

Economic Development Interactive Exercise – LNC Class XVII

Coastal County

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

The county 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 county 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?

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?

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

1. County economic developer
2. Community college president
3. Chamber of commerce executive director
4. Public school superintendent
5. Member of an environmental advisory group
6. Member of a social services board
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

COUNTY'S ASSETS:

1. Tourism – county rich with history and attracts a substantial amount of tourists.
2. Military base located in the county.
3. Large retiree population
4. A regional airport
5. Developed industrial park with well-known companies located in the park.
6. Community college

COUNTY'S CHALLENGES:

1. One of the county’s largest employers had to significantly reduce its workforce due to the recession.
2. Non-availability of public water and sewer in some parts of the county.
3. Growing Latino community and social services are not meeting the needs of this population.
4. Significant traffic issues around the entrance to the military base. Currently seeking funding to ease traffic congestion and improve safety.
5. Affordable housing

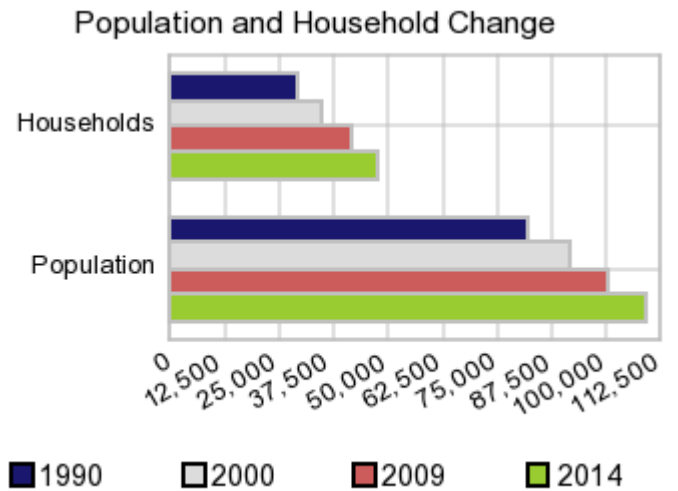
The following are the demographics for your county:

County Demographics

Population Demographics

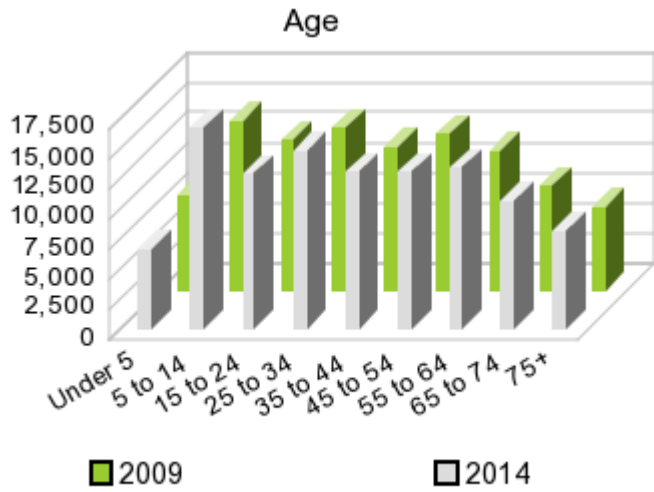
The number of households in the study area in 1990 was **29,566** and changed to **34,582** in 2000, representing a change of **17.0%**. The household count in 2009 was **41,802** and the household projection for 2014 is **47,632**, a change of **13.9%**.

The population in the study area in 1990 was **81,675** and in 2000 it was **91,436**, roughly a **12.0%** change. The population in 2009 was **100,296** and the projection for 2014 is **109,164** representing a change of **8.8%**.



	1990 Census	2000 Census	2009 Estimate	2014 Projection	Percent Change	
					1990 to 2000	2009 to 2014
Total Population	81,675	91,436	100,296	109,164	12.0%	8.8%
Total Households	29,566	34,582	41,802	47,632	17.0%	13.9%

