

LONG-TERM SOCIO-DEMOGRAPHIC CHALLENGES FACING THE GREATER GREENSBORO AREA: NEW OPPORTUNITIES

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ABOUT THE RESEARCHERS

KEITH G. DEBBAGE is a Professor of Geography at UNC-Greensboro with research interests in urban economic development, growth and change, and the economic restructuring of metropolitan economies. His specific research interests include airline route networks and how they shape regional economies, and the economic geography of the tourist industry. Dr. Debbage is also the author of over 50 research publications in book chapters, contracted reports and various academic journals including the *Annals of Tourism Research*, the *Journal of Air Transport Management*, the *Journal of Transport Geography*, *Policy Studies Review*, *Regional Studies*, *Tourism Management*, *Transportation Quarterly*, and *Urban Geography*. Since the late 1990's, Dr. Debbage has received numerous economic development grants and contract awards. Most recently, he completed the Burlington – Greensboro I-40/85 Corridor Study for the Greensboro Partnership and Alamance County Chamber of Commerce and a co-authored study of the Triad Transport Logistics Industry also funded by the Greensboro Partnership. Dr. Debbage also publishes the annual Greensboro State of the City Report and recently received a corporate gift from NewBridge Bank to analyze the transport logistics industries by metropolitan area. Dr. Debbage also conducted three co-authored, funded land use corridor studies for the city of Greensboro Planning Department during the late 1990's and a Triad biotechnology study funded by the Winston-Salem Chamber of Commerce and the North Carolina Biotechnology Center in spring 2005.

Dr. Debbage was appointed in 2007 to the [UNC Tomorrow Scholars Council](#) by UNC President Erskine Bowles and was selected as a GlaxoSmithKline Faculty Fellow in Public Policy with the Institute of Emerging Issues at North Carolina State University. He has been quoted in the *New York Times*, *Wall Street Journal* and *USA Today* and is an op-ed columnist for the *Greensboro News and Record*. Dr. Debbage received his PhD from the University of Georgia and a MA from the University of Surrey, England and a BS from the University of Dundee, Scotland.

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She has also served as a member of the board of editors for several professional journals-*Public Productivity and Management Review* (2003-2008), *Journal of Public Affairs Education* (1999-2008), *Public Administration Review* (1998-2002), *State and Local Government Review* (1997-2000), *Journal of Public Administration Research and Theory* (1996-2001). She has been involved in various collaborative research projects, which

were funded by EPA, HUD, Aspen Institute, North Carolina Humanities Council, Z. Smith Reynolds Foundation, and High Point Community Foundation. Her primary applied research efforts have been in examining welfare reform in Guilford and Forsyth Counties, and several parts of the revitalization efforts in High Point's Macedonia community. She received her PhD and MA from Michigan State University and a BA from Calvin College.

JAMES JOHNSON is the William R. Kenan Jr. Distinguished Professor of entrepreneurship and director of the Urban Investment Strategies Center at the University of North Carolina-Chapel Hill. His research interests include community and economic development, the effects of demographic changes on the U.S. workplace, interethnic minority conflict in advanced industrial societies, urban poverty and public policy in urban America, and workforce diversity issues. With support from the Russell Sage Foundation, he is researching the economic impact of Sept. 11 on U.S. metropolitan communities. Dr. Johnson's research focuses on the causes and consequences of growing inequality in American society, particularly as it affects socially and economically disadvantaged youth; entrepreneurial approaches to poverty alleviation, job creation, and community development; interethnic minority conflict in advanced industrial societies; and business demography and workforce diversity issues. *Fast Company* profiled Dr. Johnson and his work in "Hopes and Dreams."

He has published more than 100 scholarly research articles and three research monographs and has co-edited four theme issues of scholarly journals on these and related topics. His latest book is *Prismatic Metropolis: Inequality in Los Angeles*. He received his Ph.D. from Michigan State University, his M.S. from the University of Wisconsin at Madison and his B.S. from North Carolina Central University.

EXECUTIVE SUMMARY

1. BACKGROUND AND CONTEXT

- Our community faces several socio-demographic challenges that have the potential to significantly impact the Greater Greensboro area. These social trends are especially related to broad demographic shifts in the population (e.g., age, ethnic composition, educational achievement, and poverty levels) that have the potential to substantially impact related activities such as school performance, social services, and overall quality of life.

