

Economic Development Interactive Exercise – LNC Class XVII

Large Metropolitan City

GOAL: To develop a strategic plan for carrying out economic development in your city. You are a resident of a large metropolitan city. The current “business as usual” plan no longer works in your city and you’ve been asked to serve on a committee to develop a new strategic plan for the city.

The city has a particular set of resources with which to work and the challenge is to ensure sustainability over time with limited resources. As a result of the recession, your resources have become more constrained and it’s likely this will be the case for the foreseeable future.

CHALLENGE: How do you bring the right people in your city together to make things happen, to bring about change and formulate an economic development strategic plan for the future?

In doing so, pay specific attention to equity, inclusiveness, responsiveness to challenges, communication and use of power. Leadership demands confidence and competence to carry out hard decisions, communication skills to explain to constituencies why you’re doing what you’re doing, and trust by demonstrating fairness and effectiveness with diminishing resources.

3 Roles to be Assigned in Your Group:

1. Facilitator of the group discussion
2. Scribe/time keeper
3. Reporter (report on the group discussion and resulting plan at the end of the session)

“Indeed a new definition of leadership can be expressed as the ‘ability to align strengths (toward a purpose) in such a way that weaknesses are irrelevant.’” - Peter F. Drucker

GROUP DISCUSSION: During several working sessions spread throughout the two days in Elizabeth City, your group will be asked to work together to

1. *Inquire* into strengths and opportunities;
2. *Imagine* the best pathway to sustainable growth;
3. *Discuss innovating* to create the initiatives, strategies, structure, systems, and plans; and
4. *Define inspiring* action-oriented activities that achieve results.

This will be achieved by considering and answering the following questions:

- Strategic Inquiry
 - **Strengths**
 - What do we do really well?
 - What are our greatest assets?

- **Opportunities**
 - What are our best possible opportunities to serve the community?
 - How are we to partner with others?
- Appreciative Intent
 - **Aspirations**
 - To what do we aspire?
 - What is our preferred future?
 - **Results**
 - What are our measurable results?
 - What do we want to be known for?

During your discussions, please consider the perspectives of the following stakeholders when answering the questions and moving toward formulation of the strategic plan:

1. City economic developer
2. Community college president
3. Chamber of commerce executive director
4. Public school superintendent
5. Member of an environmental advisory group
6. Social services board member
7. Executive director of a council of government (a regional planning agency)
8. Tourism official
9. Retiree who negatively views further expansion and growth of the community
10. Local newspaper editor

OTHER QUESTIONS FOR YOUR GROUP:

1. How do you take what you want to do from a concept into action?
2. Who will be responsible for implementing the new strategic plan?
3. What are the top two economic development strategies that must be accomplished first?
4. What will you do differently from others in tackling similar problems?

CITY'S ASSETS:

1. Tourism – you have a business cluster in your city that attracts substantial tourists.
2. City is the financial, distribution and transportation center for the region.
3. City serves as headquarters for many major national and international companies, however, those companies are mainly related to one business cluster.
4. City is served by an excellent state and federal highway network and it also has an international airport.

5. Very large public school system and achievement test results are consistently above the national average at all grade levels. Also served by 34 colleges/universities and 1 community college.
6. City has a well-developed downtown area and public transportation.

CITY’S CHALLENGES:

1. City is heavily focused in one business cluster which has suffered significantly in the recession and resulted in high unemployment.
2. High number of home foreclosures due to the recession.
3. Growing Latino community and social services are not meeting the needs of this population.
4. Infrastructure of the city has not been able to keep up with its growth.
5. Significant amount of empty commercial space that’s available for rent due to the recession.

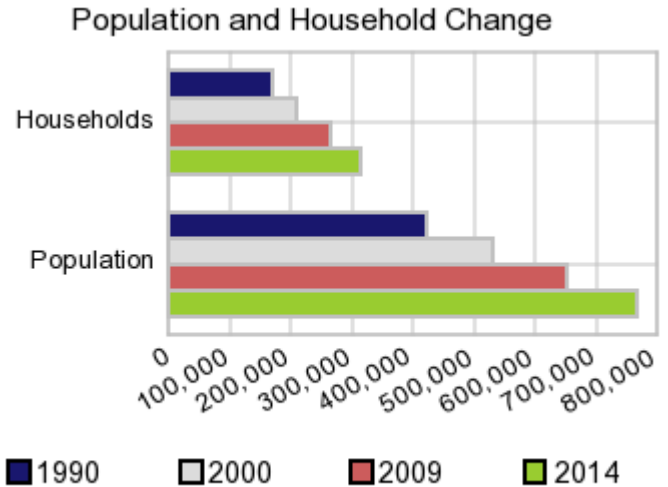
The following are the demographics for your city:

City Demographics

Population Demographics

The number of households in the study area in 1990 was **167,344** and changed to **210,851** in 2000, representing a change of **26.0%**. The household count in 2009 was **264,123** and the household projection for 2014 is **314,023**, a change of **18.9%**.

