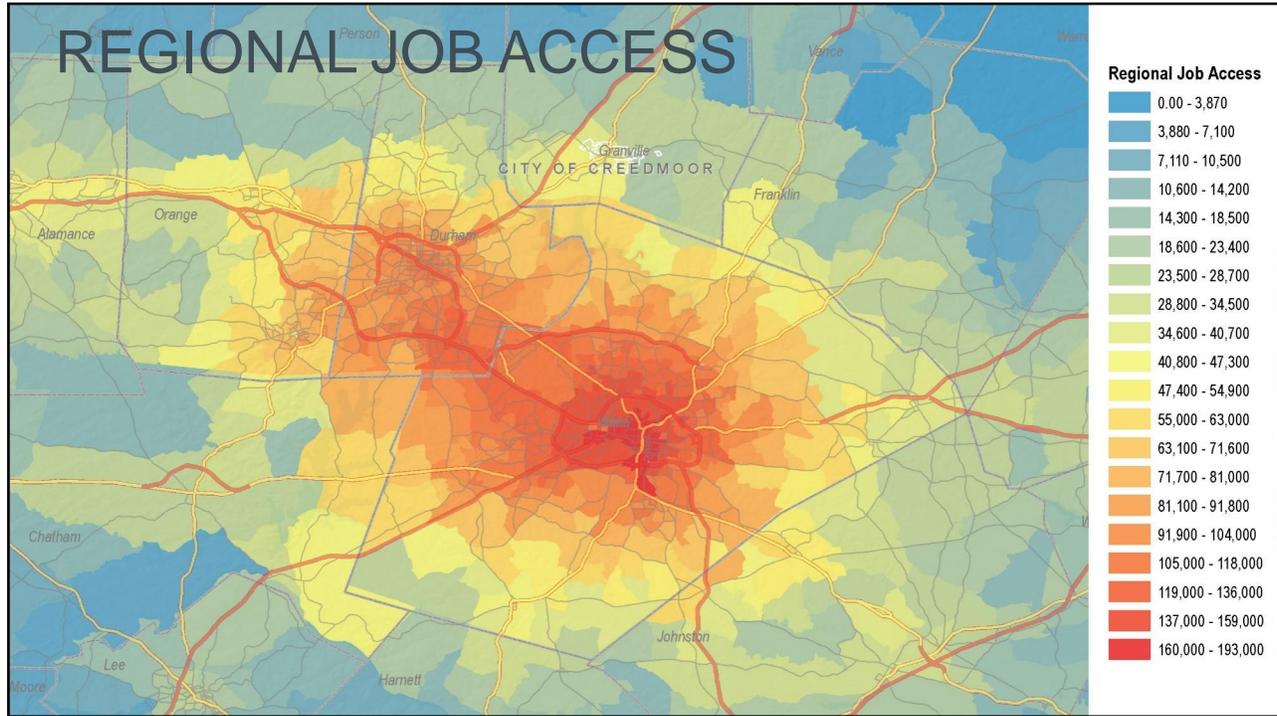
OPPORTUNITIES

- Durham’s economic resurgence benefits Creedmoor
- I-85 has ample capacity
- Durham’s East End Connector may improve Creedmoor’s access to RTP

