

**Comprehensive Economic Development Strategy  
Mid-East Commission  
Economic Development District  
Region “Q”**

**Serving Beaufort, Bertie, Hertford, Martin and Pitt Counties**

**2011  
ANNUAL UPDATE**

**Prepared By**

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## **Executive Summary**

This document represents an annual update of the Region “Q” Comprehensive Economic Development Strategy (CEDS). Since the release of the 2000 Census Data, many of the changing conditions in our Region have become more pronounced. For this annual update, we have updated some of the economic demographics and our project lists which meet the criteria as established by the United States Department of Commerce- Economic Development Administration. The major update next year will contain the new census information.

Lack of economic opportunity and resources are two of the most prevalent threats to our Region’s future growth and prosperity. Development is legitimately, but severely constrained by soil conditions, substandard highways and inadequate rail and air access. Educational achievement, household income, and poverty levels are all falling further behind both State and national thresholds. Unemployment levels have also remained above both State and national levels. Some Counties in Region “Q” are falling further into distress as their populations either continue to decline or have very modest increases. Enhanced promotion of our regional assets is essential.

It is apparent that as a precursor to industrial and economic growth that improved air access, natural gas, modern highways, water/sewer services, and telecommunication services be adequately funded and provided. Economic incentives on both the local and State level will facilitate the recruitment and retention of new commerce and industry. The planned development of an industrial base with higher growth potential and better wages will offer the economic opportunities necessary to retain young families, strengthen the fiscal soundness of local governments, and improve the overall quality of life for residents in our Region.

Successful and sustainable economic development in Region “Q” requires not only the investment of financial resources, but also the human resources of our Region as well. Our goal is to successfully retain and expand existing employers while successfully recruiting higher wage employers. In order to facilitate these objectives, we must convince the young people of our Region that education is critical. A better educated Region will result in young adults either staying here or returning to the Region after college. This will provide prospective economic development with a base of highly trainable and educated employees.

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# CHAPTER ONE

## INTRODUCTION

### *I. Mid-East Commission / Economic Development District*

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.

### *II. CEDS Strategy Committee and Staff*

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 following persons to the CEDS Strategy Committee as follows:

Al Klemm Washington, NC	Consultant
Vernon Howell Tideland EMC Pantego, NC	Manager of Customer Service
Dick Barber Morris Insurance Washington, NC	President
Mike Neal Neal Forestry Management Company Colerain, NC	Owner
Jimmy Smithwick Bertie Builder Discount Windsor, NC	Owner
Norman Mebane Mebane Trucking Windsor, NC	Owner
Dr. Terry Hall Ahoskie, NC	Dentist

Stuart Pierce Ahoskie, NC	Farmer
Ms. Wendy Ruffin-Barnes State Farm Insurance Ahoskie, NC	Agent
Wayne Brooks Fruit of the Loom Williamston, NC	Plant Manager
Toby Williams Rogers Tobacco Warehouse Williamston, NC	Manager
Stan Crowe Corey Induserve Williamston, NC	President
Jonathan Yuhas The Roberts Company Winterville, NC	Business Manager
Dave LeMoine ASMO Greenville, NC	Plant Manager
Javier Castillo Lawrence Behr Greenville, NC	Vice President of Broadcast Sales
Albert Delia NC Eastern Region Kinston, NC	President/ CEO
Vann Rogerson Northeastern NC Regional Economic Development Commission Edenton, NC	President and CEO
Michael Freeman Workforce Development Board Merry Hill, NC	Region Q- Workforce Development Board
Dave McLawhorn Beaufort County Community College Washington, NC	President

Ted Morris  
East Carolina University  
Greenville, NC

Associate Vice Chancellor  
Regional Development Services

Joyce Jones  
STRIVE  
Greenville, NC

Executive Director

Tyree Walker  
University Health Systems  
Greenville, NC

Chief, Human Resources Officer

**ELECTED OFFICIALS-**

Tom Richter  
Mayor- Washington Park  
Washington Park, NC

Beaufort County

Lewis Hoggard  
Bertie County Commissioner  
Windsor, NC

Bertie County

Dupont Davis  
Hertford County Commissioner  
Ahoskie, NC

Hertford County

Ronnie Smith  
Martin County Commissioner  
Robersonville, NC

Martin County

Gerald Whitley  
Grimesland Town Councilman  
Grimesland, NC

Pitt County

By way of example these Strategy Committee members are made up of private sector representatives, public officials, community leaders, 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)  
Tim Ware, Executive Director

The following Comprehensive Economic Development Strategy for the Mid-East Region is consistent with and dependent upon the citizen participation process.

### **III. CEDS Content**

#### **Evaluation**

The Mid-East Region has been economically distressed for a protracted period of time. It is heavily reliant on both federal and state funds to maintain, stimulate, and grow its economic development. The region needs intensive business stimuli and extensive infrastructure enhancement in order to maintain, facilitate, and enhance economic development. Assistance from the Economic Development Administration is critical to the continued development, growth, and prosperity our Region as the economy in the Region has struggled this past year.

One indicator of the economic state is the Tier Ranking of the five counties in our Mid-East Region. In 2007, the State of North Carolina changed from a five tier system to a three tier system. Tier I indicates the State's most economically distressed counties in the State of North Carolina. Every year since 2007, Beaufort, Bertie, Hertford and Martin Counties have been designated Tier I Counties, while Pitt has been designated Tier II. The evidence of four Tier I Counties and one Tier II County clearly indicates the state of the economy in the Mid- East Region. All five Counties in the Region had a higher unemployment rate than the federal average for 2010 according to North Carolina Employment Security Commission and US Department of Labor data. In fact, as an average for 2010, the Mid-East Region posted an unemployment rate of 10.5% compared to the State average of 10.6% and a national average of 9.6%. All of our counties have consistently had annual unemployment averages above National averages.

The Mid-East Commission continues to aggressively assist its local governments in planning, implementing, and evaluating economic development projects in the Region.



## Chapter Two

### RESOURCES AND TRENDS

#### *I. Regional Overview*

##### *(A) Geographical 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." (CAMA Land Use Plan) 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.

##### *(B) Major Sectors of the Economy*

Agricultural products clearly control the visual landscape and represent the overwhelming use of the land in the five county Mid-East Region. The Region had 478,626 acres of harvested cropland in 2002. The average farm size in the Region rose approximately 20% to an average 395.2 acres per farm between 1997 and 2002. During the same time period the number of full time farms decreased an average of 19% in the Region. Certain crops constitute the vast majority of the five counties raw material markets.

Pitt County had the highest agricultural receipts in the Region in 2006. North Carolina is the number one tobacco producing state in the United States. In 2006, Pitt County was the number six producer of flue-cured tobacco in North Carolina and produced a total of 15,000,000

pounds of tobacco in 2006. In 2006, Pitt County also ranked first in Sorghum for grain, ninth for soybeans, cotton production, and peanuts in North Carolina's 100 counties.

Beaufort County led the State in corn produced for grain with 6,810,000 bushels grown in 2006. Beaufort County was also second in the State for productions of oats and soybeans, third in wheat production and sorghum, sixth in Irish potatoes and eighth in cotton production.

Bertie County is known throughout the region for its peanuts. The county produced a total of 33,890,000 pounds of peanuts in 2006 making it the number one peanut producing county in the State. Bertie County also came in fifth in the state in cotton production in 2006.

Hertford County did not rank in the top ten in any crop production in 2006.

Martin County produced a total of 27,300,000 pounds of peanuts in 2006 making it the second highest peanut-producing county in the State. The County also ranked third in the State for total cotton production in 2006.

The Mid-East Region is a peanut-producing center, with fields concentrated in the northern counties (Bertie, Hertford and Martin). Of North Carolina's top ten peanut producing counties, three are in Region "Q". The Region is also part of a larger North Carolina "Cotton Belt" and "Corn Belt", with surrounding counties also being major producers.

The Region also was once a major producer of fish caught in regional and surrounding waters, but the water quality has been degraded to such an extent in recent years that neither the Region nor any of its Counties is a significant fish producer.

Despite the scenic predominance of agricultural, forestry, and fishing, County Business Pattern data shows that agriculture represented well under 5% of the payroll for the Region as a whole and for each of its' counties (See Graphs M and N). Graph N exhibits that this low contribution to payrolls by agriculture is typical of the experience throughout North Carolina.

### ***C. Impacts of Natural Disasters***

The location of the Mid-East Region makes it susceptible to the effects of natural disasters especially hurricanes.

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 the 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.

## ***D. Economic Development Planning***

### ***II. Demographic Profile***

#### ***A. Demographic-Race***

Based on 2000 census statistics, Region "Q's" 246,723 people represented 3.1% of North Carolina's total population. However, the Region's land area of 3,000 square miles is 6% of the state's total land area. Therefore the Region's population density is almost half that of the State of North Carolina. The Region is a very rural area within a rural state.

As Graph A indicates, the racial make-up of both the State and the Region remained relatively unchanged between the 1990 and 2000 US Census. Both the State and the Region experienced total population growth, and roughly proportionate growth rates in their white and minority population subgroups. However, as Graph B shows, regional population growth occurred almost exclusively because of near explosive growth in one of the five Counties – Pitt.

Beaufort County showed a modest ten year gain, which was well below the State norm. Bertie, Hertford and Martin, the Region's three smaller and most rural Counties, experienced

population decreases. These three Counties also experienced measurable population declines in their non-minority populations. Decreases can certainly be attributed to lack of economic opportunity, largely because of static or shrinking employment availability. No particular cause seems to be attributable to the larger losses in non-minority population; except, perhaps, more economic mobility to leave a shrinking local economy.

Graphs C and D show that there was little significant change in the white and minority population percentages in the five counties between 1990 and 2000. However, Martin and Hertford Counties showed shifts toward slightly higher percentages of minority population.

### ***B. Demographics-Age***

The age characteristics of North Carolina and Region “Q” populations exhibit shifts roughly similar to national trends – the aging of the baby boomers, the succeeding baby bust, and increases in the longevity of the elderly. As Graph E clearly shows, the high school and college age populations decreased significantly in both the Region and the State, and baby boomers swelled the ranks of the 45-64 age bracket. Some have seen this phenomenon and exaggerated a little to say that the work force for the year 2010 is already at work; training should be directed not at school students but at retraining the existing work force. We would tone this down to say while there is a definite need to educate and train our school age population, much of the work force for the year 2010 is already working and new retraining opportunities for the adult work force must be funded and offered.

