

# Warning: Gale Force Demographic Wind Gusts Ahead!



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# Overview

North Carolina's Population Boom

Demographic Winners & Losers

Seven Gale Force Wind Gusts

Key Takeaways

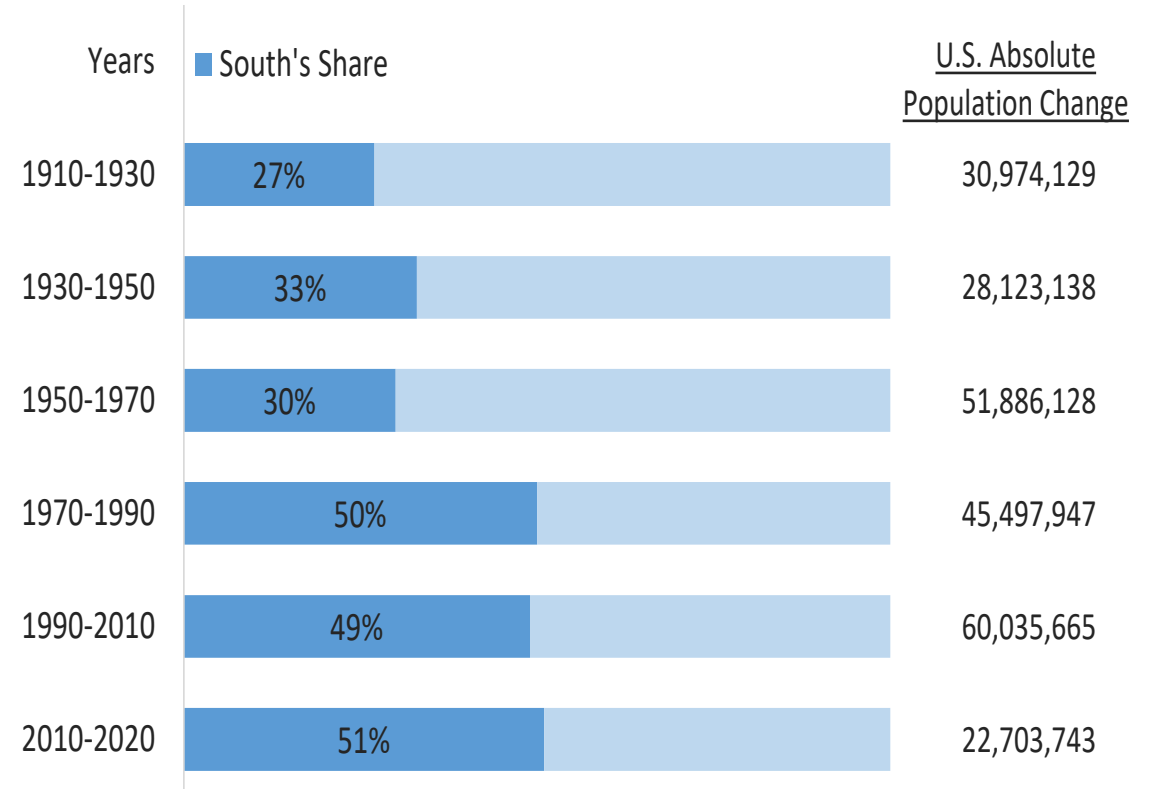
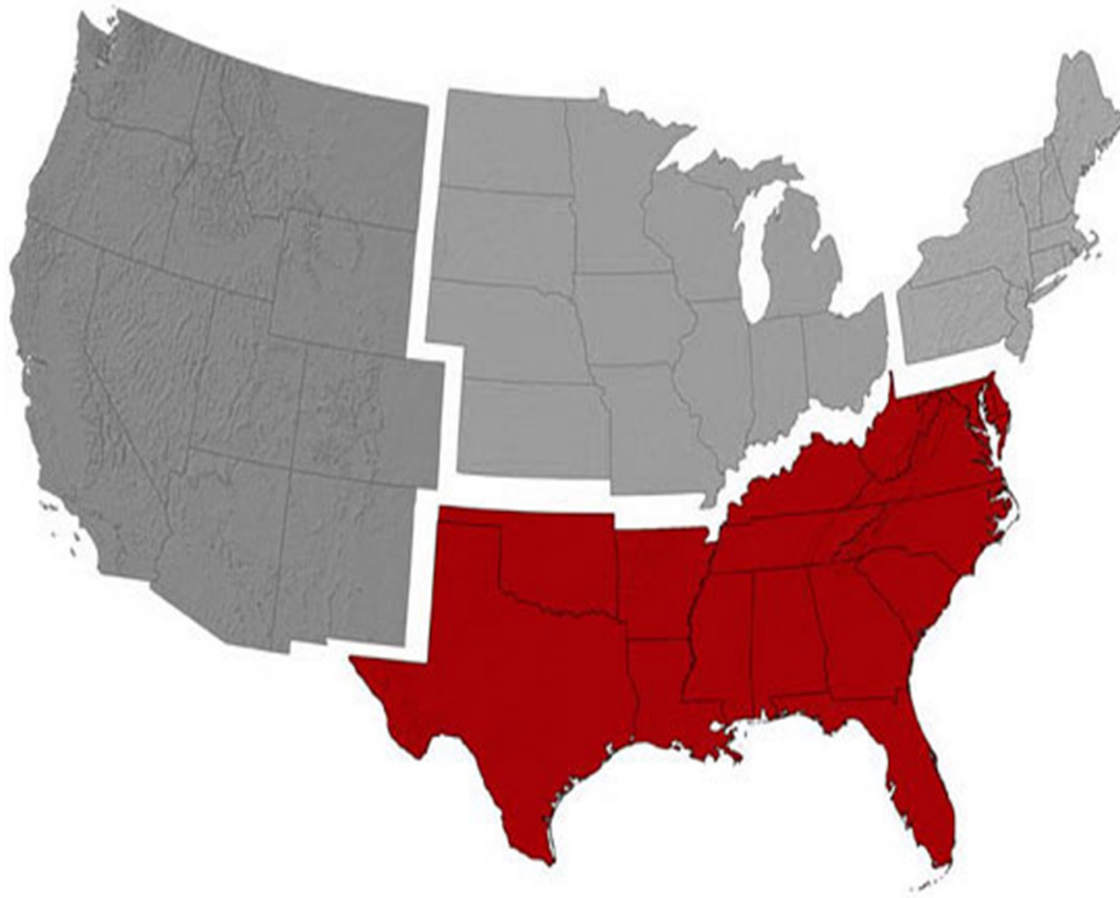
Discussion



# North Carolina's Population Boom

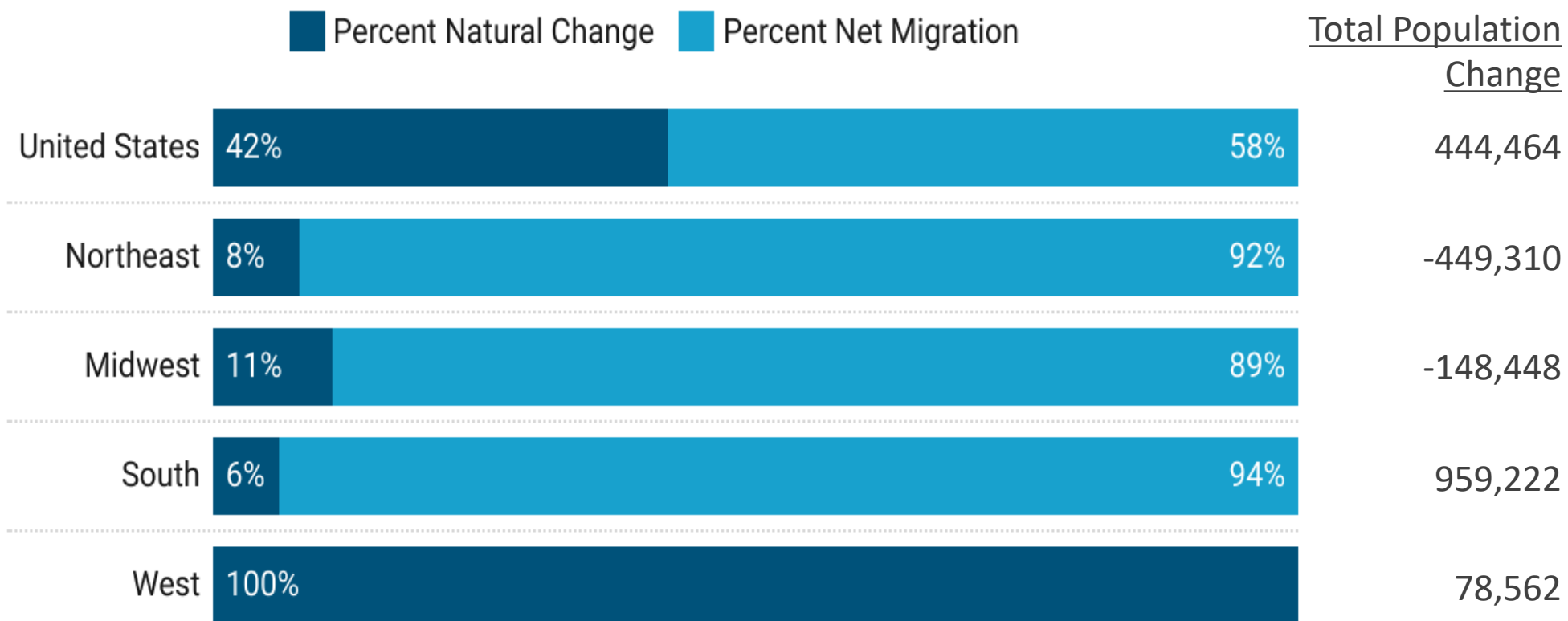
*All that and a bag of chips plus dip!*

# The South's Share of U.S. Net Population Growth 1910-2020



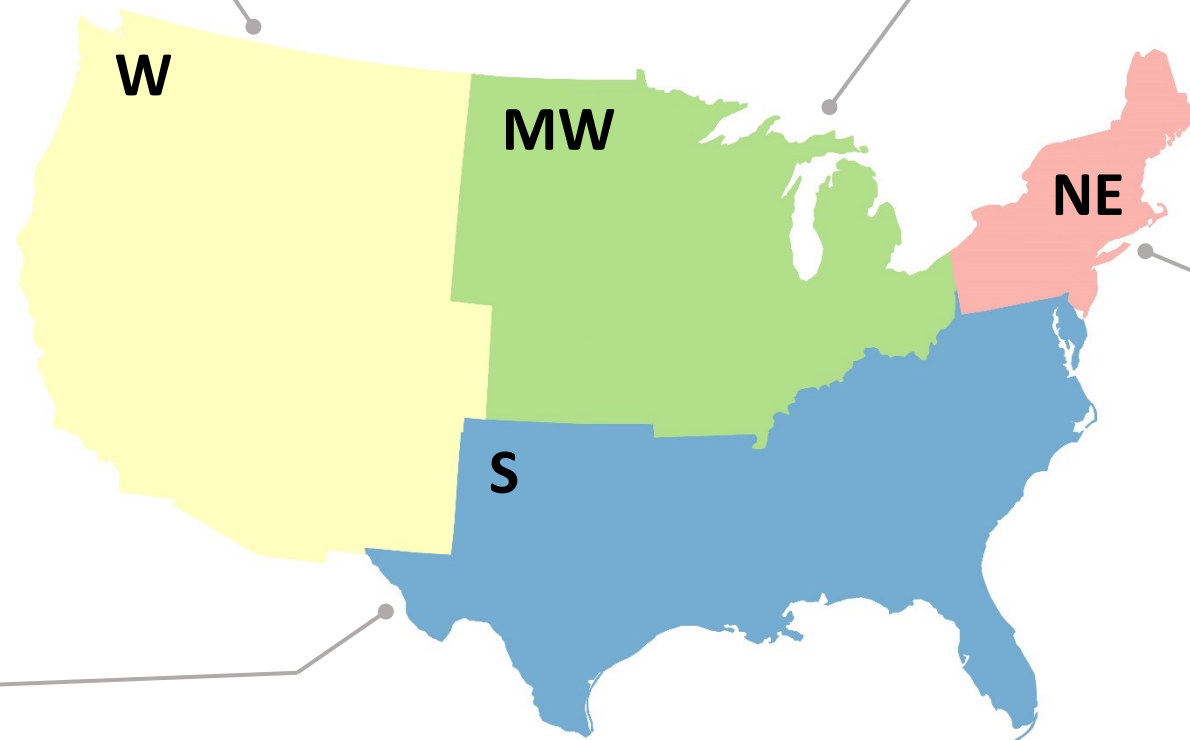


# Components of Population Change, April 1, 2020 to July 1, 2021



# Net Migration by Region, United States, April 1, 2020 – April 1, 2021

Type of Migrant	Migrants /Day	Total
Internal	+296	+108,000
Abroad	+394	+144,000
Internal + Abroad	+690	+252,000

