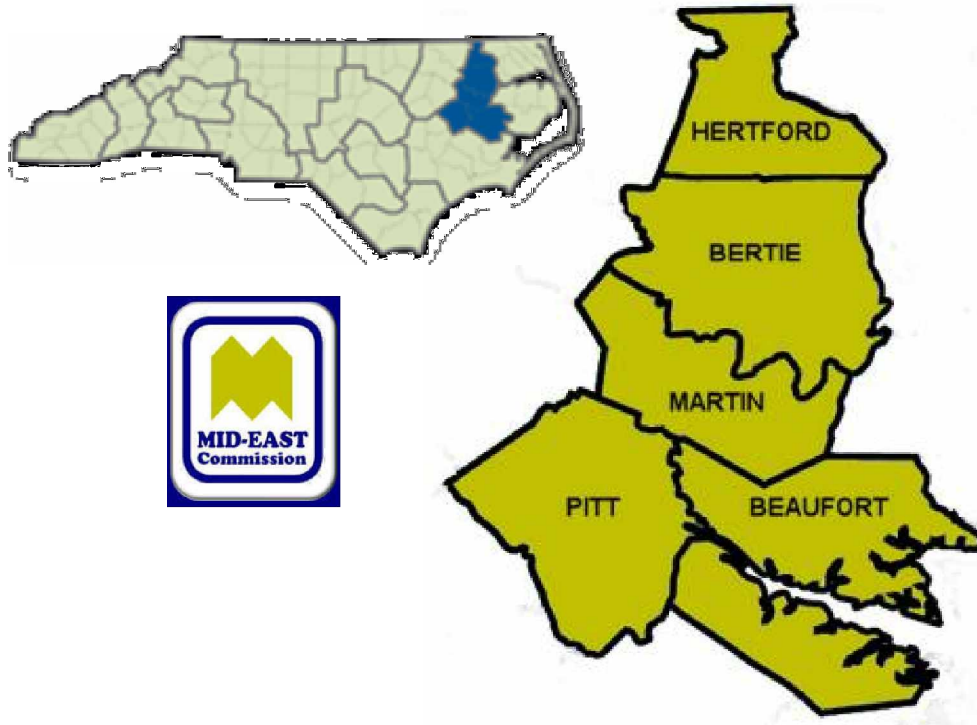


# Comprehensive Economic Development Strategy Mid-East Commission 2012

Serving Beaufort, Bertie, Hertford, Martin and Pitt Counties



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## Table of Contents

Member Governments.....	3
Vision Statement .....	4
Introduction .....	5
CEDS and NC Tomorrow Overview .....	5
Timeline.....	7
CEDS Advisory Committee .....	8
Background.....	9
Regional Profile Data .....	16
Population Information.....	16
Employment Information.....	19
Income, Wages, Poverty Information.....	20
Housing .....	22
SWOT Analysis .....	23
Cluster Analysis.....	26
Goals and Objectives .....	29
Project Lists.....	46
Performance Measures .....	49
Appendix A Present Projects.....	50
Appendix B Advisory Committee Members .....	54
Appendix C Survey Results.....	57

## Member Governments

### Beaufort County

Aurora  
Bath  
Belhaven  
Chocowinity  
Pantego  
Washington  
Washington Park

### Hertford County

Ahoskie  
Como  
Cofield  
Harrellsville  
Murfreesboro  
Winton

### Bertie County

Askewville  
Aulander  
Colerain  
Kelford  
Lewiston/Woodville  
Powellsville  
Roxobel  
Windsor

### Martin County

Bear Grass  
Everetts  
Hamilton  
Hassell  
Jamesville  
Oak City  
Parmele  
Robersonville  
Williamston

### Pitt County

Ayden  
Bethel  
Falkland  
Farmville  
Fountain  
Greenville  
Grifton  
Grimesland  
Simpson  
Winterville

## **CEDS Vision Statement**

**The 2012 Mid-East Economic Development District Comprehensive Economic Development Strategy will help build a regional competitive advantage and leverage the marketplace by establishing and maintaining a robust regional infrastructure, thereby creating revitalized and vibrant communities which will develop healthy and innovative people.**

## **Introduction**

The Mid-East Commission was created by the State of North Carolina in May of 1967 as a Regional Council of Government serving the local governments and residents of Region “Q”, which is comprised of Beaufort, Bertie, Hertford, Martin, and Pitt Counties, as well as their municipalities. The Commission’s mission is to assist people in the Region and its environs by providing professional technical assistance services from its Planning, Economic Development and Community Services Department, Workforce Development, and Area Agency on Aging. The multifaceted and vast experience, of its highly trained, educated, and professional staff enables it to meet the needs of its clients enhancing and sustaining their quality of life.

## **CEDS and NC Tomorrow Overview**

In 1967, the North Carolina legislature established eighteen (18) Councils of Governments – planning organizations with voluntary memberships drawn from the municipal and county governments within each region. At present, there are 16 Councils of Governments in North Carolina. The Councils of Governments provide land-use planning services for their respective regions as well as coordinating other activities, including economic development, that are handled on a regional basis.

The Comprehensive Economic Development Strategy (CEDS) is designed and required to bring together the public and private sectors in creating a comprehensive and performance-based plan to strengthen the regional economy. A CEDS is required for a region to be eligible for assistance through Economic Development Administration (EDA) programs. The CEDS 2012-2017 document provides an analysis of the regional economy and all of its elements and serves as a guide to establishing regional goals and objectives, developing and implement a regional plan of action, identifying investment priorities and funding sources, and assigning lead organizations the responsibility for executing the action plan. CEDS 2012-2017 is the result of a continuing economic development planning process developed with broad base and diverse public and private sector participation.

North Carolina Tomorrow is a collaborative partnership, led by the North Carolina Association of Regional Councils (NCARC), with the US Economic Development Administration, North Carolina Department of Commerce, Division of Community Investment and Assistance and the US Department of Housing and Urban Development, to create a uniform statewide North Carolina Comprehensive Economic Development Strategy (NCCEDS).

The first initiative was to conduct “Uniform” Regional Comprehensive Economic Development Strategies (CEDS) across North Carolina. These regionally-significant CEDS serve as the foundation to create the statewide NC Comprehensive Economic Development Strategy – a statewide blueprint for creating an economically sustainable economy for North Carolina. The statewide CEDS promotes growth and community development based on common-sense, data collection, and analysis and sustainable best practices.

Funding for the NC Tomorrow initiative was provided by the US Economic Development Administration and the NC Department of Commerce, Division of Community Investment and Assistance through the NC Catalyst Program. The NC Department of Commerce provided planning grants to 16 non-entitlement local governments, one in each of the 16 Council of Governments (COG) regions.

## Guiding Principles and Standards

The statewide NCCEDS centers on the Six Livability Principles established by the EPA, HUD & HUD Federal Partnership for Sustainable Communities, the Six Investment Principles set forth by the US Department of Economic Development and the NADO CEDS Standards of Excellence. The planning process included all sectors of the economic development community including local, regional and state economic developers, planners, private industry, educational institutions, elected officials and multiple ground-level community organizations to help North Carolina regions develop economies and become more sustainable and resilient in the coming years.

### Statewide NC CEDS Guiding Principles and Standards

HUD-EPA-DOT LIBABILITY PRINCIPLES	EDA INVESTMENT PRIORITIES	NADO STANDARDS OF EXCELLENCE
Provide more transportation choices	Collaborative regional innovation	Build more resilient economies and communities
Promote equitable, affordable housing	Public-Private Partnerships	Foster a regional collaborative framework to align resources
Enhance economic competitiveness	National Strategic Priorities	Use modern scenario, data and analysis tools and planning techniques
Support existing communities	Global Competitiveness	Create a more strategy-driven planning process
Coordinate and leverage federal policies and investments	Environmentally Sustainable Development	Increase collaboration across boundaries and position regional CEDS into building blocks for statewide strategies
Value communities and neighborhoods	Economically Distressed and Underserved Communities	Communicate in compelling and modern communication techniques: online and social media
		Engage in the public, private, non-profit and education sectors along with the general public in the development of the CEDS

## Timeline

### NC Tomorrow Initiative Progress Report

<b><u>Tasks and Benchmarks</u></b>	<b><u>Completion Date</u></b>
Approved Members of Advisory Committee	January 15, 2012
Secured Town of Aurora as CDBG Applicant	January 31, 2012
Distributed Survey to Stakeholders	February 3, 2012
Completed Website for MEC Page	February 15, 2012
Completed Regional Profile	February 15, 2012
First CEDS Committee Meeting Orientation Presented Regional Profile Presentations by NC Eastern Region and NC Northeast Commission	March 28, 2012
Town of Aurora Approves CDBG Documents	April 24, 2012
Second CEDS Committee Meeting Presented Regional Economic Overview SWOT Analysis Goals and Objectives	May 23, 2012
Submitted all plans and release of conditions documents to DCA-CI	June 20, 2012
Third CEDS Committee Meeting Draft CEDS Plan to be presented	August 15, 2012
Fourth and Final CEDS Committee Meeting Approval of CEDS Plan	September 19, 2012
CEDS Adoption by Mid-East Commission Board	September 20, 2012
CEDS Plan due to EDA Atlanta and NCRDA for Statewide Merger of Plans	October 1, 2012

## **CEDS Advisory Committee**

### **Role of the Comprehensive Economic Development (CEDS) Advisory Committee**

The Mid-East Commission Region CEDS Advisory Committee acts as an advisory committee to review and update the CEDS and to recommend its approval to the five counties in the region and the Mid-East Commission Board of Directors. Mid-East Commission staff worked closely with the committee and other key public and private sector members during the development of CEDS 2012-2017.

The committee met four times during the planning process period with the first meeting taking place on March 28, 2012 and the final on September 19, 2012. During the process, the committee was responsible for assisting with the development, review and approval of our regional CEDS document. The CEDS Advisory Committee recommended approval of the Plan as presented by the Mid-East Commission staff at its September 19<sup>th</sup>, 2012 meeting. Each of the five counties was given the opportunity to make a recommendation on the updated CEDS. Final approval and adoption at the local level from the Mid-East Commission Board of Directors occurred on September 20, 2012. After which, it was submitted to the EDA's Atlanta Office on September 30, 2012.

### **Membership**

The CEDS Advisory Committee represents the economic interest of our region. To conduct the preparation of the major update of the Comprehensive Economic Development Strategy, and to address other key economic development strategic issues in the Region, the Mid-East Commission, the planning organization for the Economic Development District, in conjunction with each County's economic developer, appointed the persons to the CEDS Strategy Committee .

By way of example these Strategy Committee members are made up of private sector representatives, public officials, community leaders, and representatives of workforce development boards, institutions of higher education, minority and labor groups, and private individuals.

In addition to the Strategy Committee, we have obtained input from the five Counties economic developers who work solely in economic development. This list consists of the following persons:

Tom Thompson – Economic Developer of the Beaufort County Economic Development Commission

Steve Biggs – Economic Developer for Bertie County

Bill Early – Executive Director of the Hertford County Economic Development Commission

Marvin Davis – Executive Director of the Martin County Economic Development Commission

Wanda Yuhas – Executive Director of the Pitt County Development Commission



These individuals were included because of their in depth knowledge of the needs, social characteristics, and goals of their respective County's. Their input is an essential element of public/private participation.

### **Staff to Strategy Committee**

The following employees of the Mid-East Commission assisted in the development of the CEDS:

Kevin Richards, Director of Community and Economic Development  
(Lead person to Strategy Committee)  
Ben Rogers, Planner  
Timmy Baynes, Executive Director

The following Comprehensive Economic Development Strategy for the Mid-East Region is consistent with and dependent upon the citizen participation process. The CEDS Advisory Committee membership roster is included as **Appendix B**.

### **Background**

Region Q is located in Northeastern North Carolina but not in the extreme Northeastern corner of the State. The Region is comprised of Beaufort, Bertie, Hertford, Martin and Pitt Counties. It is a wide, essentially flat, coastal plain lying within the inner coast along the Albemarle and Pamlico Sounds. The Region is dominated by rural undeveloped, agricultural and woodland that is sparsely populated. Small municipalities make up most of the population centers in Region Q. Pitt County is the only semi-developed county in the region and varies demonstratively from the other four counties.

The Region is punctuated by flat, meandering rivers - Pamlico, Tar, Pungo, Chowan, and Cashie and the more turbulent waters of the Roanoke. The vast acreage on both sides of these rivers and their many tributary creeks are devoted to undevelopable flood plains. The entire system of sounds, rivers, tributaries and wetlands constitutes the second largest estuary eco-system on the entire East Coast and of the United States.

The land is dominated by wetland peat, and predominantly sandy and loam based prime agricultural soils. Beaufort County serves as a prime example, "A large percentage of the land in the County has severe constraints for development, due primarily to a seasonal high water table and year-round wetness tendencies. These soils are also located in areas susceptible to flooding as specified by FEMA." The vegetation consists of that found in wet and floodplain areas with Carolina pines tending to dominate the landscape. Farm crops which dominate the soil and a natural resource based economy are peanuts, tobacco, cotton, grain corn, and soybeans. The region has a mild four season climate with frequent humid conditions typical of the Southeastern United States.

## **Area Economic Performance Factors**

### **Land Use and Environment**

The Region suffers from restricted or constrained land use plans because of the floodplain or near-floodplain nature of the terrain - a terrain that in many locations can not be economically developed or is environmentally sensitive. For example, in Bertie County nearly 80% of the soils in the County have limitations for septic tanks due to its poor drainage, seasonably high water tables, or permeability problems." (CAMA Land Use Plan). Further in Beaufort County, "Over 70% of the County is underdeveloped land, including sensitive environmental areas..." (CAMA Land Use Plan). The Region's portion of the fragile Albemarle-Pamlico Estuary must be protected from degradation.

Land use and environmental controls protect the life support system for the fishing industry and enhance several tourist activities. However, many developers of potential job creating projects find it uneconomical and time consuming to deal with these controls. Industrial and other business uses can find sites, but site selection is often compromised by the location of environmentally sensitive areas. The pull is strong in both directions.

The Mid-East Commission and the CEDS Strategy Committee are very aware of these divergent opinions and believe development should only occur if the integrity of the land and the quality of the Region's air and water are not permanently compromised.

### **Financial Resources**

Commercial capital within the Region is largely controlled by lending institutions that are headquartered in other regions of the state or the country. Fortunately, the Region generally finds that its servicing lending institutions do make adequate capital available on reasonable terms and conditions.

Due to the low per capita and median household incomes in the Region, many residents do not have the discretionary income needed to support flourishing retail and service businesses. Traditional lenders are often unable to take some or any risk to finance these businesses. In such instances, the potential borrowers have acceptable alternative financing sources such as the Mid-East Certified Development Corporation's EDA Revolving Loan Fund or the USDA Intermediary Relending Program.

