

## Economic Development Interactive Exercise – LNC Class XVII

### Economic Development Regional Partnership

**GOAL:** To develop a strategic plan for carrying out economic development in your 13-county economic development region. You are a resident of a 13-county economic development partnership. The current “business as usual” plan no longer works in your region and you’ve been asked to serve on a committee to develop a new strategic plan for the region.

The region 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 region 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. Commanding officer of a military installation
7. Executive director of a council of government (a regional planning agency)
8. County tourism official
9. Retiree in a coastal community located close to a military training area
10. Local newspaper editor

**REGIONAL ASSETS:**

1. Tourism – a number of your counties have tourist attractions including beaches and historic districts.
2. 3 military bases that have a very large economic impact in the region
3. STEM (science, technology, engineering, math) initiative in one of your county’s public schools
4. A port is located in the region.

5. Large aerospace employer recently located in the region and will be hiring approximately 1,000 people over the course of several years.
6. 11 community colleges in the region and they work collaboratively to provide workforce development programs for the residents of the region.

**REGIONAL CHALLENGES:**

1. One county in the region has the second-highest unemployment rate in the state.
2. Lack of zoning in the communities
3. High drop-out rates from the public schools
4. Inadequate infrastructure – poor interstate connection to the port; lack of broadband in rural areas; availability of water and sewer
5. Lack of quality of life amenities.

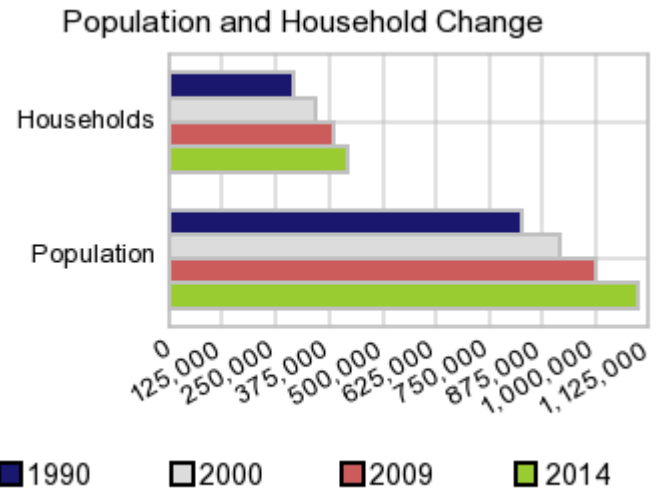
The following are the demographics for your region:

**Economic Development Partnership Demographics**

**Population Demographics**

The number of households in the study area in 1990 was **293,544** and changed to **343,772** in 2000, representing a change of **17.1%**. The household count in 2009 was **388,231** and the household projection for 2014 is **420,950**, a change of **8.4%**.

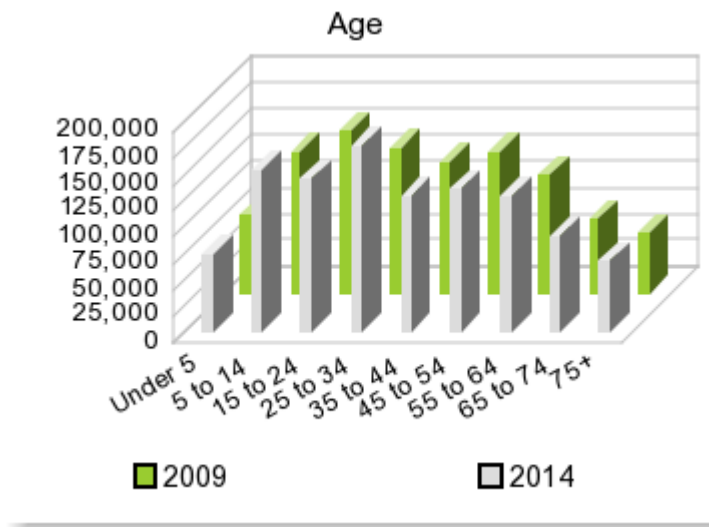
The population in the study area in 1990 was **829,334** and in 2000 it was **916,141**, roughly a **10.5%** change. The population in 2009 was **1,002,771** and the projection for 2014 is **1,101,399** representing a change of **9.8%**.



	1990 Census	2000 Census	2009 Estimate	2014 Projection	Percent Change	
					1990 to 2000	2009 to 2014
Total Population	829,334	916,141	1,002,771	1,101,399	10.5%	9.8%

Total Households	293,544	343,772	388,231	420,950	17.1%	8.4%
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**Population by Age**



In 1990, the median age of the total population in the study area was **30.5**, and in 2000, it was **33.6**. The median age in 2009 is **34.9** and it is predicted to change in five years to **35.1** years. In 2009, females represented **50.7%** of the population with a median age of **37.8** and males represented **49.3%** of the population with a median age of **31.7** years. In 2009, the most prominent age group in this geography is **Age 25 to 34** years. The age group least represented in this geography is **75 +** years.