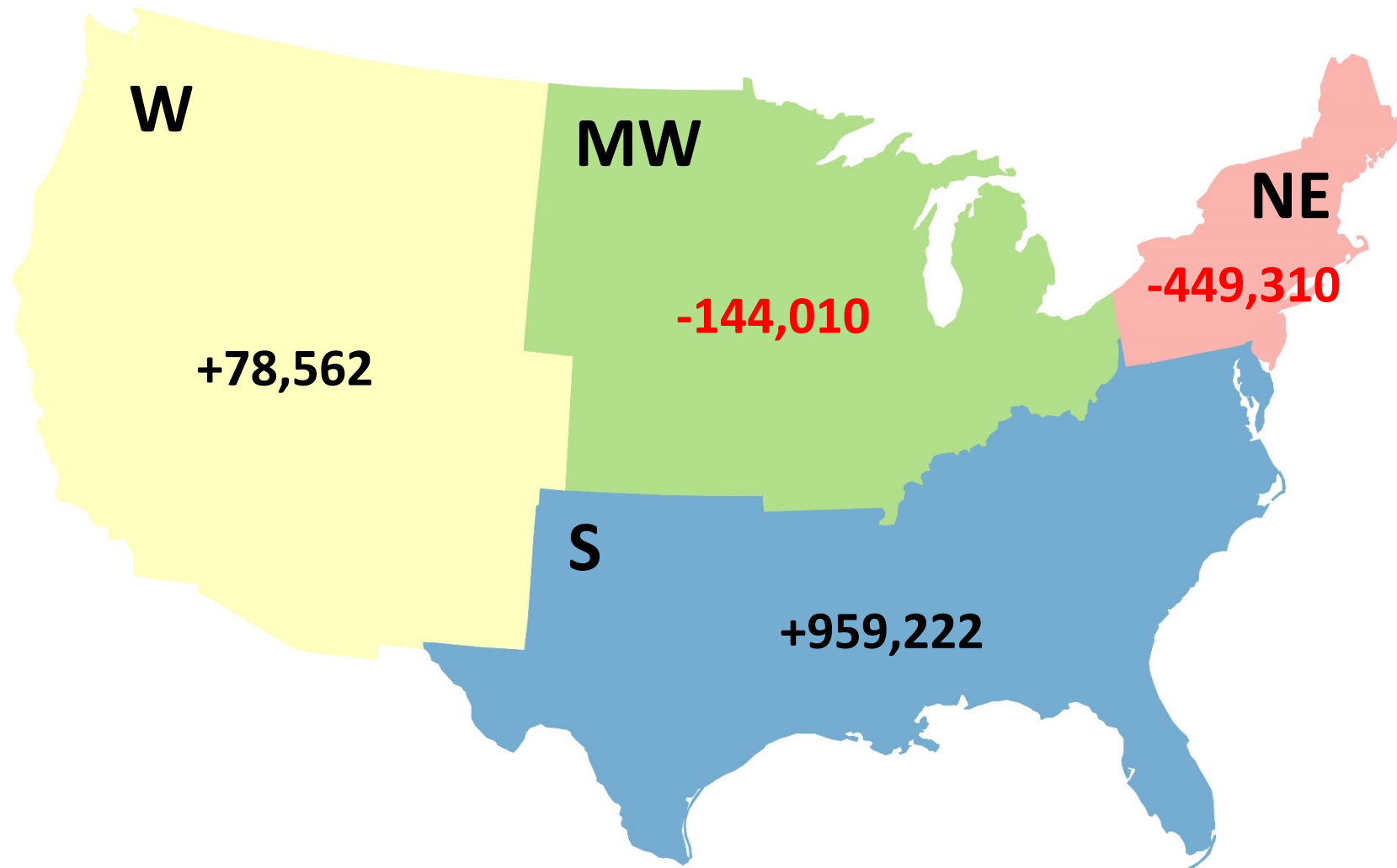


Type of Migrant	Migrants /Day	Total
Internal	-367	-134,000
Abroad	+173	+63,000
Internal + Abroad	-194	-71,000

Type of Migrant	Migrants /Day	Total
Internal	+693	+263,000
Abroad	+885	+313,000
Internal + Abroad	+1,578	+576,000

Type of Migrant	Migrants /Day	Total
Internal	-622	-227,000
Abroad	+222	+81,000
Internal + Abroad	-400	-146,000

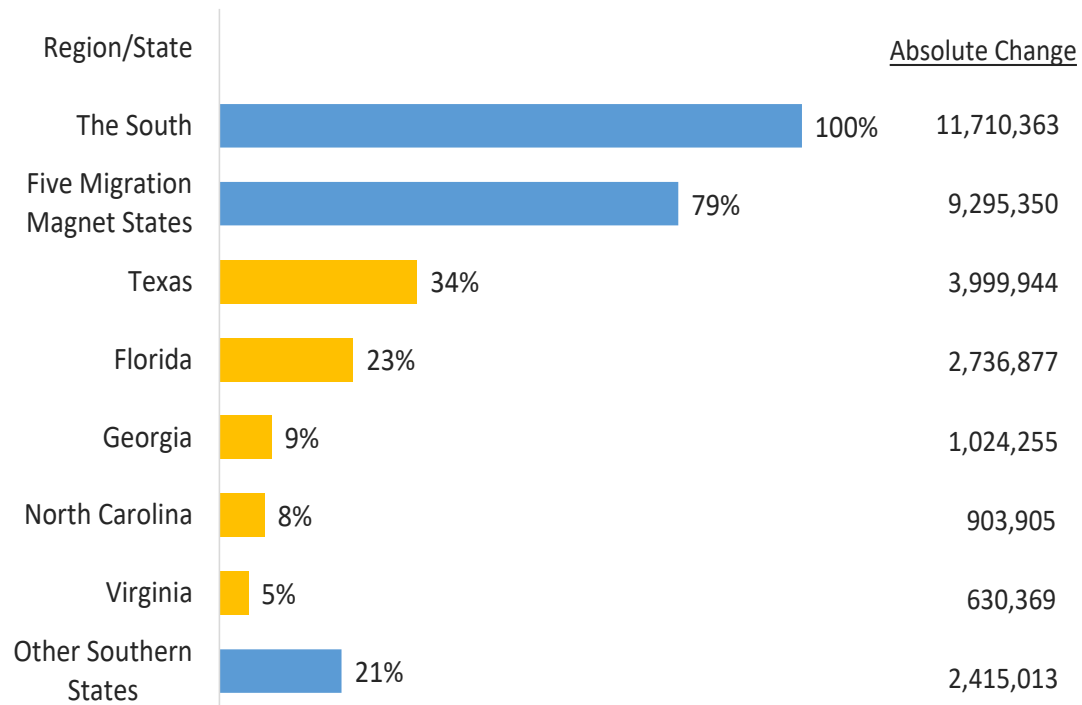
# Cumulative Population Change by Region, April 1, 2020 to July 1, 2021



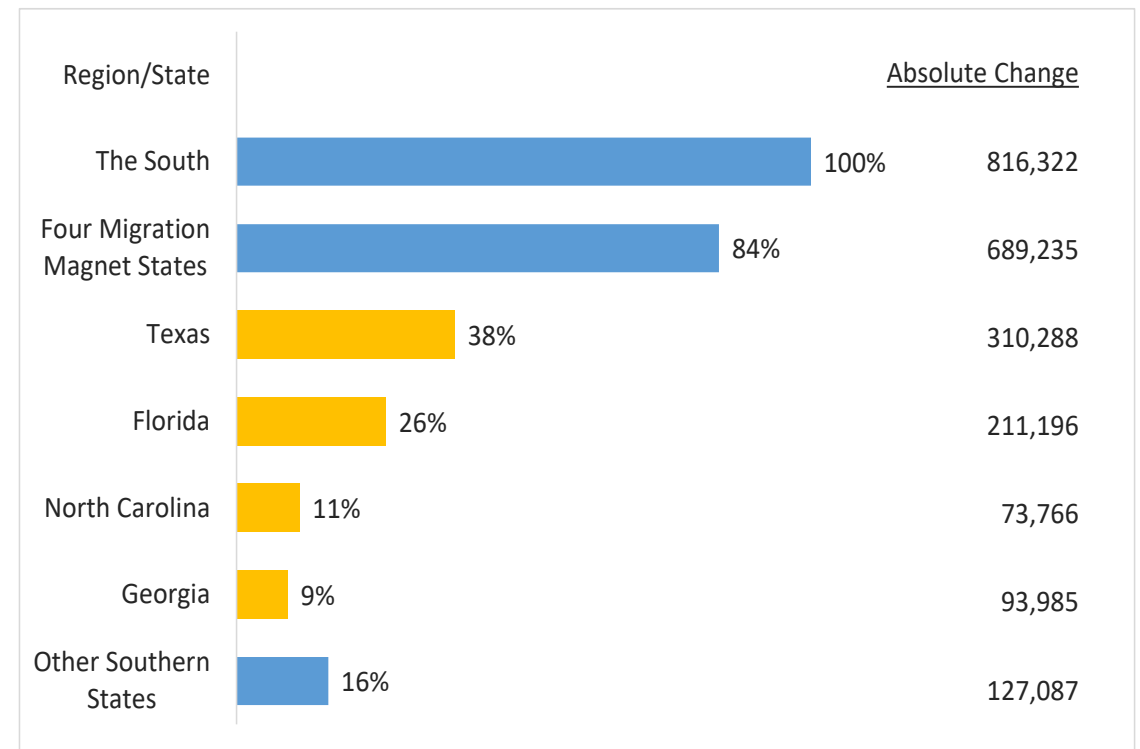


# State Shares of South's Net Growth

## 2010-2020



## 2020-2021























# North Carolina Population Change, 1990-2020

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Census Period	Absolute Change	Percent Change
1990-2000	1,420,676	21.4
2000-2010	1,486,170	18.5
2010-2020	903,905	9.5
1990-2020	3,810,751	59.2











# Top 10 Net Exporters and Net Importers of Population, U.S. States,

Net Exporters				Net Importers			
<u>Absolute Number</u>		<u>Migrants/Day</u>	<u>State</u>	<u>Migrants/Day</u>	<u>Absolute Number</u>		
-167,328	-458		New York				
-144,343	-395		Illinois				
-137,895	-378		California				
-72,855	-200		New Jersey				
-29,376	-80		Louisiana				
-26,734	-73		Massachusetts				
-20,140	-55		Hawaii				
-18,246	-50		Maryland				
-15,646	-43		Connecticut				
-13,506	-37		Kansas				
			Florida		326	118,890	
			Arizona		270	98,513	
			North Carolina		194	70,628	
			Washington		170	61,974	
			Texas		157	57,173	
			Oregon		110	40,059	
			South Carolina		103	37,776	
			Tennessee		99	36,244	
			Nevada		95	34,848	
			Colorado		89	32,637	

Source: U.S. Census Bureau, 2017 American Community Survey

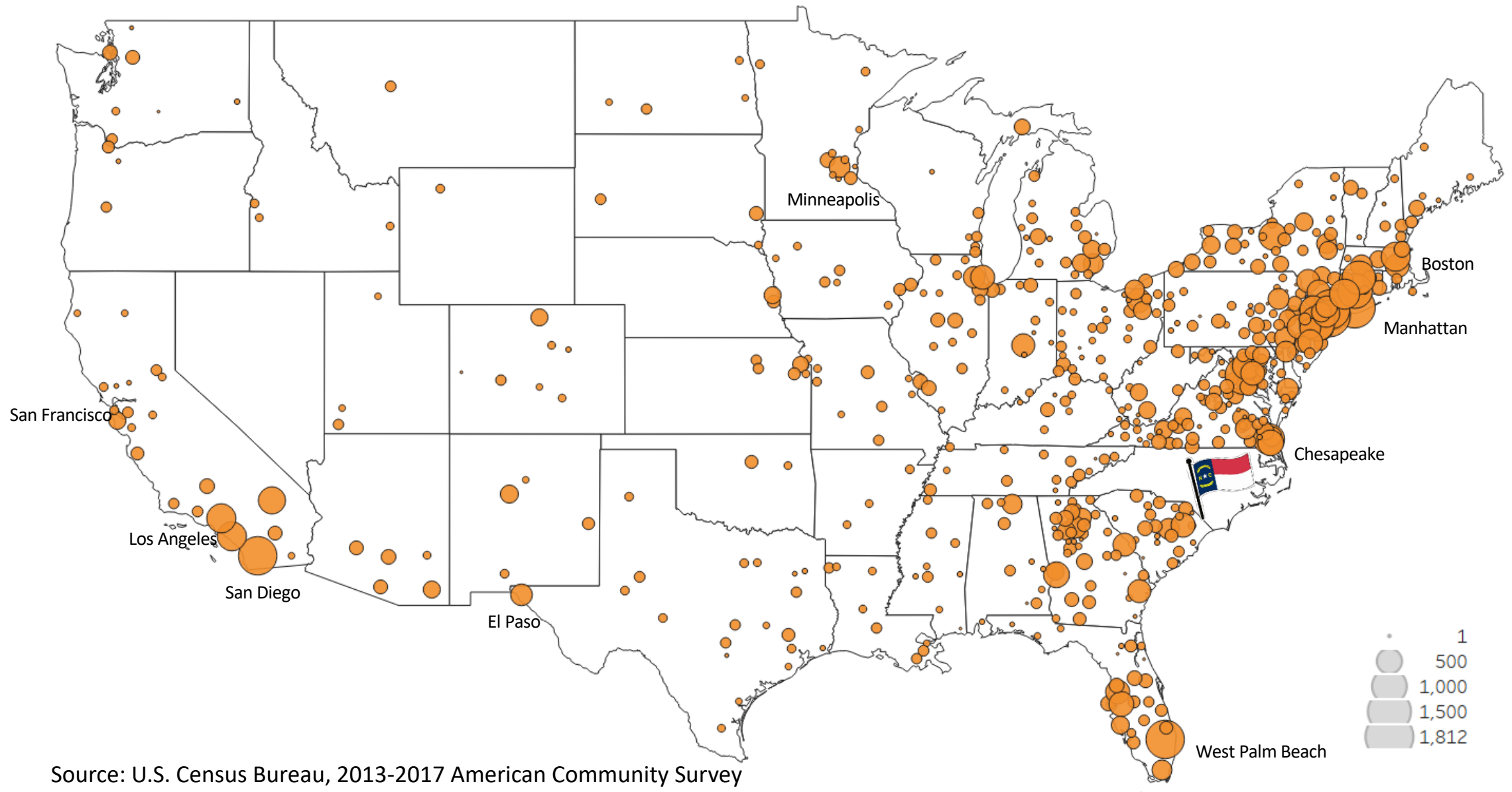


# Net Migration to North Carolina, 2010-2018

Year	Migrants/Day		Absolute Number
2010-2018		+151	495,379
2018		+218	79,731
2017		+194	70,628
2016		+204	74,333
2015		+201	73,406
2014		+103	37,585
2013		+79	28,832
2012		+94	34,486
2011		+110	40,144
2010		+154	56,231

Source: American Community Survey, State to State Migration Flows, 2010-2018

# Origins of North Carolina Migration Flows, 2013-2017



# Net Migration Trends By Region and Major Demographic Group, 2017-2021

	Northeast	Midwest	South	West
Total	-982	-209	1,398	-206
White	-519	-67	628	-40
Black	-101	-85	271	-85
Asian	-44	-87	141	-9
Hispanic	-270	-62	342	-10
Elderly	-55	-25	26	29
Native born	-783	-141	961	-206
Foreign born	-200	-69	269	0