Significant increases have also occurred at the national, state and regional levels in the elderly population, which of course has ramifications for social services and health delivery systems, and accompanying tax burdens.

Our Region's mostly rural counties are exporting young talent to external opportunities. It is not at all apparent that these young adults will return home. In all but Pitt County, Region “Q” has also shown noticeable losses in the public school age population as shown in Graph F. Pitt's 20% increase here undoubtedly shows that young working adults (44% ten-year increase) are moving to and raising their children in the County. Pitt's child and young adult growth in a metropolitan setting stands in marked contrast to that of the four "rural" counties.

All five Counties show the expected national growth in post-retirement population, but each county's rate of growth is slower than that for the State, except again in Pitt County.

Analysis of regional population data by sex is not useful or educational. At the different age levels 50-53% of the population is female which is in keeping with national and state trends.

### ***C. Education and Economic Status of the Population***

In recent years Presidents and Governors have recognized that national and state economies cannot compete in today's global markets, where decisions are made on paper thin differences in price and quality, unless the future and current work force is educated well enough to comprehend and process 21st Century technology. Many of our leaders argue, perhaps correctly, that without major educational improvements there will be no economic development.

In the decade from the 1990 to 2000, the residents of Region “Q” made significant strides in educational attainment and consequently in economic growth. As Graph I indicates, between 1990 and 2000 the Region experienced a 17% rate of growth in high school graduates over the age of 25 and a 30% increase in the number of college graduates. These higher levels of skill helped contribute to a small decrease in the percentage of persons in poverty from 22% to 19%, and a gain of 64% in median household income. However, these gains must be kept in perspective by the larger context of "normal" educational attainment and economic growth on a statewide basis.

During the same ten-year period the number of high school graduates over age 25 grew 22% statewide and the State experienced a 30% growth rate in its college-educated population. For all of North Carolina, the rate of poverty also declined 2% during the same period. Growth exhibited even greater disparity in Hertford and Martin counties, where income rose 66% and 65% respectively, during the Region’s 64% growth period. Not surprisingly the rate of increase of high school and college graduates was also lowest in the same counties and the poverty rate decreased.

Clearly then, economic status is closely correlated to educational attainment. Within this sphere attainment and economic well being have grown most slowly within two Counties in the Region. Though the Region has shown meaningful educational progress during the decade, its education and personal economic growth was outstripped by the State as a whole, especially in college education growth and in the decrease in the poverty rate.

#### ***D. Skill Level of the Labor Force***

Of course educational attainment levels are a key, but not the only contributors to the personal wealth of the individual worker.

Graph K exhibits patterns for work force skill levels for 2000, which are predictably similar to data for other measures we have already studied for the Region. In skill levels, the Region trails the State. Pitt County alone is competitive with the State, and the four rural Counties, especially Bertie and Martin, trail everyone else.

Pitt’s and the Region’s proportion of unskilled, semi-skilled and skilled workers offer virtually no difference from the statewide proportions. However, the proportions for the four rural Counties of the Region show increasing percentages of unskilled and semi-skilled workers. Statistically, Pitt County causes Region “Q” to be on line with the State of North Carolina. Therefore, we might tend to overlook the relatively lower skill levels in the four more rural Counties.

Skill levels can be self-fulfilling predictors of the type of future economic growth the counties can expect. If an area is perceived as unskilled, companies with more unskilled jobs will continue to be attracted to the area, even though training programs can produce higher skill levels. As a consequence, these relatively unskilled workers tend to have limited expectations that only unskilled and semi-skilled jobs will be brought into the Region.

### ***III. Unemployment***

The level of unemployment directly measures the available labor pool for an expanding local company or an outside company contemplating a move into the Region. Conversely, of course, the unemployment rate is one measure of the health of the economy. Graph J exhibits unemployment data for the Counties, Region, State, and Nation during 2008, 2009 and 2010. During 2010, all counties and the Region's (10.5%) unemployment rate were higher than the National average (9.6%). During the economic crisis since 2009, the unemployment rate for the Region as a whole remains consistently higher than the national average.

Here the implications for economic development strategy are clear. Job development, training and education, and strong equal employment opportunity efforts must be stressed as a matter of high priority throughout the Region to address this disparity.

### ***IV. Economic Sectors***

#### ***A. Sectors***

It seems that natural resources are not the major contributor to the local economy. However, when we look beyond direct agricultural payroll output to the next vertical step in product transformation, we gain a better, although less accurate, picture of the importance of local natural resources. At the manufacturing level, as shown in Graph O, textiles (some cotton related), and paper and related products (harvested timber-related) each account for the majority of all manufacturing payrolls. Additionally lumber and wood (much related to harvested timber) held down about a portion of the regional manufacturing payrolls. While production of natural resources raw materials in the Region is neither labor intensive nor a significant contributor to value added, the processing of these raw materials during the manufacturing stage is a noticeable contributor.

A macro view of the economies of North Carolina and of the Region will provide a clearer backdrop on microanalysis. Graph N provides a proportionate look at all North Carolina private sector employment. Government employment has been excluded from the analysis. As Graph N shows approximately 21% of all North Carolina payrolls were derived from manufacturing. Health Services and other Services are growing sectors of the State's economy, providing increasing amounts of payroll dollars at 24% of all payrolls. Conversely agriculture, fishing and forestry have slipped to a mere 2% of private payrolls.

Region "Q" payrolls reflect both similarities with and differences from the current status of Statewide payrolls. As Graph O shows, Region "Q" has even a stronger manufacturing base than the State - 25% versus 21%. Retail presence is very similar to that for the State. Health Services also closely follow statewide trends, as does construction. On the other hand, Region "Q" has only a little more than half of the service and transportation, communication and utilities payroll percentages that the State has. The Region's agricultural and mining employment weighs in at six-times that of statewide data. In this category Region "Q"'s agricultural employment is supported by the major employment levels of PCS Phosphate's phosphorus mining operation in Beaufort County.

Graph O illustrates the critical importance of manufacturing and its various sectors in the Region's economy. Ideally a Region's manufacturing base is well diversified across several

manufacturing sectors and yet reasonably focused in employment positions that are above average on the wage scale.

As discussed earlier, manufacturing in the Region is more heavily tied to natural resource based industries than in the State as a whole. This is especially true in tobacco processing, cut timber, and food related products

Other than natural resource based products, the Region has attracted and is dependent upon the Industrial Machinery, Chemical and Pharmaceutical, Transportation Equipment, and Apparel sectors. So while the Region is blessed with a manufacturing payroll that totals 25% of all private payrolls, it is hampered by an over-reliance upon a few key industries. Diversity is very important for the future.

### ***B. Wages***

The level of wages paid in manufacturing is also very significant, since on a national scale the above-average scale of manufacturing wages brings prosperity and extra disposable income to an area. As a result, service providers, retailers and wholesalers benefit from this extra spendable manufacturing income.

On both a State and Regional basis, mining wages are highest, with PCS Phosphate's large operation accounting for virtually all the Region Q mining employment. The contribution of Health Services on an "average wage" basis at both the State and Regional levels is also well above average. Wholesale Trade is a provider of significant average wage dollars in North Carolina, but not in the Region. However in either case, its contribution is not significant because it is a small fraction of the total economy. Similarly, Construction and Transportation, Communication and Utilities contribute average or above average wages, but are minor players in the total economic picture described earlier. Retail and Services, each with meaningful portions of the total wages, pay wages well below average; therefore, the large above average wages of the Manufacturing presence must compensate for these low-paying jobs.

While we know that in general manufacturing jobs add value and pay average wages, it is important to note which sub-sectors of the manufacturing sector pay particularly good wages.

The current higher wage winners in Region "Q" are: Industrial Machinery, Chemical and Pharmaceutical, Secondary Education, Transportation Equipment, Paper and Related Products and outside Manufacturing Mining, and Health Services

However these sectors are not the dominant employers in the Region, collectively representing only about one-third of the total private payroll.

## **V. Area Economic Performance Factors**

### ***A. 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.

### ***B. 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.

### ***C. 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.



#### *D. Existing Infrastructure*

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

Earlier, there was an extensive analysis of inter-regional highway infrastructure, which found the network to be inadequate. 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.

## VI. Transportation

### *A. 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) is nearing completion.

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.

### ***B. 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 Regions 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.

### ***C. 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.

### ***D. 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.

### ***E. 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.

## **VII. 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:

### ***A. 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.
- University Health Systems, 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.

### ***B. 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.

### *C. 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, University Health Systems, 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.

### *D. 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

## **CLUSTER ANALYSIS**

The Region Q Workforce Development Board received \$50,000 in funding in the form of a Capacity Building grant from the North Carolina Department of Commerce- Commission on Workforce Development for capacity building and strategic planning. The result of this funding was a workforce analysis in 2005 of each of the five counties in the region and the region as a whole. These analyses identified emerging clusters for each geographic area. There is also another report which addresses a Biotechnology Workforce Development Plan. Below is a brief summary of the reports for each County and the Region as a whole. Each County Economic Developer has reviewed the analysis and added any changes that they felt were appropriate.

### **Beaufort County**

The 2005 workforce analysis report for Beaufort County identified plastic injection as their primary target for recruitment. However, the Beaufort County Economic Development Commission has now dropped that focus and 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 at 19.5% is manufacturing. This sector is dominated by PCS Phosphate. Other manufacturers include boats, chemicals, textiles 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.

### **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 newly completed Bertie County Correctional Facility is also a major employer. The next highest employment sectors are healthcare and education as is the case for much of the State. The County's Economic Development Commission is interested in continuing to recruit support services for this major complex. 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 bio-mass extraction company. Bertie County also recognizes the potential for waterfront and retirement residential development.

## **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. Hertford County is also identified as a multi-county mini-hub for healthcare and retail shopping. Hertford County is dominated by the healthcare sector. That sector employs 23% of the labor force compared to 20% in Pitt County and 12.5% across the State. Hertford County also recognizes the potential for waterfront and retirement residential development.