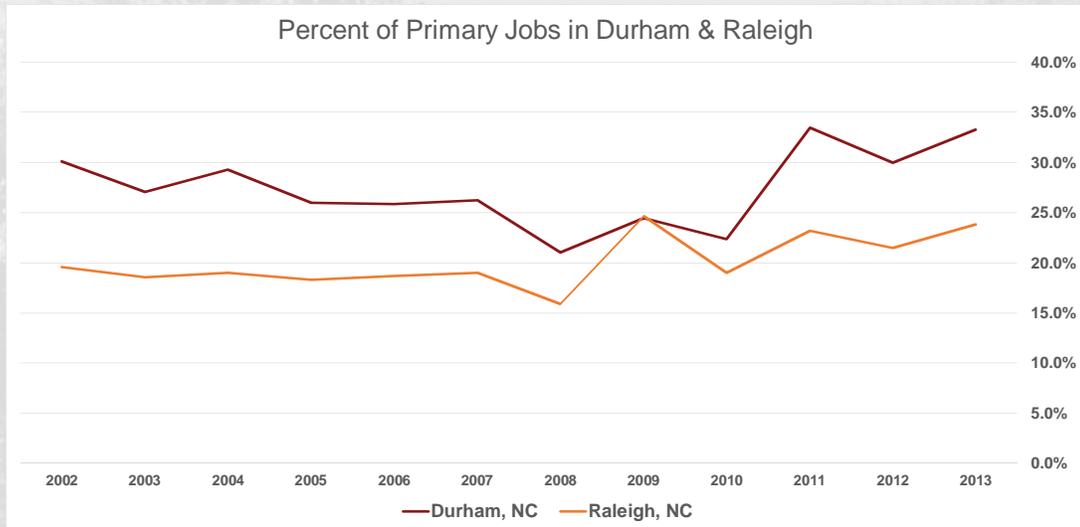
THREATS

- Access to Raleigh will become more difficult over time, as NC 50 cannot be widened

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CREEDMOOR WORK DESTINATIONS



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"11 Things You Need to Know About Creedmoor"

2. Creedmoor is ahead of its regional peers in the pace of residential development, about average on median price, but behind in the quality of residential development.

OPPORTUNITIES

- Housing costs are very reasonable - Median housing values are about average compared to Creedmoor's regional peers, while Creedmoor offers small job access advantages
- New housing demand is high - an average of 31 new homes have been built per year since 2000, well above average for its peers

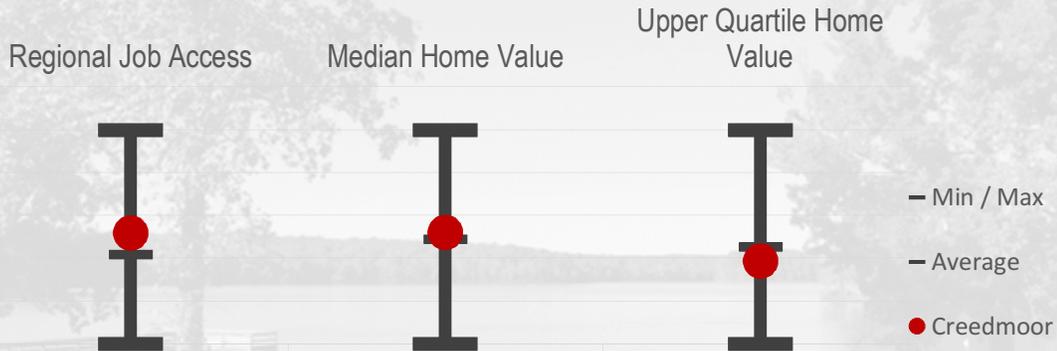
THREATS

- There is a lack of higher-end housing, with upper quartile home values in Creedmoor lagging behind regional peers

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"11 Things You Need to Know About Creedmoor"

JOB ACCESS AND HOME VALUE



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"11 Things You Need to Know About Creedmoor"

3. Creedmoor has a lack of diverse retail and commercial establishments, forcing residents out-of-town to meet some basic needs.

OPPORTUNITIES

- Retail Gap data suggests that there is demand in Creedmoor and Granville County for smaller retail:
 - Clothing
 - Home furnishings
 - Hobby / music
 - Specialty foods
 - Gifts
 - Drinking Places
- Many of these retail types are best located in downtowns