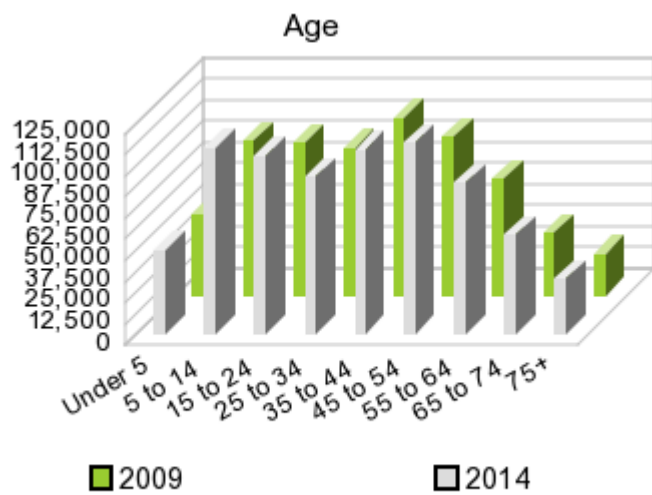
The population in the study area in 1990 was **422,911** and in 2000 it was **531,258**, roughly a **25.6%** change. The population in 2009 was **651,336** and the projection for 2014 is **763,734** representing a change of **17.3%**.



Percent Change

	1990 Census	2000 Census	2009 Estimate	2014 Projection	1990 to 2000	2009 to 2014
Total Population	422,911	531,258	651,336	763,734	25.6%	17.3%
Total Households	167,344	210,851	264,123	314,023	26.0%	18.9%

Population by Age



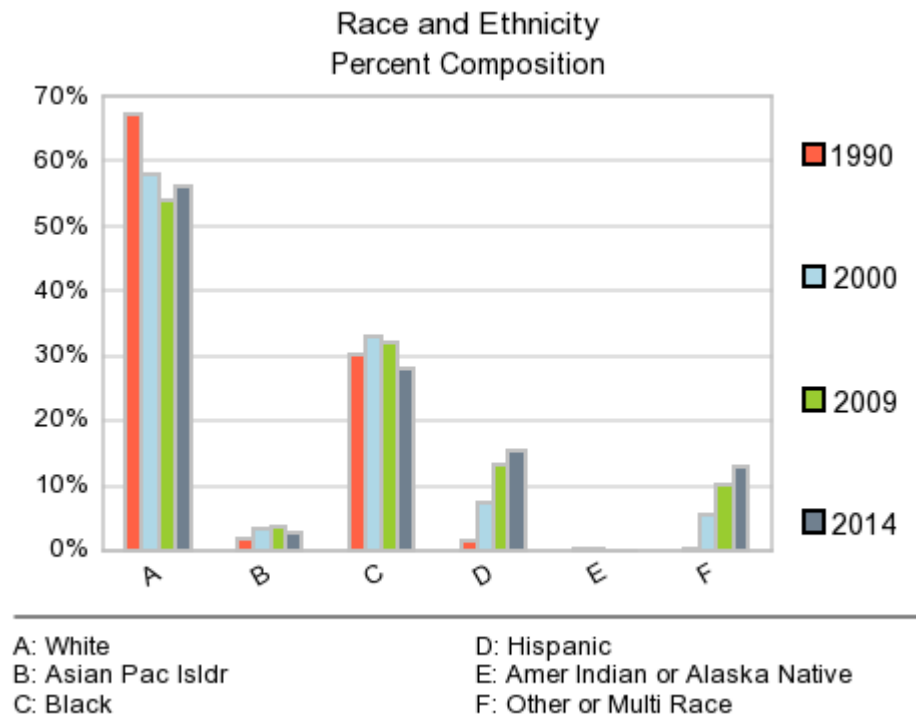
In 1990, the median age of the total population in the study area was **31.7**, and in 2000, it was **32.7**. The median age in 2009 is **35.5** and it is predicted to change in five years to **37.4** years. In 2009, females represented **51.6%** of the population with a median age of **36.7** and males represented **48.4%** of the population with a median age of **34.2** years. In 2009, the most prominent age group in this geography is **Age 35 to 44** years. The age group least represented in this geography is **75 +** years.