(numbers in thousands)

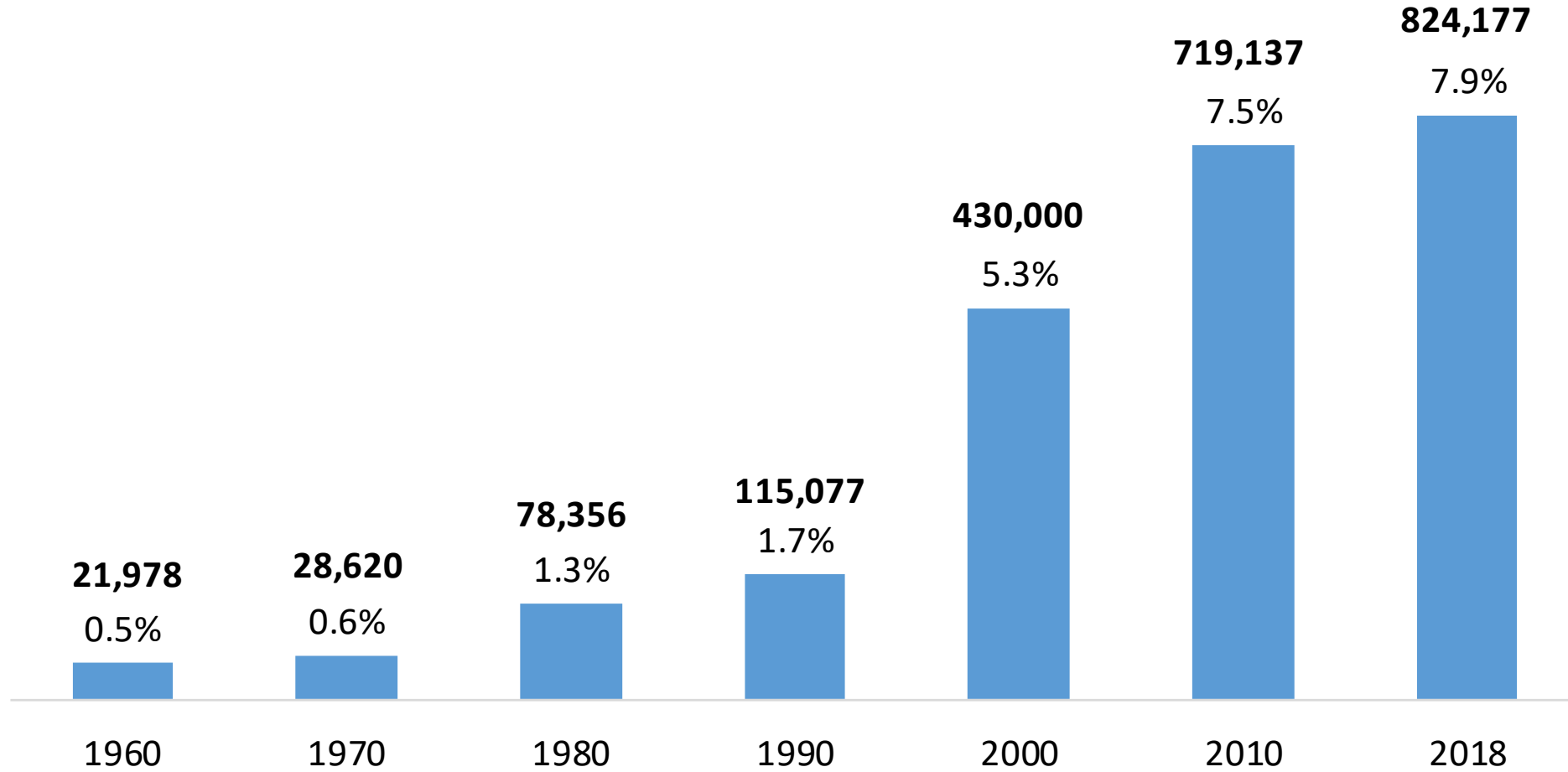
■ = Net Import

■ = Net Export

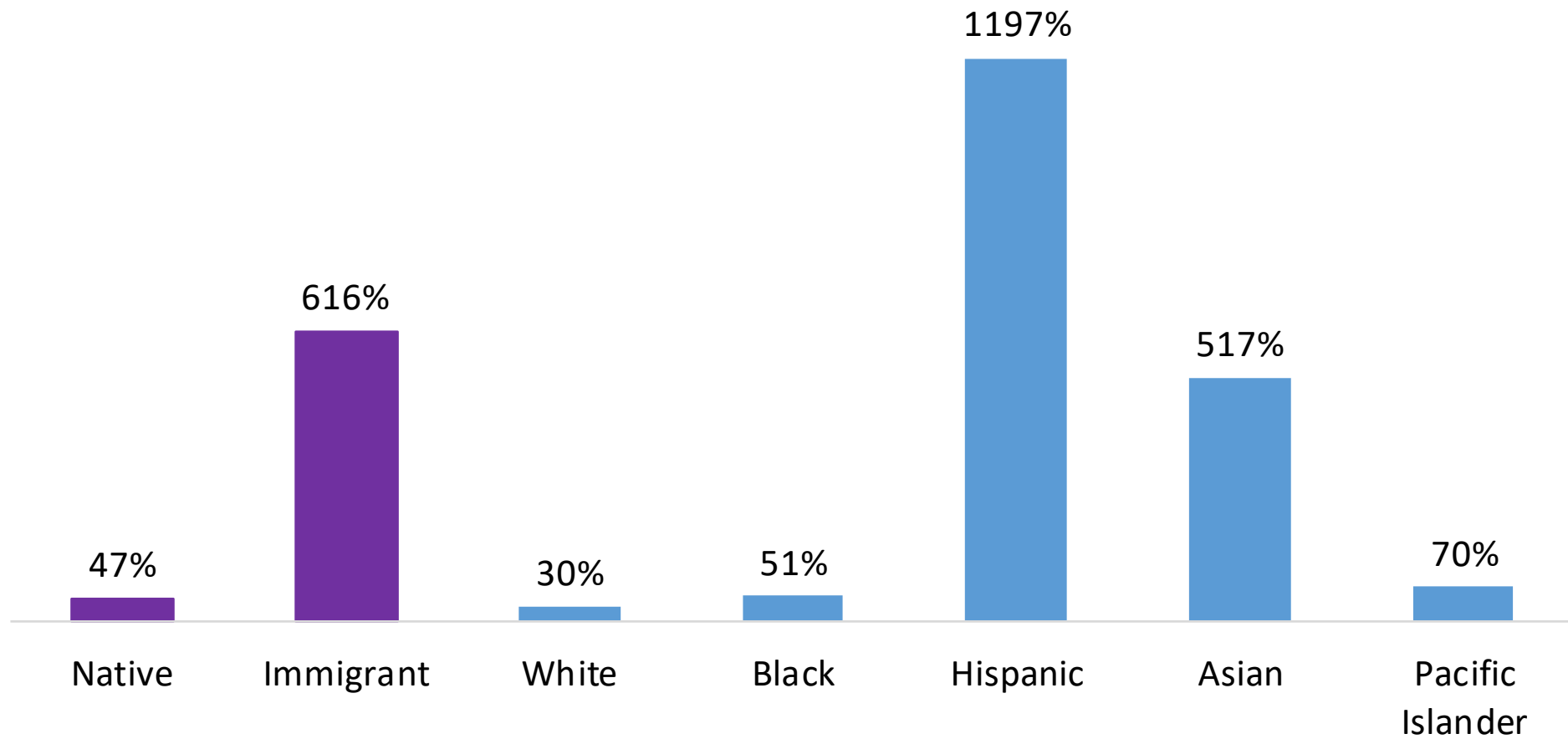
Source: U.S. Census, Geographical Mobility, Annual Profile, 2017-2021



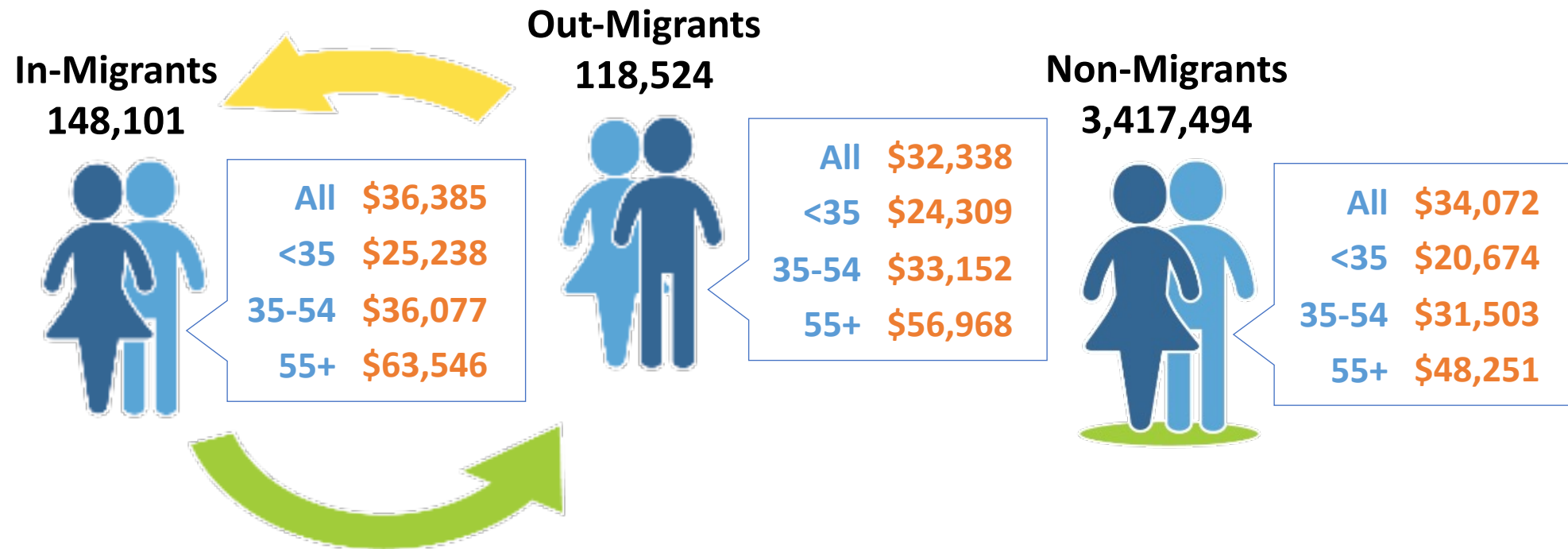
# North Carolina Foreign Born Population Growth, 1960-2018



## North Carolina Population Growth by Nativity, Race, and Ethnicity, 1990-2018



# Per Capita Adjusted Gross Income (AGI) of North Carolina In-Migrants, Out-Migrants and Non-Migrants by Age, 2017-2018



Source: IRS, Statistics of Income Division, Individual Master File, December 2019



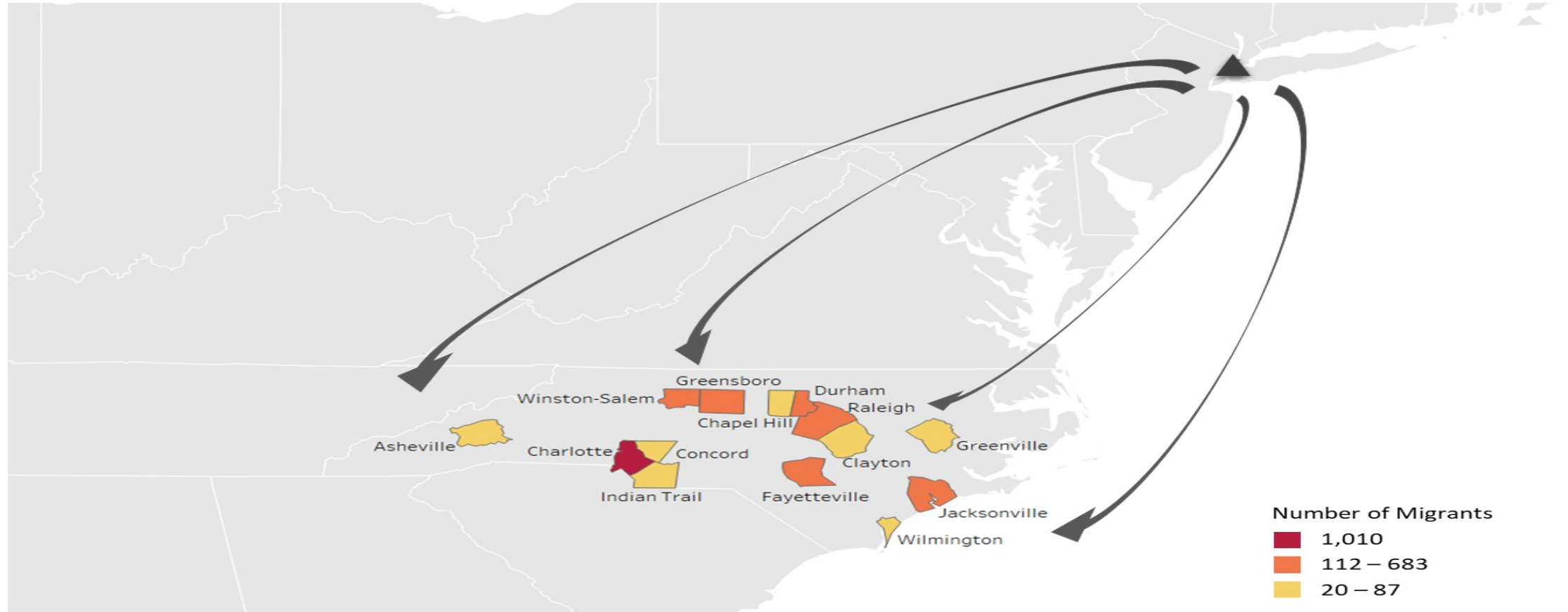
# Demographic Winners & Losers



## North Carolina's Growth Magnets, 2010-2020

County		Percent of Growth (Net Growth: 903,965)	
Wake	228,417	47%	95%
Mecklenburg	195,854		
Durham	57,246	64%	
Guilford	52,893		
Cabarrus	47,793	84%	
Johnston	47,121		
Union	36,975	95%	
Forsyth	31,920		
Buncombe	31,134	95%	
Brunswick	29,262		
Iredell	27,256	95%	
Onslow	26,804		
New Hanover	23,035	95%	
Gaston	21,857		
Alamance	20,284		

## New York City, NY - Out Migration Fields in North Carolina, 2017-2018



Source: IRS Migration File

# Pandemic Refugees Driving NC Growth

- *“...wow, do we need affordable housing...with people fleeing the city, every house that’s for sale [in this community] is gone. They’re [outsiders] are buying these houses sight unseen; they’re coming here. They don’t even go in the home; they’re buying them online, and they’re fleeing the city. I’ve got people from New York, Pennsylvania, Tennessee, Florida. They’re all coming here. There’s no affordable housing. That was a problem before the pandemic, now it is a real problem”* (western NC key informant).