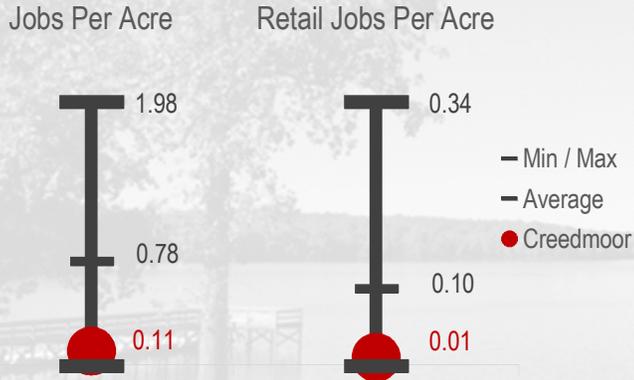
THREATS

- Current employment and retail density is lower than regional peers
- Oxford can capture much of this small retail market

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"11 Things You Need to Know About Creedmoor"

DENSITY OF ACTIVITIES AMONG CREEDMOOR PEERS



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"11 Things You Need to Know About Creedmoor"

RETAIL GAP ANALYSIS

Sample of Retail Gaps	Retail Gaps		Average Annual Sales
	Creedmoor	Creedmoor, Butner, & Oxford	
Specialty Food	\$ 1,884,400	\$ 8,022,000	\$ 923,000
Clothing & Clothing Accessories	\$ 2,431,700	\$ 6,281,000	\$ 1,619,500
Sporting Goods, Hobby, Musical Instruments	\$ 996,500	\$ 3,268,300	\$ 1,782,600
Office Supplies, Stationery & Gift	\$ 315,600	\$ 1,222,800	\$ 1,025,700
Drinking Places	\$ 94,600	\$ 904,000	\$ 510,600
Furniture & Home Furnishings	\$ 1,024,900	\$ 1,774,200	\$ 1,772,700

Sources: ESRI Business Analyst (Retail Gaps),
US Census Bureau & Renaissance Planning (Avg Annual Sales)

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“11 Things You Need to Know About Creedmoor”

4. Development opportunities in Creedmoor are often limited by environmental and/or regulatory constraints, but options for thoughtful growth exist.

OPPORTUNITIES

- Land capacity analysis suggests that land is available to meet development demand, even with Falls Rules in place
- Falls Rules do not apply to existing developed land, making downtown an appealing development option

THREATS

- Falls Rules are particularly limiting south of NC 56, where land values would likely be highest

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“11 Things You Need to Know About Creedmoor”

SUPPLY VERSUS DEMAND

	Minimum	Maximum
Projected Creedmoor Household Growth (to 2040)	279 household units (HU)	557 HU
Projected Creedmoor Employment Growth (to 2040)	710	796
Capacity: Residential Uses (Various)	331 HU (any)	3,359 HU (SFR) 2,284 HU (MFR)
Capacity: Commercial Uses (Various)	118,047.6 ft ²	1,636,575.9 ft ²
Capacity: Industrial	372,880.4 ft ²	745,760.84 ft ²
Capacity: Civic	381,894.3 ft ²	763,788.68 ft ²

TAKE-AWAY: Current land capacity far exceeds the projected growth of Creedmoor; policies should focus on stimulating growth

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"11 Things You Need to Know About Creedmoor"

5. Creedmoor's "quality-of-place" advantage is currently under-leveraged.

OPPORTUNITIES

- Creedmoor has several countywide or even regional attractions:
 - Lake Rogers
 - Music festival
 - Senior center
- Local amenities are a primary contributor to land values

THREATS

- Oxford has a more robust, walkable downtown than Creedmoor

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“11 Things You Need to Know About Creedmoor”

6. The health of downtown will need to be improved to live up to Creedmoor’s potential as the lively center of South Granville County.

OPPORTUNITIES

- Downtown vibrancy becoming more important (and valuable) regionally & nationally
- Granville County still lacks elements of downtown vibrancy:
 - Mix of retail, office, and housing
 - Activity during business hours, nights, and weekends
 - Spaces where people can meet and interact without paying for access
- Creedmoor has the infrastructure and layout to accommodate downtown vibrancy

THREATS

- Oxford can compete for the same market
- Vibrancy requires coordination between public and private entities

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“11 Things You Need to Know About Creedmoor”

10

Establishments serving food

Establishments open after 7 PM

Establishments selling/featuring something *other* than food

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“11 Things You Need to Know About Creedmoor”

7. Public infrastructure, including streets and community facilities, are currently under-provided or in a state of disrepair.