2. SCOPE OF PROJECT

- The scope of the project is to identify the most significant social trends and demographic changes likely to impact the Greater Greensboro area over the next ten to fifteen years.
- The overall goal is to provide the Bryan Foundation Board with thought-provoking questions and recommendations regarding long-term funding priorities. Particular attention is focused on public schools and higher education needs, social services and overall quality of life.

3. METHODS

- The following White Paper articulating the major socio-demographic challenges facing the Greater Greensboro area is organized into two sections. The first section includes a brief empirical overview of the major socio-demographic projections and indicators based on the most current data and reports available.
- The second section of the White Paper includes the major findings of a series of interviews conducted with key leaders in the community regarding the provision of human and social services. A series of recommendations are proposed to develop a more comprehensive and holistic approach to funding strategies at the Bryan Foundation.

4. MAJOR SOCIO-DEMOGRAPHIC TRENDS

MEGA-TRENDS

- The population of the United States will rise to 438 million in 2050, from 296 million in 2005, and **82% of the increase will be due to immigrants arriving from 2005 to 2050 and their U.S.-born descendants.**

- Hispanics will make up 29% of the U.S. population in 2050, compared with 14% in 2005.
- The nation's elderly population (ages 65 and older) will more than double in size from 2005 (37 million or 13% of the total) through 2050 (81 million or 19%).
- North Carolina led the nation in immigration driven population change during the 1990s and early 2000s. Over the past 15 years, the state's immigrant population increased by 387% while its native born population increased by only 21%.

MAJOR DEMOGRAPHIC TRENDS IN GREENSBORO AND GUILFORD COUNTY: SOME IMPLICATIONS

- Among the state's largest municipalities, Greensboro experienced the lowest rate of relative (%) population growth (i.e., 8.0%) between 2000 and 2006. Greensboro also experienced the second lowest rate of absolute (#) population change (17,862) over the same time period. To become more attractive as a migration destination, city and county officials will probably have to undertake a major community re-branding initiative with an eye toward shedding the region's image as an old line manufacturing center and creating a new image that highlights the region's competitive advantages in a knowledge economy.
- Both the city of Greensboro and Guilford County are becoming increasingly more diverse along race and ethnic lines—far more diverse than the population for the state as a whole. If the city of Greensboro and Guilford County are to thrive and prosper in the years ahead, local officials must not only embrace this diversity but also figure out how to leverage it for competitive advantage.
- To be successful in recruitment and retention, local employers in the city of Greensboro and Guilford County will not only have to recognize that the pool of eligible workers (i.e., those in the 18-44 age cohort) is probably far more diverse—racially, ethnically, and culturally—than the baby boom cohort but also re-engineer their human resource systems accordingly to accommodate this diversity.
- In 2006, African American and Hispanic median family incomes had dropped to 61% and 58% of the city median. From an economic development perspective, these kinds of disparities are bad for business recruitment and serve as a deterrent for prospective migrants.

5. MAJOR FINDINGS FROM INTERVIEWS

Some of the **key challenges and opportunities** facing Greensboro articulated in the interviews included:

- The Greater Greensboro area has seen a long-term decline in individual earnings potential.
- Public expenditures are rising much more rapidly than revenue growth.
- The rapid increase in ethnic diversity is not yet fully understood in our community.
- Race relations in our community are less than productive.
- An ongoing priority in our community must be to transform the K-12 school system into a model of excellence.
- A major problem in our community that is not fully recognized is the deleterious effects of substance abuse and mental illness and its impact on family stability, homelessness and workforce development.
- Health disparities are a rapidly emerging problem in our community.
- The aging of the Greensboro population will increase service demands and call for a variety of housing arrangements.
- More constructive public relations and positive media coverage is sorely needed – we are a community that does not “talk ourselves up”.
- Our community has been slowly working on efforts to build social capital, but we are still short of developing more inclusive and holistic approaches to problem solving. Greensboro’s non-profit foundations have been highly collaborative with each other (e.g., Action Greensboro) but more could be done regarding collaboration with the larger and more diverse community.