- *“We had a billion dollars—one billion dollars in residential real estate sales in the high-country region for the year 2020. A lot of those folks are relocating from Charlotte, Raleigh, Atlanta, wherever they come from, driving up the property values as well as they come, to the point that any parcel that we could have ever thought about for some sort of [affordable] housing project is so astronomically priced now that it makes it not cost effective.”*

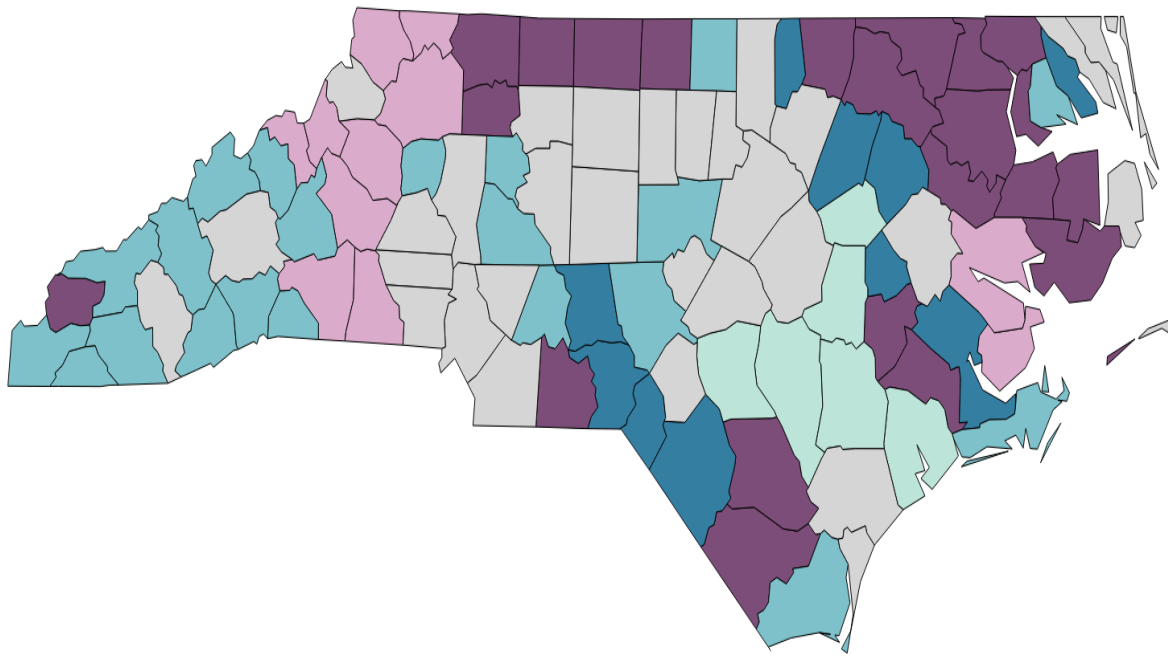
He concluded,

- *“So, while in the short-term we’ve got some economic flow in our county, if you were a real estate agent or a construction worker you were doing ok. But long-term, that’s just going to make a hard issue [affordable housing] even worse”* (another western NC key informant).

# Pandemic Refugees Driving Growth

- *“What I’ve seen...our population changed. We’re a population of 17,800 people...but...we’re eight golf courses and two ski resorts. So, all these people that are normally not here chose to flee the city and come to their homes in the mountains [during the pandemic]. So, our population is probably 27,000 people. And that did put a strain ...on services that the county provided” (western NC key informant)*

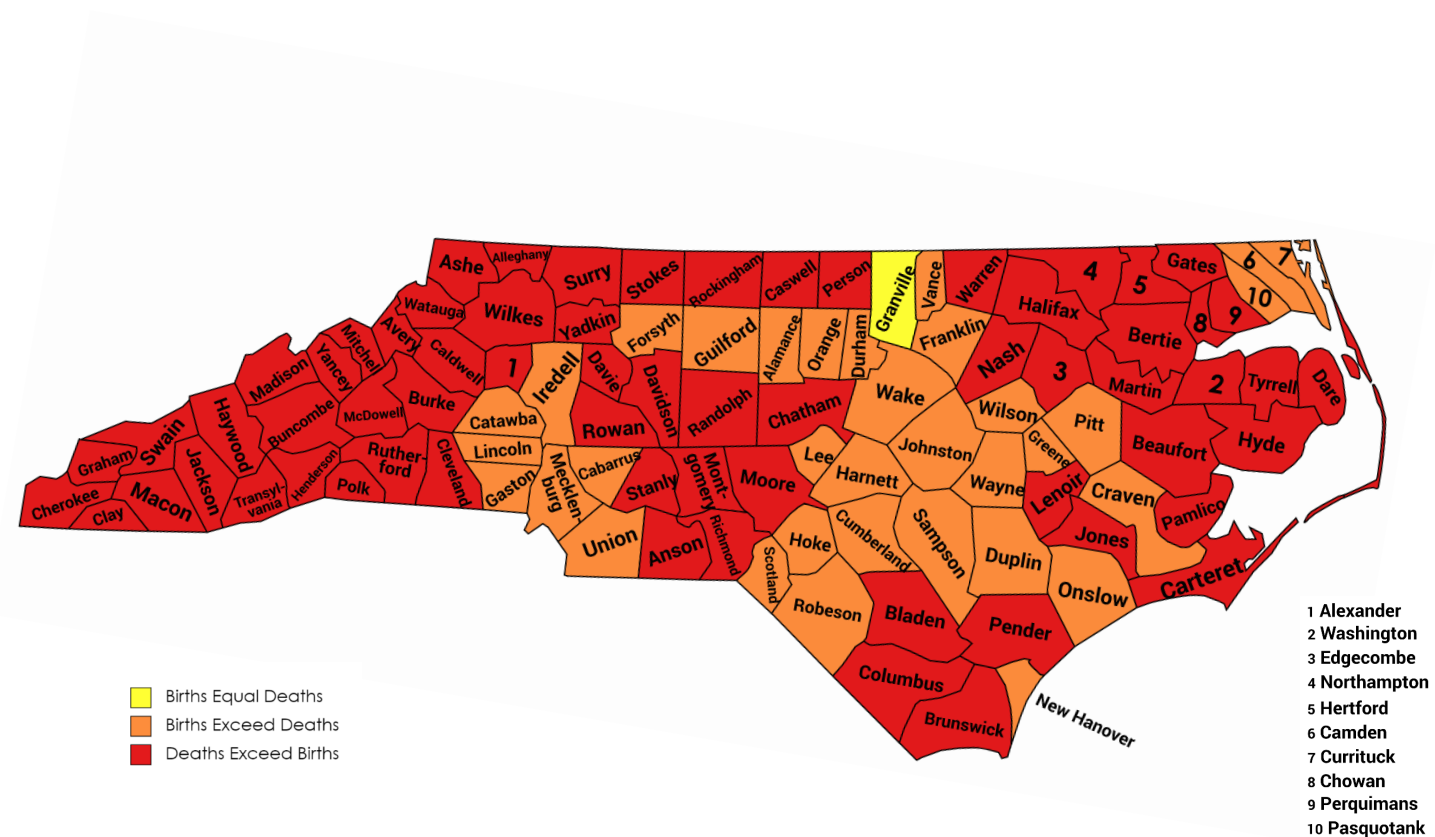
# Demographic Change Typology, North Carolina Counties, 2010-2019



- Balanced Growth
- Natural Growth
- Migration Magnet
- Emptying Out
- Biologically Declining
- Dying



# North Carolina Vital Statistics, Total Population, 2019





# Wilson County, NC

Demographic Indicators

# Absolute & Percent Population Change, 2010-2020

Area	2020 Population	Absolute Population Change, 2010-2020	Percent Population Change, 2010-2020
United States	331,499,281	22,703,743	7.4
South	126,266,107	11,710,363	10.2
North Carolina	10,439,388	903,905	9.5
Wilson County	78,734	-2,450	-3.0

# Components of Population Change, 2010-2019

Area	Total Population Change	Natural Change	Net Migration
North Carolina	952,333	307,836	639,170
Wilson County	577	973	-334

# Source of Net Migration 2010-2019

Area	Total Net Migration	International Net Migration	Domestic Net Migration
North Carolina	639,170	163,662	475,508
Wilson County	-334	689	-1,023

# Absolute & Percent Population Change By Race/Ethnicity, Wilson County, 2010-2020

Race/Ethnicity	2020 Population	Absolute Population Change, 2010—2020	Percent Population Change, 2010-2020
All Races	78,734	-2,450	-3.0
White	36,106	-4,051	-10.1
Black	29,842	-1,620	-5.1
Hispanic	9,024	+1,300	+16.8



# Absolute and Percent Population Change by Age, 2010-2019

Age	United States	Wilson County
All Ages	19,493,985 (6.3%)	201 (0.2%)
<25	-1,512,600 (-1.4%)	-1,227 (-4.5%)
25-44	5,358,766 (6.5%)	-1,109 (-5.5%)
45-64	1,841,775 (2.3%)	-175 (-0.8%)
65+	13,806,044 (34.3%)	2,712 (23.5%)

## Median Age for Females and Fertility Rates Wilson County, 2019

Demographic Group	Median Age	Fertility/1000 women*
All Females	41.9	43
White, Not Hispanic	49.0	28
Black	40.1	62
American Indian & Alaskan Native	NA	NA
Asian	39.9	NA
Native Hawaiian & Pacific Islander	NA	NA
Some other race	25.6	NA
Two or more races	14.2	NA
Hispanic	21.5	NA
Native Born	42.5	NA
Foreign Born	40.6	NA

Source: [www.census.gov](http://www.census.gov)

\*Women 15 to 50 with births in past 12 months.

# Net Migration Flows, Wilson County, 2018-2019

Origin	In Flow	Out Flow	Net Flow
Total Migration	1,617	1,596	21
Same State	1,177	1,186	-9
Different State	440	410	30
Northeast	88	63	25
Midwest	48	47	1
South	248	250	-2
West	56	50	6

# Difference in Adjusted Per-Capita Income, Wilson County In- and Out-Migrants, 2018-2019

Origin	In Flow	Out Flow	Difference (In Flow – Out Flow)
Total Migration	\$20,974	\$22,453	-\$1,479
Same State	\$19,410	\$21,725	-\$2,315
Different State	\$25,528	\$24,651	+\$ 877
Northeast	\$29,609	\$25,351	+\$4,258
Midwest	\$28,822	\$21,943	+\$6,897
South	\$24,091	\$24,931	-\$ 840
West	\$22,288	\$25,500	-\$3,212

# Demographic Weather Alert!

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- *Current worker shortages as the nation and NC attempt to rebound from the pandemic-induced economic recession merely represents the eye of the impending demographic storm.*





# U.S. & N.C. Gale Force Demographic Wind Gusts

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Slowing Total and Foreign-born population growth & White Population Loss

Below Replacement Level fertility

Deaths of Despair & Declining life expectancy

Involuntary Retirements of 55 and older population

Declining female labor force participation.



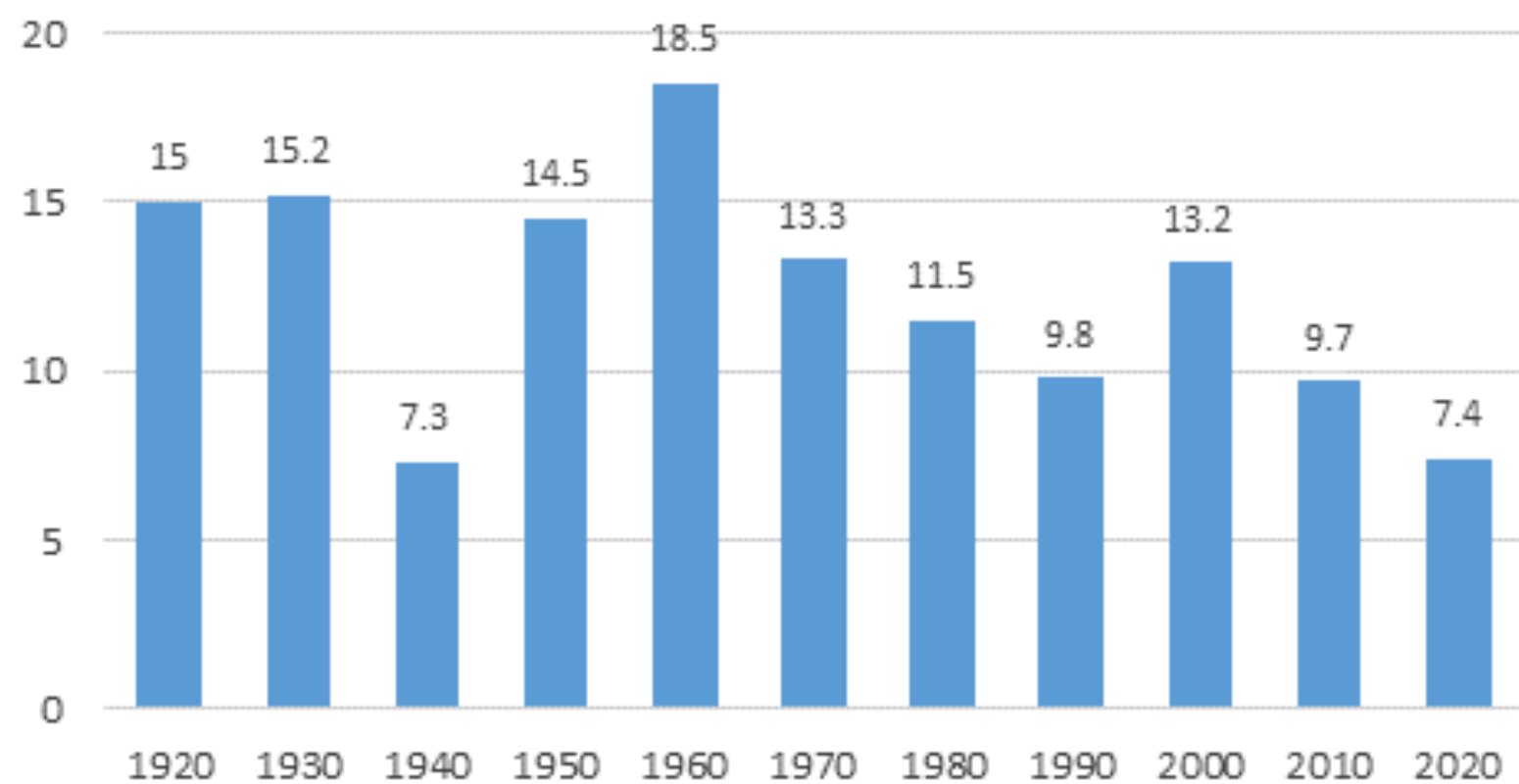




# Slowing Total Population Growth

*Gale Force Wind Gust #1*

Percent Increase in U.S. Population, 1920-2020



# Absolute & Percent Change in Total Population, U.S. & N.C., 1990-2020

## United States

Census Period	Absolute Change	Percent Change
1990-2000	32,712,033	13.2
2000-2010	27,323,632	9.7
2010-2020	22,703,743	7.4