OPPORTUNITIES

- Funding for infrastructure is often easier to come by than other types of funding
- Visible public investments often kickstart private investment
- The best return on public investment is on projects like public infrastructure where the private sector is not a competitor

THREATS

- Public investment paid for by private subsidy (e.g. taxes) can inhibit private investment
- Money for operations is not as easy to come by, and likely requires a long-term, dedicated public funding source to prevent future disrepair

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“11 Things You Need to Know About Creedmoor”

From City Plan 2030:

Challenge: Existing roads need improvements and enhancements.

Actions: The NC50 Corridor Study, adopted by resolution January 25, 2011, contains recommendations for the improvements of NC50 (Main Street) to improve the level of service, the efficiency of traffic, pedestrian interactions and the quality of alternatives for enhancements



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"11 Things You Need to Know About Creedmoor"

8. Public safety facilities are currently at capacity, but levels of service allow for population growth without expanding operations.

OPPORTUNITIES

- The City can absorb new residents and businesses without needing to immediately purchase new equipment or hire new personnel

THREATS

- Waiting to expand facilities until new personnel is needed may frustrate current personnel
- If the city grows, it may limit the options for re-siting public facilities

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"11 Things You Need to Know About Creedmoor"

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PERSONNEL: LOS	9	7
PERSONNEL: CREEDMOOR	14	Approx. 30
VEHICLES: LOS	3	1
VEHICLES: CREEDMOOR	-	6
FACILITIES: LOS	865.2 ft²	1,081.5 ft²

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“11 Things You Need to Know About Creedmoor”

9. Improving the public’s perception of Creedmoor is critical and will involve building on positives, overcoming negatives, and addressing economically distressed areas.

OPPORTUNITIES

- Old depot
- Downtown
- Schools
- OTHERS?

THREATS

- Old depot
- Downtown
- Schools
- OTHERS?

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“11 Things You Need to Know About Creedmoor”

10. There is a lack of dedicated economic development, community development, and project management capacity at the city staff level.

OPPORTUNITIES

- A single city staff position could likely handle many of the needed tasks, including market studies, marketing / promotion, entrepreneur identification, etc.
- Public sector business improvement efforts have access to different resources than do private sector organizations

THREATS

- Public investment paid for by private subsidy (e.g. taxes) can inhibit private investment
- Money for operations is not as easy to come by, and likely requires a long-term, dedicated public funding source to prevent future disrepair

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“11 Things You Need to Know About Creedmoor”

NC Chambers of Commerce in small cities:

Ayden (4,900)
 Ahoski (5,000)
 Farmville (4,600)
 Maggie Valley (1,500)
 Murfreesboro (2,800)
 North Wilkesboro (4,100)
 Roxboro (8,400)
 Zebulon (4,500)

NC Municipal Services Districts (BIDs) in small cities:

Albemarle (16,000)
 Brevard (7,600)
 Chimney Rock (200)
 Kings Mountain (10,600)
 Maxton (2,400)
 Rutherfordton (4,200)
 St. Pauls (2,000)
 Whiteville (5,600)

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“11 Things You Need to Know About Creedmoor”

11. Creedmoor appears to lack community champions and non-governmental organizations that will take ownership of *Creedmoor | Forward* initiatives.

OPPORTUNITIES

- Community champions serve as the day-to-day backbone of community upkeep and re-investment
- Smaller cities require only a few such champions
- The state has many resources to help small cities develop CDCs, foster community economic development leaders, and raise necessary funds

THREATS

- Community champions require long-term commitment

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“11 Things You Need to Know About Creedmoor”

Active community groups and NGOs in Creedmoor:



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COMMUNITY VISION & GOALS



VISION

Creedmoor in Year 2025

By leveraging the City's natural assets, capitalizing on its geography, and by creatively overcoming constraints to development, Creedmoor is experiencing high-quality, beneficial growth, attracting new residents and creating a desirable destination for visitors. Thoughtful and strategic actions, projects, and policies have contributed to:

- A revitalized and vibrant downtown district full of businesses, restaurants, art, and people;
- Greater choices and opportunities for residents, visitors, and business owners, including retail, services, commercial space and housing
- Improved public safety facilities;
- Upgraded infrastructure; and
- A diverse selection of recreation facilities and program offerings for residents of all ages.