### **Business, Personal and Property Taxes**

The personal income tax and the corporate tax of the State of North Carolina are applied on a uniform basis throughout the State. Neither is there a differing effect of the State sales tax from one region of the State to another. Property taxes on business and personal real estate and equipment do vary widely from one county to another in proportion to the level of services needed or wanted and in inverse proportion to the per capita size of the list of ratable property. Generally, most of the Mid-East Counties are fairly frugal in the level of services supported. Of the five Counties, three have abnormally high tax burdens. This, of

course, is discouraging to businesses that are interested in expanding or relocation in these counties.

### **Existing Infrastructure**

Existing infrastructure is a considerable, if not major, impediment to the attraction of prospective companies.

An extensive analysis of inter-regional highway infrastructure, which found the network to be inadequate was completed. Region-wide, the most frequently identified needs are the widening and modernization of routes US 64, US 17, and US 264.

Natural gas, a prerequisite for the location of certain industrial/commercial uses, is now found to be more frequently scattered in areas of Region Q.

There are common problems with condition, maintenance, capacity, and/or location of public water and wastewater service throughout the five Counties. Where these problems potentially affect the location or retention of an employer, a possible EDA public works project exists. Many town systems are 30-40 years old and have never been properly maintained. The result is failing systems -- especially the lines.

In the four more rural Counties, often even within the reach of urban areas within these Counties, public water and sewer are strained by capacity limitations or are improperly located to serve the next potential round of industrial development. Tax bases in these same Counties are fully stretched to pay for minimal education efforts and other essential services. Extensions and upgrading of water and sewer often seem impossible without outside financial assistance.

Former Governor, Jim Hunt, was a key figure in establishing the Information Highway in North Carolina. Private telecommunication utilities joined and completed the systems of fiber optic cable, asynchronous transfer modes (switches), and synchronous optical networks into a single network.

Data now moves much faster than previous capabilities. The implications for the Region Q business community is clear - hook-up or be left behind.

It is incumbent upon Region Q political and economic development leaders to make sure that service and access is available on a timely basis to its business community.

## Transportation

### Highways

Generally, perhaps the only less accessible regions of North Carolina than Region Q are portions of Northwestern and Western North Carolina in the Smokies and some beaches of the Outer Banks along the extreme East Coast. The Smokies and the Outer Banks compensate for their inaccessibility by being the top two tourist attractions in the State by which tourists will overcome the areas inaccessibility to gain the enjoyment they want.

Such is not the case for Region Q. There currently are not sufficient tourist destinations for most potential visitors to hurdle the difficult roads into the Region. The closest interstate highway to the Region is Interstate 95, which is about 40 miles West of Murfreesboro in Hertford County, 20 miles West of Farmville and 40 miles West of Greenville, both in Pitt County. Other Interstate highways are even less accessible, with I-40 much further away than any portion of I-95.

US 264 (East-West) Wilson By-Pass opened in 2004, improving the accessibility to I-95 (North-South). Additionally, construction of the US 17 Washington By-Pass (North-South) has been completed..

Those east-west and north-south arteries, which do exist, are far below interstate standards. The north-south highways NC 11, US 13 and US 17 are predominantly two-laned in the Region. East-west highway US 158 is only two-laned in the Region, US 264 is four-laned and US 64 has been four-laned. However, portions of US 264 are still below interstate standards. The highway system in the Region possesses features, which contribute to substandardness and inaccessibility:

1. At grade (highway level) perpendicular crossings of highways with rural roads and state routes
2. Tight curves
3. Occasional access to highway directly from private property
4. Complete breakdown of highway standards in urban centers

Truck and commuter dependent manufacturers and wholesalers will choose many other locations in the State prior to choosing Region Q, given these serious highway deficiencies mentioned above. Even the "four-laning" of US 13, US 17 and NC 11 will not be adequate if one of these roads is not designed and built to Interstate Standards. Similarly, on the east-west access (US 64, 264 and 158) interstate design standards are needed. Highway improvements within the Region are not insufficient but are in dire need of improvement. Improvements to the East (the Outer Banks) would not tie into major production, distribution or subcontracting opportunities. New east bound highways would be a gamble since they could either (1) tie Regions Q tourism more closely to the Outer Banks tourism, or (2) draw more tourists on a fast run east through the Region and to the Outer Banks or (3) both (1) and (2). Highway construction west of the Region would greatly enhance production,

distribution and subcontracting opportunities for Region Q to companies north and south along the urbanized Eastern Seaboard and west to the Piedmont cities of North Carolina.

Improvements on the north-south corridor will have a noticeably improved effect upon Region Q's tourism as customers are pulled from the Southeastern Virginia area and the Northeastern Seaboard without great difficulty. North-South access improvements alone should not greatly increase Outer Banks "through" movements. Tourism should be viewed as an economic development effort. Tourism is advantageous in that development occurs and produces a larger tax base with little or no increase in public service. Employment positions created are usually low wage, with few, if any, benefits.

However, the production, wholesaling and subcontracting opportunities from a new north-south access are less clear. Markets to the south are marked by smaller North Carolina cities such as Wilmington and New Bern. Final design decisions would play a major role in determining how accessible Tidewater Virginia markets would be to the north.

### **Air Passenger and Air Freight**

The Pitt-Greenville Airport (PGV) provides air freight and commuter service to Greenville, which is in the southwestern portion of the Region. Commuter flights into or from the airport are commercial flights connected to the International Airport in Charlotte (Charlotte-Douglas).

Airfreight into the Region is generally infrequent and must be supplemented by common carrier freight hauls from the Norfolk-Virginia Beach and Raleigh-Durham Airports. An analysis here is that for the Mid-East Region, this level of service is marginal for the Region's current needs and totally inadequate for a future which could see high technology commerce and growth. The Global Transpark located in Kinston could one day support far greater air freight traffic into and from the area and to greatly enhance economic development for a ten county area.

### **Rail Service**

Freight rail service is found to be generally adequate to many of the industrialized locations within the Region at present. Direct rail passenger service does not exist for the region; travelers must travel to Wilson (40 miles from Greenville) or Rocky Mount (40 miles from Ahoskie) for the nearest Amtrak stations.

### **Port Service**

The flow of goods between the Region and the containerized ports (Norfolk, Wilmington and Morehead City) is considered adequate, with access to the ports by common carrier or rail. From Williamston in Martin County, it is 130 miles to Norfolk, 120 miles to Wilmington, and 80 miles to Morehead City.

## **Other**

There are, of course, locational advantages and disadvantages for the Mid-East Region other than transportation access alone. For some, the very isolation of the Region from the beaten path makes it an ideal location to vacation, to live, and occasionally even to conduct business; the Region is rich in history and has excellent water-based outdoor activities. The Region is rated "excellent for peace and quiet." On the other hand, this isolation sometimes results in the loss of access to social and cultural opportunities and to specialized advanced medical procedures.

## **Impacts of Natural Disasters**

The location of the Mid-East Region makes it susceptible to the effects of natural disasters especially hurricanes. On Saturday August 27, 2011, Hurricane Irene hit the NC coast as a major hurricane with winds over 85 miles per hour. All five Mid-East counties were designated as federal disaster areas.

On October 8, 2008, Beaufort County was one of three Counties in North Carolina named as a federal disaster area related to Tropical Storm Hanna.

Hurricane Floyd passed through the Region on September 15, 1999. All five Counties in the Mid-East Region are severely constrained by the damage done during this storm. The worst damage was not caused by the high winds, as with many hurricanes. The rains that accompanied the storm caused the most severe and lasting damage to the Region and all of eastern North Carolina. Flooding associated with this storm was and has been an economic burden to all of the Region Q counties.

One of the most pronounced and lasting effects of the flood has been to the low income segment of Region Q. The low income segment of any population is most likely to occupy the margin, or the most hazard prone areas. The population of Region Q was no exception. Many homes were completely destroyed or deemed uninhabitable.

Although all areas of the Region were severely affected by the storm and the flood some were more visible than others were. Pitt County was the center of national news coverage for several weeks as the floodwater receded. One of the most widespread effects of this storm and flood was on the farmers of the Region. The cash crops, these farmers livelihoods, was destroyed or damaged beyond repair in many circumstances.

The Region was unprepared for a natural disaster of this magnitude. Federal agencies such as FEMA were visible for years after the flood. Many areas of the Region will not be inhabited again because of flood risks. One of the major changes came in the updated FEMA flood-plain maps. As the maps are produced it is more apparent as to how many areas of this Region are at risk for such disasters.

Hurricane Isabel made landfall and moved through the Region on September 18, 2003. This Category 2 Storm, with wind speeds up to 90 miles per hour caused an estimated \$170 million

dollars in damage to insured property in North Carolina alone. There was a recorded 6 to 10 foot above normal tide level storm surge leaving many waterfront areas of our Region inundated with storm water. Although the flood damage from this storm was not as extensive as Hurricane Floyd, it still caused major hardship for many areas of our Region. The wind damage from this storm was very extensive and many local governments continue to suffer from the lasting economic effects of this storm.

Bertie County and Hertford Counties the two most Northern Counties in our Region sustained some of the worst damage during Isabel. The winds downed both trees and power lines causing many secondary roads to be impassable. These two Counties were without power in some areas for extended periods after the storm.

## Regional Profile Data for 2012 CEDS Report

### Population Information:

Table 1. Mid-East Commission Region Population Growth, 2000-2030								
County	Census 2000	Census 2010	Growth 2000-10	% Growth 2000-10	2020	2030	Growth 2010-30	% Growth 2010-30
Beaufort	44,958	47,759	2,801	6.2%	54,372	60,828	13,069	27.4%
Bertie	19,773	21,282	1,509	7.6%	22,287	23,306	2,024	9.5%
Hertford	22,601	24,669	2,068	9.2%	26,762	28,702	4,033	16.3%
Martin	25,593	24,505	-1,088	-4.3%	24,404	24,309	-196	-.8%
Pitt	133,798	168,148	34,350	25.7%	212,952	256,529	88,381	52.6%
<b>Region Total</b>	<b>246,723</b>	<b>286,363</b>	<b>39,640</b>	<b>16.1%</b>	<b>340,777</b>	<b>393,674</b>	<b>107,311</b>	<b>37.5%</b>

Source: 2010 Census, US Census Bureau.

The above table shows the population growth for the counties that are in the Mid-East region. It shows the total population for each county from 2000 and 2010, as well as the population and percentage growth during that timeframe. It also includes population projections for 2020 and 2030 with expected growth in numbers and percentage.

Table 1 shows that the population for Pitt County is much larger than the other 4 counties. Pitt County also had a large growth percentage of 25.7% from 2000 to 2012. Hertford County (9.2%), Beaufort County (6.2%), and Bertie County (7.6%) all had moderate growth during the same time frame. Martin County was the only County to lose population between 2000 and 2010. Population estimates through 2030 predict similar growth patterns for all five counties. According to projections, the region is expected to grow 37.5% between the years 2010-2030. This projection relies heavily on the expected growth of Beaufort and Pitt Counties.



**Table 2.**  
**Mid-East Commission Region Population by Race and Ethnic Group, 2010**

County	Population By Race						Population by Ethnicity			
	White	% White	African-American	% African-American	Other	% Other	Hispanic or Latino	% Hispanic or Latino	Non Hispanic or Latino	% Non Hispanic or Latino
Beaufort	32,551	68.2%	12,223	25.6%	2,985	6.3%	3,166	6.6%	44,593	93.4%
Bertie	7,488	35.2%	13,296	62.5%	498	2.3%	267	1.3%	21,015	98.7%
Hertford	8,786	35.6%	14,933	60.5%	950	3.9%	644	2.6%	24,025	97.4%
Martin	13,019	53.1%	10,651	43.5%	835	3.4%	769	3.1%	23,736	96.9%
Pitt	99,075	58.9%	57,257	34.1%	11,816	7%	9,202	5.5%	158,946	94.5%
<b>Region Total</b>	<b>160,919</b>	<b>56.2%</b>	<b>108,360</b>	<b>37.8%</b>	<b>17,084</b>	<b>6%</b>	<b>14,048</b>	<b>4.9%</b>	<b>272,315</b>	<b>95.1%</b>

Table 2 gives a break down of the 2010 census numbers for race and ethnicity. Race is broken down by White, African-American, and Other, while ethnicity is split into Hispanic or Latino and Non-Hispanic or Latino.

Beaufort (68.2%), Pitt (58.9%), and Martin (53.1%) Counties have a larger White population while Bertie (62.5%) and Hertford (60.5%) Counties have a higher percentage of African-Americans. Overall the region has a 56.2% White population and a 37.8% African-American population. Pitt has the largest Other population at 7% followed by Beaufort (6.3%), Hertford (3.9%), Martin (3.4%), and Bertie (2.3%). The Region's Other population is 6%.

The ethnicity section of the table shows the Hispanic or Latino populations of each county. Beaufort County had the largest percentage with 6.6%, followed by Pitt at 5.5%, Martin at 3.1%, Hertford at 2.6%, while Bertie County had the smallest with 1.3%. The Region had a population of 4.9% Hispanic or Latino and 95.1% Non-Hispanic or Latino.

<b>Table 3. Mid-East Commission Region Population by Age Group, 2010</b>								
<b>County</b>	<b>Under 18</b>	<b>% Under 18</b>	<b>18-44</b>	<b>% 18-44</b>	<b>45-64</b>	<b>% 45-64</b>	<b>Over 65</b>	<b>% Over 65</b>
Beaufort	10,527	22%	14,043	29.4%	14,407	30.2%	8,782	18.4%
Bertie	4,436	20.8%	6,786	31.9%	6,404	30.1%	3,656	17.2%
Hertford	5,197	21.1%	8,366	33.9%	7,208	29.2%	3,898	15.8%
Martin	5,435	22.2%	7,135	29.1%	7,638	31.2%	4,297	17.5%
Pitt	37,798	22.5%	75,653	45%	38,078	22.6%	16,619	9.9%
<b>Region Total</b>	<b>63,393</b>	<b>22.1%</b>	<b>111,983</b>	<b>39.1%</b>	<b>73,735</b>	<b>25.8%</b>	<b>37,252</b>	<b>13%</b>

Source: 2010 Census, US Census Bureau.

Table 3 shows the region's population breakdown by age group and percentage for each county. Each county's percentage of people 18 or younger is similar and ranges from 20.8% to 22.5%. The age group 18-44 has a larger difference in percentages, with 45% of the Pitt County population in this age group, which brings up the region's total to 39.1%. The other 4 counties are closer with their percentages in this age group and range from 29.4% to 33.9%. In the 45-64 age group, Pitt County has the lowest percentage with 22.6%, while the other four counties range from 29.2% to 31.2%. When it comes to the oldest age group (over 65), Pitt County had the lowest percentage with 9.9%. Once again, the other four counties have closer percentages and range from 15.8% to 18.4%.