## North Carolina

Census Period	Absolute Change	Percent Change
1990-2000	1,420,676	21.4
2000-2010	1,486,170	18.5
2010-2020	903,905	9.5



# Slowing Foreign-Born Population Growth

*Gale Force Wind Gust # 2*

# Foreign Born Population Change, U.S. & N.C., 1990-2019

## United States

Census Period	Absolute Change	Percent Change
1990-2000	11,340,573	57.4
2000-2010	7,567,123	24.3
2010-2019	5,336,858	13.7
2016-2019 (Trump Years)	1,193,556	2.7

## North Carolina

Census Period	Absolute Change	Percent Change
1990-2000	314,923	273.7
2000-2010	289,646	67.3
2010-2019	164,985	22.9
2016-2019 (Trump Years)	94,993	12.0

# White Population Decline

*Gale Force Wind Gust #3*

# Absolute & Percent White Population Change, U.S. & N.C., 1990-2020

## United States

Census Period	Absolute Change	Percent Change
1990-2000	6,424,478	3.4
2000-2010	2,264,778	1.2
2010-2020	-5,119,905	-2.6

## North Carolina

Census Period	Absolute Change	Percent Change
1990-2000	676,028	13.5
2000-2010	576,840	10.2
2010-2020	88,153	1.4



# Non-Hispanic White Shares of Net Population Growth, 1990-2020



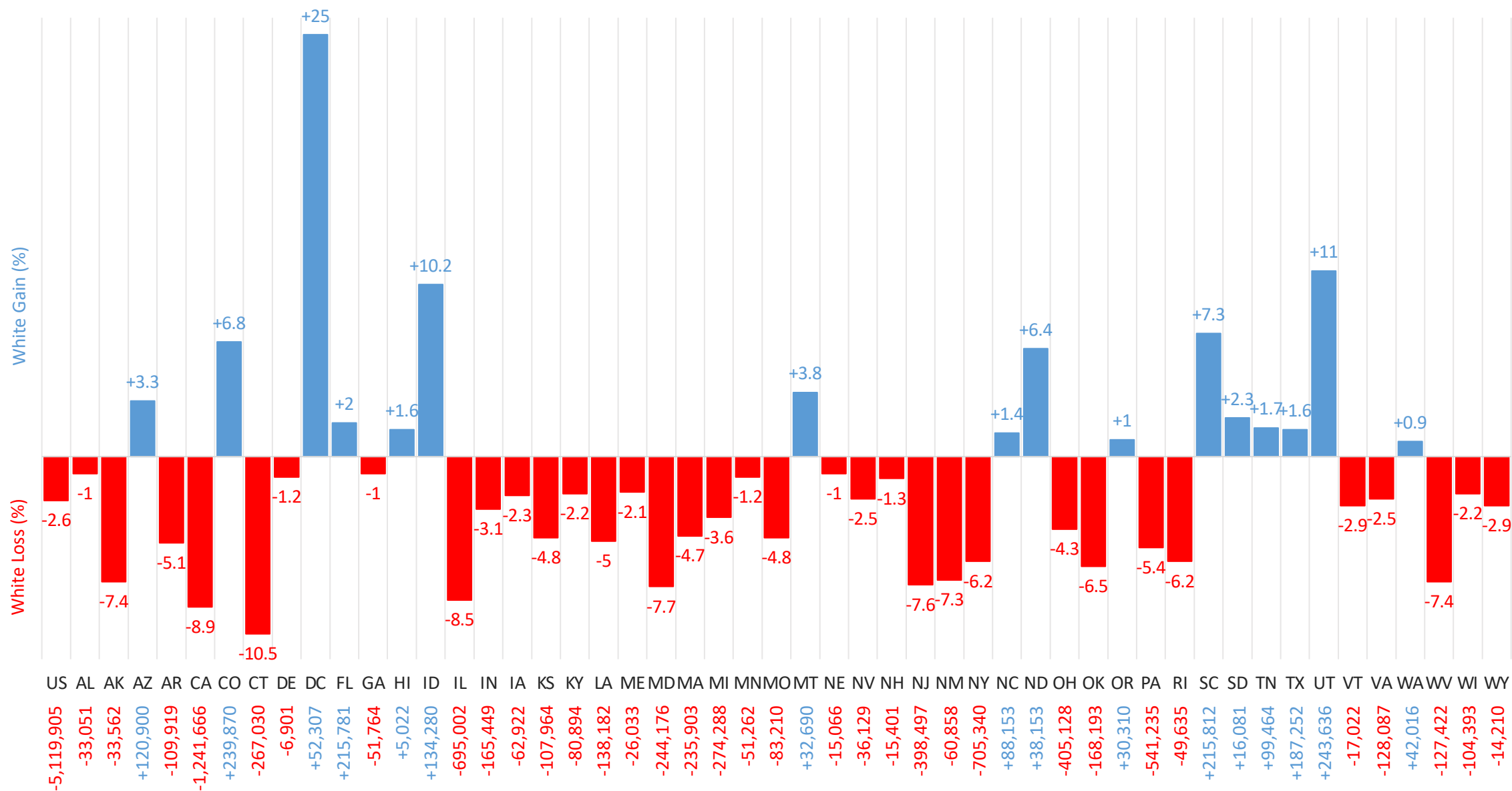
## Declining Shares of Net Growth

Decade	Share of Net Growth
1990-2000	19.6
2000-2010	8.2
2010-2020	0.0

# Absolute & Percent Change in U.S. White Population by Region, 2010-2020

Area	2020 White Population	Absolute Change in White Population 2010-2020	Percent Change in White Population 2010-2020
United States	196,697,647	-5,119,905	-2.6
Northeast	35,752,998	-2,255,096	-5.9
Midwest	50,082,552	-2,014,081	-3.9
South	65,754,358	-1,229,817	-1.8
West	37,468,662	-537,701	-1.4

# States Losing and Gaining White Population, 2010-2020







A pair of white baby socks with small bows on the heels, resting on a blue textured surface. The socks are positioned in the lower right quadrant of the image.

# Declining Fertility

*Gale Force Wind Gust #4*

# Total Fertility Rate in the United States in 2019, by Ethnicity of Mother

Race/Ethnicity	Total Fertility Rate
All	1.7
Native Hawaiian/Other Pacific Islander	2.2
Hispanic	1.9
Black (non-Hispanic)	1.8
American Indian/Alaskan Native	1.6
White (non-Hispanic)	1.6
Asian	1.5

# Key Drivers of Fertility Declines

Increasing Labor Force Participation & Career Orientation of Women

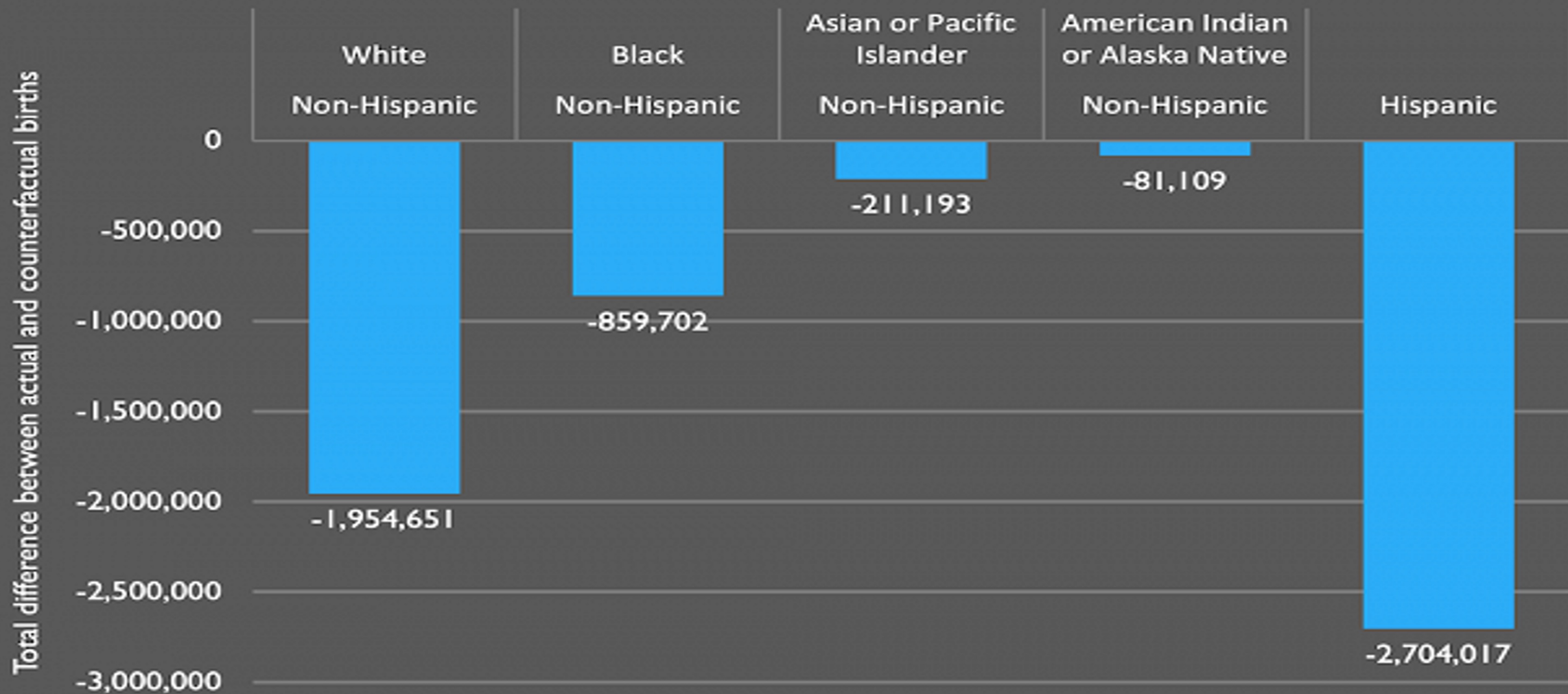
Women having fewer children

Some women opting not to have children—voluntary childlessness.

Women aging out of the childbearing years



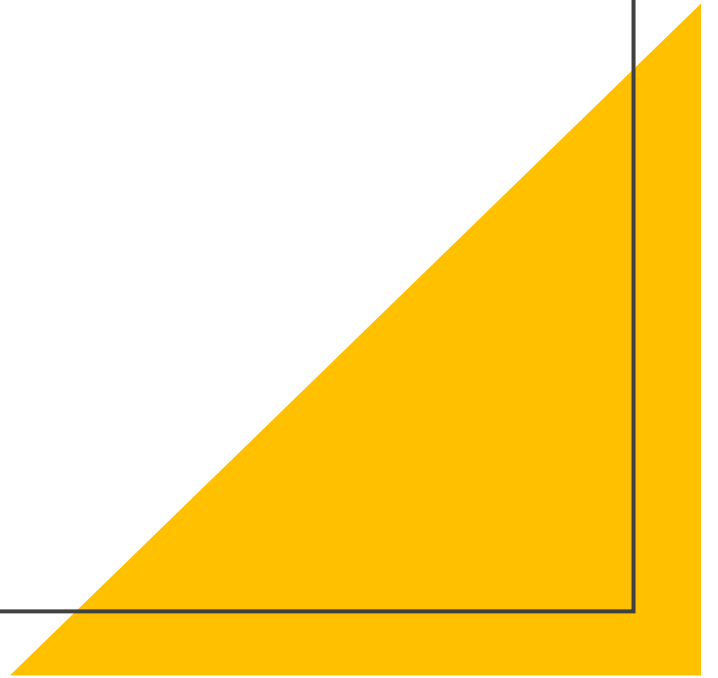
Figure 1: Difference Between Actual Births and Births if 2008 Fertility Rates Had Persisted, 2009-2019