By actively promoting the City's location advantages, and by marketing the investments made in Creedmoor's future, the City has captured new residents, retained existing residents, and created a new "must visit" destination in the Research Triangle.

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DISCUSSION



CREEDMOOR | FORWARD PART 2



KEYS TO MOVING FORWARD

- Maintain Creedmoor's position as the "small town heart" of South Granville County
- Increase the City's population and generate outside interest in the community, by improving the public's perception of Creedmoor as a great place to live, work, and play
- Provide needed businesses and recreational services
- Make investments within a framework of attracting outsiders into the City

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KEYS TO MOVING FORWARD

- Build Creedmoor's capacity to proactively conduct both Community and Economic Development activities
- Leverage local efforts and initiatives by building partnerships with outside organizations and government agencies
- Promote and support a level of quality in new development that fits with Creedmoor's position and potential in the region
- Clearly articulate the community's vision to outside interests, given the opportunities and limitations that exist

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STRATEGIC GOALS

STRATEGIC GOALS

- ❑ Infrastructure in Creedmoor is complete, up-to-date, safe, and enhances the appearance of the community
- ❑ Creedmoor's downtown district is aesthetically appealing and home to a variety of amenities, businesses, and entertainment options
- ❑ High-quality indoor recreation facilities and diverse recreation programming are available to residents and visitors of all ages
- ❑ Ample options and amenities for outdoor recreation, such as athletic fields, walking trails, and parks are available to both residents and visitors.



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STRATEGIC GOALS

STRATEGIC GOALS

- ❑ Public safety facilities are updated, highly functional, and aesthetically appealing
- ❑ Creedmoor maintains a reputation as a business-friendly community, attracting new businesses, retaining existing ones, expanding the tax base and creating jobs
- ❑ Creedmoor enjoys mutually beneficial relationships with a variety of local, state, and federal agencies, and other public and private partners, leveraging local efforts and initiatives, and driving positive change.



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HIERARCHY OF CITY NEEDS



HIERARCHY OF INDIVIDUAL NEEDS

- Based on Maslow’s Hierarchy of Needs
- These needs are what motivate people to act- once a certain need or set of needs has been achieved, an individual can proceed to the next level
- Needs are ranked from basic needs (i.e. food, air, water) to growth needs (developing potential, finding a greater purpose)
- Movement between levels is multidirectional and ongoing

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HIERARCHY OF CITY NEEDS



HIERARCHY OF CITY NEEDS

- Complete communities fulfill certain needs, ranging from foundational to desirable
- High-functioning communities meet certain basic requirements such as having good access to jobs, providing adequate infrastructure, hosting strong community groups, and offering a range of local amenities
- The Hierarchy of City Needs is a graphical representation of these critical components

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BREAK



**CREEDMOOR | FORWARD
PART 3**

STRATEGIC FOCUS: INFRASTRUCTURE



POTENTIAL ACTIONS

- Install **improved street lighting** along NC-56 and US-15
- Repair/repave streets on the Street Prioritization List**
- Complete the **Chief Street Alley** project
- Implement a **Stormwater Master Plan** and a routine drainage maintenance schedule
- Design/install new wayfinding signage or landmark that captures and enhances Creedmoor's small-town character

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STRATEGIC FOCUS: DOWNTOWN



POTENTIAL ACTIONS

- Create city staff positions for economic and community development
- Develop and implement a downtown beautification initiative
- Maintain land use policies that promote and facilitate infill downtown
- Adopt specific design standards for downtown development/redevelopment
- Implement a marketing campaign highlighting the City's investments in downtown to attract new businesses and build Creedmoor's reputation as a "must visit" destination
- Support and promote an expanded Farmers Market, taking advantage of Granville County's local agriculture