Age Groups

	1990		2000		2009		2014		Percent Change	
	Census	%	Census	%	Estimate	%	Projection	%	1990 to 2000	2009 to 2014
0 to 4	32,015	7.6%	37,593	7.1%	49,422	7.6%	49,443	6.5%	17.4%	0.0%
5 to 14	54,157	12.8%	73,592	13.9%	92,428	14.2%	110,515	14.5%	35.9%	19.6%
15 to 19	29,021	6.9%	33,906	6.4%	44,627	6.9%	52,099	6.8%	16.8%	16.7%
20 to 24	36,048	8.5%	40,922	7.7%	46,130	7.1%	53,943	7.1%	13.5%	16.9%
25 to 34	88,647	21.0%	101,571	19.1%	87,766	13.5%	92,638	12.1%	14.6%	5.6%
35 to 44	69,008	16.3%	90,534	17.0%	105,565	16.2%	109,365	14.3%	31.2%	3.6%

45 to 54	42,117	10.0%	68,173	12.8%	93,838	14.4%	113,834	14.9%	61.9%	21.3%
55 to 64	31,963	7.6%	37,704	7.1%	68,775	10.6%	90,129	11.8%	18.0%	31.1%
65 to 74	24,135	5.7%	25,371	4.8%	37,300	5.7%	59,304	7.8%	5.1%	59.0%
75 +	15,789	3.7%	21,893	4.1%	25,493	3.9%	32,473	4.3%	38.7%	27.4%

Population by Race/Ethnicity



In 2009, the predominant race/ethnicity category in this study area is **White**. The race & ethnicity category least represented in this geography is **American Indian, Alaska Native**.