# Deaths of Despair

*Gale Force Wind Gust #5*



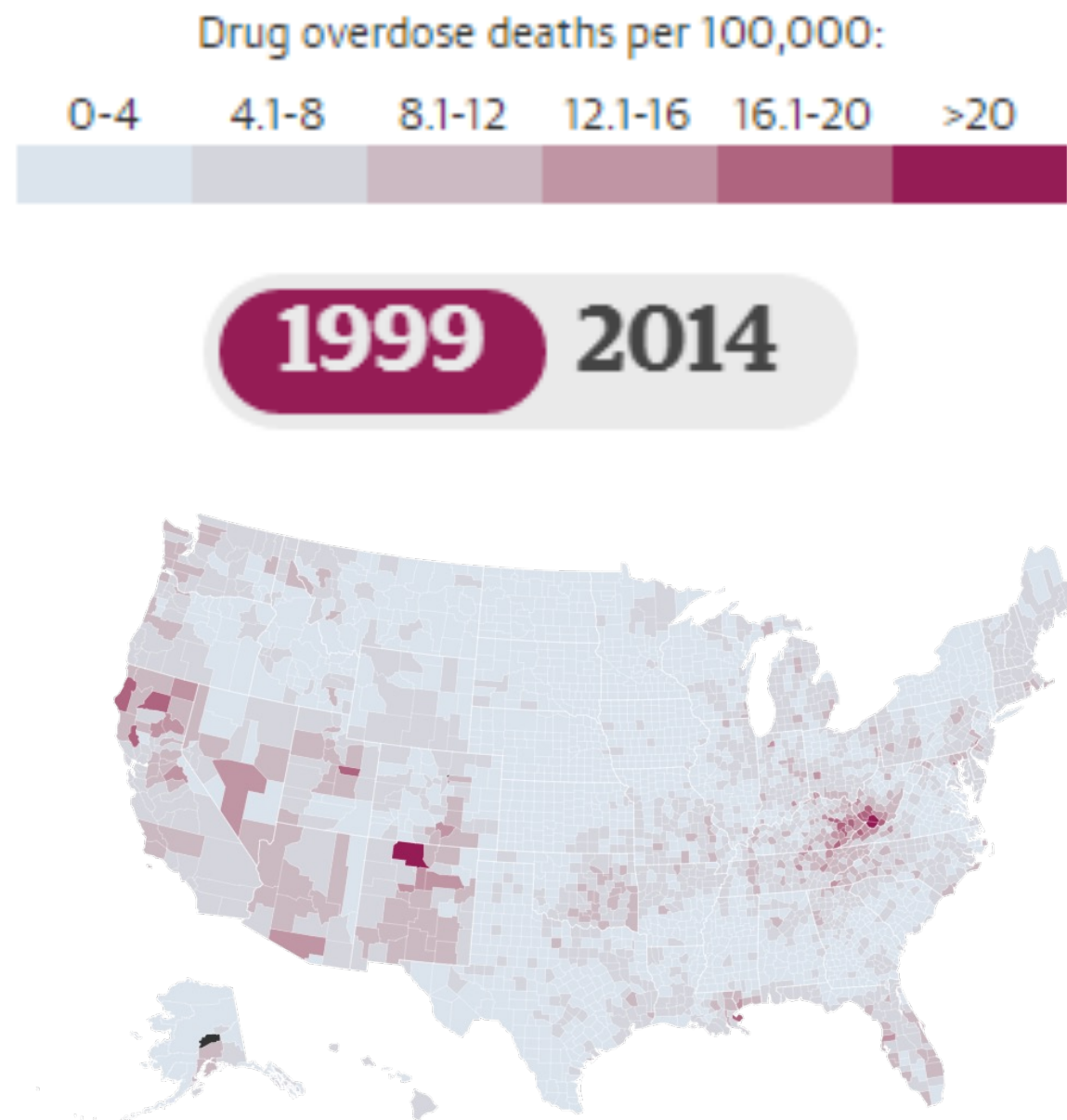


# Deaths of Despair & Declining Life Expectancy

*Suicide, alcohol, drug,  
and coronavirus-related  
deaths creating a  
demographic depression*

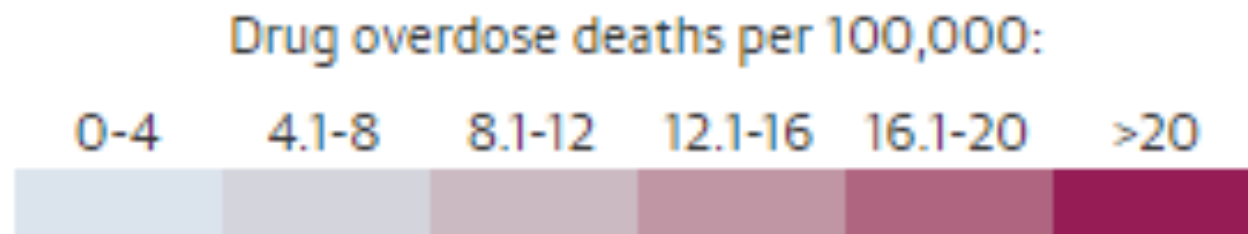


# The Drug Overdose Crisis in 1999

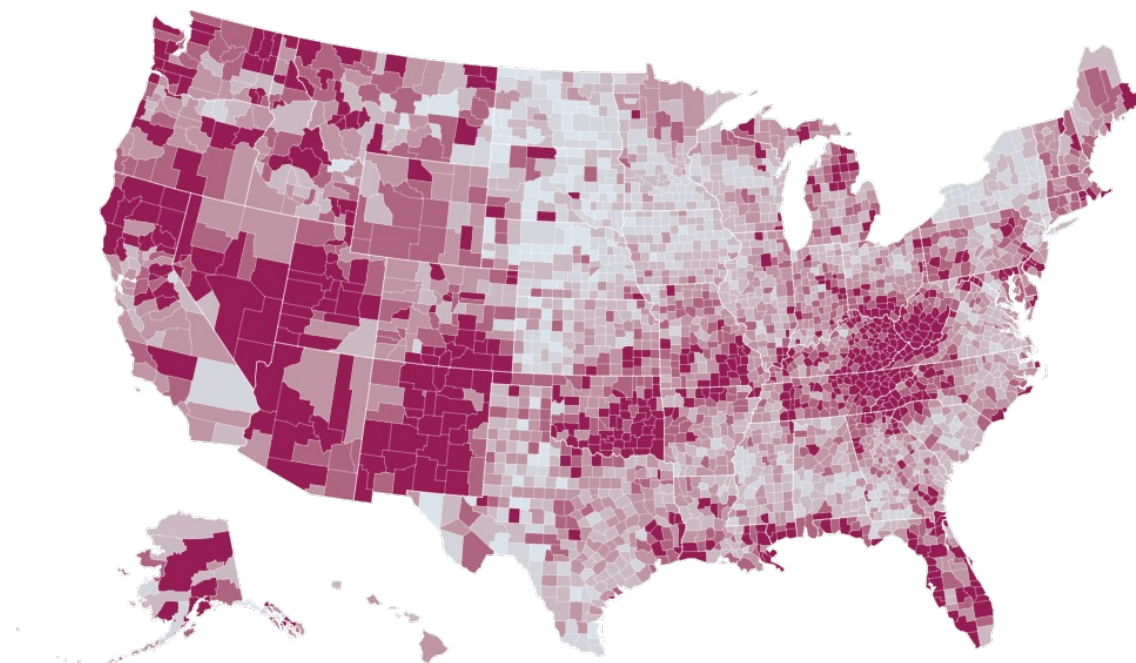




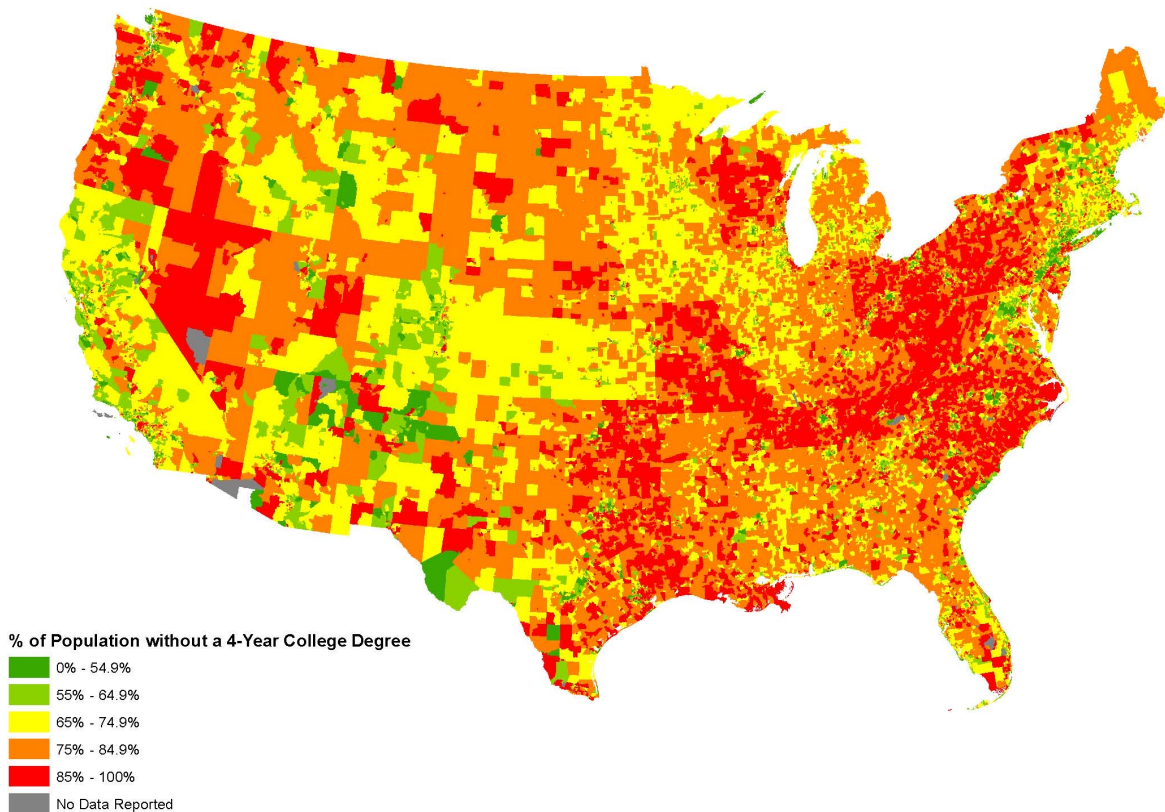
# The Drug Overdose Crisis in 2014



1999 2014



# Population Experiencing a Demographic Depression



## Deaths of Despair

**In 2017 alone, there were 158,000 deaths of despair in the U.S., the equivalent of three fully loaded Boeing 737 Max jets falling out of the sky every day for a year (Karma, 2020).**



# North Carolina Opioid Statistics, 2018

Pills  
Dispensed



445,002,000  
Average: 43/person

Overdose  
Deaths



1,718  
Average: 5/day

Hospital Emergency  
Department Visits



6,764  
Average: 18/day

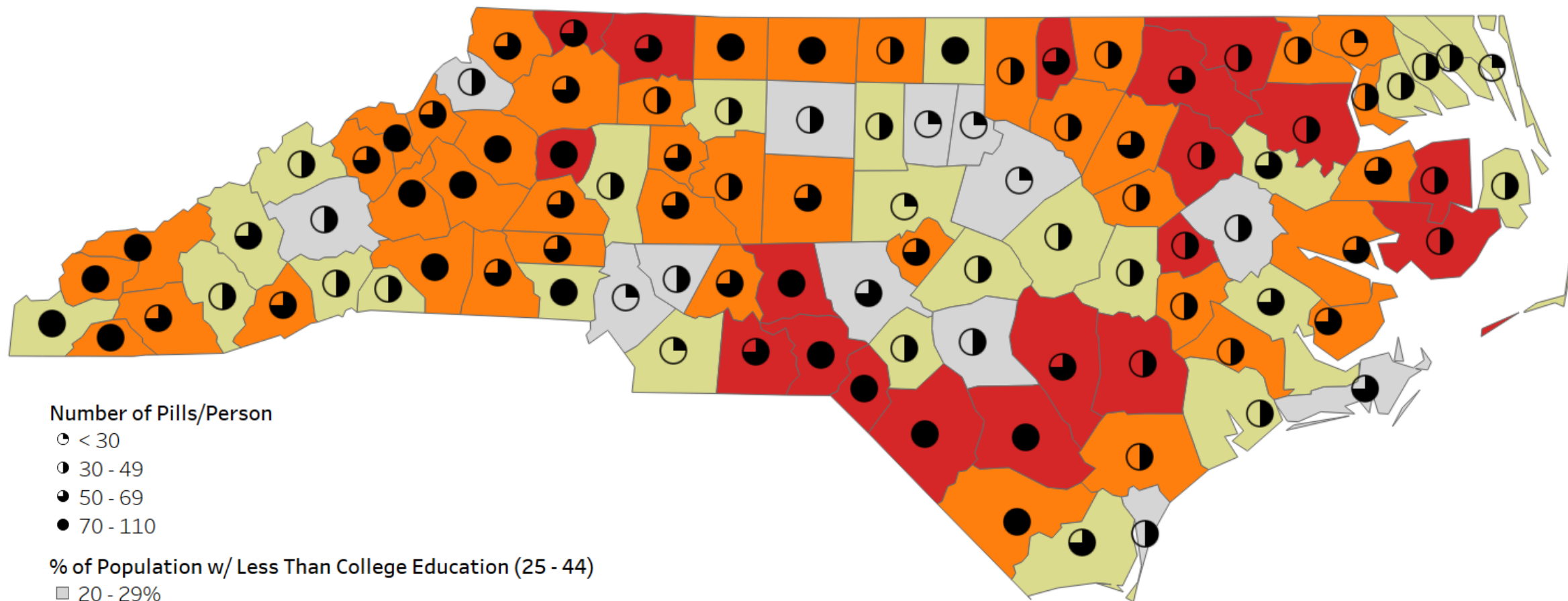
Naloxone  
Reversals



3,723  
Average: 10/day

# Opioid Pills Dispensed Per Capita by County, 2018

(The State: 43 Pills/Person)



Number of Pills/Person

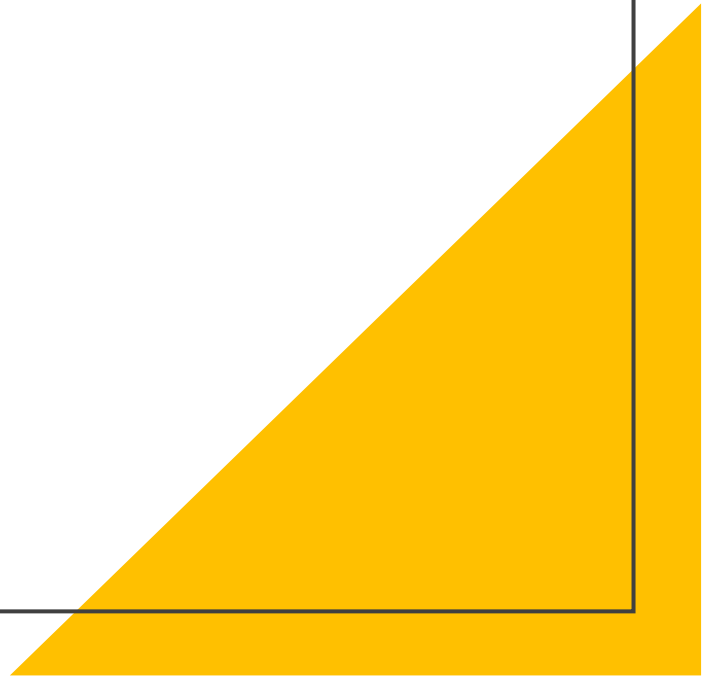
- < 30
- 30 - 49
- 50 - 69
- 70 - 110

% of Population w/ Less Than College Education (25 - 44)