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STRATEGIC FOCUS: INDOOR RECREATION



POTENTIAL ACTIONS

- Design and construct a **multiuse community center** with indoor athletic/recreation amenities, public meeting/gathering space, and a senior center including kitchen facilities
- Develop diverse indoor recreation programming commensurate to the size and space available in the new community center
- Hire necessary staff to develop and administer recreation programs

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STRATEGIC FOCUS: OUTDOOR RECREATION



POTENTIAL ACTIONS

- Develop **walking trails along the perimeter of Lake Rogers**
- Complete the **walking trails at "The Gauntlet"**
- Determine best use for **Ledge Creek Flats**
- Build a **recreational water feature at Lake Rogers**

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STRATEGIC FOCUS: PUBLIC SAFETY



POTENTIAL ACTIONS

- Design and construct an updated, appropriately-sized **public safety center** for Creedmoor's police department and volunteer fire department
- Determine the usefulness of co-locating the police department and fire department
- Identify appropriate site(s) for a new public facility

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STRATEGIC FOCUS: SUPPORTING BUSINESS

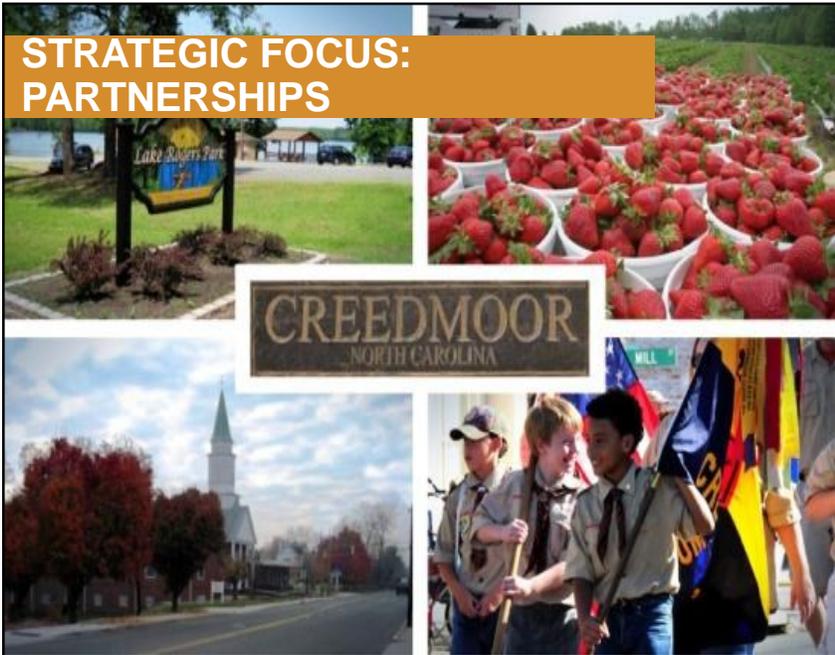


POTENTIAL ACTIONS

- Designate a "steward" to manage economic development dialogues and to help push economic development initiatives
- Supply **high-quality office and retail space** through incentives for infill and other redevelopment projects
- Support/advise a viable community business association
- Work with local business leaders to ensure that supportive services and employment needs are being filled
- If the needs of local businesses are not being met, convene a working group or committee empowered to make recommendations

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**STRATEGIC FOCUS:
PARTNERSHIPS**



CREEDMOOR
NORTH CAROLINA

POTENTIAL ACTIONS

- ❑ Work with government agencies to leverage Creedmoor's access to major employment and activity centers through improved transit and transportation infrastructure
- ❑ Identify and apply for grant opportunities to maximize investments
- ❑ Promote and support the development of community organizations such as a Chamber of Commerce or a downtown business improvement group
- ❑ Work with county and state agencies and/or local organizations to plan for and promote transit and ridesharing options