## Employment Information:

Table 4. Mid-East Commission Region Employment, 2000-2010								
County	2000	2005	2007	2010	Change 2000-10	% Change 2000-10	Change 2007-10	% Change 2007-10
Beaufort	18,189	16,848	17,829	16,076	-2,113	-11.6%	-1,753	-9.8%
Bertie	6,805	6,986	7,033	6,631	-174	-2.6%	-402	-5.7%
Hertford	9,601	9,558	9,592	9,224	-377	-3.9%	-368	-3.8%
Martin	9,243	9,270	8,877	7,402	-1,841	-19.9%	-1475	-16.6%
Pitt	66,249	66,985	72,338	69,729	3,480	5.3%	-2,609	-3.6%
<b>Region Total</b>	110,087	109,647	115,669	109,062	-1,025	-0.9%	-6,607	-5.7%

Table 4 shows employment numbers by county for the years 2000, 2005, 2007 and 2010. The region's total is also displayed. Also shown is the change from 2000-2010 and the percentage change. The same information for the years 2007-2010 is also given.

From 2000 to 2010, Martin County had the largest percentage decrease at 19.9% followed by Beaufort County at 11.6%, Hertford County at 3.9% and Bertie County at 2.6%. Pitt County was the only county in the region to have an increase during this same time frame with 5.3% growth. Every county showed a loss between the years 2007 and 2010 with Martin County once again having the most dramatic at -16.6%. The other counties ranged from -3.6% (Pitt County) to -9.8% (Beaufort County). The regional employment numbers dropped -5.7% during this same time period.

## Income, Wages and Poverty:

Table 5. Mid-East Commission Region Average Annual Wage, 2000-2010								
County	2000	2005	2007	2010	Change 2000-10	% Change 2000-10	Change 2007-10	% Change 2007-10
Beaufort	\$24,596	\$28,236	\$29,432	\$32,396	\$7,800	31.7%	\$2,964	10.1%
Bertie	\$20,384	\$23,920	\$26,364	\$31,824	\$11,440	56.1%	\$5,460	20.7%
Hertford	\$23,192	\$26,572	\$29,640	\$31,722	\$8,530	36.8%	\$2,082	7%
Martin	\$27,716	\$28,548	\$29,744	\$26,728	\$ -988	-3.6%	\$ -3,016	-10.1%
Pitt	\$27,716	\$31,722	\$34,008	\$36,972	\$9,256	33.4%	\$2,964	8.7%
<b>Region Average</b>	<b>\$24,720.80</b>	<b>\$27,799.60</b>	<b>\$29,837.60</b>	<b>\$31,928.40</b>	<b>\$7,207.60</b>	<b>30.9%</b>	<b>\$2,090.80</b>	<b>7.3%</b>

Source: North Carolina Employment Security Commission.

Table 5 shows the average annual wage for each county and the region for the years 2000, 2005, 2007 and 2010. Also shown is the change from 2000-2010 as well as the percentage change from this same time period. The change and percent change for 2007-2010 is also given.

The 2010 annual average wage includes Pitt at \$36,972, Beaufort at \$32,396, Bertie at \$31,824 and Hertford at \$31,722. All four counties saw marked increases over the last 10 years. However, Martin County saw a decrease in annual wage in 2010 from the previous years and saw a -3.6% drop from 2000-2010. The Region as a whole had an overall growth of 30.9% between 2007 and 2010. From 2007-2010, Martin County again saw a decrease while the other counties saw growth. Between 2007 and 2010, the most growth came from Bertie County where the annual wage went up 20.7% or \$5,460. The region combined saw a 7.3% growth during this same time period.

<b>Table 6. Mid-East Commission Region Poverty Rates and Median Household Income, 2010</b>					
<b>County</b>	<b>All Persons</b>	<b>All Persons Poverty Rate (%)</b>	<b>Under 18</b>	<b>Under 18 Poverty Rate (%)</b>	<b>Median Household Income</b>
Beaufort	9,800	20.5%	3,361	31.9%	\$38,194
Bertie	5,385	25.3%	1,707	38.5%	\$30,586
Hertford	5,830	23.6%	1,818	35%	\$32,410
Martin	5,687	23.2%	1,997	36.7%	\$34,814
Pitt	35,109	20.9%	9,947	26.3%	\$39,519
<b>Region Total</b>	<b>61,811</b>	<b>21.6%</b>	<b>18,830</b>	<b>29.7%</b>	<b>\$35,104.60</b>

Source: Small Area Income and Poverty Estimates, US Census Bureau.

The poverty rates and household incomes from the 2010 census are shown in the table above. It shows the total number and percentage of all people in poverty as well as just those under the age of 18. The table also shows the median house hold income for each county as well as the regional total.

The poverty population for the region ranged from 20.5% in Beaufort County to 25.3% in Bertie County. The region's poverty is at 21.6%. The percentage of those under the age of 18 living in poverty was higher, with Pitt County being the lowest at 26.3 % while Bertie County the highest at 38.5%. The poverty percentage of those people under the age of 18 is at 29.7% for the region.

The region's median household income is at \$35,104.60. Pitt County had the highest median income at \$39,519, followed by Beaufort County at \$38,194, Martin at \$34,814, Hertford at \$32,41 and Bertie County's at \$30,586.

## Housing

<b>Table 7. Mid-East Commission Region Housing Units, 2010</b>				
<b>County</b>	<b>2000</b>	<b>2010</b>	<b>Change 2000-2010</b>	<b>% Change 2000-2010</b>
Beaufort	22,139	24,688	2,549	11.5 %
Bertie	9,050	9,822	772	8.5 %
Hertford	9,724	10,635	911	9.4 %
Martin	10,930	11,704	774	7.1 %
Pitt	58,408	74,990	16,582	28.4 %
<b>Region Total</b>	<b>110,251</b>	<b>131,839</b>	<b>21,588</b>	<b>19.6 %</b>

Source: 2000 and 2010 Census, US Census Bureau.

Table 7 shows the number of housing units in 2000 and 2010, with the percentage change in each.

As expected, Pitt County has the most household units with 58,408 in 2000 and 74,990 in 2010. Their growth of 16,582, a 28.4% increase, was the highest and was three times more than the other four counties combined. Every other county saw growth in this 10 year period with Beaufort at 2,549 units represented an 11.5% increase, Hertford at 911 units was a 9.4% increase, Martin at 774 units was a 7.4% increase, and Bertie County at 772 units was an 8.5% increase. Overall, the region saw a 19.6% increase in total house hold units largely due to the increase in Pitt County.

## Education

<b>County</b>	<b>HS Graduates age 25+ 2006-210</b>	<b>Bachelors degree or higher 25+ 2006-2010</b>
Beaufort	81.5%	19.0%
Bertie	72.3%	10.1%
Hertford	73.5%	15.7%
Martin	78.6%	12.2%
Pitt	85.1%	28.2%
State Average	83.6%	26.1%

Source: Census 2000 and American Community Survey

The above table shows the percent of high school graduates age 25 and older from 2006-2010 as well as the percent of people 25 and older who have a bachelors degree or higher from that same time period. The North Carolina number for HS graduates is 83.6%. The region is approximately 5% below that and only Pitt County has a higher percent than the state number. 26.1% of people in NC who are 25 or older have a bachelor's degree. Again, the region average is well below this with only Pitt County having a higher number than the state average.

## **Assessment of the Area**

The economic development assessment of the Mid-East Region can be directly stated through a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis as follows:

### **Strengths**

- The productivity and ongoing training of the work force.
- The leisurely and quiet life style as a contributor to the quality of life.
- Land is cheap to lure new employers as a "traditional" attraction strategy.
- Rail freight services in all five Counties.
- Higher education and employment-related training at four Community Colleges and at East Carolina University.
- Natural resources utilized to support manufacturing and mining jobs, some of which are high wage jobs.
- High paying jobs exist in industries not supported by local natural resources such as Health Care, Transportation, Machinery, and Pharmaceuticals & Chemicals.
- Manufacturing and Health Care employment in the Region represents a higher percentage of total employment than at the State and National levels.
- Small town sense of community and personal identity contributes to the quality of life.
- Vidant Health, Brody School of Medicine and Martin General Hospital.
- Water-based natural environment as a potential recreational tourism draw.
- Pitt County's development as a technology- and medically- based, and research-supported Growth Center.
- Industrial development incentives from the State Department of Commerce.
- Regional Transportation Planning Organizations (RPO) are operational.
- Intercoastal Waterway bisects the Region for both tourism and commercial/industrial use.
- Historical and cultural amenities.
- Proximity to ports.
- Improvements to Hwy17 and Hwy 13.
- Access to highly skilled tech retirees.
- High tech metal fabrication

### **Weaknesses**

- Additional jet service is needed for better air passenger service.
- High number of medically uninsured and indigent population.
- Low lying areas and proximity to large water bodies that are subject to flooding of both land and private public utilities.
- Frequency of natural disasters such as hurricanes.
- Poor major highway access in all directions.
- Average public educational achievement lags behind North Carolina averages, which lag noticeably behind National averages.
- Noticeable segments of the work force are either illiterate or ill prepared in

- basic work readiness, or both.
- The low wage economy fails to provide discretionary income to adequately support the retail and service sectors.
- Use of the "cheap labor" syndrome as an attraction strategy.
- While regional cooperation is generally good, parochialism comes in to play on a few issues, such as new highway location.
- Development difficulties occur due to the vast extent of water-bodies and hydric soils.
- The northern rural counties have weak tax bases which are strained to provide education and basic services.
- The cost of infrastructure to support economic development remains a challenge.
- Private capital is generally not available to job-creating, high-risk start-up businesses.
- Need for additional training and retraining for certain sectors.
- The aging of our infrastructure, specifically as it relates to water/wastewater distribution.
- Lack of adequate access to natural gas.
- General health of population.

## **Opportunities**

- Continued training and retraining of the current adult workforce can yield results in attracting higher-skill, higher-wage employers.
- Creation of disaster resistant jobs by upgrading skills of local population.
- Existing tourist attractions in our Region and the surrounding area.
- At the very least, Pitt, Beaufort, and Martin County could grow in higher wage employment if the Global TransPark in Kinston (Lenoir County) develops. Bertie and Hertford County could also benefit.
- Availability of underutilized natural resources such as timber.
- The distance from metropolitan markets could disappear if the Region aggressively pursues voice, image and data hook-up to North Carolina's "Information Highway".
- Alternative fuels production presents opportunities for new and expanded markets.
- In all counties, strategically placed investments in water, sewer, and natural gas can make key industrial buildings and parcels available for growth and occupancy.
- In Pitt County, East Carolina University, Vidant Health, the City and County can work together to further develop concepts such as a Biotechnology Park, an Incubator and a Medical/Technology Park.
- The activity related to biotechnology offers an opportunity to decentralize the economic development potential throughout the Region.
- Availability of amenities to support residential/retirement communities.
- Opportunities for procurement of services related to the military.
- A Region Wide Transportation Plan comprised of our Five Counties as well as Thirty-Five other Counties located East of I-95 is in the process of being incorporated into the North Carolina Statewide Transportation Plan.



- Pitt-Greenville Airport runway has been extended to facilitate larger airplanes and more frequent commuter flights.
- Natural Gas lines are being extended and installed, selectively, throughout our Region.
- Identifying and tapping into the retired talent in the area.
- Exploring more regional solutions to solve problems.
- Concept of regional high school.

## **Threats**

- The strong manufacturing base is insufficiently diversified. Downturn in one or more key industries would have severe consequences.
- Continued devastation from frequent natural disasters such as hurricanes and associated flooding.
- The failure to make a strong link to the fiber optic on a timely basis would severely damage the Region's ability to both attract and serve business.
- Failure to assertively speak in a united fashion to external decision-makers on highway access could severely restrain economic development and prolong the Region's isolation for another generation.
- The absence of appropriate land use and/or environmental regulations could render economic development far more difficult.
- Natural Disasters such as hurricanes have the ability to affect the entire Region including but not limited to flooding and wind damage. Resources for planning and recovery need to be maintained.
- Terrorism is a threat to the Region's infrastructure. Resources for planning and recovery need to be established
- Lack of representation based on redistricting (less relative population than other more urban areas).
- Depletion of natural resources especially related to water.
- Current stagnant international market

## **CLUSTER ANALYSIS**

This cluster analysis was developed in conjunction with the NC Eastern Region, the NC Northeast Commission and each county's economic developer.

### **Beaufort County**

The Beaufort County Economic Development Commission is not targeting any one sector as their primary target for recruitment. They are interested in working with all types of manufacturing projects. Currently, the County's largest employment sector is manufacturing. This sector is dominated by Pot Ash Corp- Aurora. Other manufacturers include chemicals, textiles, boats and automotive parts. The next largest sectors are health care, retail trade and educational services. The County recognizes the potential for waterfront and retirement residential development. Possible cluster opportunities include alternative energy projects- wind, bio-fuels, solar, and biomass; food production and distribution- agriculture biotech.

### **Bertie County**

In Bertie County, the Perdue Farms Facility- a poultry processor located in Lewiston-Woodville is the largest employer within the County and is the largest driving economic force. The Bertie County Correctional Facility is also a major employer. The County's Economic Development Commission is interested in continuing to recruit support services for this major complex. The next highest employment sectors are healthcare and education as is the case for much of the State. The Economic Development Commission is also focusing on all types of manufacturing. Their preference is marine trades and agricultural biotechnology business sectors. The County is already home to AVOCA, which is a biomass extraction company. Bertie County also recognizes the potential for waterfront and retirement residential development. Possible cluster opportunities include alternative energy- methane gas at landfill, biomass and solar; food production and distribution; automotive; and tourism related to the lost colony.

### **Hertford County**

Nucor Steel and the GEO Group Correctional Facility are two major economic forces in Hertford County. The County's location along the NC and Virginia border offers direct business and employment ties to the Richmond and Hampton Roads area which includes military and shipyards located there. The local Economic Development Commission indicates that metal recycling and fabrication are also major business clusters for them. Alternative energy, specifically solar and biomass, is also a growing cluster. Hertford County is also identified as a multi-county mini-hub for healthcare and retail shopping. Hertford County is dominated by the healthcare sector. Hertford County also recognizes the potential for waterfront and retirement residential development.

## **Martin County**

The current cluster areas for Martin County are Forest and Wood Products, Food, Applied Manufacturing and Green Energy. Domtar has the largest manufacturing presence in Martin County followed by Ann's House of Nuts. Martin County and Pitt County have jointly developed a regional industrial Park, Lands East.

The Senator Bob Martin Eastern Agricultural Center is the largest equine facility in North Carolina. It hosts equine events from the Mid-Atlantic and Southern states, adding to Martin County's tourism economy.

Martin County and the Town of Williamston have completed a comprehensive economic development strategy to enhance Martin County's position as a regional hub for business and tourism." Possible cluster opportunities include biotechnology and alternative energy-solar, biomass, and bio-fuels.