6. MAJOR RECOMMENDATIONS: DEVELOPING A MORE COLLABORATIVE AND INCLUSIVE VISION

Although it is clear that the Joseph M. Bryan Foundation has played a substantive role in shaping Greensboro’s destiny and been a major catalyst for change, many observers commented that the Foundation has tended to “preach to the choir” while under-utilizing the powers of its bully-pulpit with the general public. Others suggested the Foundation could do more to bring organizations and groups together to problem solve collaboratively.

We recommend that the Joseph M. Bryan Foundation embrace a more transparent, comprehensive and explicit vision for the Greater Greensboro area by publicly embracing the following long-term strategic priorities:

i. Sustaining a healthy, innovative and diverse economy with a strong revenue base – by helping to cultivate a diverse range of sustainable employment opportunities for all members of society and offering a broad range of workforce development opportunities to enhance long-term competitive advantage.

- How can the Foundation play a role in facilitating better communication between City Council and the business community in identifying the key bonds to be funded so that the business community is not just left in the role of advocates AFTER the bond decisions have been made? Currently, the business community has little upfront input but companies like Vf Corporation might be more willing to promote specific bonds if they are engaged in the preliminary decision-making in choosing the initial bonds. Can the Foundation act as a catalyst to nurture new innovative public-private partnerships that allows Greensboro to more effectively target appropriate bond requests for our community?
- Should the Bryan Foundation more aggressively initiate promotional campaigns to better educate the general public regarding the value of ongoing bonds to fund the expansion of the Guilford County schools?
- Given the poor revenue growth in the community in recent years, can the Bryan Foundation help Guilford County promote and “sell” the value of alternative public revenue sources (e.g., hotel/motel tax, car rental tax, prepared food tax, additional sales tax)? Some of this work has already been done by the Foundation but perhaps more can be done in this arena?
- Nurturing university-business partnerships has emerged as a key element in growing the Greensboro economy as the community evolves into a contemporary knowledge-based economy. In what ways can the Bryan Foundation further leverage the major universities’ research and learning capacities to enhance competitive advantage? Specific potential priority areas include the Gateway University Research Park initiative, need-based student scholarships and endowed professorships?

ii. Fostering a healthy social environment – encouraging residents to pursue healthy lifestyles with easy access to appropriate services when these are needed. It means people living in a well-connected and democratic society that nurtures constructive and productive relationships within a diverse community.

- Can the Bryan Foundation assist with a major effort to deal with cultural diversification and the related implications regarding race, social class and income divides and overall K-12 school performance?

- In what ways can the Bryan Foundation participate more fully in early childhood development interventions and parent education programs to enhance overall K-12 performance and skill levels?
- Educational opportunities should not be defined by socio-economic status, race and where you live in Greensboro. The Bryan Foundation needs to seriously consider ways in which it can continue to contribute in assisting excellence in Guilford County Schools. For example, the Newcomer School for the ESL population where new incoming students are immersed for the first year in orientation/language programs could become a national model BUT need for more such facilities in the future. Should the Bryan Foundation focus its resources in this arena?

iii. Maintaining a healthy, attractive and safe physical environment – ensuring liveable and sustainable environments with adequate open space, strong public safety programs, and affordable housing provisions.

- How can the Foundation continue to focus attention on key areas of the city, the downtown and entry corridors, to welcome visitors and instill community pride? Specific focus points could include the Cultural District on the eastside of downtown, and the East Lee Street/High Point Road corridor with the two major interstate interchanges at each end.
- How can the Bryan Foundation play a broader role in mitigating the rapid growth of a gang culture in Greensboro? Should seed money be provided to innovative programs targeted at minority and immigrant youth?
- How can the Bryan Foundation help ensure that the International Civil Rights Center and Museum is swiftly completed? The Museum can be an important part of Greensboro's ongoing downtown revitalization while at the same time opening the Museum could help to nurture better race relations in the city.

iv. Encouraging healthy, collaborative leadership and transparency – facilitating holistic and inclusive approaches to build social capital and broad-based public trust. A major goal is to build reliable and transparent processes for decision-making that is inclusive of many voices and viewpoints.

- Should the Foundation consider the development of a comprehensive web-site highlighting the major achievements and the long-term strategic priorities of the Foundation? Some observers commented that although the general public was familiar with the downtown baseball stadium and center city park, they were less familiar with some of the Foundation's other initiatives particularly in the K-12 system. A more visible web presence could be an effective communication tool for recruiting younger leaders.