Population by Age



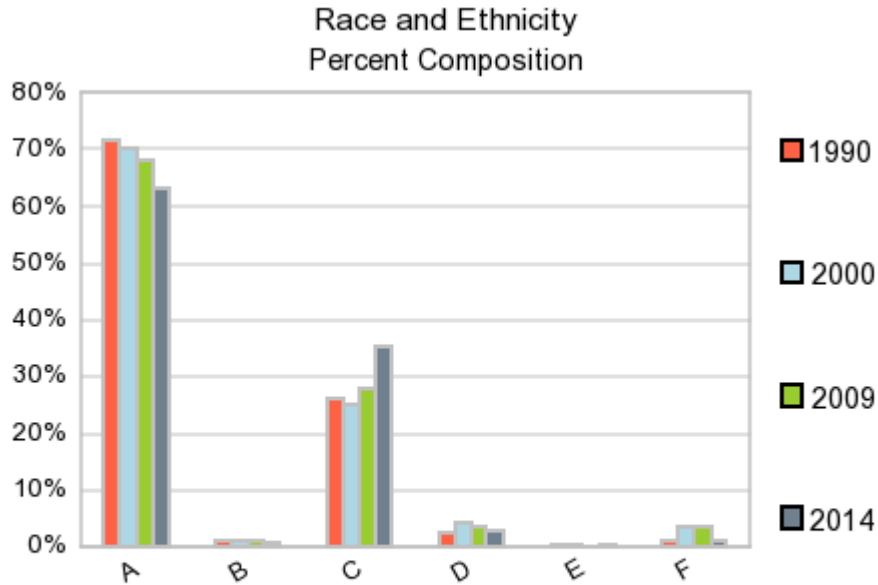
In 1990, the median age of the total population in the study area was **30.2**, and in 2000, it was **34.4**. The median age in 2009 is **36.8** and it is predicted to change in five years to **37.6** years. In 2009, females represented **50.2%** of the population with a median age of **39.0** and males represented **49.8%** of the population with a median age of **34.3** years. In 2009, the most prominent age group in this geography is **Age 5 to 14** years. The age group least represented in this geography is **15 to 19** years.

Age Groups

Percent Change

	1990 Census	%	2000 Census	%	2009 Estimate	%	2014 Projection	%	1990 to 2000	2009 to 2014
0 to 4	6,960	8.5%	6,703	7.3%	7,883	7.9%	6,676	6.1%	-3.7%	-15.3%
5 to 14	11,898	14.6%	12,263	13.4%	14,154	14.1%	16,660	15.3%	3.1%	17.7%
15 to 19	5,713	7.0%	6,148	6.7%	5,699	5.7%	6,851	6.3%	7.6%	20.2%
20 to 24	8,267	10.1%	9,108	10.0%	6,807	6.8%	6,092	5.6%	10.2%	-10.5%
25 to 34	14,603	17.9%	12,151	13.3%	13,507	13.5%	14,721	13.5%	-16.8%	9.0%
35 to 44	11,084	13.6%	13,385	14.6%	11,931	11.9%	13,060	12.0%	20.8%	9.5%
45 to 54	7,119	8.7%	11,328	12.4%	13,085	13.0%	13,073	12.0%	59.1%	-0.1%
55 to 64	6,880	8.4%	8,087	8.8%	11,576	11.5%	13,299	12.2%	17.5%	14.9%
65 to 74	5,935	7.3%	7,306	8.0%	8,693	8.7%	10,602	9.7%	23.1%	22.0%
75 +	3,214	3.9%	4,957	5.4%	6,969	6.9%	8,136	7.5%	54.2%	16.7%

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**.

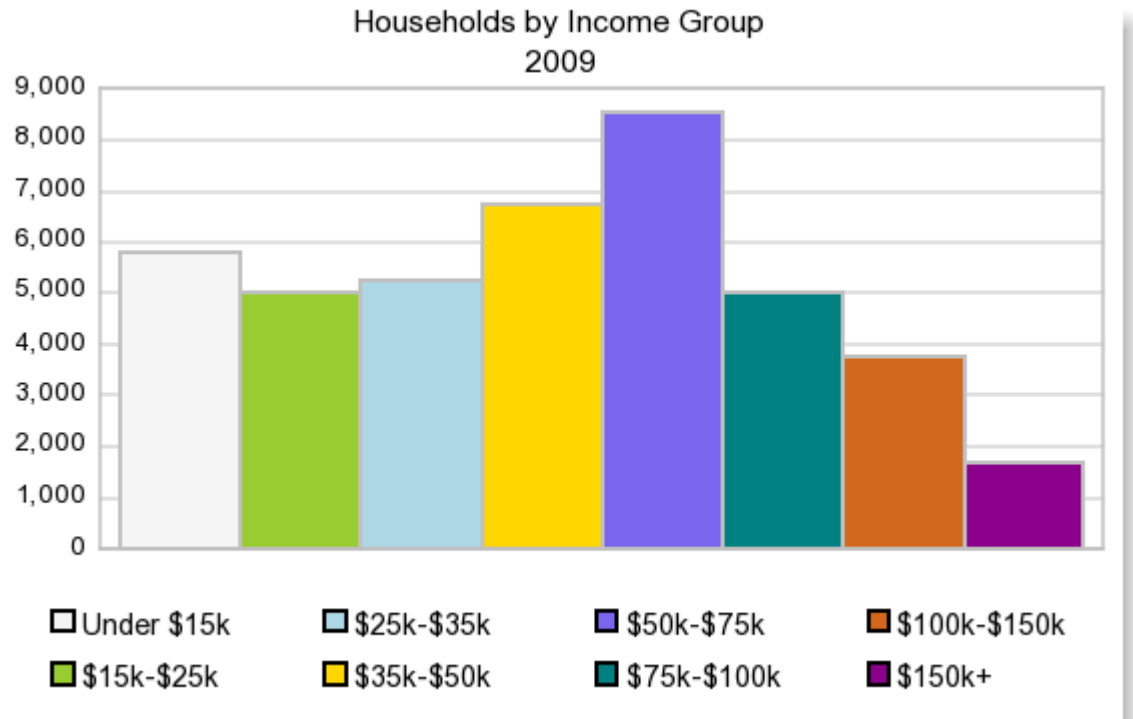
A: White
 B: Asian Pac Islidr
 C: Black
 D: Hispanic
 E: Amer Indian or Alaska Native
 F: Other or Multi Race