## **Pitt County**

The Pitt County Development Commission has identified three of its top business sectors for recruitment as medical devices, bio-pharma, and plastics, along with their ancillary businesses. The County leadership has worked for many years with multiple partners to position Pitt County as a leader in bio-pharma and related industries in North Carolina. Assets include East Carolina University, Brody School of Medicine, School of Dental Medicine, Vidant Medical Center, Pitt Community College, NCCCS BioNetwork Bio-processing Center, the Technology Enterprise Center of Eastern Carolina, and the Health Sciences Academy. Notable support partners include North Carolina's Eastern Region, the North Carolina Biotechnology Center, SBTDC and ECU's Entrepreneurial Initiative and Technology Transfer divisions. DSM Pharmaceuticals, Metrics, and other private sector firms provide research and/or product development for the biotechnology, medical device, and related business sectors, as well as clinical trial production runs. Two other identified target business sectors that Pitt County is recruiting are distribution centers related to import/export markets and automotive parts/machining. Additional cluster opportunities include advanced manufacturing, defense and aerospace, nonwovens, and value-added agriculture. Translational research ("from the bench to the bedside") and creative/knowledge sectors are also areas of continuing great potential. Pitt County continues to be a leader in the health care, educational and retail sectors.

## **Mid-East Region**

Health Care/ Social Assistance and Manufacturing dominate the regional economy. The Region Q Workforce Development Board has identified healthcare/biotechnology as two growth sectors for the region. This combines the Region's top two current employment sectors. Many of the regional assets for biotechnology are centered in Pitt County. However, there are six hospitals and many primary physicians throughout the region that can participate in clinical trials. Avoca, Inc. is a bio-mass facility located in Bertie County. Pot Ash Corp- Aurora, Weyerhaeuser and Perdue are also national leaders in agricultural

biotechnology. Each of these has major processing facilities that are located in the Region, yet they are located outside of Pitt County.

Educational opportunities related to biotechnology are spreading throughout the Region. East Carolina University and the Community College system throughout the Region are leading the way with educational programs designed to prepare individuals for work in this and related fields. All of the Region's community colleges are in a biotechnology consortium. Additionally, training for this area is filtering down to the high school level.

The Region has a broad base of industries in the manufacturing sector that includes heavy process to light manufacturing.

Large public sector employers throughout the Region include East Carolina University, Vidant Health, each of the Community Colleges, and each County Board of Education.

The NC Eastern Region, to which Pitt County belongs, has identified Advanced Manufacturing, Value Added Agriculture, Life Sciences, Marine Trades, Tourism, and Aerospace & Defense as the Region's existing clusters.

The NC Northeast Commission, to which the other four Counties belong, has identified Biotechnology, Renewable Energy, Food, Marine, Aerospace, and Automotive as the Region's existing clusters.

<b>GOAL NUMBER ONE</b>	<b>BUILD ON THE REGION'S COMPETITIVE ADVANTAGE AND LEVERAGE THE MARKETPLACE</b>
<b>Objective 1</b>	<b>Identify the region's clusters of economic development that offer competitive advantages</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Begin with existing plans that have been developed already in other counties and by regional organizations.</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• East Carolina University</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> <li>• NC Northeast Region Commission</li> <li>• NC Eastern Region</li> <li>• Workforce Development</li> <li>• County Economic Development Commissions</li> <li>• ECU</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Collect and compare any existing cluster analysis reports</li> <li>• Interview key private companies and developers about what they consider makes them competitive.</li> <li>• Identify other advantages.</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$25,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• NC Eastern Region</li> <li>• NC Northeast Commission</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Financial resources</li> <li>• Tool to meet with employers</li> <li>• Unwillingness to participate in a regional effort</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Creation of cluster analysis; competitive clusters identified</li> </ul>

<b>GOAL NUMBER ONE</b>	<b>BUILD ON THE REGION'S COMPETITIVE ADVANTAGE AND LEVERAGE THE MARKETPLACE</b>
<b>Objective 2</b>	<b>Develop a regional plan to leverage the region's competitive advantages</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Compare both existing plans from the NC Eastern and NC Northeast regions.</li> <li>• Meet with industry leaders.</li> <li>• Utilize CEDS to use identified strengths and opportunities.</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NC Eastern Region</li> <li>• NC Northeast Commission</li> <li>• ECU</li> <li>• County Managers</li> <li>• Society of Mfg Engineers</li> <li>• Society of Chemical Engineers</li> <li>• Society of Pharmaceutical Engineers</li> <li>• KEY Manufacturers that are part of our targeted Cluster (i.e. Marine, Pharm, etc.)</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Survey/Input from Successful Manufacturers with our Targeted Clusters</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$20,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Golden Leaf</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Financial resources</li> <li>• Proprietary information</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Development of regional plan for the Mid-East Region</li> </ul>

<b>GOAL NUMBER ONE</b>	<b>BUILD ON THE REGION'S COMPETITIVE ADVANTAGE AND LEVERAGE THE MARKETPLACE</b>
<b>Objective 3</b>	<b>Conduct an analysis that identifies the existing and potential improved place brand for the region.</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Create brand for MEC Region</li> <li>• Golden Leaf as a Proponent/Funding Vehicle for a Branding Campaign.</li> <li>• Interview tourism authorities and community leaders to identify current “perceived” brand.</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• ECU and Other Local, County and Regional Economic Development Resources,</li> <li>• Tourism agencies</li> <li>• Eastern Region</li> <li>• Northeast Region Municipalities</li> <li>• Counties</li> <li>• State of NC Tourism Dept</li> <li>• Mid-East Commission</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Scope a RFQ that can go out to potential “branding” companies.</li> <li>• Develop a list of interview questions.</li> <li>• Make list of potential interviewees in region.</li> <li>• Set specific action items with deliverable dates.</li> <li>• Executive Summary of conducted interview and associated analysis of data obtained.</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$10,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Golden Leaf</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Diverseness of region</li> <li>• Building alignment between all entities</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Identification of a brand for the MEC Region;</li> </ul>

<b>GOAL NUMBER ONE</b>	<b>BUILD ON THE REGION'S COMPETITIVE ADVANTAGE AND LEVERAGE THE MARKETPLACE</b>
<b>Objective 4</b>	<b>Develop a regional marketing plan</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Establish a regional marketing program</li> <li>• Hire a qualified "branding" company</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• NC Eastern Region</li> <li>• NC Northeast Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Need input from both Public and key private cluster manufacturers</li> <li>• ECU</li> <li>• Tourism Agencies</li> <li>• Eastern Region</li> <li>• Northeast Region</li> <li>• Private advertising/ marketing agency</li> <li>• Regional Community Colleges</li> <li>• Vidant</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Identify funding mechanism</li> <li>• Select a private agency to work on a marketing plan</li> <li>• Determine target markets</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$50,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Golden Leaf</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Building consensus</li> <li>• Cost</li> <li>• Diversity of region</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Creation of a marketing strategy</li> </ul>



<b>GOAL NUMBER ONE</b>	<b>BUILD ON THE REGION'S COMPETITIVE ADVANTAGE AND LEVERAGE THE MARKETPLACE</b>
<b>Objective 5</b>	<b>Identify new adaptive capabilities of the regional economy</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Market region from a quality of life standpoint (4 seasons)</li> <li>• Affordable cost of living</li> <li>• Close water access</li> <li>• Open and receptive to creative ideas (i.e. start-up's encouraged and welcomed)</li> <li>• Develop inventory of vacant or contaminated structures in the region</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• East Carolina University</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Community Colleges</li> <li>• ECU</li> <li>• Public and private economic and workforce development organizations</li> <li>• Agricultural leaders</li> <li>• Entrepreneurs</li> <li>• NC Brownfields Program</li> <li>• Mid-East Commission</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Eastern NC... a destination for quality, fun and affordable living</li> <li>• Make punch list of five attainable, new, adaptive capabilities for the region</li> <li>• Identify a half dozen "successes" that we can promote and share nationally</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$5,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Brownfield program</li> <li>• EPA</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Building alignment</li> <li>• Cost</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• An attainable and sustainable list of five new, adaptive capabilities for the region</li> <li>• Complete database of vacant and/or contaminated structure/sites.</li> </ul>

<b>GOAL NUMBER TWO</b>	<b>ESTABLISH &amp; MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE</b>
<b>Objective 1</b>	<b>Identify the region's infrastructure assets (transportation, workforce, water/sewer/gas, broadband, housing, education, healthcare, green space, access to capital and energy assets)</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Compile existing data from development commissions, county and municipal governments</li> <li>• Input from stakeholders such as NCDOT, NCDOC, County Developers</li> <li>• Public/Private Universities</li> <li>• Community Colleges</li> <li>• Utility Companies</li> <li>• Vidant Healthcare</li> <li>• RPO's.</li> <li>• SBTDC</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> <li>• NC Northeast Commission</li> <li>• NC Eastern Region</li> <li>• Workforce Development</li> <li>• NC Rural Center</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Contact key agencies and request reports</li> <li>• Interview leaders in key organizations</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$20,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Golden Leaf</li> <li>• Rural Center</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Cost</li> <li>• Low density population</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Begin compiling infrastructure asset list</li> </ul>

<b>GOAL NUMBER TWO</b>	<b>ESTABLISH &amp; MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE</b>
<b>Objective 2</b>	<b>Develop multi-modal transportation plans that address existing and future year capacity deficiencies</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Compile existing data from development commissions, county and municipal governments</li> <li>• Input from stakeholders such as NCDOT, NCDOC, County Developers</li> <li>• Timely update of Comprehensive Transportation Plans</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East RPO and Peanut Belt RPO</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NCDOT</li> <li>• Mid-East RPO and Peanut Belt RPO</li> <li>• Local governments</li> <li>• Transit agencies</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Update Comprehensive Transportation Plans</li> <li>• Contact key agencies</li> <li>• Request reports</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$15,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• RPO's</li> <li>• NC DOT</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Deciding the highest priority/need for improving multi-modal transportation</li> <li>• Funding</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Update of all CTP's within the next five years</li> </ul>

<b>GOAL NUMBER TWO</b>	<b>ESTABLISH &amp; MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE</b>
<b>Objective 3</b>	<b>Identify whether water, sewer and natural gas infrastructure can accommodate future growth</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Utilize future growth projections to engage utility companies and determine need</li> <li>• Compile existing data from development commissions, county and municipal governments</li> <li>• Input from stakeholders such as NCDOT, County Developers, and Utility Companies</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Public/Private Utility Companies</li> <li>• Local governments</li> <li>• Mid-East Commission</li> <li>• NCDOT</li> <li>• EDC's</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Contact key agencies</li> <li>• Request reports.</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$20,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• EDA</li> <li>• Rural Center</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Should consider alternative energy sources in planned growth, aging and quality infrastructure</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Collection and analysis of information</li> </ul>

<b>GOAL NUMBER TWO</b>	<b>ESTABLISH &amp; MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE</b>
<b>Objective 4</b>	<b>Develop plans for the expansion of telecommunications and broadband infrastructure growth or identify their capacity is sufficient</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Compile existing data from the region's broadband capacity</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• NC Broadband</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• ENC</li> <li>• Mid-East Commission</li> <li>• Local providers</li> <li>• NC Broadband</li> <li>• Local governments</li> <li>• Tideland Electric</li> <li>• MCNC</li> <li>• BCCC</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Conduct regional broadband assesment</li> <li>• Contact key agencies and request reports</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$15,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Golden Leaf</li> <li>• Rural Center</li> <li>• ENC</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Developing "last mile" service in a sparsely populated area</li> <li>• Cost</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Plan determining need for increased IT Bandwidth</li> </ul>

<b>GOAL NUMBER TWO</b>	<b>ESTABLISH &amp; MAINTAIN A ROBUST REGIONAL INFRASTRUCTURE</b>
<b>Objective 5</b>	<b>Develop plans for equitable and affordable housing choices</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Utilize existing plans in place through city/county governments (land use)</li> <li>• Encourage cities/towns to make affordable housing a priority.</li> <li>• Compile existing data from stakeholders</li> <li>• Input from stakeholders such as NCDCA, local CDC's, Housing Authorities, Habitat for Humanity</li> <li>• Implement Financial management courses.</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Housing Authorities</li> <li>• CDC's</li> <li>• Local governments</li> <li>• NC Housing Finance Agency</li> <li>• USDA-RD</li> <li>• MEC</li> <li>• High schools</li> <li>• Community colleges</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Creation of a regional group to address and promote affordable housing</li> <li>• Creation of financial management curriculum.</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$5,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• CDBG</li> <li>• NC Housing Finance Agency</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Lack of federal/state funding (e.g. CDBG)</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Creation of regional affordable housing group</li> </ul>

<b>GOAL NUMBER THREE      CREATE REVITALIZED &amp; VIBRANT COMMUNITIES</b>	
<b>Objective 1</b>	<b>Promote environmentally sustainable development patterns</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Identify existing models of success</li> <li>• Engage Architects and Engineers within our region</li> <li>• Educate public</li> </ul>
<b>Lead Agency/Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NC DENR</li> <li>• Environmental Engineers (NCSU)</li> <li>• Partnerships for the sounds</li> <li>• Vernon James Center</li> <li>• NC Co-operation extension</li> <li>• A&amp;E design firms</li> <li>• MEC</li> <li>• APA</li> <li>• Downtown Development Groups</li> <li>• Albemarle &amp; Pamlico Estuary Program</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Provide and share information regarding appropriate methods to promote environmentally sustainable development patterns.</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$5,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Brownfiled Program</li> <li>• Conservation fund</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Lack of Zoning</li> <li>• Lack of vision</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Creation and distribution of education materials through workshops and/ or other means</li> </ul>

<b>GOAL NUMBER THREE      CREATE REVITALIZED &amp; VIBRANT COMMUNITIES</b>	
<b>Objective 2</b>	<b>Ensure that underserved and distressed communities are engaged in the planning process</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Educate communities on the planning process.</li> </ul>
<b>Lead Agency/Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East Commission Planning Department</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NC Rural Center</li> <li>• UNC School of Government</li> <li>• League of Municipalities</li> <li>• Local elected officials</li> <li>• Local government planning departments</li> <li>• ECU</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Hold workshops and distribute educational materials to educate public</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$5,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• CDBG</li> <li>• NC Rural Center</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Lack of knowledge</li> <li>• Lack of commitment</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Regional workshop on community planning. Distribution of education materials</li> </ul>