- Should the Bryan Foundation consider expanding Board membership to include the Greensboro Mayor, the Chair of the Guilford County Commissioners and the Chair of the County School Board. One elected leader that was interviewed indicated that the Bryan Foundation was sometimes perceived as “distant from the political pulse of the community.” Formalizing the Foundation’s political links through Board membership may be one potential remedy and an alternative that several members of our community seemed to welcome.
- How can the Bryan Foundation better promote the positive things that are happening in our community? Several observers have commented that the Bryan Foundation should sponsor more UNC-PBS television type shows featuring some of our most notable leaders. Others suggested building on the *News and Record*-sponsored One Guilford roundtables and forums that have been held over the past year by partnering with UNC-Greensboro and North Carolina A&T State University in hosting large town hall meetings on key community issues (e.g., economic development issues, sprawl, water, infrastructure, revenue growth, employment patterns, community identity, race relations etc). The overall goal is to foster more inclusive thinking and community-wide strategizing.
- Should the Bryan Foundation collaborate more formally with the Center for Creative Leadership and other community leadership programs to help cultivate a new generation of leaders? Many observers have commented that Greensboro has no depth in leadership and lacks “trustworthy heroes” who can simplify complicated issues and generate public support and momentum. Although several organizations currently operate leadership programs and the CCL has not traditionally targeted community leadership programs, it is clear to many participants that Greensboro has a leadership vacuum and the Foundation and CCL are well placed to play a more substantive role in this arena.
- More provocatively, should the Bryan Foundation consider buying out the *Rhino Times* to facilitate a more progressive and tolerant approach from our elected officials? Why do real estate and downtown night clubs bankroll the newspaper with advertising revenue since it is in their own self-interests to project a positive image of our community?

7. CONCLUSION

Overall, Greensboro continues to struggle with both the ongoing ramifications of the significant manufacturing job losses experienced during the early 2000s and the major demographic shifts that are impacting many American communities. Levels of affluence and overall per capita income levels continued to stagnate through the 2000s and the percentage of the population that is Hispanic has risen significantly from 4.4% in 2000 to 7.2% in 2006. Additionally, the percentage of Greensboro’s population in poverty has also increased from 12.3% to 19% over the same time period (Debbage 2007, 2008).

For the Greensboro area to compete long-term, it must continue to rely on innovation and on a highly skilled, highly productive labor force. Consequently, a greater percentage of the jobs in the future will require advanced education and training. Greensboro also needs to continue to improve the quality of K-12 student achievement in order to ensure competitiveness in tomorrow's global economy.

It is clear that the Joseph M. Bryan Foundation has played a substantive role in shaping Greensboro's destiny and been a major catalyst for change. However, some observers commented that the Foundation has tended to under-utilize the powers of its bully-pulpit with the general public. Others suggested the Foundation could do more to bring organizations and groups together to problem solve collaboratively.

Given the plurality of challenges and opportunities facing the Greensboro community and the difficulty in reaching consensus, we recommend that the Joseph M. Bryan Foundation embrace a more transparent, comprehensive and explicit vision for the Greater Greensboro area. We recommend adopting a more explicit and holistic community-wide approach especially as Greensboro rapidly becomes a more racially and ethnically diverse community.

1. BACKGROUND AND CONTEXT

In 2000, the McKinsey Report commissioned by Action Greensboro concluded that “Greater Greensboro is slightly better off today than many of its peer cities in the Southeast” but questioned whether the community could maintain its prosperity especially when compared to other cities within North Carolina.

Because the McKinsey Report hinted at storm clouds on the horizon, local public policy makers and economic development practitioners have remained concerned about our area’s long-term competitive advantage. More recent reports have found that Greensboro now noticeably lags behind our competitors particularly in terms of average wage rates and tax base growth (Debbage 2007; 2008). The implication is that our community must be more successful in promoting economic and community development initiatives focused on attracting high quality jobs, nurturing social capital, and improving the area’s quality of life.