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DISCUSSION



**INTERACTIVE SESSION:
POTENTIAL PROJECT PRIORITIZATION**

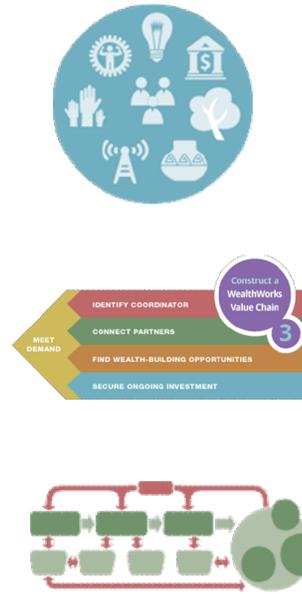
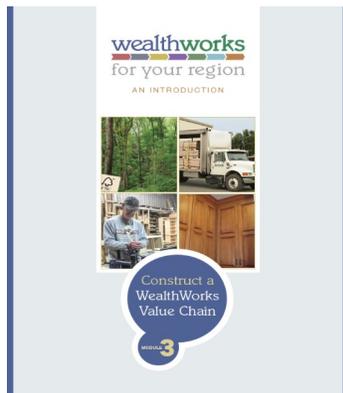


BREAK



**CREEDMOOR | FORWARD
PART 4**

BUILDING CAPACITY



How can gaps in capacity be overcome in Creedmoor?

- Wealthworks.org
 - “a 21st-century approach to local and regional economic development that belongs in every community and economic development toolkit. WealthWorks **brings together and connects a community’s assets to meet market demand** in ways that build livelihoods that last.”

BUILDING CAPACITY

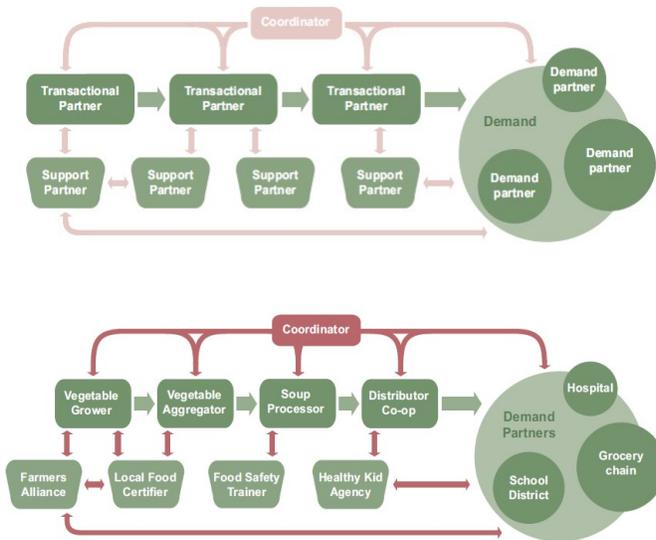
The capital	The definition
 Individual	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
 Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
 Social	The existing stock of trust, relationships and networks in a region's population.
 Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
 Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
 Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
 Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 Financial	The existing stock of monetary resources available in the region for investment in the region.

How can gaps in capacity be overcome in Creedmoor?

- Wealthworks.org
 - Eight Capitals: “each capital is a collection of one category of related resources; every region has a stock of each type of capital—meaning the combined quantity and quality of the many components of that capital in the region; and taken together, the existing stocks of these capitals constitute a region’s current wealth.”

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BUILDING CAPACITY



How can gaps in capacity be overcome in Creedmoor?

- Wealthworks.org
 - Construct a value chain: “A WealthWorks value chain is a network of people, businesses, organizations and agencies addressing a market opportunity to meet demand for specific products or services—advancing self-interest while building rooted local and regional wealth.”

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BUILDING CAPACITY



How can gaps in capacity be overcome in Creedmoor?