## **Martin County**

In Martin County, Weyerhaeuser is the County's primary employer and economic driver. The Senator Bob Martin Eastern Agricultural Center, a multi-million dollar equestrian and conference complex is the newest economic driver. This has led to many new businesses such as motels and restaurants, horse farms, and stabling operations. Travel and Tourism is looking for ways to expand eco-tourism and to capitalize on the Bob Martin Eastern Agricultural Center. The Martin County Economic Development Commission has not adopted any specific targeted industry sectors for recruitment purposes. However, they are very interested in recruiting a biopharmaceutical or related facility to the County. The largest employment sector is manufacturing at 24.8%. The County's next largest employment sectors include health care, social assistance, retail trade and educational services. They are currently working with Pitt County on developing Lands East, a joint Industrial Park. The Town of Williamston is home to the NC TeleCenter- Northeast Technology and Business Center which houses several small businesses and has located a pharmaceutical data processing company in open space located in the TeleCenter. Martin County EDC wishes to build upon its recruitment of Microcell, a hydrogen fuel cell company, and look for symbiotic relationships with other companies.

## **Pitt County**

The Pitt County Development Commission has identified three of its top recruiting business sectors as medical devices, bio-pharma companies, and plastics manufacturers and ancillary businesses. The County leadership for many years has worked with all entities to put in place components to make Pitt County a leader in the bio-pharma and related industry in North Carolina. Some of these assets include East Carolina University, Brody School of Medicine, Pitt County Memorial Hospital, Pitt Community College, NCCCS BioNetwork Bioprocessing Center, Pitt County Technology Enterprise Center of Eastern Carolina, Health sciences Academy, DSM Pharmaceuticals, Metrics, other private sector firms that provide either research and/or product development for the biotechnology/ medical devices/ related business sectors. Pitt County will continue to be a leader in the health care, educational and retail sectors. Two other identified target business sectors that Pitt County is recruiting are distribution centers related to import/export markets and automotive parts/ machining.

## **Mid-East Region**

Health Care/ Social Assistance and Manufacturing dominate the regional economy. During the first quarter of 2004, Health Care represented 17% of the total employment, while manufacturing represented 14%. The Region Q Workforce Development Board has identified healthcare/biotechnology as the 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. PCS Phosphate, Weyerhaeuser and Perdue are also national leaders in agricultural biotechnology. Each of these has major processing facilities that are located in the Region yet are 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. As mentioned above, only Hertford and Pitt Counties have identified target manufacturing sectors that they are actively recruiting.

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

### **Public/ Private Partnership**

The Comprehensive Economic Development Strategy is the result of input from both the public and private sector. The CEDS Strategy Committee's membership includes persons from the following fields:

- \*Private sector representatives
- \*Public officials
- \*Community Leaders
- \*Representatives of workforce development boards
- \*Representatives of institutions of higher education
- \*Minority and labor groups
- \*Private individuals

Individuals from these groups were solicited for participation and input in the development of the CEDS. Additionally, the staff of the Mid-East Commission has met privately with the Economic Developers of each County to solicit their input for the plan. The CEDS will be available for public comment on our website.



### Past and Present EDA Investments

FY (yyyy)	EDA Approval Date	Appl Short Name	Project Short Descrip	Proj County Name	\$	EDA	Local/Applicant \$
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 Carolina	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 Roanoke-Chowan Tech	Third Continuation	Beaufort		\$45,600.00	\$17,898.00
1972	6/15/1972	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	Floodproofing	Hertford	\$911,038.00	\$200,000.00
2001	5/9/2001	Greenville	Floodproofing	Pitt	\$1,543,000.00	\$1,543,000.00

2001	6/8/2001	Hertford Co. So. Wtr.Dis	Water System Improvement	Hertford Multi	\$500,000.00	\$0.00
2001	7/12/2001	Mid East Commission	Dist PI&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 Multi	\$356,000.00	\$356,100.00
2003	8/4/2003	Mid East Commission	EDD Planning Investment	County	\$52,000.00	\$17,334.00
2003	12/31/2003	Windsor, Town of	Infrastructure Imprvemnt	Bertie Multi	\$1,500,000.00	\$1,285,400.00
2004	9/13/2004	Mid East Commission	EDD Planning Investment	County Multi	\$52,000.00	\$17,334.00
2005	6/21/2005	Mid East Commission	EDD Planning Investment Water System	County	\$52,000.00	\$17,334.00
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
					<u>\$27,753,311.00</u>	<u>\$27,725,559.00</u>

## **GOALS AND OBJECTIVES**

The foregoing economic, geographic, social and financial background information is quite helpful in determining a well-defined pathway for future economic development. This background information was then followed by a narrative assessment of the strengths, weaknesses, opportunities, and threats for Regional Economic Development. Together the background information and the area assessment form a solid foundation from which the CEDS Strategy Committee and the Mid-East Commission can formulate and implement Goals and Objectives.

### **Goals**

Goals are to be few in number, and respond to the over-riding concerns of the Region's Citizens. Objectives should be greater in number, be prioritized, support the goals, and be achievable within a shorter time frame.

The goals for the Mid-East Economic Development District for this Comprehensive Economic Development Strategy are prioritized as follows:

- GOAL #1: Retain all existing jobs in the Region, especially higher paying and manufacturing jobs, and encourage business expansion wherever possible.
- GOAL #2: Upgrade the skills of those presently in the work force and those entering the work force through continual training and advanced education.
- GOAL #3: Recruit and secure new employers that will diversify the Region's Economy and promote new enterprise development.
- GOAL #4: Continue the resourceful/intelligent use of the Region's natural resources in the value-added process.
- GOAL #5: Promote "entrepreneurial initiative" to help assist in the creation of new businesses.

### **Objectives**

The more definitive, short-term Objectives which support each Goal are as follows:

**GOAL #1:** Retention and expansion of existing business and industry:

- Objective A: To work aggressively to ensure that the most Modern Highway Access is brought to and through the Region from the East, West, North and South.

- Objective B: To assure the best access possible for regional businesses to 21st Century high-speed voice, data, and video linkages.
- Objective C: To provide adequately sized natural gas, water, and sewer in strategic locations in each County and on an inter-county level to accommodate industrial and commercial upgrading and expansions.
- Objective D: To seek and obtain a multi-year State commitment to financial support for training conducted by Community Colleges which will improve and enhance the skill levels of the work force,
- Objective E: To strongly encourage and support increased interaction between business and industry and the public school systems.
- Objective F: To utilize, to the fullest extent possible, all State and local incentives, including proposed new State programs, to retain and expand employers in our Region.

**GOAL #2:** Upgrade skills through education, training and retraining.

- Objective A: To support all State and County efforts to improve basic education at the primary, secondary and post secondary levels.
- Objective B: To provide the greatest possible assistance to business and industry in the development of Workplace Literacy Programs.
- Objective C: To support needed special efforts to train and retrain the disproportional unemployed.
- Objective D: To pursue and obtain maximum funding and implementation possible of TechPrep in every school in the Region.
- Objective E: To support the greatest possible use of work readiness programs.
- Objective F: Participation in “Work Keys” – Career Readiness Certification Program (CRC) throughout the Region.

**GOAL #3:** Recruit to diversify and promote new Economic Development and Growth.

- Objective A: To recruit and secure new employers to the Region who will offer higher pay in exchange for higher technical skills through the use of all available State and local advantages and incentives.
- Objective B: To use Pitt County's economic mass to recruit new opportunities; but also market the advantages of the Region's other Counties, resulting in the expansion of services from Pitt County.

Objective C: To explore the establishment of institutions and procedures which would enable the transfer of marketable technologies to existing and new companies.

Objective D: To continue to provide comprehensive technical assistance through the Small Business Centers and the Small Business and Technical Development Centers to very small businesses.

Objective E: To revitalize or further strengthen smaller downtowns through use of the Main Street Program and historic Preservation Program where appropriate.

**GOAL #4:** Use the Region's natural resources effectively.

Objective A: To include all regional natural resource based companies in the retention visitation program.

Objective B: To support and encourage regional and multi-regional efforts to grow history-based and natural resource-based tourism.

Objective C: To explore any market potential for horizontal/vertical integration of the processing and distribution of local raw materials within the Region to increase local wealth and well being.

**GOAL #5:** Promote "entrepreneurial initiative" to help assist in the creation of new businesses.

Objective A: To Provide the building and expansion of incubator facilities.

Objective B: To promote educational programs that focus on entrepreneurial initiative.

Objective C: To aide businesses in obtaining capital for business startups.

Objective D: To help facilitate business startup through partnership with various economic development agencies such as the NC Rural Center.

**CEDS Plan of Action**

The Plan of Action implements the Goals and Objectives of the CEDS in a manner that:

1. Promotes economic development and opportunity
2. Fosters effective transportation access
3. Enhances and protects the environment
4. Maximizes effective development and use of the workforce consistent with any applicable state and local workforce investment strategy
5. Promotes the use of technology in economic development, including access to high speed telecommunications
6. Balances resources through sound management of physical development
7. Obtains and utilizes adequate funds and other resources

The Mid-East Commission will facilitate implementation of the CEDS with assistance from its partners throughout the region and the State. The following matrix will identify responsible parties for each objective.