Although the recent good news regarding center city development and various other projects including the UNCG-NCA&T Gateway Research Park and the HondaJet production facilities all bode well for our collective futures, our community faces several socio-demographic challenges that have the potential to significantly impact the Greater Greensboro area. These social trends are especially related to broad demographic shifts in the population (e.g., age, ethnic composition, educational achievement, and poverty levels) that have the potential to substantially impact related activities such as school performance, social services, and overall quality of life.

2. SCOPE OF PROJECT

The scope of the project is to identify the most significant social trends and demographic changes likely to impact the Greater Greensboro area over the next ten to fifteen years. The overall goal is to provide the Bryan Foundation Board with thought-provoking questions and recommendations regarding long-term funding priorities. Particular attention is focused on public schools and higher education needs, downtown development trends, social services and overall quality of life.

3. METHODS

The following White Paper articulating the major socio-demographic challenges facing the Greater Greensboro area is organized into two sections. The first section includes a brief empirical overview of the major socio-demographic projections and indicators based on the most current data and reports available. The second section of the White Paper includes the major findings of a series of interviews conducted with key leaders in the community regarding the provision of human and social services. The methodology included:

- Semi-structured interviews with eleven “movers and shakers” who have an informed understanding of the key socio-demographic trends impacting the Greater Greensboro area and the funding challenges they generate.
- The interviews were conducted from mid June through early August focused on three central questions (see Appendix A for detailed questions):
 - How have the major socio-demographic trends affected service demands and community well-being?
 - How responsive is the system to major long-term structural changes?
 - What will the most likely funding gaps in the future be?
- Based on prior approval from the Bryan Foundation, the selected interview participants represented a broad spectrum of Greensboro community leaders including:
 - Neil Belenky, former President, United Way of Greater Greensboro
 - Linda Brady, Chancellor, UNC-Greensboro
 - Alan Duncan, Chair of the Board of Guilford County Schools
 - Stephen Hayes, Assistant Director, Guilford County Department of Social Services
 - Yvonne Johnson, Mayor, City of Greensboro
 - Mitchell Johnson, Greensboro City Manager
 - Nolo Martinez, Director, UNCG Center for New North Carolinians
 - Billie Martin Pierce, Director, The Guilford Center
 - David McNeill, Guilford County Manager
 - Kirk Perkins, Chair, Guilford County Commissioners
 - N. Radhakrishnan, Vice Chancellor for Research, North Carolina A&T State University
 - Tim Rice, President and CEO, Moses Cone Health System
 - Terri Shelton, Director, UNCG Center for Youth, Family and Community Partnerships

4. MAJOR SOCIO-DEMOGRAPHIC TRENDS

A. LONG-TERM NATIONAL MEGA-TRENDS

According to the Pew Research Center (2008), some of the key population projections impacting America include:

- The population of the United States will rise to 438 million in 2050, from 296 million in 2005, and **82% of the increase will be due to immigrants arriving from 2005 to 2050 and their U.S.-born descendants.**
- Nearly one in five Americans (19%) will be an immigrant in 2050 compared with one in eight (12%) in 2005.
- Hispanics will make up 29% of the U.S. population in 2050, compared with 14% in 2005.
- The non-Hispanic white population will increase more slowly than any other racial and ethnic groups; whites will become a minority (47%) by 2050.
- The nation's elderly population will more than double in size from 2005 (37 million) through 2050 (81 million).

B. NORTH CAROLINA DEMOGRAPHIC TRENDS

North Carolina is experiencing a profound demographic transformation partly as a result of these long-term mega-trends. According to Johnson (2007), four sets of forces are principally driving the transformation:

- High rates of immigration from Latin America and Asia. North Carolina led the nation in immigration driven population change during the 1990s and early 2000s. Over the past 15 years, the state's immigrant population increased by 387% while its native born population increased by only 21%.
- The emergence of North Carolina as an interstate Hispanic migration magnet especially from Los Angeles, New York, Houston, Chicago and Washington D.C. Recent trends suggest that within North Carolina, Hispanics are also moving from rural areas to the larger metropolitan communities.
- High rates of fertility among the immigrant newcomers. The Hispanic share of all North Carolina births increased from 1.6% in 1990 to 13.6% in 2003.
- The aging of the native-born population. In 2005, nearly half of the state's native born workforce was either aging baby boomers (born between 1946 and 1964 –

26.5%) or pre-boomers (born before 1946 – 17%). As the native-born population (median age 36) continues to age out of the workforce, North Carolina will become increasingly reliant on immigrants (median age 34) and minorities (median age 29) for its workforce supply.