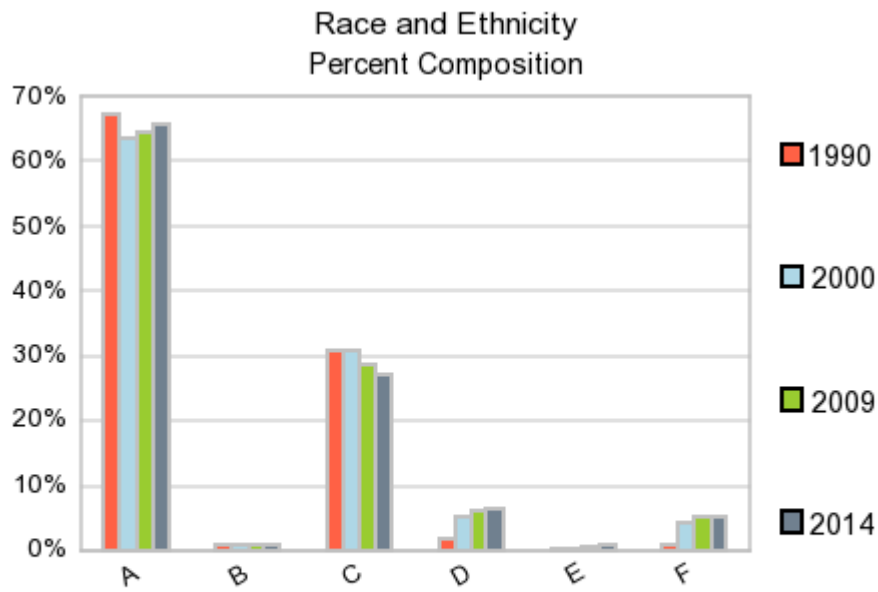
**Age Groups**

**Percent Change**

	1990 Census		2000 Census		2009 Estimate		2014 Projection		1990 to 2000	2009 to 2014
		%		%		%		%		
0 to 4	62,291	7.5%	64,195	7.0%	74,317	7.4%	74,596	6.8%	3.1%	0.4%
5 to 14	115,117	13.9%	128,086	14.0%	135,319	13.5%	153,973	14.0%	11.3%	13.8%
15 to 19	65,319	7.9%	68,727	7.5%	70,438	7.0%	68,696	6.2%	5.2%	-2.5%
20 to 24	87,733	10.6%	86,248	9.4%	84,452	8.4%	75,918	6.9%	-1.7%	-10.1%
25 to 34	147,972	17.8%	128,157	14.0%	138,543	13.8%	175,926	16.0%	-13.4%	27.0%
35 to 44	118,027	14.2%	138,315	15.1%	124,934	12.5%	128,237	11.6%	17.2%	2.6%
45 to 54	77,011	9.3%	116,997	12.8%	134,157	13.4%	137,205	12.5%	51.9%	2.3%
55 to 64	67,677	8.2%	78,762	8.6%	111,994	11.2%	129,523	11.8%	16.4%	15.7%

65 to 74	54,850	6.6%	61,016	6.7%	71,303	7.1%	90,332	8.2%	11.2%	26.7%
75 +	33,319	4.0%	45,638	5.0%	57,492	5.7%	67,089	6.1%	37.0%	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**.

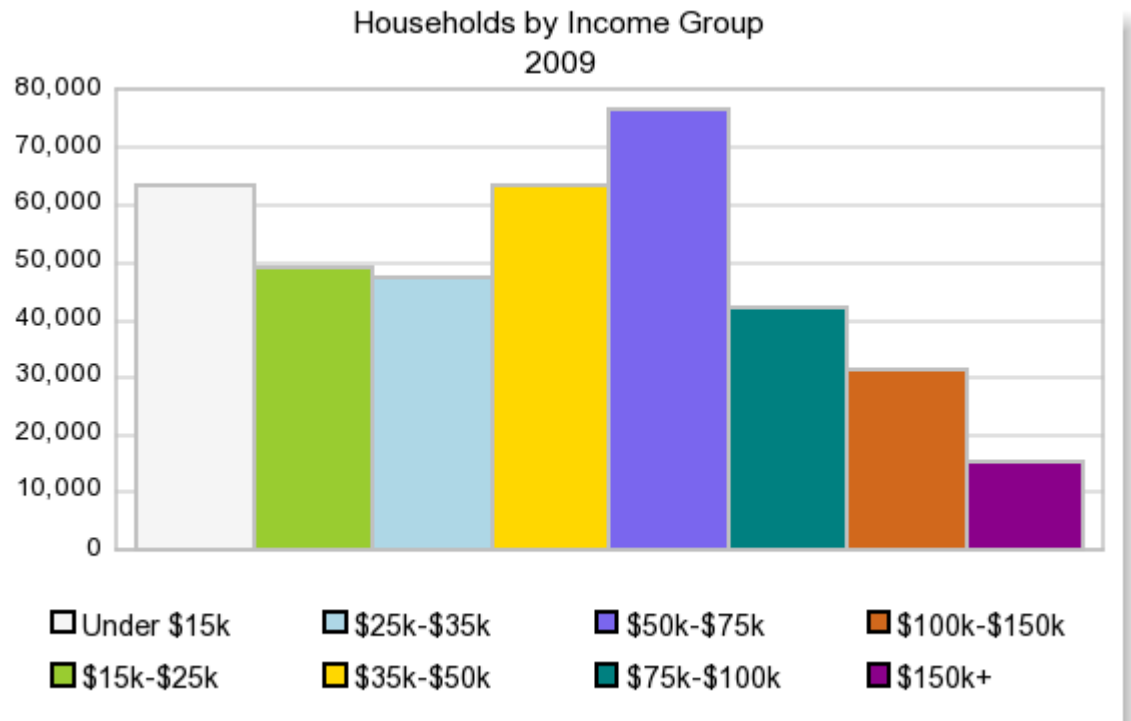
A: White  
 B: Asian Pac Islr  
 C: Black  
 D: Hispanic  
 E: Amer Indian or Alaska Native  
 F: Other or Multi Race