Goal 1: Retention and expansion of existing business and industry		
Objective 1.A. Work aggressively to ensure that the most modern highway access is brought to and through the Region in all directions	Priority: High Time Frame: Ongoing Primary responsibility: RPO, MPO, Hwy. 17 Association, Southern Albemarle Association	Measures: Number of projects with Regional significance on Transportation Improvement Program (TIP)
Objective 1.B. Assure the best access possible for regional businesses to 21 <sup>st</sup> Century high speed voice, data, and video linkages	Priority: High Time Frame: Ongoing Primary responsibility: Regional Partnerships, Rural Center, Community Colleges	Measures: Inventory of current infrastructure
Objective 1.C. Provide adequately sized natural gas, water and wastewater in strategic locations in each County and on an inter-county level to accommodate industrial and commercial upgrading and expansions	Priority: High Time Frame: Ongoing Primary responsibility: Regional Partnerships, Local Economic Developers, Mid-East Commission, Utilities Commission	Measures: Number of economic development infrastructure grants
Objective 1.D. Seek and obtain a multi-year State commitment to financial support for training conducted by Community Colleges which will improve and enhance the skill levels of the workforce	Priority: High Time Frame: Ongoing Primary responsibility: Community Colleges, Public School Systems, JobLink, workforce Development Board	Measures: Amount of funding designated for skills training at the Community Colleges



Objective 1.E. Strongly encourage and support increased interaction between business and industry and the public school system	Priority: Medium Time Frame: Ongoing Primary responsibility: Public School Systems, Local Economic Developers, Community Colleges, Workforce Development Board	Measures: Number of initiatives implemented by the public schools
Objective 1.F. Utilize all State and local incentives to retain and expand employers in our Region	Priority: High Time Frame: Ongoing Primary responsibility: Municipal and County Commissioners, Local Economic Developers, Regional Partnerships, Department of Commerce	Measures: Number and amount of incentives received by companies

Goal 2: Upgrade skills through education, training and retraining		
Objective 2.A. Support all State and County efforts to improve basic education at primary, secondary and post-secondary levels	Priority: High Time Frame: Ongoing Primary responsibility: Public School Systems, Community Colleges, East Carolina University, County Commissioners	Measures: SAT scores, graduation rates, number of students enrolled at Community Colleges and East Carolina University
Objective 2.B. Provide the greatest possible assistance to business and industry in the development of Workplace Literacy Programs	Priority: Medium Time Frame: Ongoing Primary responsibility: Workforce Development Board, Non-Profit Literacy groups, Community Colleges, JobLink	Measures: Number of participants
Objective 2.C. Support needed special efforts to train and retrain the disproportional unemployed	Priority: Medium Time Frame: Ongoing Primary responsibility: Community Colleges, JobLink, STRIVE	Measures: Number served
Objective 2.D. Pursue and obtain maximum funding and implementation of TechPrep in every school in the Region	Priority: High Time Frame: Ongoing Primary responsibility: Public School Systems, JobLink, Community Colleges	Measures: Amount of funding and number of participants in Tech Prep program
Objective 2.E. Support the greatest possible use of work readiness programs	Priority: High Time Frame: Ongoing Primary responsibility: JobLink, Community	Measures: Number served

	Colleges, Public School Systems, Workforce Development Board	
Objective 2.F. Participate in “Work Keys”- Career Readiness Certification Program throughout the Region	Priority: High Time Frame: Ongoing Primary responsibility: JobLink, Community Colleges, Public School Systems	Measures: Number of certifications by classification

Goal 3 Recruit to diversify and promote new Economic Development and Growth		
Objective 3.A. Recruit and secure new employers to the Region who will offer higher pay in exchange for higher technical skills through the use of all available State and local advantages and incentives	Priority: High Time Frame: Ongoing Primary responsibility: Local Economic Developers, Regional Partnerships, Department of Commerce	Measures: Number and types of new companies
Objective 3.B. Use Pitt County’s economic mass to recruit new opportunities; but also market the advantages of the Region’s other Counties resulting in the expansion of services from Pitt County	Priority: High Time Frame: Ongoing Primary responsibility: Local Economic Developers, Regional Partnerships	Measures: Number and location of new healthcare/ biotech companies
Objective 3.C. Explore the establishment of institutions and procedures which would enable the transfer of marketable technologies to existing and new companies	Priority: High Time Frame: Ongoing Primary responsibility: Community Colleges, Local Economic Developers, Regional Partnerships, East Carolina University,	Measures: Number of initiatives created
Objective 3.D. Continue to provide comprehensive technical assistance through the Small Business Centers and Small Business and Technical Development Centers to small businesses	Priority: High Time Frame: Ongoing Primary responsibility: Regional Development Services, Small Business and Technical Development Centers, Community Colleges	Measures: Number of clients served

Objective 3.E. Revitalize or further strengthen smaller downtowns through the use of the Main Street Program and Historic Preservation Program where appropriate	Priority: High Time Frame: Ongoing Primary responsibility: Local Governments, Local non-profits	Measures: Number of grants received
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Goal 4 Use the Region's natural resources effectively		
Objective 4.A. Include all regional natural resource based companies in the retention visitation program	Priority: Medium Time Frame: Ongoing Primary responsibility: Regional Partnerships, Department of Commerce, Local Economic Developers	Measures: Number of resource based companies visited
Objective 4.B. Support and encourage regional and multi-regional efforts to grow history based and natural resource based tourism	Priority: Medium Time Frame: Ongoing Primary responsibility: Regional Partnerships, Local Tourism, Chambers of Commerce, For ENC	Measures: Inventory of history and natural resource based tourism sites
Objective 4.C. Explore any market potential for horizontal/vertical integration of the processing and distribution of local raw materials within the Region to increase local wealth and well being	Priority: High Time Frame: Ongoing Primary responsibility: Local Economic Developers, Regional Partnerships, Small Business and Technical Development Centers (SBTDC)	Measures: Number and description of initiatives

Goal 5 Promote "entrepreneurial initiative" to help assist in the creation of new businesses.		
Objective 5.A. Provide the building and expansion of incubator facilities	Priority: High Time Frame: Ongoing Primary responsibility: Regional Partnerships, Local Elected Officials, Local Economic Developers,	Measures: Number of new incubators and expansions
Objective 5.B. Promote educational programs that focus on entrepreneurial initiative	Priority: High Time Frame: Ongoing Primary responsibility: Community Colleges, East	Measures: Number and description of new and existing programs

	Carolina University, Public School Systems, SBTDC	
Objective 5.C. Aide businesses in obtaining capital for business startups	Priority: High Time Frame: Ongoing Primary responsibility: SBTDC, Mid-East Commission, Small Business Centers, Community Colleges, East Carolina University's- Entrepreneurial Initiative (ECU- EI)	Measures: Number of small business loans provided by Revolving Loan Funds
Objective 5.D. Help facilitate business startup through partnership with economic development agencies such as the NC Rural Center	Priority: High Time Frame: ongoing Primary responsibility: SBTDC, Small Business Centers, Mid-East Commission, ECU EI, Community Colleges	Measures: Number of small business loans provided through Rural Center loan program

## **Integration with the State's Economic Development Strategic Plan**

The State of North Carolina released their Economic Development Strategic Plan- 2008 Update of Actions and Accomplishments on September 25, 2008. This document, prepared by the Interagency Economic Development Group, contains the following seven Goals:

1. Develop an outstanding education system and a highly qualified workforce.
2. Invest in science, technology, and university outreach.
3. Ensure a competitive environment for the recruitment and retention of business, capital investment and jobs creation.
4. Create strong metropolitan growth centers that generate regional business development, shared prosperity and a high quality of life in partnership with surrounding areas.
5. Develop thriving rural areas that maintain a high quality of life.
6. Develop a competitive regionally based infrastructure and promote sustainable economic development.
7. Maintain and strengthen tourism, film and sports industries; preserve, protect and promote our State's cultural, natural and heritage assets.

The Goals of the Comprehensive Economic Development Strategy for the Mid-East Region are consistent, where relevant, to the State Plan. One of the most important of these is the strengthening of and working together of all economic development allies in the Region and State as a whole. Both Strategies are also strong proponents of education and training, see the future moving towards science/technology based jobs, and plan to use the available institutions of higher learning to ready the workforce. Additionally, there is shared vision of a competitive environment for business recruitment and retention. Other common themes include, understanding the concept of regional growth centers, the need for regional infrastructure and the use of tourism while preserving and protecting cultural, natural and heritage assets. Development of thriving rural areas that maintain a high quality of life is especially important for our Region.

## **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 a 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**

#### **BEAUFORT COUNTY, NORTH CAROLINA**

1. Construct parallel water line out of the Washington Regional Water Treatment Plant.  
(500 Jobs)
2. Completion of infrastructure for industrial parks located in Beaufort County. (800 Jobs)
3. Expansion of capacity of wastewater treatment facilities throughout the County.  
(250 jobs)
4. Redevelopment/revitalization of downtown areas throughout the County.
5. Construction of a worker training center at Beaufort County Community College  
(500 jobs)

#### **BERTIE COUNTY, NORTH CAROLINA**

1. Continue to work with land developers to create community developments within the County for better housing and recreation opportunities. (100 Jobs)
2. 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)
3. Secure the siting of a minimum security correctional facility next to the existing NC Correctional Facility. (250 Jobs)
4. Establish a shell building program within Bertie County, to offer a generic building to prospects interested in Bertie County. (50 Jobs)
5. 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)
6. Establish or investigate zoning to compliment subdivision regulations for Bertie County to insure adequate regulations for protection of citizens. (0 Jobs)
7. Revitalization of downtown's throughout Bertie County to help with all economic development issues and travel and tourism goals. (40 Jobs)
8. Improve and create recreational sites and greenway areas throughout the County for our citizens and tourist. (4 Jobs)
9. 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, and Natural Gas extensions to the Industrial Site on NC 158, west of Winton. (300 Jobs)
5. Bring water, sewer, Natural Gas and rail extensions to the Johnny Mitchell Road Industrial Site near Ahoskie. (300 Jobs)
6. Bring Natural Gas into the County's own Industrial Park, located just outside of Winton. (100 Jobs)
7. Bring water, sewer and natural gas extensions to the Bunch Farm Industrial Site near Murfreesboro. (200 Jobs)
8. 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, and natural gas service to expansion areas of existing parks in Ayden, Farmville, and Greenville. (1,500 Jobs)
2. Upgrade the water and wastewater 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 developmental 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)



## **VITAL PROJECTS LISTING**

1. Establishment of business incubator facilities throughout the Region.
2. Construction or expansion of workforce training centers.
3. Create disaster resistant jobs through higher skilled training of local workforce
4. Completion of infrastructure throughout industrial and/or technology parks.
5. Extension of infrastructure including water, wastewater, roads, electric, rail, and gas to new industries.
6. Regionalization of water and wastewater systems where appropriate.
7. 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.
8. Revitalization of downtown areas throughout the Region.
9. Expand treatment capacity of existing water and wastewater treatment plants as needed.
10. Further develop tourism opportunities throughout the Region.
11. Continued improvements to highways throughout the Region.
12. Enhance the regional meeting capabilities throughout the Region.
13. Mitigate damage from natural disasters by protecting public utilities from flooding where feasible.
14. Continued improvements to air passenger service to the Region.