The end result is that the racial and ethnic composition of K-12 students in North Carolina will become radically more diverse, requiring substantially altered and varied learning strategies by K-12 and higher education institutions.

C. MAJOR DEMOGRAPHIC TRENDS IN GREENSBORO AND GUILFORD COUNTY: SOME IMPLICATIONS

Paralleling statewide trends, census statistics indicate that both the city of Greensboro and Guilford County have experienced dramatic population growth over the past sixteen years. Between 1990 and 2006, Greensboro’s population increased by 32% (58,232) and Guilford County’s population increased by 30% (104,485). North Carolina’s population grew by 34% (2.2 million) during this period (Table 1).

TABLE 1: Absolute and Percent Population Change, 1990-2006

Area	2006 Population	Absolute Change 1990-2006	Percent Change 1990-2006
North Carolina	8,856,505	2,227,868	33.6
Guilford County	451,905	104,485	30.1
Greensboro	241,753	58,232	31.7

Source: www.census.gov.

http://www.osbm.state.nc.us/ncobm/facts_and_figures/socioeconomic_data/population_estimates/municipal_estimates.shtm.

But these rapid relative population growth rates mask several underlying trends that city and county officials will have to address if the region is to thrive and prosper in the hyper-competitive 21st century global economy. More specifically, if the city and county are to remain a magnet for population and job growth in the years ahead, strategies are needed to:

- Enhance the attractiveness of the region as a place to live and do business;
- Manage the transition to a racially and ethnically more diverse population;
- Respond to the impending wave of baby-boomers who will become retirement eligible and thus likely to exit the labor market beginning in 2011;
- Address the growing gap between the “haves” and “have-nots” in the city and county.

Re-brand the Community

Evidence to support the assertion that strategies are needed enhance the attractiveness of the region as a place to live and do business are presented in Table 2. The table provides statistics on absolute and relative population change in NC's seven largest municipalities between 2000 and 2006. It also identifies the sources of the growth in each of these municipalities.

Among the state's largest municipalities, as Table 2 shows, Greensboro experienced the lowest rate of relative population growth (8.0%) and second lowest rate of absolute population change (17,862) between 2000 and 2006. Moreover, over half (52% or 9,269) of Greensboro's growth was due to annexation—expansion of the city's boundary to encompass individuals and families living in previously unincorporated areas of Guilford County.

All of the state's other large municipalities also utilized their powers to annex to propel growth during this period. But, in contrast to Greensboro, most of these communities also experienced large absolute population increases as a function of what is defined in Table 2 as urban growth—population gains due to net migration (i.e., the difference between in- and out-migration) and net natural increase (i.e., the difference between births and deaths).¹ Less than half of Greensboro's population increase between 2000 and 2006 (48%) was due to urban growth and the absolute population gain via this process (8,593) was relatively small.

TABLE 2: Population Change, Selected North Carolina Municipalities, 2000-2006

Municipality	2006 Population	Absolute Change 2000-2006	Percent Change 2000-2006	Percent Due to Urban Growth	Percent Due to Annexation
Charlotte	651,562	111,395	20.6	49.4	50.6
Raleigh	352,919	76,825	27.8	41.6	58.4
Greensboro	241,753	17,862	8.0	48.1	51.9
Durham	214,492	27,457	14.7	64.2	35.8
Winston-Salem	201,955	16,179	8.7	82.1	17.9
Fayetteville	173,898	52,883	43.7	-5.3	105.3
Cary	122,139	27,603	29.2	80.3	19.7

Source: www.osbm.state.nc.us/ncosbm/facts_and_figures/socioeconomic_data/population_estimates.shtm.

As these data reveal, in contrast to most of the other large municipalities in the state, Greensboro was neither a major migration magnet nor an area in which high rates of natural population increase was occurring during this period. To become more attractive as a migration destination, city and county officials will probably have to undertake a

¹ The one exception was the city of Fayetteville where all of the growth was due to annexation. In the absence of annexation induced population growth, Fayetteville would have lost population between 2000 and 2006.

major community re-branding initiative with an eye toward shedding the region's image as an old line manufacturing center and creating a new image that highlights the region's competitive advantages in a knowledge economy.