- 20 - 29%
- 30 - 39%
- 40 - 49%
- 50% +

# Complicating Matters

**Coronavirus Pandemic**





# Reduced Life Expectancy Due to Covid-19 Pandemic



Group	Years Shortened	Life Expectancy at Birth
All Races	1.13 years	77.48
Blacks	2.10 years	72.78
Latinos	3.05 years	78.77
Whites	0.68 years	77.84

# Drug Overdose Deaths Soar During the Pandemic

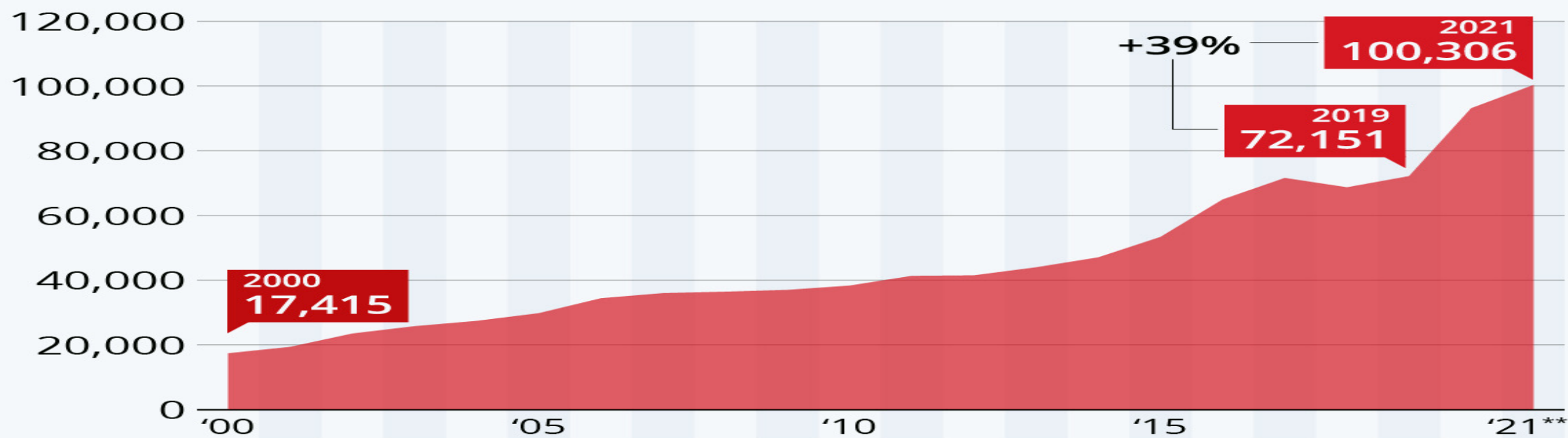
- CDC data indicate there were 90,000 drug overdose deaths in 2020, representing a 21,000 or 30% increase over the 2019 death toll.
- Commenting on these recently released statistics, a Stanford University expert on addiction and drug policy is quoted as saying,

*It's terrifying. It's the biggest increase in overdose deaths in the history of the United States, it's the worst overdose crisis in the history of the United States, and we're not making progress. It's really overwhelming.*

- For far too many individuals struggling with drug addiction, the pandemic-induced forced isolation combined with the shutdown of in-person drug treatment and counseling services proved to be deadly.
- According to the CDC the 2020 casualties brings the total to more than 900,000 overdose deaths since the U.S. drug epidemic began in the late 1990s.

# U.S. Drug Overdose Deaths Spike Amid the Pandemic

Number of drug overdose deaths in the United States\*



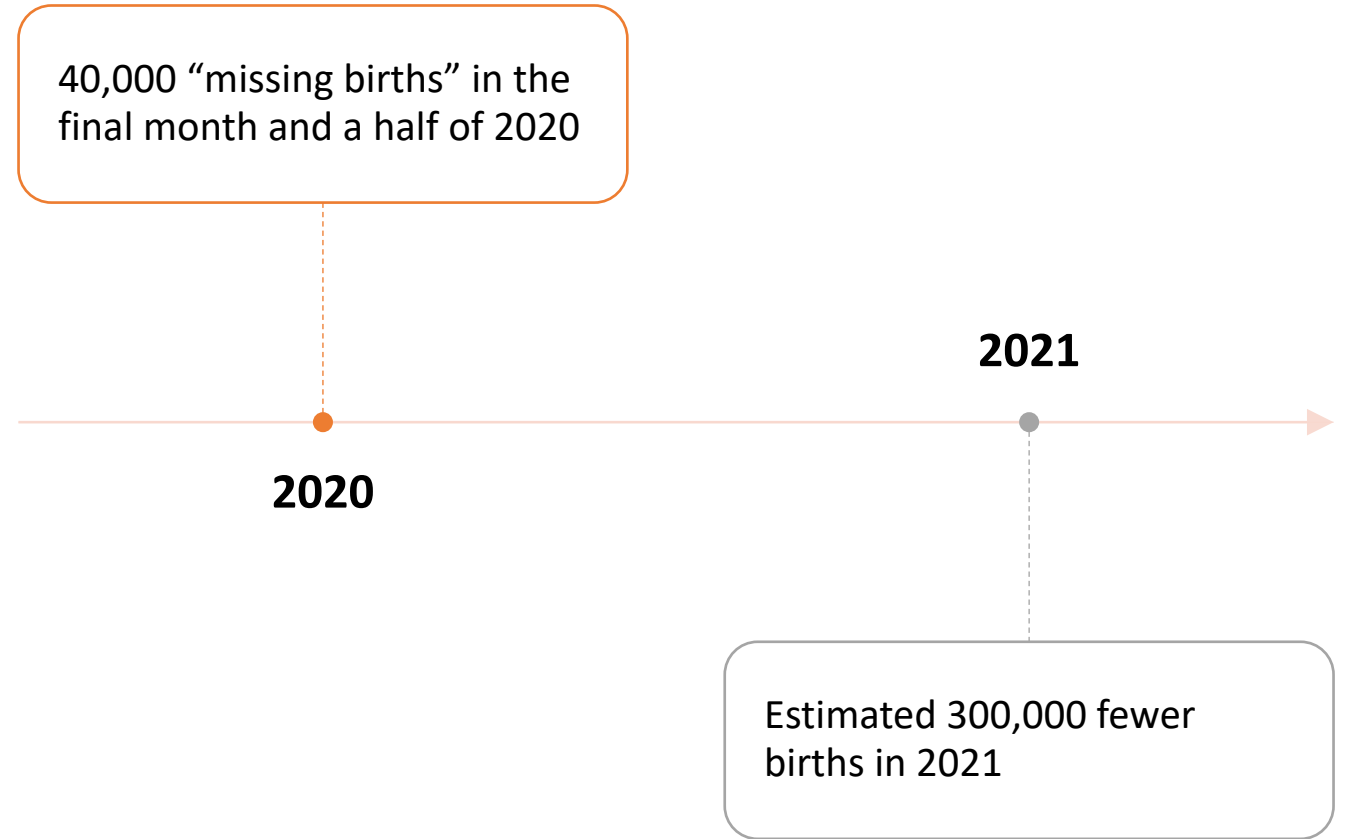
\* Estimates for 2020 and 2021 are based on provisional data.

\*\* 2021 estimate refers to 12-month period ending April 2021

Source: Centers for Disease Control and Prevention



# COVID-19's Impact on U.S. Fertility



# Children's Lives Upended by "Orphanhood"

- *COVID-19 Drove an estimated 15% increase in Orphaned Children*

COVID-19 Deaths	Number of Children Orphaned
Primary Caregiver	122,000
Secondary Caregiver	22,000



# Orphanhood Cont'd





# Up to 5 Million Children Have Lost Parents During the Pandemic. Here's How They've Coped



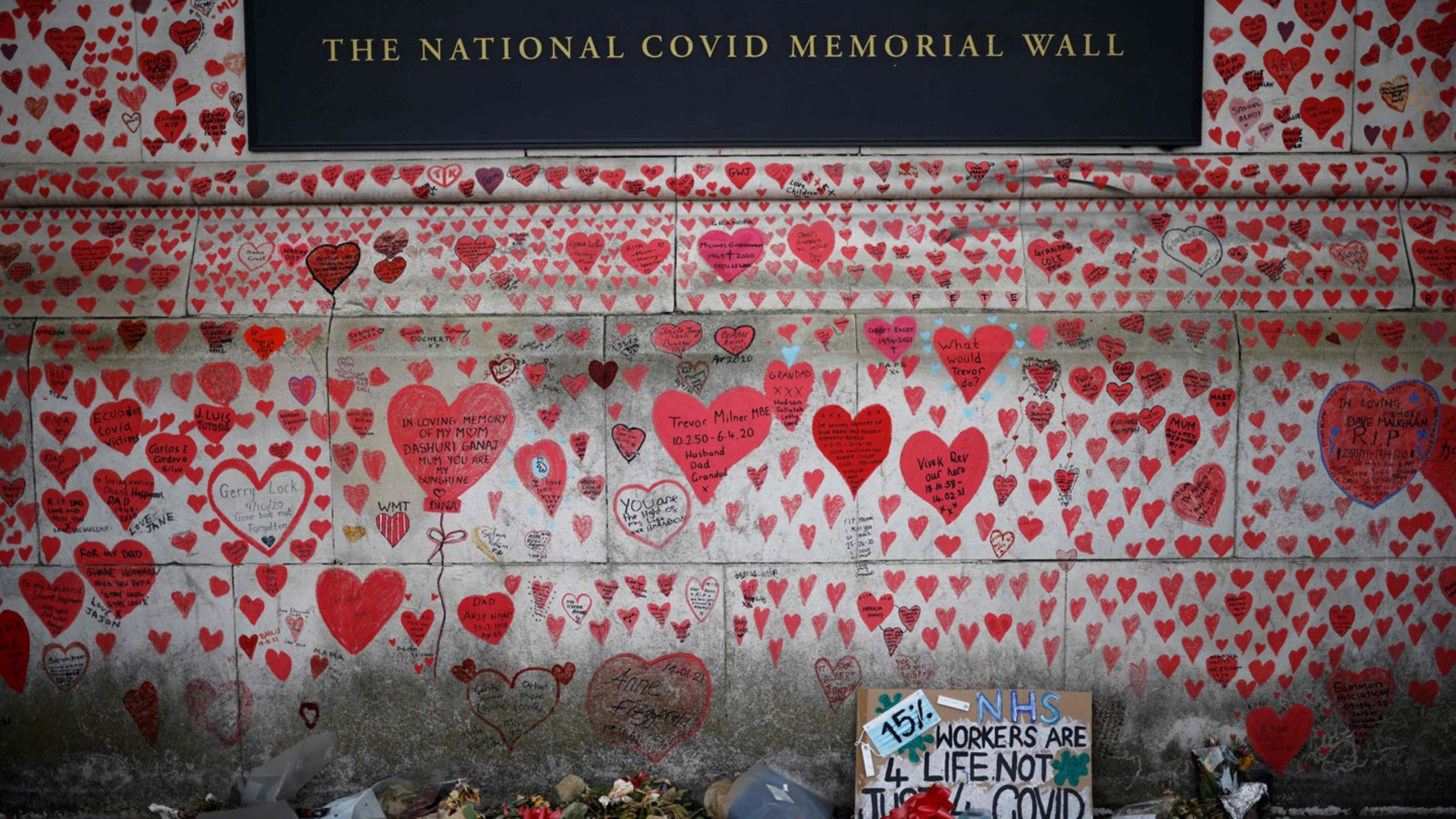
Ebony James, 50, poses with Adin, 8, and Madison, 16, at home in Fresno, Texas. In February, her husband, Terrence James, died from COVID-19 related illness.  
Calaghan O'Hare for TIME

By [Jeffrey Kluger](#)

November 1, 2021 12:54 PM EDT



# THE NATIONAL COVID MEMORIAL WALL



IN LOVING MEMORY  
OF MY MOM  
DASHURI GANAJ  
MUM YOU ARE  
MY SUNSHINE

Trevor Milner MBE  
10.2.50 - 6.4.20  
Husband  
Dad  
Grandad

Vivek Rev  
our hero  
18.10.59 -  
14.02.21

IN LOVING  
MEMORY  
DAVE MALKHAN  
R.I.P.  
12/01/1942 -  
14/02/2021

15% NHS  
WORKERS ARE  
4 LIFE NOT  
JUST 4 COVID



# Declining Female Labor Force Participation & Involuntary Retirements

*Gale Force Wind Gusts #6 & #7*

A large yellow triangle is positioned in the bottom right corner of the slide, pointing towards the top right.

# Declining Female Labor Force Participation & Involuntary Retirements

## Women's COVID-19 Burden

"And no offense to all the guys on this [Zoom], but it's [the pandemic] really been detrimental to women. The majority of the burden has been placed on not only the schooling, the childcare, the nutrition—it's a lot. I've seen women cry just like, 'I'm just so tired I don't know what to do'"  
*(Western NC key informant)*




*COVID-19 reportedly has forced more than 2 million women out of the workforce (Barry & Gupta, 2021).*

## COVID-19 Causalities

1.7 million workers 55 and older reportedly forced into involuntary retirement (Davis, et al, 2021).


Black workers without a college degree were more likely than other groups to involuntarily retire during the pandemic.

Involuntary retirees' median savings of \$9,000.00.