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
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

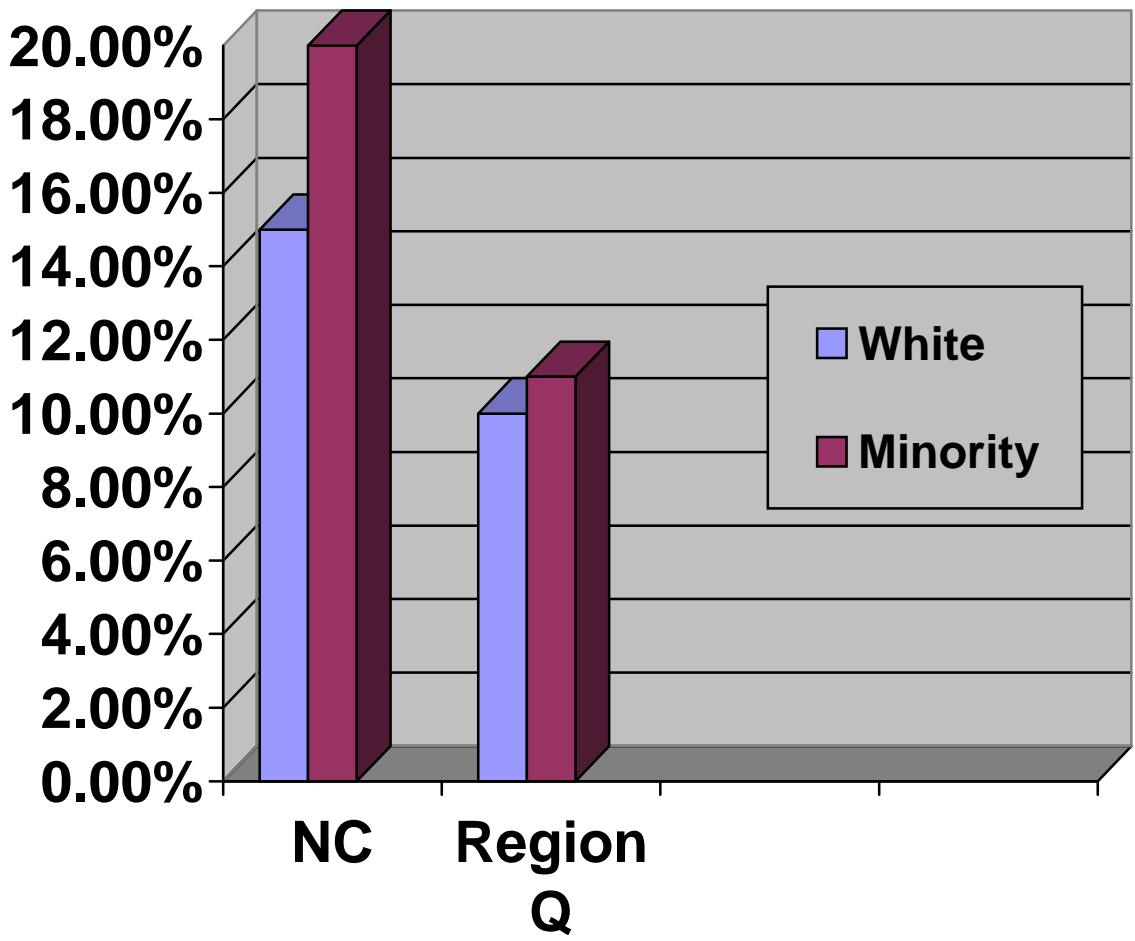
## **Performance Measures**

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

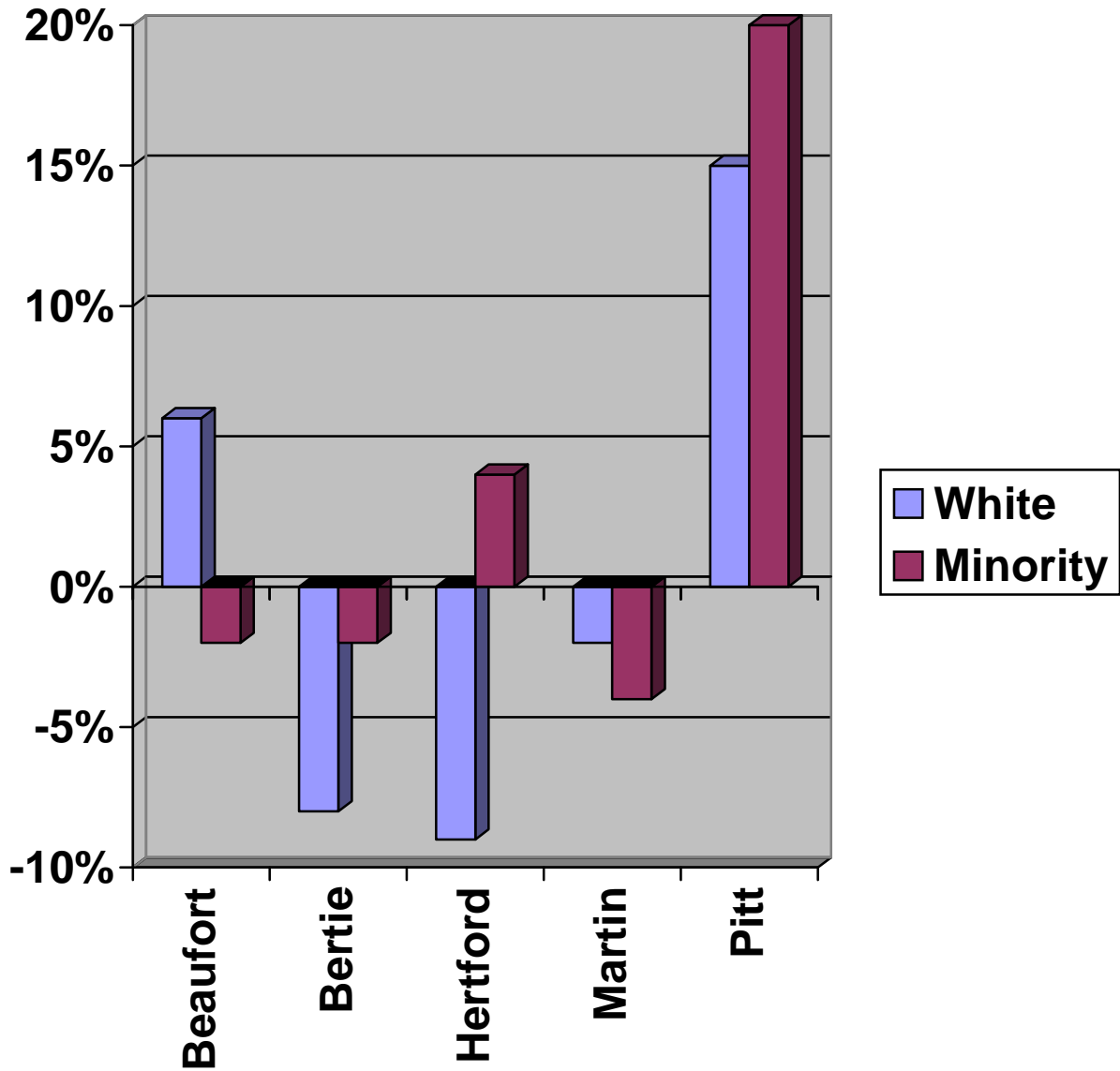
1. Number of jobs created after implementation of the CEDS
2. Number and types of investments undertaken in the Region
3. Number of jobs retained in the Region
4. Amount of private sector investment in the region after implementation of the CEDS
5. Changes in the economic environment of the Region

Graph A

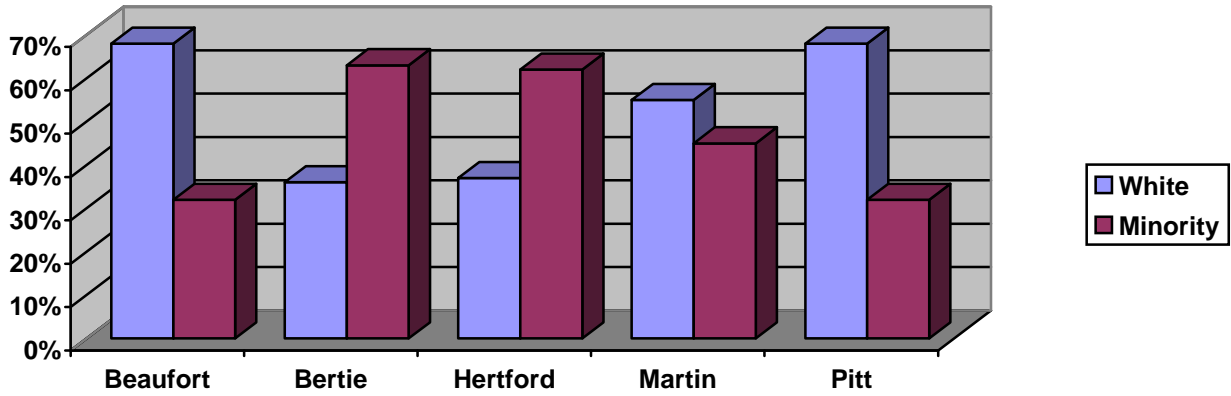
### Population Growth Rates 1990-2000



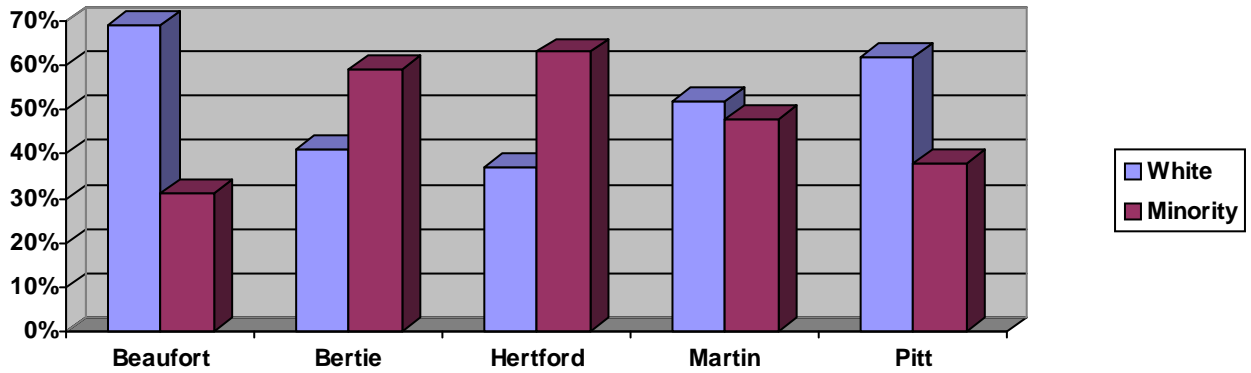
Graph B  
Population Percent Change 1990-2000