Race & Ethnicity

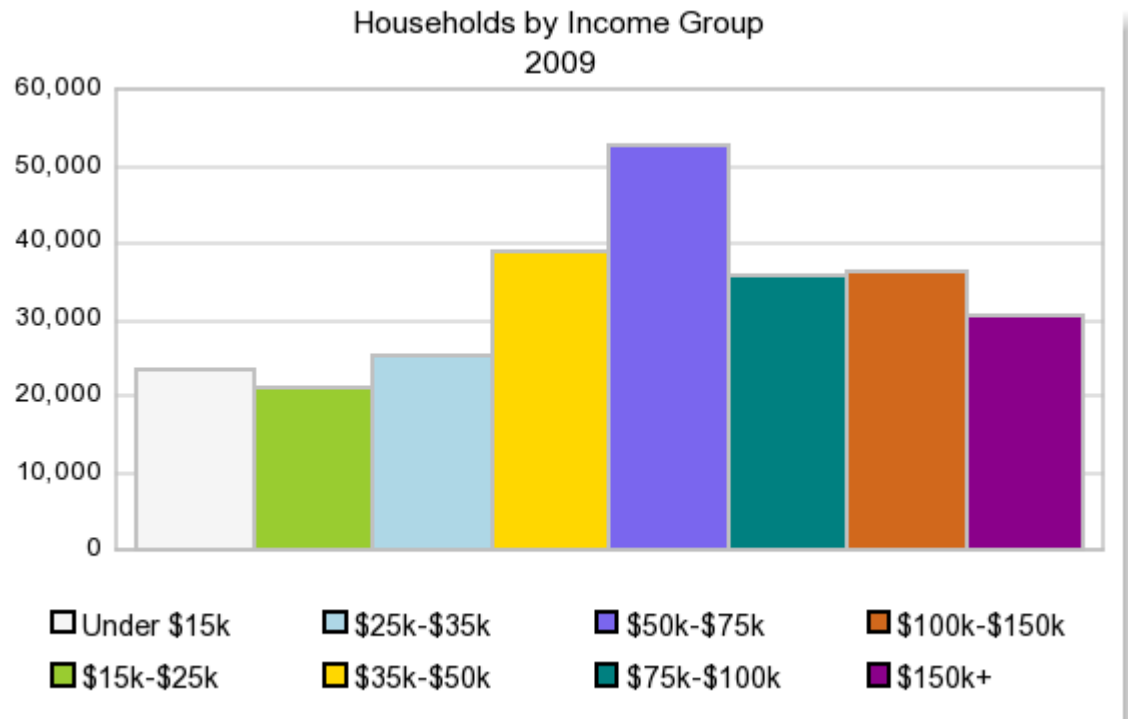
Percent Change

	1990 Census	%	2000 Census	%	2009 Estimate	%	2014 Projection	%	1990 to 2000	2009 to 2014
White	284,658	67.3%	308,468	58.1%	352,570	54.1%	428,561	56.1%	8.4%	21.6%
Black	127,201	30.1%	174,660	32.9%	207,800	31.9%	214,902	28.1%	37.3%	3.4%

American Indian or Alaska Native	1,533	0.4%	1,847	0.4%	598	0.1%	300	0.0%	20.4%	-49.7%
Asian or Pacific Islander	7,736	1.8%	18,270	3.4%	23,800	3.7%	21,646	2.8%	136.2%	-9.1%
Other Race	1,780	0.4%	19,102	3.6%	41,087	6.3%	59,490	7.8%	973.0%	44.8%
Two or More Races			8,913	1.7%	25,482	3.9%	38,836	5.1%		52.4%
Hispanic Ethnicity	5,990	1.4%	39,512	7.4%	86,453	13.3%	116,799	15.3%	559.7%	35.1%
Not Hispanic or Latino	416,924	98.6%	491,747	92.6%	564,883	86.7%	646,935	84.7%	17.9%	14.5%

Households by Income

In 2009 the predominant household income category in this study area is **\$50K - \$75K**, and the income group that is least represented in this geography is **\$15K - \$25K**.



HH Income Categories

Percent Change

	1990 Census	%	2000 Census	%	2009 Estimate	%	2014 Projection	%	1990 to 2000	2009 to 2014
\$0 - \$15,000	32,534	19.4%	24,369	11.6%	23,466	8.9%	26,385	8.4%	-25.1%	12.4%
\$15,000 - \$24,999	29,544	17.7%	23,689	11.2%	21,018	8.0%	21,923	7.0%	-19.8%	4.3%
\$25,000 - \$34,999	28,281	16.9%	28,447	13.5%	25,300	9.6%	26,607	8.5%	0.6%	5.2%
\$35,000 - \$49,999	31,336	18.7%	35,723	16.9%	38,977	14.8%	42,476	13.5%	14.0%	9.0%
\$50,000 - \$74,999	27,365	16.4%	43,065	20.4%	52,784	20.0%	61,849	19.7%	57.4%	17.2%
\$75,000 - \$99,999	9,696	5.8%	22,740	10.8%	35,792	13.6%	43,222	13.8%	134.5%	20.8%
\$100,000 - \$149,999	5,269	3.1%	18,171	8.6%	36,270	13.7%	48,977	15.6%	244.8%	35.0%
\$150,000 +	3,286	2.0%	14,648	6.9%	30,515	11.6%	42,585	13.6%	345.8%	39.6%
Average Hhld Income	\$41,865		\$66,090		\$74,567		\$81,061		57.9%	8.7%
Median Hhld Income	\$32,263		\$46,695		\$59,971		\$64,975		44.7%	8.3%
Per Capita Income	\$16,741		\$26,230		\$31,198		\$34,324		56.7%	10.0%

Educational Attainment

	1990 Census	2000 Census	2009 Estimate	2014 Projection	1990 to 2000	2009 to 2014
Age 25+ Population	271,658	345,245	418,738	497,742	27.1%	18.9%
Grade K - 8	16,128	13,708	15,972	15,072	-15.0%	-5.6%
Grade 9 - 12	34,748	35,036	27,681	28,443	0.8%	2.8%
High School Graduate	61,005	69,653	88,498	100,138	14.2%	13.2%
Some College, No Degree	60,006	76,332	76,951	87,863	27.2%	14.2%
Associates Degree	21,288	22,102	33,756	44,188	3.8%	30.9%
Bachelor's Degree	58,356	88,753	118,596	144,917	52.1%	22.2%

Graduate Degree	20,109	7.4%	35,777	10.4%	57,284	13.7%	77,122	15.5%	77.9%	34.6%
No Schooling Completed			3,885	1.1%						

Employment

Statistics for December 2009:

Labor force: 345,589

Employed: 311,896

Unemployed: 33,693

Unemployment rate: 9.7%