Manage the Transition to a More Diverse Community

Both the city of Greensboro and Guilford County are becoming increasingly more diverse along race and ethnic lines—far more diverse than the population for the state as a whole. Between 1990 and 2006, the African American (41.5%), Asian (220%), and Hispanic (848%) populations of the city of Greensboro grew much more rapidly than the non-Hispanic white population (4.7%). Guilford County experienced a similar pattern of growth, with African Americans (41%), Asians (342%), and Hispanics (827%) growing much more rapidly than non-Hispanic whites (7.5%) (Table 3).

TABLE 3: Population Change by Race/Ethnicity, 1990-2006
North Carolina

	2006 Population	Absolute Change 1990-2006	Percent Change 1990-2006
Total	8,856,505	2,227,826	33.6
White	5,995,854	1,024,346	20.6
African American	1,877,579	425,899	29.3
Asian	159,417	106,388	200.6
Hispanic	593,386	513,842	646

Guilford County

	2006 Population	Absolute Change 1990-2006	Percent Change 1990-2006
Total	451,905	104,485	30.1
White	266,624	18,566	7.5
African American	136,023	44,652	48.9
Asian	15,365	11,891	342.3
Hispanic	25,759	22,980	826.9

Greensboro

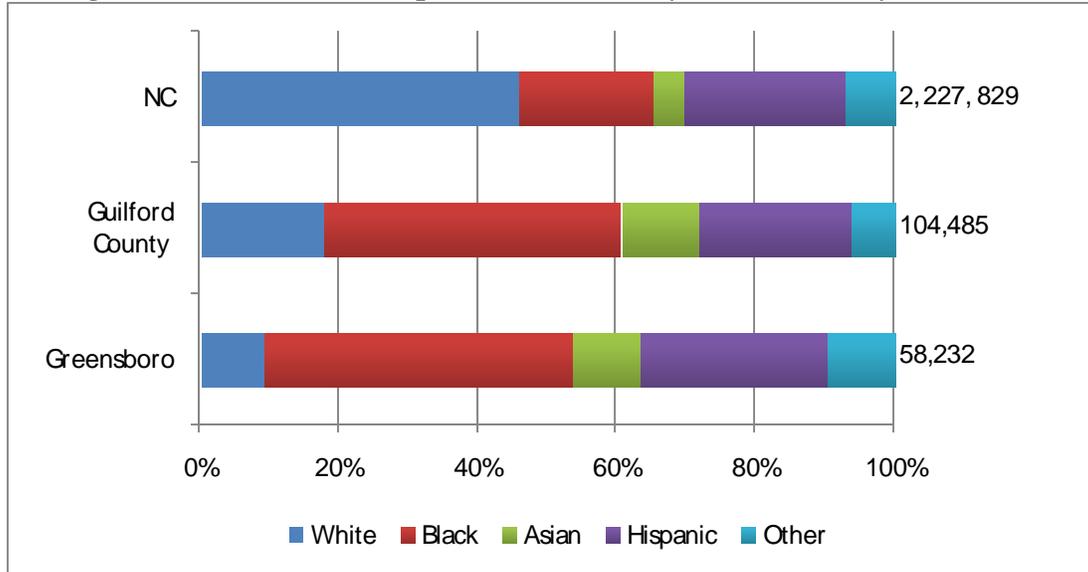
	2006 Population	Absolute Change 1990-2006	Percent Change 1990-2006
Total	241,753	58,232	31.7
White	121,602	5,441	4.7
African American	87,756	25,726	41.5
Asian	8,220	5,651	220
Hispanic	17,406	15,571	848.6

Source: 1990 and 2000 Census, 2006 American Community Survey. Note: The White and African American categories are non-Hispanic. In 1990, the Asian category includes Pacific Islanders.

This pattern of growth represents a significant departure from the pattern of growth at the state level. Whereas non-Hispanic whites accounted for 46% of net growth in NC's population, they only accounted for 18% and 9% of growth in Guilford County and

Greensboro, respectively, between 1990 and 2006. In Greensboro and Guilford County, Blacks, Asians, and Hispanics accounted for a much larger share of net population growth than they did in the state during this period (Figure 1).