Race & Ethnicity	1990		2000		2009		2014		Percent Change	
	Census	%	Census	%	Estimate	%	Projection	%	1990 to 2000	2009 to 2014
White	58,724	71.9%	63,952	69.9%	68,119	67.9%	68,948	63.2%	8.9%	1.2%
Black	21,112	25.9%	22,966	25.1%	27,749	27.7%	38,429	35.2%	8.8%	38.5%
American Indian or Alaska Native	320	0.4%	388	0.4%	153	0.2%	269	0.3%	21.3%	75.8%
Asian or Pacific Islander	766	0.9%	964	1.1%	980	1.0%	575	0.5%	25.8%	-41.3%
Other Race	755	0.9%	1,627	1.8%	1,669	1.7%	493	0.5%	115.5%	-70.5%
Two or More Races			1,539	1.7%	1,626	1.6%	450	0.4%		-72.3%

Hispanic Ethnicity	1,822	2.2%	3,677	4.0%	3,443	3.4%	3,123	2.9%	101.8%	-9.3%
Not Hispanic or Latino	79,851	97.8%	87,759	96.0%	96,853	96.6%	106,041	97.1%	9.9%	9.5%

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 **\$150K+**.



HH Income Categories

	1990 Census		2000 Census		2009 Estimate		2014 Projection		Percent Change	
		%		%		%		%	1990 to 2000	2009 to 2014
\$0 - \$15,000	8,180	27.7%	6,158	17.8%	5,806	13.9%	5,974	12.5%	-24.7%	2.9%
\$15,000 - \$24,999	6,209	21.0%	5,266	15.2%	4,999	12.0%	5,114	10.7%	-15.2%	2.3%
\$25,000 - \$34,999	5,326	18.0%	5,428	15.7%	5,230	12.5%	5,360	11.3%	1.9%	2.5%
\$35,000 - \$49,999	5,367	18.2%	6,167	17.8%	6,770	16.2%	7,307	15.3%	14.9%	7.9%

\$50,000 - \$74,999	3,127	10.6%	6,636	19.2%	8,551	20.5%	9,723	20.4%	112.2%	13.7%
\$75,000 - \$99,999	834	2.8%	2,747	7.9%	4,997	12.0%	6,033	12.7%	229.4%	20.7%
\$100,000 - \$149,999	291	1.0%	1,473	4.3%	3,772	9.0%	5,572	11.7%	406.2%	47.7%
\$150,000 +	198	0.7%	707	2.0%	1,677	4.0%	2,549	5.4%	257.1%	52.0%
Average Hhld Income	\$30,729		\$45,681		\$58,729		\$58,023		48.7%	-1.2%
Median Hhld Income	\$25,592		\$35,963		\$45,108		\$50,144		40.5%	11.2%
Per Capita Income	\$11,645		\$17,277		\$26,392		\$27,197		48.4%	3.0%

Educational Attainment

											Percent Change	
	1990 Census		2000 Census		2009 Estimate		2014 Projection		1990 to 2000	2009 to 2014		
Age 25+ Population	48,835		57,214		65,761		72,891		17.2%	10.8%		
Grade K - 8	4,634	9.5%	2,632	4.6%	2,153	3.3%	1,943	2.7%	-43.2%	-9.8%		
Grade 9 - 12	7,186	14.7%	7,250	12.7%	3,716	5.7%	3,664	5.0%	0.9%	-1.4%		
High School Graduate	15,376	31.5%	17,140	30.0%	19,501	29.7%	21,067	28.9%	11.5%	8.0%		
Some College, No Degree	10,790	22.1%	14,335	25.1%	19,637	29.9%	21,297	29.2%	32.9%	8.5%		
Associates Degree	3,465	7.1%	4,455	7.8%	7,539	11.5%	9,313	12.8%	28.6%	23.5%		
Bachelor's Degree	5,287	10.8%	7,730	13.5%	8,580	13.1%	9,789	13.4%	46.2%	14.1%		
Graduate Degree	2,103	4.3%	3,297	5.8%	4,635	7.1%	5,818	8.0%	56.8%	25.5%		
No Schooling Completed			375	0.7%								

Employment

Statistics for December 2009:

Labor force: 42,526

Employed: 37,987

Unemployed: 4,539

Unemployment rate: 10.7%

QUESTIONS FOR GROUP EXERCISE:

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