<b>GOAL NUMBER THREE</b>	<b>CREATE REVITALIZED &amp; VIBRANT COMMUNITIES</b>
<b>Objective 3</b>	<b>Develop plan for accelerating investments in healthy, safe and walkable neighborhoods</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Identify funding sources</li> <li>• Locate leaders passionate to the objective</li> <li>• Eliminate blight in downtown areas</li> <li>• Review current plans</li> <li>• work with NCDOT and local governments</li> </ul>
<b>Lead Agency/Partner</b>	<ul style="list-style-type: none"> <li>• Mid-East RPO</li> <li>• Peanut Belt RPO</li> <li>• NCDOT</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NCDOT</li> <li>• RPO's</li> <li>• Local governments</li> <li>• Local police</li> <li>• Vidant</li> <li>• Community Colleges</li> <li>• ECU</li> <li>• Boys &amp; Girls Club</li> <li>• Area Agency on Aging</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Pedestrian access Plans</li> <li>• Bike Ped grants</li> <li>• PARTF grants</li> <li>• CDBG grants</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$7,500</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Foundations</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Lack of space</li> <li>• Public nuisances</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Number of pedestrian access plans and number of initiatives enacted</li> </ul>

<b>GOAL NUMBER THREE      CREATE REVITALIZED &amp; VIBRANT COMMUNITIES</b>	
<b>Objective 4</b>	<b>Develop a plan to promote the restoration and preservation of urban and town centers</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Educate public on resources available for restoration and/or preservation</li> <li>• Identify strengths and weaknesses of centers</li> <li>• Identify grant opportunities</li> <li>• Identify and analyze models of success</li> </ul>
<b>Lead Agency/Partner</b>	<ul style="list-style-type: none"> <li>• ECU</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• NC Main Street Program</li> <li>• Local governments</li> <li>• Chamber of Commerces</li> <li>• Downtown Association</li> <li>• NC Rural Center STEPProgram</li> <li>• DENR</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Educate and assist municipal goverments on programs avaialble</li> <li>• Grantor list</li> <li>• Success list</li> <li>• Needs assessment</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$15,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Brownfield Program</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Economy, unemployment rates</li> <li>• Lack of funding</li> <li>• Out-migration</li> <li>• Condition of buildings</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Creation of resource list</li> </ul>

<b>GOAL NUMBER FOUR</b>	<b>DEVELOP HEALTHY AND INNOVATIVE PEOPLE</b>
<b>Objective 1</b>	<b>Foster development, recruitment and retention of a skilled workforce</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Work with representatives from all educational entities, as well as private businesses interested in STEM.</li> <li>• Continue to utilize Workforce Development Partnerships.</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• ECU</li> <li>• MEC Workforce Development Board</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• ECU</li> <li>• Community Colleges</li> <li>• K-12 School Systems</li> <li>• IES and private businesses involved in STEM (i.e. pharmaceutical, manufacturing, engineering design firms, etc.)</li> <li>• Workforce Development Board</li> <li>• Chambers</li> <li>• Regional Partnerships</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Get buy in from lead agency</li> <li>• Pulling together a cross section of interested participants</li> <li>• Marketing of employment opportunities to young people</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Workforce Development Board</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Lack of employment opportunities</li> <li>• Lack of a skilled workforce</li> <li>• Lack of coordination</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Track enrollment at Community colleges</li> <li>• Creation of metric for jobs created and retained</li> </ul>

<b>GOAL NUMBER FOUR</b>	<b>DEVELOP HEALTHY AND INNOVATIVE PEOPLE</b>
<b>Objective 2</b>	<b>Identify and analyze all educational resources and conduct a gap analysis if needed</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Conduct survey of high schools, community colleges, and ECU and employers.</li> <li>• Create inventory of resources</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• Workforce Development Board</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• ECU</li> <li>• Community Colleges</li> <li>• NCDOC</li> <li>• Workforce Development Board</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Get buy in from lead agency to drive this process</li> <li>• Develop surveys pertinent to targets</li> <li>• Perform Inventory of programs</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• \$10,000</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• Workforce Development Board</li> <li>• Community Colleges</li> <li>• ECU</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Time</li> <li>• Funding</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Indentification of funding source</li> <li>• Completion of gap analysis</li> </ul>

<b>GOAL NUMBER FOUR</b>	<b>DEVELOP HEALTHY AND INNOVATIVE PEOPLE</b>
<b>Objective 3</b>	<b>Develop ways to create an environment that fosters entrepreneurial development and growth</b>
<b>Strategies to Meet Objective</b>	<ul style="list-style-type: none"> <li>• Identify entrepreneurial education options in the region</li> <li>• Celebrate entrepreneurs</li> <li>• Provide regional forum opportunities</li> <li>• Get more private industry that have experienced the start-up process involved and engaged</li> </ul>
<b>Lead Agency Partner</b>	<ul style="list-style-type: none"> <li>• ECU</li> </ul>
<b>Strategic Public/Private Partnerships</b>	<ul style="list-style-type: none"> <li>• Community College SBC's</li> <li>• SBTDC at ECU</li> <li>• Chambers</li> <li>• Northeast Region</li> <li>• Eastern Region</li> <li>• Angel, private equity, and venture capital companies with an interest in helping our region grow</li> <li>• County EDC's</li> <li>• MEC RLF</li> <li>• Create database of available local resources</li> </ul>
<b>Action(s)</b>	<ul style="list-style-type: none"> <li>• Promote educational options through workshops and educational materials</li> </ul>
<b>Estimated Costs</b>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>Alignment of Resources</b>	<ul style="list-style-type: none"> <li>• NC DOC</li> <li>• EDA</li> <li>• SBA</li> <li>• Golden Leaf</li> </ul>
<b>Barriers/Issues</b>	<ul style="list-style-type: none"> <li>• Limited resources of public/ private partners</li> <li>• Access to capital</li> </ul>
<b>Performance Measures</b>	<ul style="list-style-type: none"> <li>• Track number of people that received business conseling.</li> <li>• Track inquiries for RLF Program</li> </ul>

## **STRATEGIC PROJECTS, PROGRAMS AND ACTIVITIES**

This section identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. It contains suggested projects list, which are specific projects. It also contains a vital projects list which is a prioritization of vital projects that address the Region's needs or that will best enhance the Region's competitiveness. The vital list is more general in that it combines some of the suggested project themes.

### **Suggested Projects Listing**

#### **VITAL PROJECTS LISTING**

1. Establishment of business incubator facilities throughout the Region. (200 Jobs)
2. Construction or expansion of workforce training centers. (400 Jobs)
3. Create disaster resistant jobs through higher skilled training of local workforce (200 Jobs)
4. Completion of infrastructure throughout industrial and/or technology parks. (300 Jobs)
5. Extension of infrastructure including water, wastewater, roads, electric, rail, and gas to new industries. (200 Jobs)
6. Foster continued development of agri/bio sector. (2000 Jobs)
7. Regionalization of water and wastewater systems where appropriate. (200 Jobs)
8. Use of new technology such as Aquifer Storage and Recovery projects to help reduce groundwater withdrawal from aquifers to meet the 75% reduction required in the Central Coastal Plain Capacity Use Area. (300 Jobs)
9. Revitalization of downtown areas throughout the Region. (100 Jobs)
10. Expand treatment capacity of existing water and wastewater treatment plants as needed. (300 Jobs)
11. Further develop tourism opportunities throughout the Region. (50 Jobs)
12. Continued improvements to highways throughout the Region. (50 Jobs)
13. Enhance the regional meeting capabilities throughout the Region. (50 Jobs)
14. Mitigate damage from natural disasters by protecting public utilities from flooding where feasible. (100 Jobs)
15. Continued improvements to air passenger service to the Region. (50 Jobs)

Funding for past projects and these prospective projects has/will come from a combination of the following sources:

1. Local Government Funds
2. Economic Development Administration
3. NC Community Development Block Grant- Economic Development
4. NC Industrial Development Fund
5. NC Rural Center- Economic Infrastructure and Building Reuse
6. NC Community Development Block Grant- Infrastructure
7. NC Golden LEAF Foundation
8. Clean Water Management Trust Fund
9. NC DOT- Rail Industrial Access Program

## **BEAUFORT COUNTY, NORTH CAROLINA**

1. Construct parallel water line out of the Washington Regional Water Treatment Plant. (200 Jobs)
2. Completion of infrastructure for industrial parks located in Beaufort County. (300 Jobs)
3. Expansion of capacity of wastewater treatment facilities throughout the County. (250 jobs)
4. Redevelopment/revitalization of downtown areas throughout the County. (50 jobs)
5. Construction of a worker training center at Beaufort County Community College (500 jobs)

## **BERTIE COUNTY, NORTH CAROLINA**

1. Work with Community Colleges to begin entrepreneurial training. (100 jobs)
2. Continue recruiting agri/bio companies and construction of the pilot extraction facility. (150 jobs)
3. Continue to work with land developers to create community developments within the County for better housing and recreation opportunities. (100 Jobs)
4. Identify new industrial sites and develop a master plan to construct a new county or multi-county industrial park which can be served by all major utilities and adjacent to a four lane highway or Highway 11. (500 Jobs)
5. Secure the sighting of a minimum security correctional facility next to the existing NC Correctional Facility. (250 Jobs)
6. Establish a shell building program within Bertie County, to offer a generic building to prospects interested in Bertie County. (50 Jobs)
7. Formulate a master plan for Bertie County in regards to travel and tourism objectives and goals, whereas, to meet the growing demand for all types of tourism. (5 Jobs)
8. Establish or investigate zoning to compliment subdivision regulations for Bertie County to insure adequate regulations for protection of citizens. (0 Jobs)
9. Revitalization of downtown's throughout Bertie County to help with all economic development issues and travel and tourism goals. (40 Jobs)
10. Improve and create recreational sites and greenway areas throughout the County for our citizens and tourist. (4 Jobs)
11. Extend Natural Gas throughout all areas of the County to achieve market opportunities for existing and prospective industries. (250 Jobs)

## **HERTFORD COUNTY, NORTH CAROLINA**

1. Extend infrastructure to Holloman Road industrial site. (300 Jobs)
2. Expand water and wastewater treatment capabilities in the Towns of Ahoskie, Murfreesboro and Winton. (800 Jobs)
3. Industrial corridor development along River Road with Natural Gas, rail, sewer, and water. (1,000 Jobs)

4. Bring water, sewer, Natural Gas and rail extensions to the Johnny Mitchell Road Industrial Site near Ahoskie. (300 Jobs)
5. Bring Natural Gas into the County's own Industrial Park, located just outside of Winton. (100 Jobs)
6. Bring water, sewer and natural gas extensions to the Bunch Farm Industrial Site near Murfreesboro. (200 Jobs)
7. Identify and develop new county or multi-county industrial park with infrastructure. (500 Jobs)

## **MARTIN COUNTY, NORTH CAROLINA**

1. Extension of infrastructure including water, wastewater, rail and gas to serve new industries in the LandsEast Industrial Park. (100 jobs)
2. Find grant funds to renovate more "shell space" at the Northeast Technology and Business Center to recruit more businesses and create more jobs. (100 jobs)
3. Create a shell building program. (60 jobs)
4. Create reuse of the Roanoke Landing retail complex after the relocation of Wal-Mart to its new site. (100 jobs)
5. Expand equine industry on the assets of the Senator Bob Martin Eastern Agricultural Center and Martin County Committee of 100 by implementing the development plan. (150 jobs)
6. Focus on jobs in Green Economic Development cluster and convert existing industrial process to green technology. Provide infrastructure to serve these sites.(200 jobs)
7. Support small business growth, retention and expansion by continuing to provide start up assistance through the TeleCenter and by working with the Martin County Chamber of Commerce, MCC, Williamston Downtown, Inc., and town and county governments to provide "enter at any organization" for assistance. (40 jobs)
8. Retire the debt on the Northeast Technology and Business Center. (0 jobs)
9. Support the growth small businesses, particularly minority and women owned by continuing to provide start up assistance through the TeleCenter and applicable programs. (20 jobs)
10. Continue to support and encourage workforce development training and literacy through Martin County Schools' and Martin Community College. (0 jobs)
11. Add three tenants to the Northeast Technology & Business Center. (100 jobs)
12. Collaborate with the Martin County Committee of 100 and others to purchase land in the Land's East Industrial Park. (1,500 jobs)
13. Construction of a 2mgd surface water treatment plant on the Roanoke River and transmission system to help reduce groundwater withdrawal from aquifers to meet the 75% mandated reduction in the Central Coastal Capacity Use Area.
14. Use the natural resources of Martin County to create jobs through programs such as Farmers Fresh Market and use of Forest Products. (50 jobs)
15. Provide broadband to all parts of the county for economic development and education.



## **PITT COUNTY, NORTH CAROLINA**

1. Continue development of multi-county industrial park (LandsEast) in northern Pitt County near US 64 and extend water, sewer, electric, and natural gas service to expansion areas of existing parks in Ayden, Farmville, and Greenville. (1,500 Jobs)
2. Upgrade the utility systems for the City of Greenville and Towns of Farmville, Ayden, Bethel, Falkland, Fountain, Grifton, Grimesland and Winterville, and the Village of Simpson and unincorporated areas of the County. (500 Jobs)
3. Construct a new regional gas pipeline to Pitt County to improve pressure, capacity, and rates. (250 Jobs)
4. Continue development of “infrastructure” to support growth of technology-based business (including such items as the Technology Enterprise Center). (125 Jobs)
5. Continue development of infrastructure (facilities and programs) to encourage entrepreneurship including minority business development. (150 Jobs)
6. Develop a virtuarium/science center and other similar facilities that will complement the convention center and county technology initiatives. (150 Jobs)
7. Improve active and passive recreational facilities, including such items as Greenways, near the County’s more populated areas. (150 Jobs)
8. Downtown improvements to support primary economic development activities, promote art/cultural development that attracts/retains hi-tech talent. (200 Jobs)
9. Support individual and jointly sponsored efforts of East Carolina University, Pitt Community College, and Pitt County Schools in training of the workforce. (500 Jobs)

## **PERFORMANCE MEASURES**

The following performance measure will be used to evaluate the Mid-East Commission’s successful development and implementation of the CEDS:

1. Number of jobs created after implementation of the CEDS
2. Number and types of investments undertaken in the Region
3. Number of jobs retained in the Region
4. Amount of private sector investment in the region after implementation of the CEDS
5. Changes in the economic environment of the Region