Graph C  
Counties by Race Percentage 1990

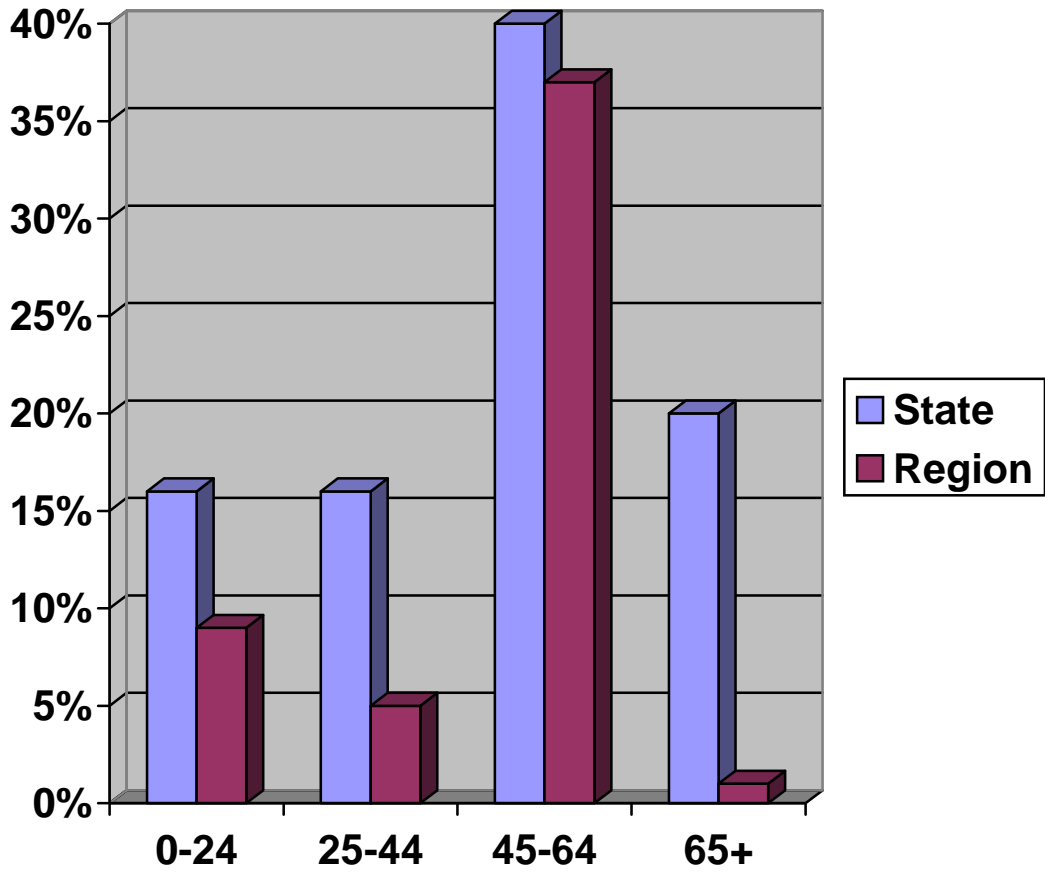


Graph D  
Counties by Race Percentage 2000

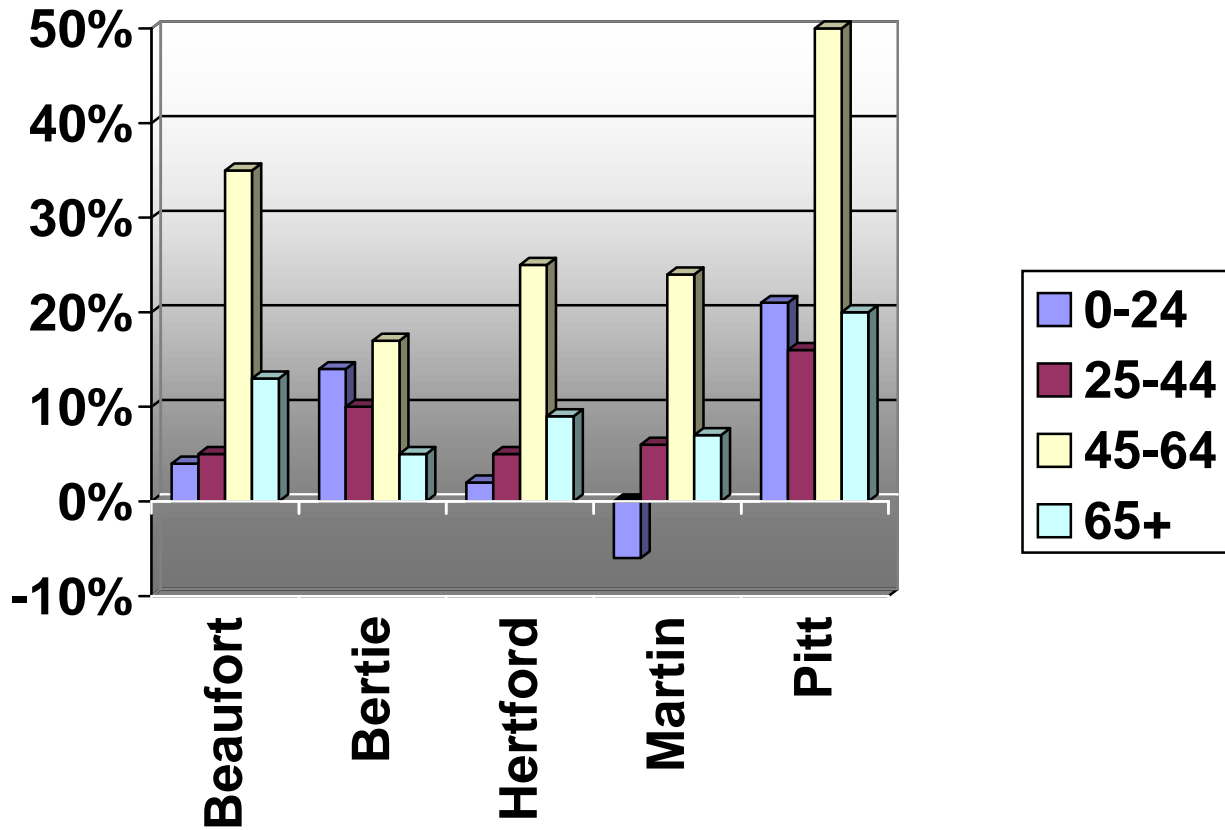


Graph E

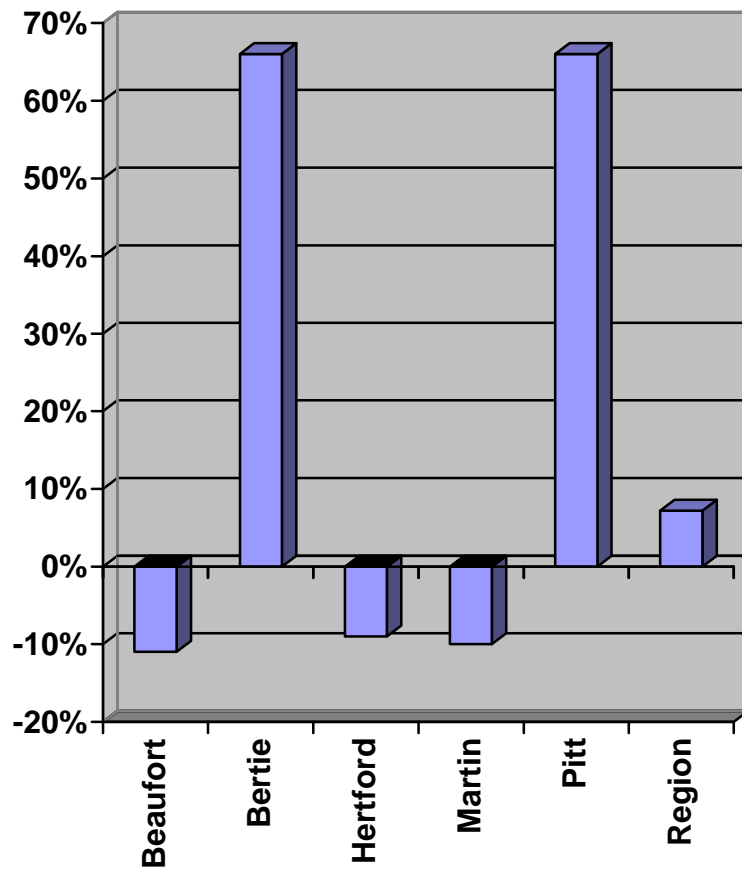
# Change in Population Age Group 1990-2000



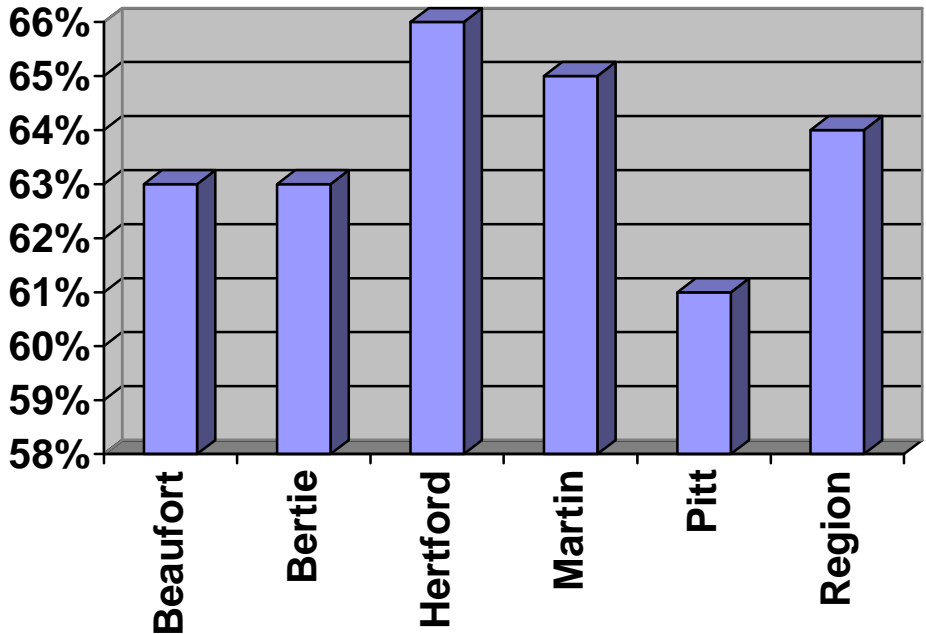
Graph F  
Percentage Change in Age Categories  
1990-2000