# Invisible Overtime: Making Matters Worse

**“One in 5 workers are balancing paid work with part-time care duties, putting them at heightened risk of resigning...”(Lerner, 2022).**





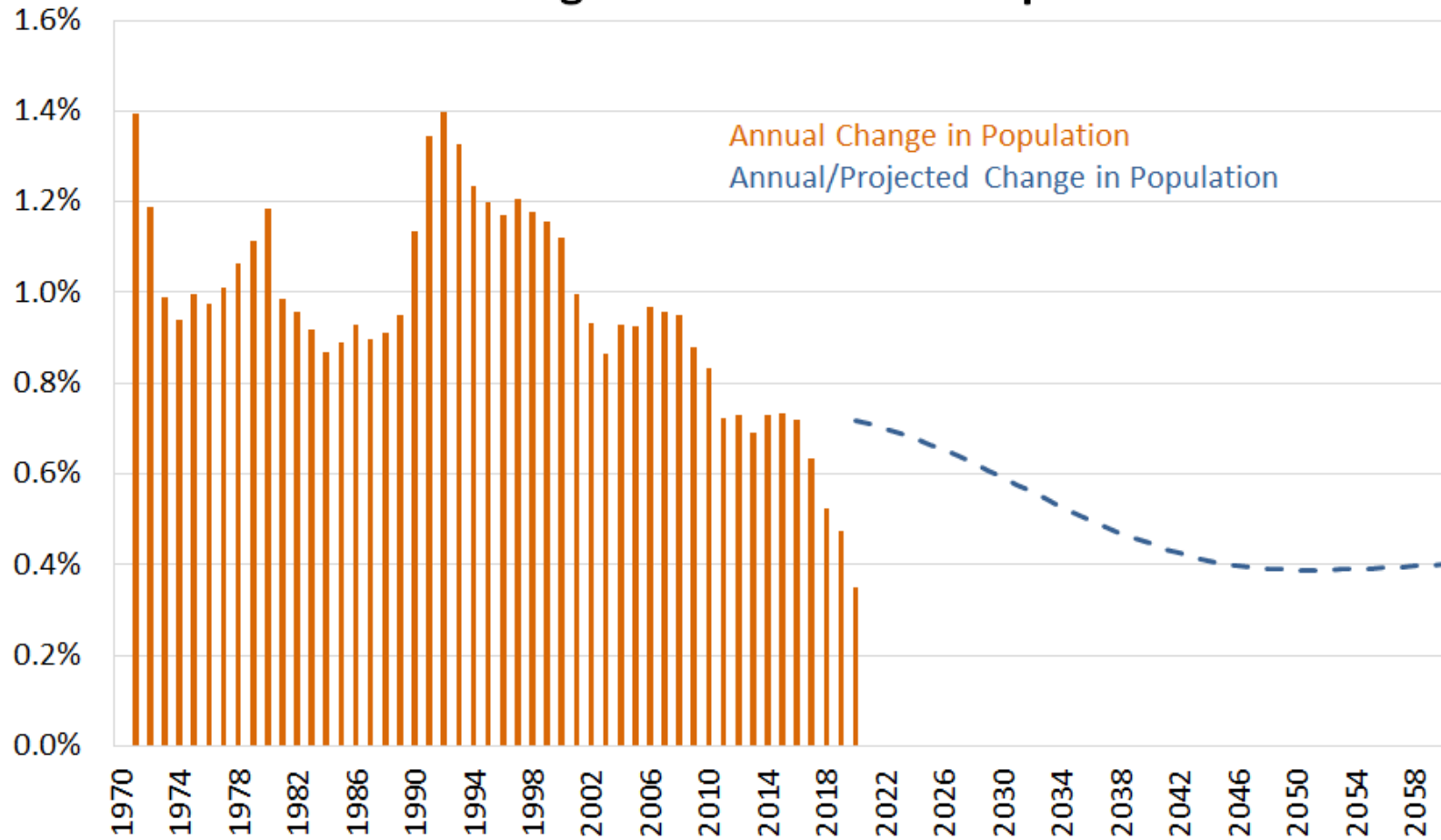
# Key Takeaways

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Addressing the Demographic Gale  
Force Wind Gusts



## Annual Change in U.S. Resident Population



NOTES: The actual change in population is as of Dec. 22. The projected change is as of April 16 and displays the actual change from 1970 through 2019.

SOURCES: Census Bureau and Haver Analytics.

# Recommendations for Action and Advocacy

Audit enterprises to ensure they inclusive and equitable places to work—demonstrated commitment to reputational equity.

Reform immigration laws in ways that reflect the critical role that immigrants must play in our economy and society more generally moving forward given slowing total population growth, white population losses, declining fertility, aging, and crisis-induced premature deaths of prime-working age individuals.

Encourage family-friendly business policies that support women having children and allow them the flexibility to provide and care for their offspring. Women—as both employees and leaders—are key to the future viability of U.S. business enterprises.

Attack the childcare crisis head on by seeding NC's expansive childcare deserts with accessible, high quality, and affordable day care and equipping facility owners and operators with strong business acumen.


Direct resources to address the root causes of deaths of despair and the racially disparate impact of the COVID-19 pandemic. We can no longer afford to continue to lose members of the prime-working age demographic to premature deaths. They make up the next generation of talent that must propel our nation in the hyper-competitive global economy.

Create encore entrepreneurship and workforce development training programs that provide pathways of re-entry into the post-pandemic economy for the 55+ population of involuntary retirees.



# Moving Forward


Strategies for Inclusive &  
Equitable Development in  
Wilson County, NC

A silver pen with a black grip is positioned diagonally across the frame, pointing towards the bottom right. It rests on a document that features a large, light gray checkmark. The background is a light gray grid pattern. A white circular graphic is overlaid on the right side of the image, containing the main title and subtitle. The title is in a large, black, sans-serif font, and the subtitle is in a smaller, black, sans-serif font. A green curved line and a gray dot are located at the bottom right of the white circle.

# Does Your Community Have Reputational Equity?

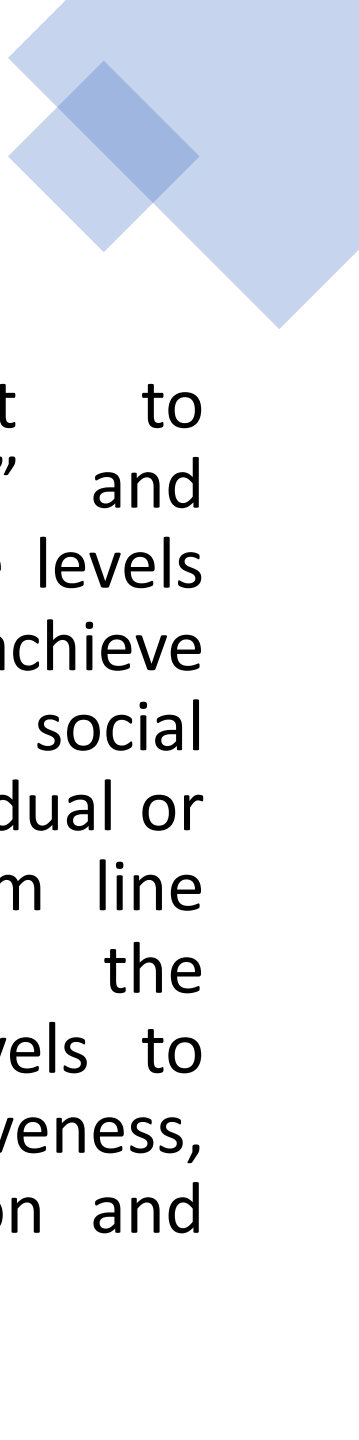
The Johnson & Bonds  
Reputational Equity Checklist





## What is Reputational Equity?

“A demonstrated commitment to dismantling all forms of “Isms” and “Phobias” that manifest at multiple levels in society. Cities striving to achieve reputational equity embrace the social determinants of health at the individual or group level and the triple bottom line principles of sustainability at the organizational and community levels to ensure future viability, cohesiveness, resiliency, and prosperity” (Johnson and Bonds, 2021).



# SOCIAL DETERMINANTS OF HEALTH

Economic Instability

Substandard Housing

The conditions where you live, work and play impact your health outcomes.

For details on the strategies, go to:  
**HEALTHCAREVALUEHUB.org/social-determinants-of-health**



Lack of Transportation Options

Quality of Education



Public Safety

Inadequate Parks/Playgrounds



# Triple Bottom-Line Sustainability Principles

1

Do no harm to the environment and protect natural resources.

2

Adhere to principles of social justice and equity in economic and community development efforts.

3

Return strong shareholder/stakeholder value.

# Reputational Checklist Domains

Intervention Domain	Strategies, Policies, Tactics, Procedures & Practices
Organization Culture, Climate & Core Operating Principles	<ul style="list-style-type: none"><li>• Unlearning old ways of “thinking” &amp; “doing”</li><li>• Entrepreneurial mindset</li><li>• Unwavering commitment to innovation</li><li>• Collaborative engagement of key stakeholders</li><li>• Disciplined execution of strategy</li><li>• Promotes environmental &amp; climate justice</li><li>• Welcomes courageous conversations &amp; confrontations</li><li>• Engages in courageous listening</li><li>• Equity performance indicators &amp; metrics</li><li>• Transparency in reporting (Equity Scorecard)</li><li>• Maintains commitment to equity in times of crisis</li></ul>
Infrastructure Development & Redevelopment	<ul style="list-style-type: none"><li>• Walkable &amp; age friendly</li><li>• YIMBY Zoning</li><li>• Legacy pollutant free public spaces</li><li>• Brownfield redevelopment</li><li>• Green space</li><li>• Porous paving &amp; complete street ordinances</li><li>• Affordable housing preservation strategies</li></ul>

# Reputational Checklist Cont'd

Intervention Domain	Strategies, Policies, Tactics, Procedures, & Practices
Business Development & Retention	<ul style="list-style-type: none"><li>• Worker cooperatives &amp; employee-owned businesses</li><li>• Commitment to supplier diversity in contracting &amp; procurement</li><li>• Recruits triple bottom line sustainable businesses</li><li>• Makers' spaces strategically positioned throughout the jurisdiction</li><li>• Accelerates capacity building and financial technical assistance for businesses</li></ul>
Workforce Development & Retention	<ul style="list-style-type: none"><li>• Strives to expand the talent base by avoiding the "just like me syndrome"</li><li>• Eliminates barriers to employment</li><li>• Local and target areas hiring ordinances</li><li>• Pays Living Wages</li><li>• Embraces flexibility</li><li>• Empathy &amp; Compassion</li></ul>

# Reputational Checklist Cont'd

Intervention Domain	Strategies, Policies, Tactics, Procedures, & Practices
Community Stabilization	<ul style="list-style-type: none"><li>• Just cause eviction policies</li><li>• Rent stabilization</li><li>• Relocation protections</li><li>• Right of return policies</li><li>• Proactive code enforcement</li><li>• Community Benefit Agreements</li></ul>
Investment & Finance	<ul style="list-style-type: none"><li>• Public mitigation funding for small businesses impacted by infrastructure improvements</li><li>• Low-cost capital for businesses in commercial districts experiencing rapid change &amp; potential displacement</li><li>• Financial assistance for renters displaced by development</li><li>• Equitable Development Venture Fund(s) and new investments to support business &amp; residential development</li><li>• Innovative financial solutions</li></ul>



# Inclusive & Equitable Development

Approaches, Policies,  
& Tools



# Local Government as an Engine of Opportunity

Potential to serve as a  
model employer

Dismantle Barriers to  
Economic Participation

Enact policies,  
procedures & practices  
that promote equity,  
inclusion, and shared  
prosperity

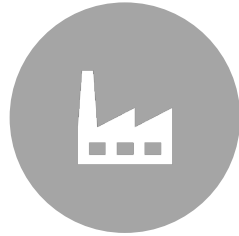
Expand services to  
support workers & job  
seekers



# Economic Inclusion & Equitable Development Tools



LEVERAGE ECONOMIC POWER  
OF ANCHOR INSTITUTIONS &  
INFRASTRUCTURE  
INVESTMENTS



GROW “HIGH OPPORTUNITY”  
INDUSTRY SECTORS



REPAIR EXISTING  
INFRASTRUCTURE



CONTRACT WITH  
HISTORICALLY UNDERUTILIZED  
BUSINESSES



SUPPORT WORKER  
COOPERATIVES & EMPLOYEE-  
OWNED BUSINESSES

# Inclusive & Equitable Workforce Development Tools

Community Workforce Agreements

Inclusive Hiring Policies

Target Area Hiring Policies

Local Hire Ordinances

Community Benefit Agreements

Workforce Training Agreements

Project Labor Agreements

“Ban the Box” Ordinances

YIMBY zoning policies

# Community Stabilization Policies

Just cause eviction policies

Rent stabilization

Relocation protections & financial assistance for  
renters displaced by development

Affordable housing preservation strategies

Right of return policies

Proactive code enforcement



# Commercial Stabilization Policies

Public mitigation funding  
for small businesses  
impacted by infrastructure  
improvements

Technical assistance  
programs & access to low-  
cost capital for businesses  
in commercial districts  
experiencing rapid change.

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# Our Whole Community Health Initiative

Community Land Trusts

Child Care Business Accelerator

“Sick” School Building Initiative

Native CDFI

Minority Entrepreneurship & Small Business  
Ecosystems

# Entrepreneurial & Small Business Ecosystem Framework

## Entrepreneurial Orientation & Commitment

- Civic entrepreneurial culture
- Grow from within mentality & regulatory structure
- Innovation, Risk Taking & Failure Tolerance
- Life cycle model of small business development
- Inclusive contracting & procurement (government & anchor employers)

## Entrepreneurial Actors & Advocates

- Start-up Pitch Competitions, Reverse Pitch Competitions, Innovation Challenges, Hackathons
- Support & mentoring services
- Makerspaces & Hackerspaces
- Incubators & Co-working Spaces
- Networking & Accelerator Programs

## DIGITAL HUB

## Entrepreneurial Resource Providers

- Banks
- Business Angel Networks
- Impact Investors
- Crowdfunding & Peer-to-Peer Lending
- Large Firms
- Universities
- Research & Development Centers
- Innovation Districts

## Entrepreneurial Connectors

- Chambers of Commerce
- Professional Associations
- Merchant Associations
- Peer Networks

THE END