**Appendix A**

**Past and Present EDA Investments**

<b>FY (yyyy)</b>	<b>EDA Approval Date</b>	<b>Appl Short Name</b>	<b>Project Short Descrip</b>	<b>Proj County Name</b>	<b>EDA \$</b>	<b>Local/Applicant \$</b>
1965	3/31/1965	Employment Security Off	Housekeeper	Pitt	\$0.00	\$0.00
1966	3/25/1966	Aurora Township	Extend Sewage Facility	Beaufort	\$1,761.00	\$0.00
1966	6/2/1966	Belhaven Town of	Water & Sewer System	Beaufort	\$528,000.00	\$528,000.00
1966	3/28/1966	E Carolina College	Dev Center East Carolna	Pitt	\$129,000.00	\$0.00
1966	3/25/1966	Greenville Util Comm.	Sewage Outfall Line	Pitt	\$875.00	\$0.00
1966	3/3/1966	Greenville Util Comm.	Sewage Outfall Line	Pitt	\$330,000.00	\$330,000.00
1966	3/2/1966	Washington City of	Water & Sewer	Beaufort	\$107,000.00	\$117,000.00
1966	3/2/1966	Washington Twnshp	Water And Sewer	Beaufort	\$1,377.00	\$0.00
1966	4/25/1966	Windsor North Carolina	Ind Waste Treat Fac	Bertie	\$42,000.00	\$42,000.00
1967	5/5/1967	Ayden Town of	Treatment Lagoon/sewer	Pitt	\$54,000.00	\$54,000.00
1967	5/22/1967	E Carolina College	Cont Expansion NC Inst	Pitt	\$130,000.00	\$23,000.00
1968	4/8/1968	E Carolina College	Tech Asst Com Econ Dev	Pitt	\$111,000.00	\$55,000.00
1968	6/28/1968	Mid East Commission	Plan Asst Grant	Beaufort	\$40,000.00	\$13,000.00
1968	4/30/1968	Utility Assn Inc	Sewer And Water System	Bertie	\$143,000.00	\$143,000.00
1969	6/3/1969	Beaufort Cnty Tech Inst	1-Story Voc Tech Bldg	Beaufort	\$0.00	\$120,000.00
1969	4/18/1969	E Carolina College	Cont Expansion NC Ins	Pitt	\$135,938.00	\$145,051.00
1969	5/31/1969	Utility Assn Inc	Sewer And Water System	Bertie	\$24,500.00	\$24,500.00
1970	12/24/1969	Martin Technical Inst	Expand Technical Inst	Martin	\$0.00	\$305,000.00
1970	6/22/1970	Mid East Commission	Public Service Career	Beaufort	\$105,000.00	\$0.00
1970	10/15/1969	Mid East Commission	Continuation Plan Grant	Beaufort	\$48,000.00	\$16,225.00
1970	11/3/1969	Winterville Town of	Wtr Line/swg Coll Line	Pitt	\$0.00	\$75,000.00
1971	12/15/1970	Greenville Util Comm.	Expand Gas Lines	Pitt	\$181,200.00	\$120,800.00
1971	12/15/1970	Greenville Util Comm.	Swg. Trt. Facilities	Pitt	\$627,350.00	\$501,890.00
1971	12/15/1970	Greenville Util Comm.	Water Plt Exp	Pitt	\$649,200.00	\$432,800.00
1971	9/8/1970	Mid East Commission	Feas/Indus Complex	Beaufort	\$75,000.00	\$0.00
1971	11/17/1970	Mid East Commission	Second Continuation	Beaufort	\$45,600.00	\$22,880.00
1972	6/20/1972	East Carolina Univ	Auditorium Building	Pitt	\$294,600.00	\$98,200.00
1972	10/6/1971	Mid East Commission	Third Continuation	Beaufort	\$45,600.00	\$17,898.00
1972	6/15/1972	Roanoke-Chowan Tech Coll	Technical School	Hertford	\$900,000.00	\$300,000.00
1972	6/22/1972	Williamston Town of	Wtr/swr Ext TO Ind PK	Martin	\$124,000.00	\$64,900.00
1973	6/13/1973	East Carolina Univ	Auditorium Building	Pitt	\$39,000.00	\$26,000.00
1973	6/20/1973	Farmville Town of	Water Supply/storage	Pitt	\$243,000.00	\$162,000.00
1973	11/6/1972	Mid East Commission	Fourth Continuation	Beaufort	\$79,800.00	\$45,441.00
1973	5/1/1973	Mid East Commission	Print Indust Park Study	Hyde	\$5,000.00	\$0.00

1973	6/21/1973	Williamston Town of	Wtr/swr Ext TO Ind PK	Martin	\$57,500.00	\$57,500.00
1974	5/17/1974	Mid East Commission	Supp Plan Grant	Beaufort	\$45,600.00	\$15,200.00
1975	6/25/1975	Mid East Commission	A-95 Review	Beaufort	\$4,000.00	\$1,334.00
1976	10/28/1975	Econ Improvement Corp	Eic, Inc Community Food	Pitt	\$0.00	\$0.00
1976	5/21/1976	Farmville Town of	Ind PK Feas Study	Pitt	\$30,000.00	\$10,000.00
1976	4/22/1976	Greenville Util Comm.	Sewer System Additions	Pitt	\$223,500.00	\$223,500.00
1976	9/2/1976	Hertford County	Ind PK Feas Stdy	Hertford	\$30,000.00	\$10,000.00
1976	7/13/1976	Mid East Commission	Supp Plan Grant	Beaufort	\$12,600.00	\$4,200.00
1976	7/20/1976	Mid East Commission	Supp A-95 Review	Beaufort	\$5,000.00	\$1,666.00
1976	8/18/1975	Mid East Commission	Fifth Continuation	Beaufort	\$50,200.00	\$16,732.00
1976	8/1/1975	Williamston Town of	Pa+nt & Clean Houses	Martin	\$0.00	\$0.00
1977	3/16/1977	Beaufort Cnty Tech Inst	Vocational Educa Bldg	Beaufort	\$480,000.00	\$320,000.00
1977	1/7/1977	Jamesville Town of	Swr-Wtr Tmt Plant	Martin	\$0.00	\$0.00
1977	9/19/1977	Mid East Commission	Supp A-95 Review	Beaufort	\$3,000.00	\$1,000.00
1977	9/30/1977	Mid East Commission	Prof Svcs Grant	Beaufort	\$20,000.00	\$6,667.00
1977	11/5/1976	Mid East Commission	Sixth Continuation	Beaufort	\$50,200.00	\$16,734.00
1977	8/24/1977	Tri County Airport Auth	Air Terminal	Hertford	\$167,000.00	\$150,000.00
1978	10/21/1977	Beaufort Cnty Tech Inst	Vocational Educa Bldg	Beaufort	\$62,459.00	\$41,640.00
1978	4/12/1978	Martin County	Ind Site Study	Martin	\$30,000.00	\$10,000.00
1978	10/27/1977	Mid East Commission	Seventh Continuation	Beaufort	\$50,200.00	\$16,734.00
1979	3/23/1979	Mid East Commission	Planning Suppl	Beaufort	\$5,025.00	\$1,675.00
1979	12/11/1978	Mid East Commission	Planning Cont	Beaufort	\$50,200.00	\$16,734.00
1980	6/13/1980	American Contract Pkgrs	Gw/c Drug Packaging	Martin	\$0.00	\$0.00
1980	6/13/1980	American Contract Pkgrs	Gfa Drug Packaging	Martin	\$0.00	\$0.00
1980	11/7/1979	Mid East Commission	Planning Cont	Beaufort	\$55,225.00	\$18,409.00
1981	10/31/1980	Mid East Commission	Dstrct Cont Plng Grant	Beaufort	\$55,225.00	\$18,408.00
1981	8/31/1981	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$13,807.00	\$4,602.00
1981	1/14/1981	Robersonville Town of	Sewer Line Ext TO Ind	Martin	\$780,000.00	\$150,000.00
1982	5/6/1982	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$27,613.00	\$9,205.00
1982	8/4/1982	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$27,613.00	\$9,205.00
1983	2/2/1983	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$12,978.00	\$4,326.00
1983	8/11/1983	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$42,248.00	\$14,083.00
1983	9/5/1983	Williamston Town of	Expand Wtr Distr Sys	Martin	\$336,000.00	\$336,500.00
1984	8/27/1984	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$55,225.00	\$18,409.00
1984	8/27/1984	Washington City of	Wtr/swr & Elec Ser	Beaufort	\$324,000.00	\$216,000.00
1985	9/9/1985	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$55,225.00	\$18,409.00
1986	9/9/1986	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$45,200.00	\$15,067.00
1987	8/24/1987	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$53,000.00	\$17,667.00
1988	8/25/1988	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$53,000.00	\$17,667.00
1988	10/19/1987	Robersonville Town of	Exp Wtr Sup, Elev Tank	Martin	\$478,800.00	\$319,200.00
1989	6/21/1989	Mid East Commission	Dstrct Suppl Plng Grt	Beaufort	\$53,000.00	\$17,667.00

1990	3/10/1990	Mid East Commission	RLF	Beaufort	\$300,000.00	\$100,000.00
1990	7/2/1990	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$53,000.00	\$17,667.00
1990	4/2/1990	Washington City of	Exp Wtr&wstwtr Collec LN	Beaufort	\$537,500.00	\$537,500.00
1991	6/14/1991	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$53,000.00	\$17,667.00
1992	6/29/1992	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$56,000.00	\$18,667.00
1993	6/17/1993	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$55,000.00	\$18,334.00
1994	6/24/1994	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$57,000.00	\$19,000.00
1995	5/12/1995	Beaufort Cnty Cmty Coll	2-Way Voice,Video & Data	Beaufort	\$900,000.00	\$600,000.00
1995	6/19/1995	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$87,000.00	\$29,000.00
1996	7/15/1996	Mid East Commission	Dist Renl Pln&adm Grt	Beaufort	\$52,000.00	\$47,334.00
1997	8/6/1997	Martin County	Ind PK Dev Plan	Martin	\$15,000.00	\$5,000.00
1997	6/16/1997	Mid East Commission	Dist Pl&adm Grant	Beaufort	\$142,000.00	\$47,334.00
1997	8/15/1997	Robersonville Town of	Wstwtr Trtmnt Improv	Martin	\$1,155,000.00	\$1,025,000.00
1998	11/10/1997	Ayden Town of Beaufort Cnty-	Wtr Sys Dist Improv	Pitt	\$39,491.00	\$200,000.00
1998	2/25/1998	Washington	Wtr,Swr Ext	Beaufort	\$1,009,338.00	\$229,788.00
1998	7/14/1998	Mid East Commission	Dist Pl&adm Grant	Beaufort	\$52,000.00	\$17,334.00
1998	10/21/1997	Pitt County	Eastern Carolina Tech CT	Pitt	\$400,000.00	\$445,000.00
1999	7/1/1999	Mid East Commission	Dist Pl&adm Grant	Beaufort	\$59,500.00	\$19,834.00
1999	7/7/1999	Robersonville Town of	O/R on Constn.Contract	Martin	\$270,000.00	\$270,000.00
2000	9/27/2000	Mid East Commission	EDA Mitigation Grant	Beaufort Multi	\$100,000.00	\$25,000.00
2000	7/3/2000	Mid East Commission	Dist Pl&adm Grant	County Multi	\$52,000.00	\$17,334.00
2000	11/4/1999	Mid East Commission	Economic Impact Study Upgrade WWTP & Sewer Sys	County	\$46,000.00	\$0.00
2000	8/17/2000	Winton		Hertford	\$911,038.00	\$200,000.00
2001	5/9/2001	Greenville	Floodproofing Water System Improvement	Pitt	\$1,543,000.00	\$1,543,000.00
2001	6/8/2001	Hertford Co. So. Wtr.Dis		Hertford Multi	\$500,000.00	\$0.00
2001	7/12/2001	Mid East Commission	Dist Pl&adm Grant	County Multi	\$52,000.00	\$17,334.00
2001	4/2/2001	Mid East Commission	Hurricane Floyd Recovery	County	\$40,000.00	\$10,000.00
2001	4/2/2001	Robersonville Town of	Wastewater Improvements	Martin	\$661,000.00	\$661,000.00
2001	6/28/2001	Washington City of	Wastewater Floodproofing	Beaufort Multi	\$1,500,000.00	\$1,000,000.00
2002	7/23/2002	Mid East Commission	EDD Planning Investment	County Multi	\$52,000.00	\$17,334.00
2002	9/24/2002	Regional Science Center	Science Ctr design study	County	\$50,000.00	\$50,000.00
2002	8/15/2002	Washington, City of	WastewaterTreatmt Plant	Beaufort	\$1,500,000.00	\$1,716,500.00
2003	4/25/2003	Beaufort Co Committee	Skills Ctr Construction	Beaufort	\$356,000.00	\$356,100.00
2003	8/4/2003	Mid East Commission	EDD Planning Investment	Multi	\$52,000.00	\$17,334.00

2003	12/31/2003	Windsor, Town of	Infrastructure Imprvemnt	County		
				Bertie	\$1,500,000.00	\$1,285,400.00
				Multi		
2004	9/13/2004	Mid East Commission	EDD Planning Investment	County	\$52,000.00	\$17,334.00
				Multi		
2005	6/21/2005	Mid East Commission	EDD Planning Investment	County	\$52,000.00	\$17,334.00
			Water System			
2006	6/23/2006	Farmville	Improvement	Pitt	\$1,000,000.00	\$6,261,570.00
2006	6/17/2006	Mid East Commission	EDD Planning Investment	Multi	\$53,500.00	\$35,667.00
2007	7/1/2007	Mid East Commission	EDD PIng Invest- 6 mo. Ext	County	\$26,500.00	\$26,500.00
2007	11/28/2007	Greenville/GUC	Aquifer Storage Recovery	Pitt	\$703,000.00	\$704,375.00
2007	12/14/2007	Mid East Commission	EDD PIng Investment	Multi	\$53,000.00	\$35,333.00
2009	12/23/2009	Beaufort County/ BCCC	Allied Health Building	Beaufort	\$2,500,000.00	\$4,123,593.00
2010	8/25/2010	Mid-East Commission	EDD PIng Investment(Supp)	Multi	\$20,000.00	\$13,333.00
2011	9/20/2011	Mid-East Commission	Hurricane Irene Mitigation	Multi	\$50,000.00	\$21,429.00
2012	1/30/2012	Mid-East Commission	EDD Planning Investment	Multi	\$189,000.00	\$126,000.00
					<u>\$27,992,311.00</u>	<u>\$27,872,988.00</u>

## **Appendix B**

### **2012 CEDS STRATEGY COMMITTEE MEMBERS**

#### **Beaufort County**

Paul Spruill, CEO & General Manager  
Tideland EMC

Evelyne Roberson  
Chairperson of the Beaufort County Economic Development Commission

Dick Barber  
Morris Insurance

#### **Bertie County**

Mike Neal, Owner  
Michael D. Neal & Associates, Inc.

Jon Powell, Marketing/Sales  
Powell/ Stokes Bertie County Peanuts

Norman Mebane Jr., Owner  
Mebane & Associates (Mebane Trucking)

#### **Hertford County**

Curtis Wynn, President & CEO  
Roanoke Electric Cooperative

Carolyn Bazemore  
Southern Bank

Ray Felton  
Metal Tech of Murfreesboro

#### **Martin County**

Laurence Lilley, President  
Lilley International

John Spilman  
East Carolina Bank

Phil Hodges, President  
Metrics

## **Pitt County**

Tony Khoury, PE, President/Principal  
THE EAST GROUP, PA

Tyree Walker, Chief Human Resource Officer  
Vidant Medical Center

## **Institutes of Higher Education**

Barbara Tansey, President  
Beaufort County Community College

Ted Morris, Associate Vice Chancellor  
Office of Engagement, Innovation and Economic Development  
East Carolina University

Lentz Stowe, Director, Business and Industry Services  
Beaufort County Community College

## **Workforce Development**

Quinton Turman, Chairman  
Region Q Workforce Development Board

Joyce Jones, Executive Director  
LIFE of NC Inc.