Graph G  
Percentage Change in Individual Poverty  
1990-2000



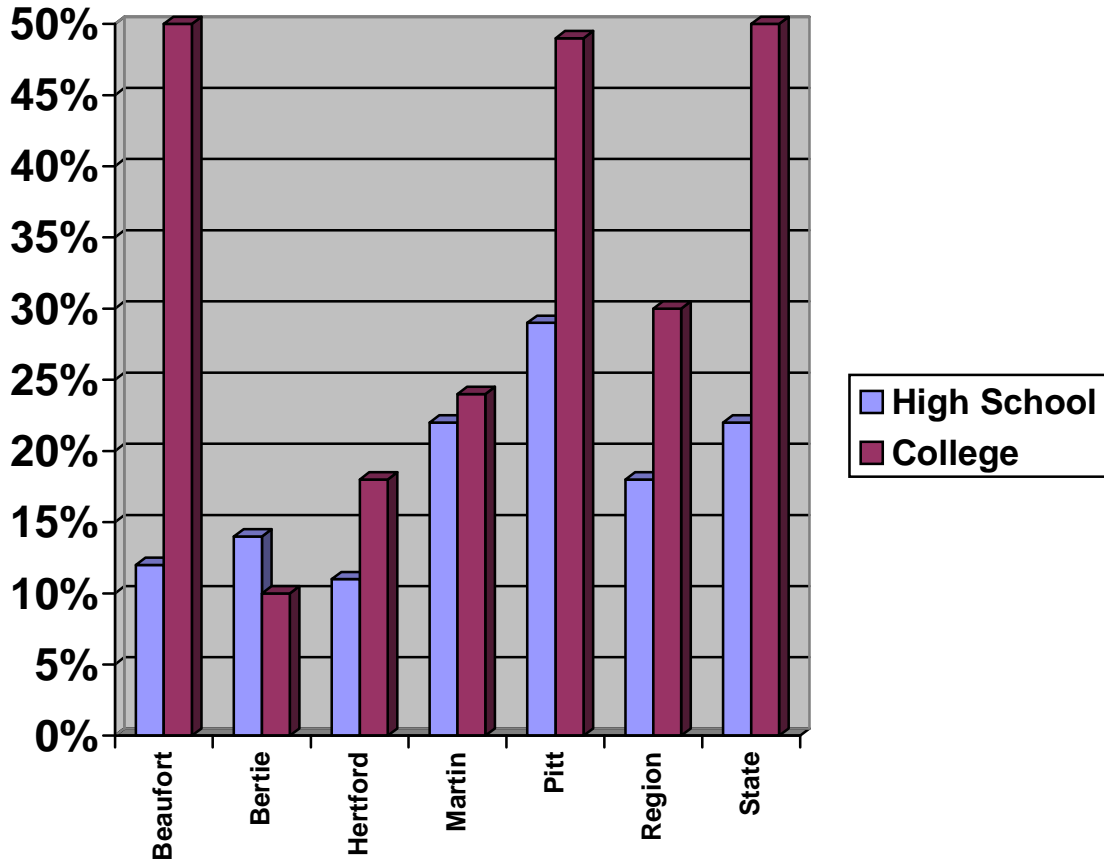
Graph H  
Percentage Increase in Median Family Income