- *Small Towns, Big Ideas; Case Studies in Small Town Economic Development*—collaboration between UNC School of Government and NC Rural Economic Development Center
- Seven key takeaways for “small cities with big ideas:”
 1. In small towns, community development is economic development.
 2. Small towns with the most dramatic outcomes tend to be *proactive* and *future-oriented*; they *embrace change* and *assume risk*.

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BUILDING CAPACITY



How can gaps in capacity be overcome in Creedmoor?

3. Successful community economic development strategies are guided by a *broadly held local vision*.
4. Defining *assets and opportunities* broadly can yield innovative strategies that capitalize on a community's competitive advantage.
5. *Innovative local governance, partnerships, and organizations* significantly enhance the capacity for community economic development.
6. Effective communities *identify, measure, and celebrate short-term successes* to sustain support for long-term community economic development.
7. Viable community economic development involves the use of a *comprehensive package of strategies and tools*, rather than a piecemeal approach.

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BUILDING CAPACITY



How can gaps in capacity be overcome in Creedmoor?

- Downtown development organizations
- Non-profit organizations
- Community development corporations
- City staff roles

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BUILDING CAPACITY



Photo credit: <http://activerain.com>



Photo credit: www.farmville-nc.com/

Both Hayesville and Farmville are supporting tourism, downtown development, and organizational development through a development organizational model.

DOWNTOWN DEVELOPMENT ORGANIZATION

- Usually volunteer-led
- Partners with city, but city government is not the primary driver
- Builds infrastructure and capacity to support CD and ED
- **Clay County Community Revitalization Association (CCCRA), Hayesville, NC**
- **Farmville Development Partnership, Farmville, NC**

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BUILDING CAPACITY



Photo credit: www.ncartsincubator.org

NON-PROFIT ORGANIZATIONS

- “Public-private (including non-profit) partnerships are emerging as the prominent model for small town development.”
- **NC Arts Incubator, Siler City, NC:** downtown arts incubator resulting from community college, local gov’t, and state-level NPO partnership

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BUILDING CAPACITY



COMMUNITY DEVELOPMENT CORPORATIONS (CDC)

- “nonprofit, community-based organizations focused on revitalizing the areas in which they are located”
- **Goler-Depot Street Renaissance CDC, Winston-Salem, NC:** helps provide housing and entrepreneurial opportunities for low-resource families and individuals in W-S’s historic Goler-Depot St. neighborhood

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SOURCE: <http://community-wealth.org/strategies/panel/cdcs/index.html>

BUILDING CAPACITY




Valley County Economic Development

The rural model for growth

Economic Development is a top priority in Valley County. The Valley County Economic Development Board serves as the primary facilitative organization for economic growth and development in Valley County, OR. Nebraska is Nebraska's First Certified and re-Certified Economic Development Community. Every year in the meeting, VCEED has worked diligently to catalyze economic growth in areas communities. Below is comprehensive information about doing business in the area, including available residential sites and commercial property, demographic information and business incentives prospective business opportunities.

CLICK MENU: To encourage business retention and promote economic development while enhancing the quality of life in Valley County, Nebraska.

ANNUAL SPONSORSHIP BROCHURE: Download the 2014 sponsorship brochure from:

AVAILABLE PROPERTY AND SITES: View a comprehensive list of our properties and sites.

BUSINESS DIRECTORY: Find your business to business services in our local business directory.

BUSINESS INCENTIVES: View a comprehensive list of our local resources for business development from local incentives can be allocated for site development, business expansion, new business start-up or existing business transition projects.

CITY STAFF ROLES

- Invest in the future by hiring professional economic and community development staff

Dedicated Economic Development Capacity, Ord, NE- professional staffer markets the town to outsiders, works with existing small businesses and entrepreneurs, and attracts new industries into the town

[Valley County Economic Development](#)

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IMPLEMENTATION & FUNDING STRATEGIES



Photo credit: <http://www.shutterstock.com>

POTENTIAL SOURCES OF FUNDING

- Federal
- State
- Local
- Private

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FINAL DISCUSSION Q&A



CLOSING REMARKS