## **Minority**

Denisha Harris  
M/WBE Coordinator  
City of Greenville

## **Transportation**

Bryant Buck  
Mid-East RPO

Justin Oakes  
Peanut Belt RPO

## **Regional ED offices**

John D. Chaffee, President and CEO  
North Carolina's Eastern Region

Vann Rogerson, President  
NC Northeast Region

**Public Officials**

Lewis Hoggard, III  
Bertie County Commissioner

Judy Lannon, Town Clerk  
Town of Aurora

**State of North Carolina**






Tim Ivey, Economic Development Representative  
NC Department of Commerce  
Northeastern Regional Office




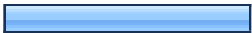


# Appendix C – Survey Results

# Mid-East Commission



## 1. Please select your county within the region:

		Response Percent	Response Count
Beaufort		25.0%	13
Bertie		1.9%	1
Hertford		7.7%	4
Martin		3.8%	2
<b>Pitt</b>		<b>61.5%</b>	<b>32</b>
		<b>answered question</b>	<b>52</b>
		<b>skipped question</b>	<b>0</b>



## 2. Please select your age range:

		Response Percent	Response Count
Under 18		0.0%	0
19-30		5.8%	3
<b>31-50</b>		<b>36.5%</b>	<b>19</b>
51-64		32.7%	17
65 and over		25.0%	13
		<b>answered question</b>	<b>52</b>
		<b>skipped question</b>	<b>0</b>

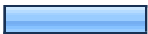



### 3. Are you an elected official?

		Response Percent	Response Count
Yes		11.5%	6
No		88.5%	46
answered question			52
skipped question			0





### 4. Are you currently employed?

		Response Percent	Response Count
Yes		78.8%	41
No		21.2%	11
answered question			52
skipped question			0


### 5. If employed, what sector?

		Response Percent	Response Count
Private industry/business		21.2%	11
Non-profit		9.6%	5
<b>Government</b>		42.3%	22
Other (please specify)		26.9%	14
answered question			52
skipped question			0





















## 6. Please specify your race.










		Response Percent	Response Count
American Indian or Alaska Native		3.8%	2
Asian		1.9%	1
Black or African American		9.6%	5
Native Hawaiian or other Pacific Islander		0.0%	0
<b>White</b>		<b>84.6%</b>	<b>44</b>
<b>answered question</b>			<b>52</b>
<b>skipped question</b>			<b>0</b>

## 7. Please specify your ethnicity.

		Response Percent	Response Count
Hispanic or Latino		0.0%	0
<b>Not Hispanic or Latino</b>		<b>100.0%</b>	<b>51</b>
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>

## 8. What competitive clusters exist or are developing in your county?

		Response Percent	Response Count
Advertising & Marketing Services		25.5%	13
Aerospace		5.9%	3
Agriculture		66.7%	34
Architectural, Engineering & Related Services		25.5%	13
Automotive		9.8%	5
Banking/Finance		37.3%	19
Biotechnology		39.2%	20
Boatbuilding		51.0%	26
Business,Scientific & Technical Consulting		19.6%	10
Education/Training		72.5%	37
Electronics		5.9%	3
Energy/Alternative Energy		11.8%	6
Environmental		15.7%	8
Environmental & Other Technical Consulting Services		5.9%	3
Fisheries		15.7%	8
Film Making		3.9%	2
Forestry/Wood Products		19.6%	10
Furniture		0.0%	0
Government/Public Administration		56.9%	29
<b>Healthcare</b>		<b>82.4%</b>	<b>42</b>
Heavy Duty Truck Manufacturing		11.8%	6

Hospitality & Tourism		51.0%	26
Information Technology Services		11.8%	6
Pharmaceuticals		45.1%	23
Plastics		17.6%	9
Port/Shipping		0.0%	0
Professional Sports		0.0%	0
Scientific Research & Development Services		21.6%	11
Specialized Design Services		5.9%	3
Textiles/Apparel		7.8%	4
Transportation/Logistics		15.7%	8
None		0.0%	0
Other		3.9%	2

Other (please specify) 4

<b>answered question</b>	<b>51</b>
<b>skipped question</b>	<b>1</b>



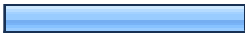
### 9. How might your county leverage the county's competitive advantage?

	<b>Response Count</b>
	30
<b>answered question</b>	<b>30</b>
<b>skipped question</b>	<b>22</b>




**10. What adaptive capabilities do you see for the county's economy? Adaptive capabilities might be specific skills in the county's workforce or in the built environment (such as vacant manufacturing plants or box stores) in your county that can guide a strategic renewal process**

	Response Count
	27
answered question	27
skipped question	25




**11. Does your county currently have a specific brand it uses for promotion of the area?**

		Response Percent	Response Count
Yes		40.0%	20
No		24.0%	12
I don't know		36.0%	18
		answered question	50
		skipped question	2

**12. If no, has your county considered analyzing its brand?**

		Response Percent	Response Count
Yes		23.3%	7
No		3.3%	1
I Don't Know		73.3%	22
		answered question	30
		skipped question	22




### 13. Does your county currently market its assets?

		Response Percent	Response Count
Yes		60.0%	30
No		8.0%	4
I Don't Know		32.0%	16
		<b>answered question</b>	<b>50</b>
		<b>skipped question</b>	<b>2</b>

### 14. If yes, give some examples of how:

















		Response Count
		23
		<b>answered question</b>
		<b>23</b>
		<b>skipped question</b>
		<b>29</b>

### 15. Does your county have a collaborative county/regional marketing strategy?




		Response Percent	Response Count
Yes		38.0%	19
No		20.0%	10
I Don't Know		42.0%	21
		<b>answered question</b>	<b>50</b>
		<b>skipped question</b>	<b>2</b>







**16. Identify the existing county assets from the list below. Choose all that apply.**

		Response Percent	Response Count
Adequate indoor recreation facilities		45.8%	22
Adequate public outdoor recreation facilities (greenways, parks, public lands, etc.)		62.5%	30
Adequate public transportation		33.3%	16
Adequate road/highway system		54.2%	26
Adequate programs for the aging population		39.6%	19
Skilled workforce		58.3%	28
Adequate affordable housing choices		45.8%	22
Adequate fresh water resources		72.9%	35
Adequate public sewer systems		70.8%	34
Adequate access to natural gas		56.3%	27
Adequate cellular phone service		77.1%	37
Adequate access to high-speed internet broadband		62.5%	30
Well-performing K-12 schools		31.3%	15
<b>Reasonable proximity to a community college</b>		<b>97.9%</b>	<b>47</b>
<b>Reasonable proximity to a four-year university</b>		<b>97.9%</b>	<b>47</b>
Adequate local health care facilities		91.7%	44
	Other (please specify)		6
<b>answered question</b>			<b>48</b>
<b>skipped question</b>			<b>4</b>

**17. Does your county have a multi-modal transportation plan that addresses existing and future year capacity deficits?**

		Response Percent	Response Count
Yes		35.3%	18
No		19.6%	10
I Don't Know		45.1%	23
answered question			51
skipped question			1

**18. Does your county have a plan to ensure that water resources can accommodate anticipated future growth?**

		Response Percent	Response Count
Yes		45.1%	23
No		5.9%	3
I don't know		45.1%	23
No growth anticipated		3.9%	2
answered question			51
skipped question			1

**19. Does your county have a plan to ensure that sewer systems can accommodate future growth?**

		Response Percent	Response Count
Yes		38.0%	19
No		8.0%	4
<b>I don't know</b>		<b>52.0%</b>	<b>26</b>
No growth anticipated		2.0%	1
<b>answered question</b>			<b>50</b>
<b>skipped question</b>			<b>2</b>

**20. Does your county have a plan to ensure that natural gas supplies can accommodate anticipated future growth?**

		Response Percent	Response Count
Yes		25.5%	13
No		11.8%	6
<b>I don't know</b>		<b>58.8%</b>	<b>30</b>
No growth anticipated		3.9%	2
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>

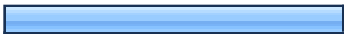


**21. Does your county have a need for expanded electrical energy supplies to accommodate future growth?**

		Response Percent	Response Count
Yes		35.3%	18
No		11.8%	6
<b>I don't know</b>		<b>52.9%</b>	<b>27</b>
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>

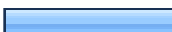


**22. Does your county proactively support the expansion of telecommunications infrastructure?**

		Response Percent	Response Count
Yes		40.0%	20
No		6.0%	3
<b>I don't know</b>		<b>44.0%</b>	<b>22</b>
We already have a robust telecommunications infrastructure		10.0%	5
<b>answered question</b>			<b>50</b>
<b>skipped question</b>			<b>2</b>




**23. Does your county proactively support equitable affordable housing choices?**

		Response Percent	Response Count
Yes		51.0%	26
No		21.6%	11
I don't know		27.5%	14
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>




**24. Does your county have development regulations in place to support environmentally sustainable development patterns?**

		Response Percent	Response Count
Yes		25.5%	13
No		23.5%	12
I don't know		51.0%	26
If yes, please give examples			5
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>




**25. Is there a path for under-represented and distressed communities to be engaged in your county's planning process?**

		Response Percent	Response Count
Yes		54.9%	28
No		21.6%	11
I don't know		23.5%	12
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>




**26. Does your county invest in healthy, safe and walkable communities?**

		Response Percent	Response Count
Yes		66.0%	33
No		20.0%	10
I don't know		14.0%	7
<b>answered question</b>			<b>50</b>
<b>skipped question</b>			<b>2</b>




**27. Do the municipalities within your county promote the restoration of their downtown areas?**

		Response Percent	Response Count
Yes		82.4%	42
No		9.8%	5
I don't know		7.8%	4
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>




### 28. Does your county work proactively to maintain a skilled workforce?

		Response Percent	Response Count
Yes		72.5%	37
No		15.7%	8
I don't know		11.8%	6
answered question			51
skipped question			1




### 29. Does your county have the resources to develop a skilled workforce?

		Response Percent	Response Count
Yes		76.5%	39
No		13.7%	7
I don't know		9.8%	5
answered question			51
skipped question			1




### 30. Does your county actively work to attract a skilled workforce?

		Response Percent	Response Count
Yes		58.8%	30
No		17.6%	9
I don't know		23.5%	12
answered question			51
skipped question			1

### 31. Has your county inventoried its educational resources?




		Response Percent	Response Count
Yes		56.9%	29
No		2.0%	1
I don't know		41.2%	21
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>

### 32. Do you believe there are gaps in educational resources?




		Response Percent	Response Count
Yes		54.9%	28
No		21.6%	11
I don't know		23.5%	12
If yes (please specify)			15
<b>answered question</b>			<b>51</b>
<b>skipped question</b>			<b>1</b>





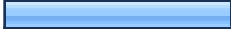
### 33. Does your county offer organized assistance to entrepreneurs?

		Response Percent	Response Count
Yes		56.9%	29
No		13.7%	7
I don't know		29.4%	15
answered question			51
skipped question			1





### 34. Does your county or the region offer an organized process for access to capital for small business and entrepreneurs?

		Response Percent	Response Count
Yes		49.0%	25
No		19.6%	10
I don't know		31.4%	16
answered question			51
skipped question			1

### 35. Has your county inventoried its healthcare resources?

		Response Percent	Response Count
Yes		64.0%	32
No		2.0%	1
I don't know		34.0%	17
answered question			50
skipped question			2

### 36. Do you believe your county has gaps in its healthcare system?

		Response Percent	Response Count
Yes		13.7%	7
<b>No</b>		<b>49.0%</b>	<b>25</b>
I don't know		21.6%	11
If yes, please specify		15.7%	8
		<b>answered question</b>	<b>51</b>
		<b>skipped question</b>	<b>1</b>

**Q5. If employed, what sector?**

1	Community action boards, commissions, etc.	Apr 3, 2012 10:47 AM
2	not employed	Mar 31, 2012 7:15 PM
3	Retired	Mar 29, 2012 5:29 PM
4	retired	Mar 26, 2012 1:37 PM
5	not employed	Feb 26, 2012 8:27 PM
6	Health Care	Feb 24, 2012 11:48 AM
7	Higher Education	Feb 23, 2012 10:44 AM
8	reginal commission	Feb 22, 2012 11:32 AM
9	education	Feb 21, 2012 2:16 PM
10	Higher Education	Feb 20, 2012 10:20 AM
11	\RETIRED	Feb 19, 2012 3:59 PM
12	Serve on Town of Wash Park Board, BC.EDC, C-100 and Parnership for the Sounds Boards	Feb 17, 2012 1:48 PM
13	Education	Feb 16, 2012 12:52 PM
14	retired	Feb 16, 2012 12:40 PM

**Q8. What competitive clusters exist or are developing in your county?**

1	In-home care services	Mar 29, 2012 5:36 PM
2	academics	Feb 26, 2012 1:53 PM
3	Metal fabrication	Feb 23, 2012 10:44 AM
4	Fast Food, #1 in the nation	Feb 18, 2012 1:04 PM



**Q9. How might your county leverage the county's competitive advantage?**

1	Leveraging funding to assist in small business creation	Apr 12, 2012 5:01 PM
2	They've hired a firm to assist.	Apr 4, 2012 10:48 AM
3	We have a clear and ready access to most regions and even port side to ship goods away. Low and relatively cheaper land on which to build. Sources nearby for training workers, many available workers of all age groups. What we really need is to create, if possible, more visionaries for the future. Those of us who are with visions are frowned upon. If this region is to survive, all of us must be creative and use our resources already in place. We must learn to live in a clear balance.	Apr 3, 2012 10:47 AM
4	Improve traffic flow	Mar 31, 2012 7:15 PM
5	Promote Travel & Tourism	Mar 29, 2012 8:37 PM
6	By letting needs and issues be known and identifying ways to address those needs and issues with creative, effective, efficient, and economical methods.	Mar 29, 2012 5:36 PM
7	Training/readiness prepariness for companies looking to relocate in the area.	Mar 29, 2012 5:29 PM
8	more jobs available; more industry in the area	Feb 26, 2012 8:27 PM
9	Promote the environmental assets of the county. Promote clean energy & center ourselves as a hub for progressive innovations.	Feb 26, 2012 1:53 PM
10	Land available for growth. Centrally located on the east coast of United States.	Feb 24, 2012 10:56 AM
11	Available workforce, non union, infrastructure in place	Feb 23, 2012 10:44 AM
12	offering tax breaks	Feb 22, 2012 11:32 AM
13	Economic development incentives; better coordination among ED partners; business recruitment and retention; enhancements to quality of life and infrastructure, new entertainment & cultural amenities, vibrant commercial nodes and corridors; marketing and branding; improved web-based public and customer service from government and ED partners; town and gown.	Feb 22, 2012 11:29 AM
14	Through partnerships....information sharing and financial partnering	Feb 21, 2012 5:39 PM
15	Building upon the strong base provided by our regional health center and ECU	Feb 20, 2012 6:34 PM
16	Work more closely with ECU in order to disseminate information more efficiently within our county and region.	Feb 20, 2012 4:54 PM
17	National advertising of education and health care competitive advantages to potential manufacturers.	Feb 20, 2012 10:35 AM
18	Very good Community College system in Pitt and Beaufort counties. Good opportunities to train workforce. Still relatively high unemployment, so there is more availability of workers for new companies.	Feb 20, 2012 10:27 AM
19	Increase resources available to recruit new industry.	Feb 20, 2012 10:20 AM