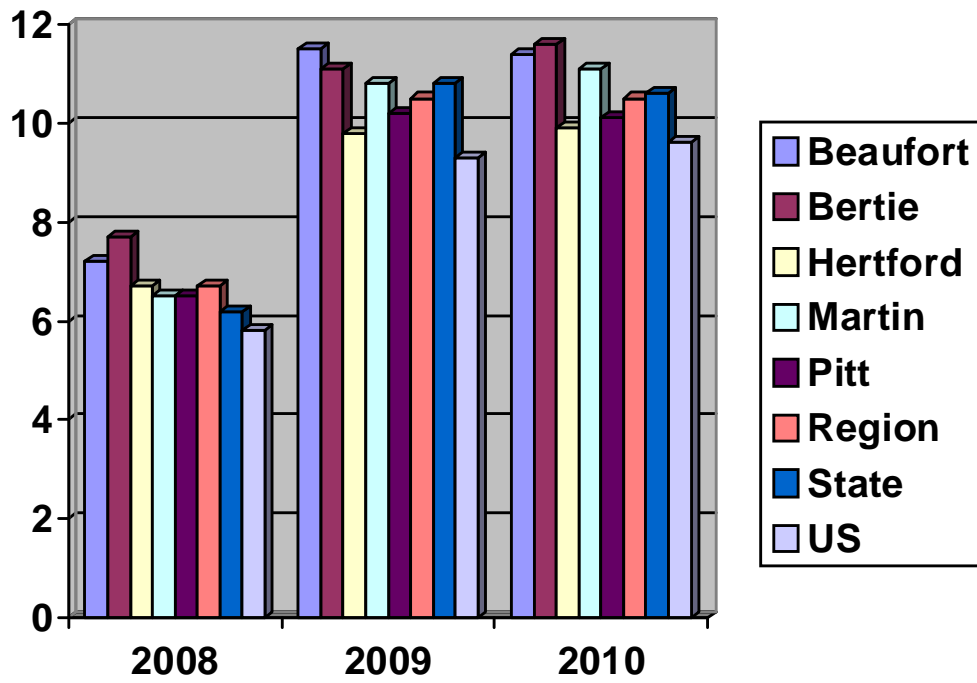
Graph I

## Change in Population Education 1990-2000

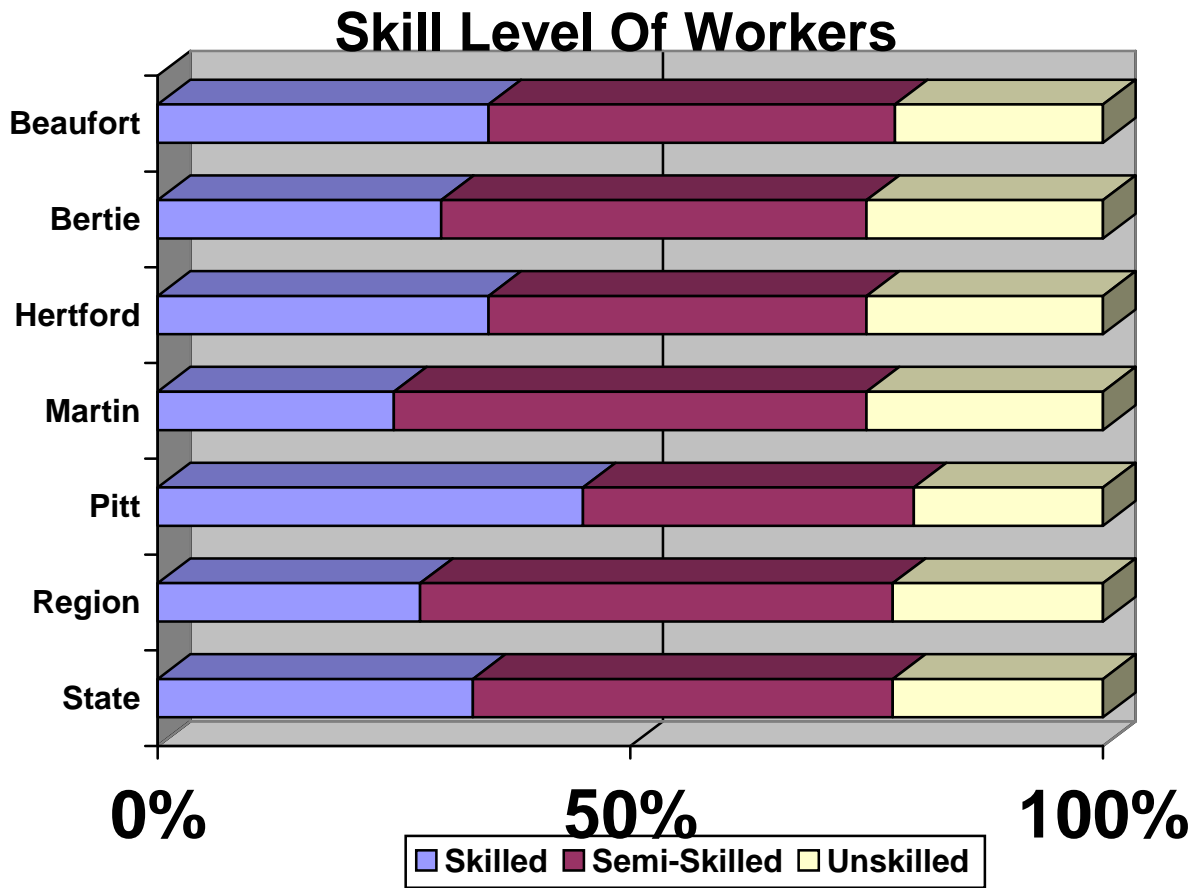


Graph J

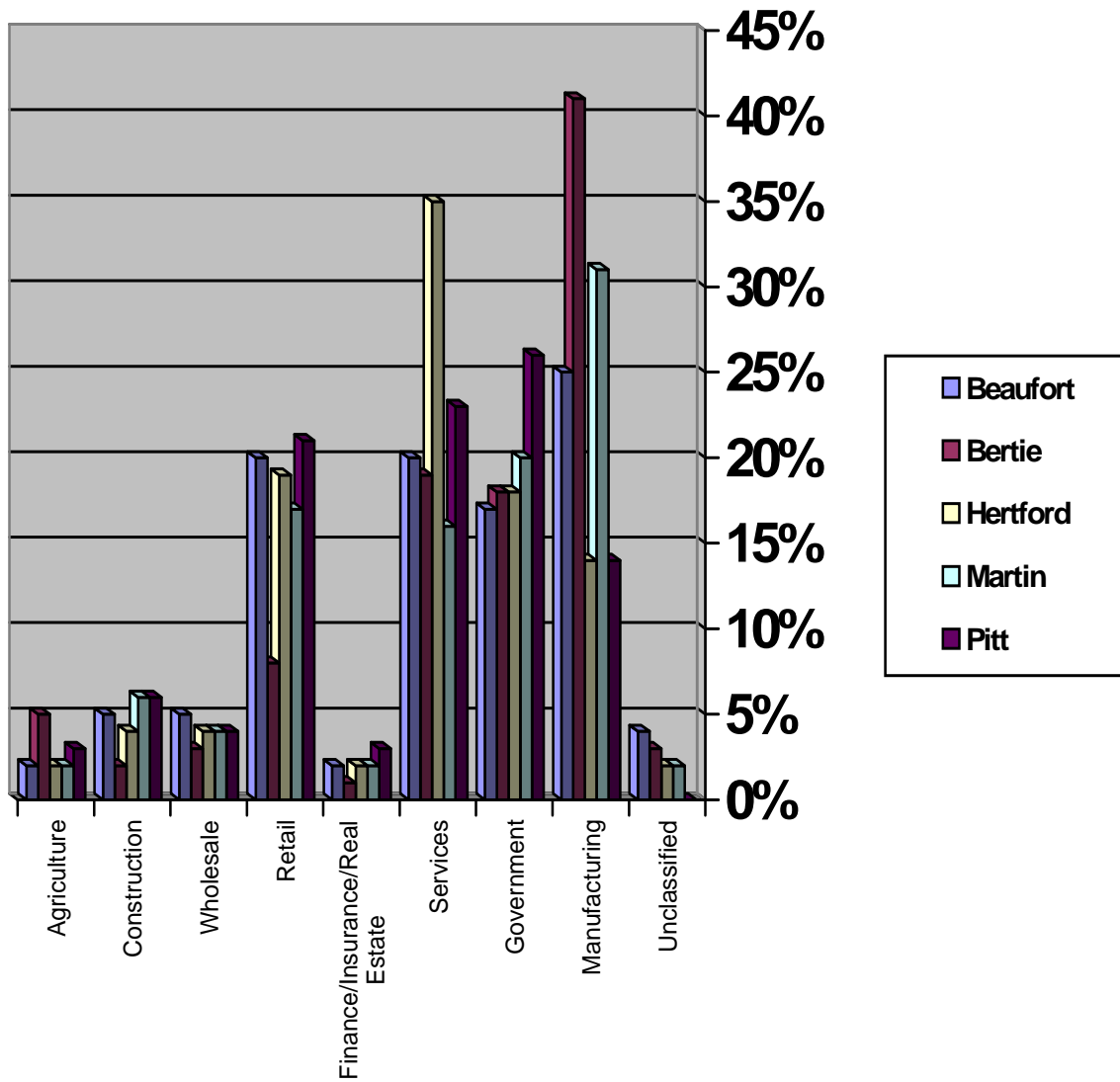
# Unemployment Rates 2008-2010



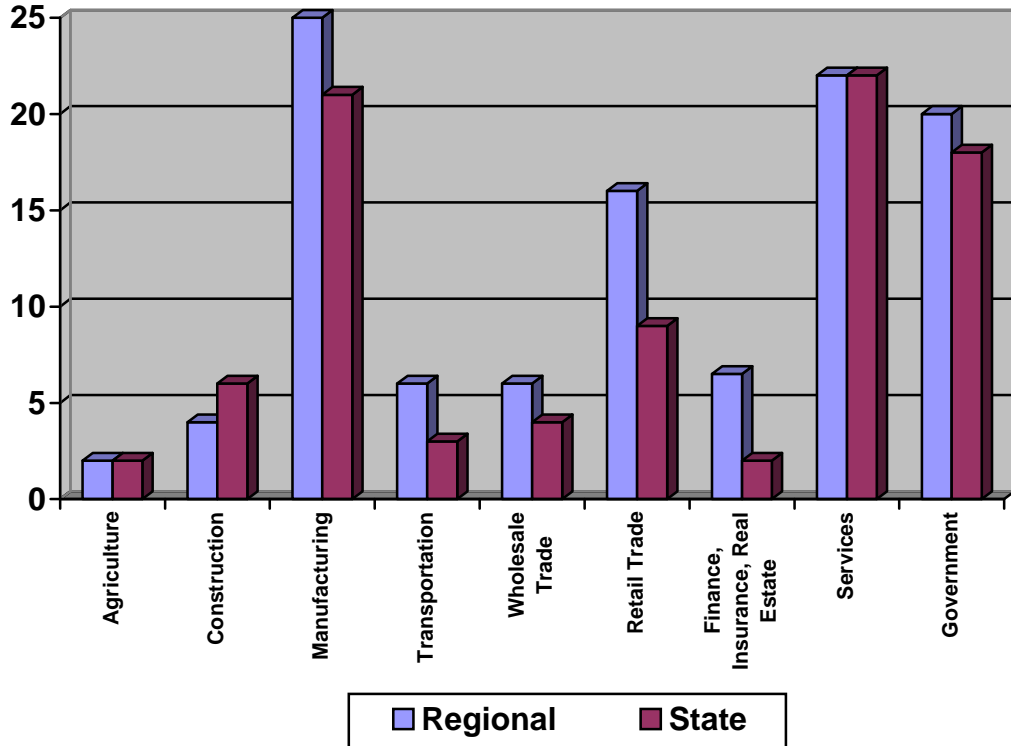
Graph K



Graph L  
 County Payroll and County Business Patterns

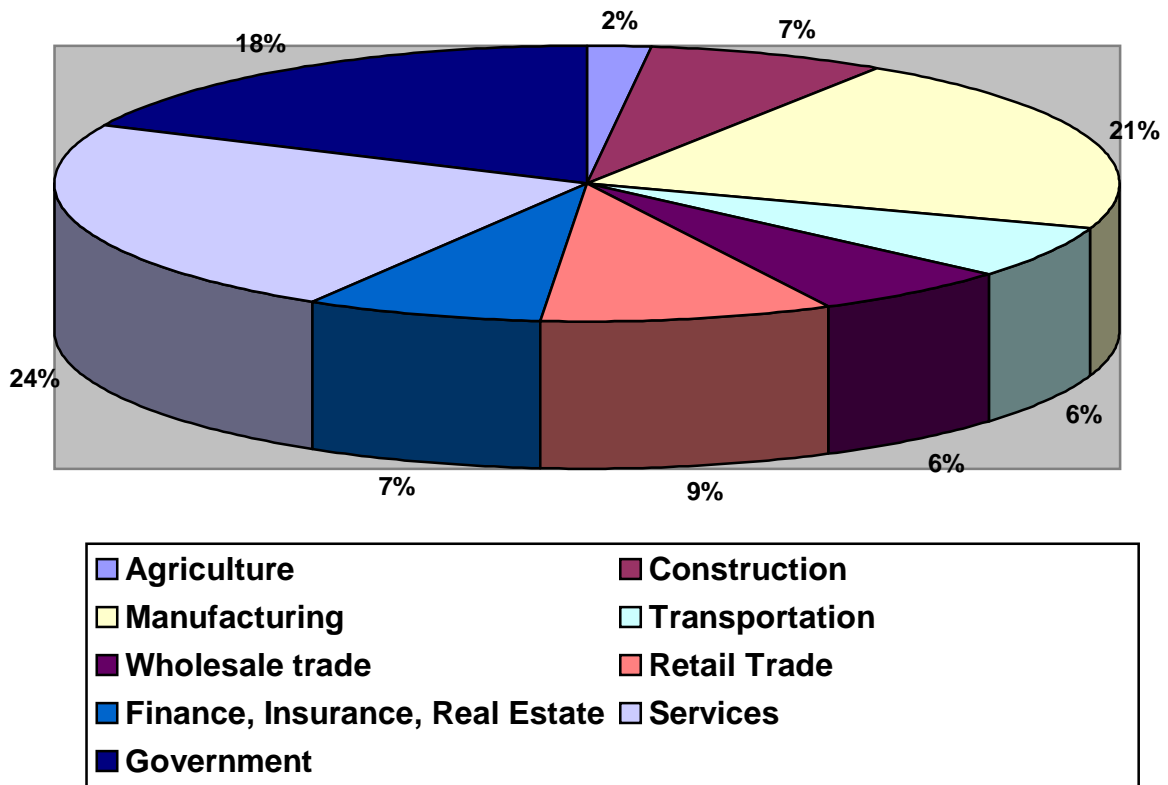


# Regional And State Payrolls County Business Patterns



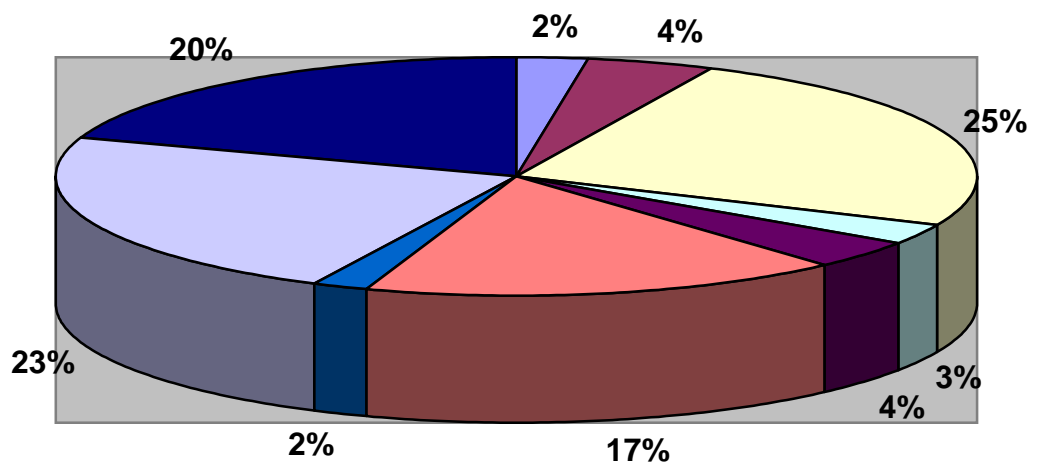
Graph N

### State Sectors By Presence in Total Payroll 2000



Graph O

# Region Sectors By Total Payroll, 2000



- |                                 |                |
|---------------------------------|----------------|
| Agriculture                     | Construction   |
| Manufacturing                   | Transportation |
| Wholesale Trade                 | Retail Trade   |
| Finance, Insurance, Real Estate | Services       |
| Government                      |                |