Race & Ethnicity	1990		2000		2009		2014		Percent Change	
	Census	%	Census	%	Estimate	%	Projection	%	1990 to 2000	2009 to 2014
White	558,064	67.3%	584,165	63.8%	647,903	64.6%	726,339	66.0%	4.7%	12.1%
Black	254,670	30.7%	281,028	30.7%	289,224	28.8%	300,499	27.3%	10.4%	3.9%
American Indian or Alaska Native	2,599	0.3%	3,609	0.4%	5,517	0.6%	9,634	0.9%	38.9%	74.6%
Asian or Pacific Islander	6,311	0.8%	8,126	0.9%	10,215	1.0%	10,232	0.9%	28.8%	0.2%

Other Race	7,689	0.9%	26,161	2.9%	30,889	3.1%	35,467	3.2%	240.2%	14.8%
Two or More Races			13,052	1.4%	19,023	1.9%	19,228	1.8%		1.1%
Hispanic Ethnicity	15,797	1.9%	45,659	5.0%	63,758	6.4%	73,399	6.7%	189.0%	15.1%
Not Hispanic or Latino	813,534	98.1%	870,482	95.0%	939,013	93.6%	1,028,000	93.3%	7.0%	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	91,351	31.1%	71,673	20.8%	63,437	16.3%	64,143	15.2%	-21.5%	1.1%

\$15,000 - \$24,999	63,169	21.5%	53,509	15.6%	49,134	12.7%	48,599	11.5%	-15.3%	-1.1%
\$25,000 - \$34,999	50,263	17.1%	51,690	15.0%	47,156	12.1%	47,145	11.2%	2.8%	-0.0%
\$35,000 - \$49,999	47,807	16.3%	61,234	17.8%	63,435	16.3%	64,843	15.4%	28.1%	2.2%
\$50,000 - \$74,999	29,436	10.0%	60,507	17.6%	76,511	19.7%	85,268	20.3%	105.6%	11.4%
\$75,000 - \$99,999	6,664	2.3%	24,587	7.2%	42,067	10.8%	48,406	11.5%	269.0%	15.1%
\$100,000 - \$149,999	2,922	1.0%	13,486	3.9%	31,328	8.1%	42,099	10.0%	361.5%	34.4%
\$150,000 +	1,909	0.7%	7,086	2.1%	15,163	3.9%	20,447	4.9%	271.2%	34.8%
Average Hhld Income	\$29,268		\$43,772		\$52,517		\$54,165		49.6%	3.1%
Median Hhld Income	\$23,557		\$33,971		\$42,828		\$46,008		44.2%	7.4%
Per Capita Income	\$11,157		\$16,425		\$21,622		\$21,956		47.2%	1.5%

## Educational Attainment

											Percent Change	
	1990 Census		2000 Census		2009 Estimate		2014 Projection		1990 to 2000	2009 to 2014		
Age 25+ Population	498,856		568,885		638,423		728,312		14.0%	14.1%		
Grade K - 8	64,868	13.0%	39,872	7.0%	37,318	5.9%	33,509	4.6%	-38.5%	-10.2%		
Grade 9 - 12	86,776	17.4%	85,681	15.1%	69,539	10.9%	68,402	9.4%	-1.3%	-1.6%		
High School Graduate	155,380	31.2%	178,401	31.4%	209,850	32.9%	235,007	32.3%	14.8%	12.0%		
Some College, No Degree	89,770	18.0%	122,847	21.6%	140,588	22.0%	161,246	22.1%	36.8%	14.7%		
Associates Degree	33,097	6.6%	39,570	7.0%	58,442	9.2%	76,283	10.5%	19.6%	30.5%		
Bachelor's Degree	48,466	9.7%	65,049	11.4%	79,840	12.5%	96,757	13.3%	34.2%	21.2%		

Graduate Degree	20,483	4.1%	29,307	5.2%	42,846	6.7%	57,108	7.8%	43.1%	33.3%
No Schooling Completed			8,158	1.4%						

## **Employment**

### **Statistics for December 2009:**

Labor force: 4,522,321

Employed: 4,016,382

Unemployed: 505,939

Unemployment rate: 11.2%

### **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?