**Q9. How might your county leverage the county's competitive advantage?**

20	1. Pick a industry cluster and focus on that. 2. Develop an industry cluster brand image 3. Trainig and development geared toward the selected industry. 4. Market the county and our focus on the specific cluster to attract that industry.	Feb 18, 2012 1:04 PM
21	Maintain recruitment Incentives package, Develop and promotes the Industrial Parks and other sites. Workforce enhancement activities in Pub Schls and BCCC	Feb 17, 2012 1:48 PM
22	"Pulls" such as tax incentives and cultivation of connections with teh university and community college to encourage linkage between educational preparation and employer needs.	Feb 17, 2012 9:54 AM
23	Develop comprehensive economic dev plan for entire county - public / private partnership. Govt managed is not working.	Feb 17, 2012 9:11 AM
24	Provide better connectivity with public schools, community colleges, and universities. Continue to work together with the healthcare providers to encourage students to enter the profession as well as to provide the appropriate educational opportunities.	Feb 16, 2012 6:48 PM
25	Priority support of business development. Reduce regulatory process that slows start-ups and adds huge compliance costs that is wasted cash flow. Compliance cost doesn't go to the tax revenue.	Feb 16, 2012 3:49 PM
26	ED incentives	Feb 16, 2012 2:13 PM
27	More marketing and recruiting	Feb 16, 2012 12:52 PM
28	Better utilize the Tar River for development, particularly in Greenville	Feb 16, 2012 12:49 PM
29	give more incentives for industry to come	Feb 16, 2012 12:40 PM
30	Focus the marketing and recruitment plan for targeted industries.	Feb 16, 2012 12:16 PM



**Q10. What adaptive capabilities do you see for the county's economy? Adaptive capabilities might be specific skills in the county's workforce or in the built environment (such as vacant manufacturing plants or box stores) in your county that can guide a strategic renewal process**

1	Adaptive reuse for vacant storefronts Investment in people and small business ideas	Apr 12, 2012 5:01 PM
2	As stated, our most decisive move would be to come to our area in small clusters or groups and repeatedly talk of how we all can play a role in creating success. We have none of the existing buildings to re-do...We must have some risk takers who understand what the word "rural" means....that our shopping public comes from a LARGE radius and that we do have the necessary critical mass... just not in one place. This area wants to pick and choose what comes to our area, not settle for what may be left to pick from. We care too much for the genteel way of life and for its people to totally re-arrange their lifestyle yet still add some semblance of success, via business presence.	Apr 3, 2012 10:47 AM
3	transportation	Mar 31, 2012 7:15 PM
4	Boat Mfg.	Mar 29, 2012 8:37 PM
5	More attention and resources in growing a worker-ready laborforce - instituting better means of dialogue between our potential laborforce and employers - how can we entice youth stay and work in county - grow small businesses throughout counties	Mar 29, 2012 5:36 PM
6	More job training in specialized skills, to include more specialized training in on the job training in existing companies and make available more technology and welding available.	Mar 29, 2012 5:29 PM
7	more manufacturing' training	Feb 26, 2012 8:27 PM
8	Incoming residents from around the nation & world are bringing new, often more open-minded, attitudes and customs. That can combine productively with traditional eastern North Carolina values -- hard work, honesty, simplicity.	Feb 26, 2012 1:53 PM
9	Workforce easily adapted to training and area available for expansion.	Feb 23, 2012 10:44 AM
10	I do not know	Feb 22, 2012 11:32 AM
11	Relatively untapped potential in developing potential nodes of mixed-use university "village" clusters; well positioned to capitalize on economic sectors of growing importance.	Feb 22, 2012 11:29 AM
12	Keeping the talent pool to stay in the area	Feb 21, 2012 5:39 PM
13	We have much metal fabrication	Feb 21, 2012 2:16 PM
14	ECU graduates thousands of students every year who leave our community. We must find a way to retain more of these bright young people.	Feb 20, 2012 6:34 PM
15	Need to continue to take advantage of our resources.... the community college graduates, ECU, healthcare, lots of land, etc.	Feb 20, 2012 4:54 PM
16	There seems to be buildings and land available.	Feb 20, 2012 10:27 AM



**Q10. What adaptive capabilities do you see for the county's economy? Adaptive capabilities might be specific skills in the county's workforce or in the built environment (such as vacant manufacturing plants or box stores) in your county that can guide a strategic renewal process**

17	Vacant buildings.	Feb 20, 2012 10:20 AM
18	University and Community College that can reengineer to cater to specific focused industry. We have vacant plants.	Feb 18, 2012 1:04 PM
19	Buildings, sites in the Park, BCCC training	Feb 17, 2012 1:48 PM
20	The "good old boy" political process, including the developers with an interest in the status quo, are the biggest barrier.	Feb 17, 2012 9:54 AM
21	We are working hard in the area of developing the healthcare workforce. We also have a lot of vacant properties that could be utilized by businesses.	Feb 16, 2012 6:48 PM
22	Multitude of vacant buildings and stores Skilled labor force availability	Feb 16, 2012 4:55 PM
23	Job specific educational retraining for labor force. Sale of non-essential real estate assets to private investors by governmental agencies.	Feb 16, 2012 3:49 PM
24	vacant buildings downtown area, some vacant industrial locations	Feb 16, 2012 3:11 PM
25	Many empty manufacturing facilities and displaced workers.	Feb 16, 2012 12:52 PM
26	specific training in the comm college that a prospective industry might need	Feb 16, 2012 12:40 PM
27	More financial package options for diverse project needs. Address the skills gaps, especially in target industries. Start sooner in K-12 with career-path exploration and relevant programs.	Feb 16, 2012 12:16 PM



**Q14. If yes, give some examples of how:**

1	Statewide publications, TV, social media.	Apr 12, 2012 5:01 PM
2	Had to answer yes above;however this cty does not know how and have the funds to continually mkt via ads, etc. Watermelon festival, Historical events,the Univ. events, Electronic newsletters, Farmers Mkt, Horse Trail rides, Church events, Health Screenings, Small Business seminars,etc. are being addressed to a degree. Yet, folks still say that we are the best kept secret.....	Apr 3, 2012 10:47 AM
3	Does some but should and could do more of this -	Mar 29, 2012 5:36 PM
4	annual magazines of he amenities here, newspapers etc.,	Mar 29, 2012 5:29 PM
5	Convention & Visitors Bureau, City Hall ... we have logos & such, but we need to do much better.	Feb 26, 2012 1:53 PM
6	I do wonder, however, all the efforts center around one particular community of the county. There appears to a prejudice within the development office.	Feb 23, 2012 10:44 AM
7	Committee of 100	Feb 22, 2012 11:32 AM
8	See: Pitt County Development Commission	Feb 22, 2012 11:29 AM
9	EDC, Chambers, Community College, Local newspaper, Tourism Authority	Feb 21, 2012 2:16 PM
10	Many regional and national magazines highlighting Pitt County. Attending tradeshows, etc.	Feb 21, 2012 10:38 AM
11	We and some publications	Feb 20, 2012 6:34 PM
12	Through the Pitt County Development Commission, as well as the Chamber, the Pitt County Committee of 100, etc.	Feb 20, 2012 4:54 PM
13	web, news, through Chamber and EDC activities, articles in magazines such as USAIR and NC Mag, and others	Feb 20, 2012 9:50 AM
14	We could do better with a strategic focus. PCDC is primary calalyst in this endeavor.	Feb 18, 2012 1:04 PM
15	Econ Dev Director and staff, C-100tr. promotion package	Feb 17, 2012 1:48 PM
16	Well trained workforce. Strong Chamber of Commerce. Strong educational institutions. Tremendous healthcare system. Great cultural opportunities.	Feb 16, 2012 6:48 PM
17	Committee of 100	Feb 16, 2012 4:55 PM
18	EDC and Committee of 100 recruit new industries and locate and assist in acquiring equipment and buildings	Feb 16, 2012 3:49 PM
19	PCDC website	Feb 16, 2012 12:52 PM
20	development commission does this in pitt county	Feb 16, 2012 12:40 PM

**Q14. If yes, give some examples of how:**

21	Pitt County continually markets itself by promoting the medical and educational research opportunities that exist through ECU, the Brody School of Medicine, and Vidant Health Systems.	Feb 16, 2012 12:18 PM
22	Website, trade shows, partnering with other organizations, recruitment trips, visits to Commerce, Rural Center, etc.	Feb 16, 2012 12:16 PM
23	website	Feb 16, 2012 11:49 AM

**Q16. Identify the existing county assets from the list below. Choose all that apply.**

1	We are sorely lacking as one can see.....	Apr 3, 2012 10:47 AM
2	The county has none of those at an 'adequate level' except H2O & sewer but there are still county residents who don't have county H2O or sewer..	Mar 29, 2012 5:36 PM
3	Good funeral homes!	Feb 23, 2012 10:44 AM
4	Industry	Feb 21, 2012 5:39 PM
5	Some K-12 are well recognized and performing, but not all	Feb 21, 2012 10:38 AM
6	Not on list: Adequate cultural activities	Feb 16, 2012 12:52 PM

**Q24. Does your county have development regulations in place to support environmentally sustainable development patterns?**

1	There has been very little done to address this issue; since the possibility of growth has not even been embraced. There is NO planner in the county.	Apr 3, 2012 10:47 AM
2	We have bandied about ideas but have not instituted broad policies for the long-term in a meaningful way.	Feb 26, 2012 1:53 PM
3	weak Sub-Regs....no zoning	Feb 17, 2012 1:48 PM
4	Too cumbersome and expensive with little measurable results	Feb 16, 2012 3:49 PM
5	Both the City of Greenville as well as Pitt Count ensure through their Planning Departments that development is regulated in a manner that is in the best interest of the overall sustainability of the environment and the community.	Feb 16, 2012 12:18 PM



**Q32. Do you believe there are gaps in educational resources?**

1	The first thing to have occur is for the local folks to decide that "we" are going to grow, enlarge, succeed and so forth. This has not happened except for few small groups who cannot do this on their own. Other individuals are met with hostility for their thoughts of changing a docile way of life. Although, the folks do enjoy this habitual quiet way of life...there is nothing yielding returns for its sustainability ; yet they can not see it.	Apr 3, 2012 10:47 AM
2	The county is geographically divided and it is obvious in school performance scores & offerings in technical and secondary education.	Mar 29, 2012 5:36 PM
3	Not a gap, but the training of the students should be evaluatged, expecially starting in the middle school.	Mar 29, 2012 5:29 PM
4	Enough trained personnel and plans made to train those students with life long skills who cannot perform in the regular classroom.[	Mar 5, 2012 10:17 PM
5	The educational resources do not work well together.	Feb 21, 2012 5:39 PM
6	K-12 schools are performing at various levels. While the High Schools are well recognized for their accomplishments, many elementary and middle schools are in need of funding, while parental involvement needs to become evident.	Feb 21, 2012 10:38 AM
7	No enough being dome for those students who are not on a college tract	Feb 20, 2012 6:34 PM
8	K-12 STEM	Feb 20, 2012 9:56 AM
9	There is room for improvement in performance of high school students and in retention and completion of both high school and college students. The community college has lowest sq feet of space per student of all NC community colleges, but is getting ready to open two new buildings. The public schools have some new schools but also some aging buildings that need attention. The university is crowded enough that they have increased the criteria for admissions, so may need more space to grow. However both university and community college have a good variety of quality programs with highly qualified faculty to help train the workforce. The Brody Medical School is excellent and recognized nationally, probably internationally. A new Dental School just opened through ECU	Feb 20, 2012 9:50 AM
10	HAVE EXCESS CAPACITY IN k-12 BUT LIMITED CAPACITY AT UPPER LEVELS (cOOM cOLL OR cOLLEGE)	Feb 19, 2012 3:59 PM
11	There is a tremendous lack of funding for students that need additional help, such as tutoring, within the school system. If a child needs extra help then the parents have to come out of pocket to pay for it and not parents have the economical resources to do so. Also, there are not enough teachers to provide for smaller class room sizes. The teachers are over worked with 28-30 children in their classes and some children are left behind because the teachers don't have enough time or resources to provide the necessary attention that the students need. Also, there isn't any funding to provide for schools such as magnet schools. There aren't choices for parents to place their children in a school setting where that child may excel more than in a traditional classroom.	Feb 17, 2012 10:06 AM
12	'Training' is based in a model that prepares workers for 'jobs' that no longer exist.	Feb 17, 2012 9:54 AM

**Q32. Do you believe there are gaps in educational resources?**

'Education" is grounded in memorization underlying test-taking rather than fostering ability to think, problem-solve, and generate innovative ideas.

13	Funding constraints, administrative costs and federal and state outcome goals impair K-12 performance	Feb 16, 2012 3:49 PM
14	shortage of funding at all levels	Feb 16, 2012 2:13 PM
15	We are way behind the rest of the world and do not seem willing to do anything about it.	Feb 16, 2012 1:12 PM

**Q36. Do you believe your county has gaps in its healthcare system?**

1	Always there will be persons who fall between the cracks; however there are still folks who are unaware of existing resources available to them.	Apr 3, 2012 10:47 AM
2	There is difficulty getting to healthcare providers. There is need for more access to healthcare for low income persons	Mar 31, 2012 7:15 PM
3	Access to certain specialities and testing not available throughout county - healthcare not affordable to all - too many uninsured residents - not adequate prescription assistance programs	Mar 29, 2012 5:36 PM
4	Urgent care	Feb 21, 2012 2:16 PM
5	For gov't employees with HC Benefits yes, for those that work for small business or independent contractors NO and the ceiling for Medicaid is too low. Worker choose not to work to save public assistance HC Benefits specially if they have children at home.	Feb 18, 2012 1:04 PM
6	We have no "health" care system, Only very expensive Sick Care to make money from reimbursement streams. The county's "health profile" has changed little in 30 years.	Feb 17, 2012 9:54 AM
7	Reorganization of BCH with Vidant is a positive move to resolve gaps/	Feb 16, 2012 3:49 PM
8	Under-served, under-represented	Feb 16, 2012 12:52 PM