Figure 1: Shares of Net Population Growth by Race/Ethnicity, 1990-2006



Source: 1990 and 2000 Census, 2006 American Community Survey. Note: The White and African American categories are non-Hispanic. In 1990, the Asian category includes Pacific Islanders.

According to the Center for New North Carolinians (2008), the Hispanic population is the largest and fastest growing immigrant group in Guilford County with a current estimated population of approximately 29,182. The Hispanic/Latino population poses some of the greatest opportunities and challenges in the Greensboro community as our region becomes a more bilingual and multi-cultural society.

Other significant immigrant groups in Guilford County identified by the Center for New North Carolinians (2008) included:

- Nearly 15,000 Africans from 54 different African countries including Nigeria (3,500), Niger (3,000), Sudan (2,700), and Liberia (1,200)
- About 4,000 Asians that have resettled in Greensboro since 1979 including Montagnards (5,000 – the largest Montagnard community outside Vietnam), Korea (2,000), India (2,000), and Laos (1,000)

Moreover, as Table 4 shows, the Hispanic population in the Greensboro and Guilford County region is far more diverse than the statewide Hispanic population. Whereas two-thirds of the state’s Hispanic population is of Mexican descent, only 59% of the Hispanics residing in both Greensboro and Guilford County were from Mexico in 2006. In comparison to the state (18%), a much higher percentage of the Hispanics in the Greensboro region (28%) are from Central America or South America.

TABLE 4: Origins of Hispanic Population, 2006

	North Carolina	Guilford County	Greensboro
Total Hispanic/Latino Population	597,382 (100.0%)	25,601 (100.0%)	16,586 (100.0%)
Mexican	397,971 (66.6%)	15,065 (58.8%)	9,845 (59.4%)
Puerto Rican	44,707 (7.5%)	1,869 (7.3%)	1,237 (7.5%)
Cuban	10,530 (1.8%)	592 (2.3%)	396 (2.4%)
Dominican	7,138 (1.2%)	361 (1.4%)	68 (0.4%)
Central American	78,833 (13.2%)	5,322 (20.8%)	3,346 (20.2%)
Southern American	29,689 (5.0%)	2,084 (8.1%)	1,386 (8.4%)
Other Hispanic/Latino	28,514 (4.8%)	308 (1.2%)	308 (1.9%)

Source: 2006 American Community Survey.

If the city of Greensboro and Guilford County are to thrive and prosper in the years ahead, local officials must not only embrace this diversity but also figure out how to leverage it for competitive advantage in the 21st century global marketplace. This must be viewed as a strategic imperative because, as Table 5 shows, African Americans, Hispanics, and Asians are much younger than non-Hispanic Whites in the city of Greensboro and Guilford County (as well as in the state of North Carolina as a whole) and constitute the workforce of the future. These groups will be largely responsible for propelling city and county economic growth and development in the years ahead.

Table 5: Median Age of the Population by Race/Ethnicity, 2000 and 2006

	2000	2006
Greensboro		
Total	33.0	36.6
White	38.3	39.4
African American	28.3	30.5
Hispanic	24.9	25.7
Asian	28.2	36.2
Guilford County		
Total	34.9	36.7
White	38.9	41.6
African American	29.3	31.2
Hispanic	24.9	27.3
Asian	28.8	33.2
North Carolina		
Total	35.3	36.6
White	37.6	39.5
African American	31.0	32.9
Hispanic	24.0	25.4
Asian	29.5	32.4

Source: 1990 and 2000 Census, 2006 American Community Survey. Note: The White and African American categories are non-Hispanic. In 1990, the Asian category includes Pacific Islanders.

Prepare for the Impending Wave of Retirements

At the same time the city of Greensboro and Guilford County are becoming racially and ethnically more diverse, the region's age structure is changing dramatically (Table 6 & Figure 2). Paralleling state wide trends, individuals who were between the ages of 45 and 64 were the most rapidly growing segment of the city's and the county's population between 1990 and 2006. This age cohort roughly corresponds to what is popularly referred to as the baby boom generation—that large wave of people who were born between 1946 and 1964.² As Figure 2 shows, people in this age cohort accounted for 47% of Guilford County's growth and 39% of the city of Greensboro's growth between 1990 and 2006.

TABLE 6: Population Change by Age, 1990-2006

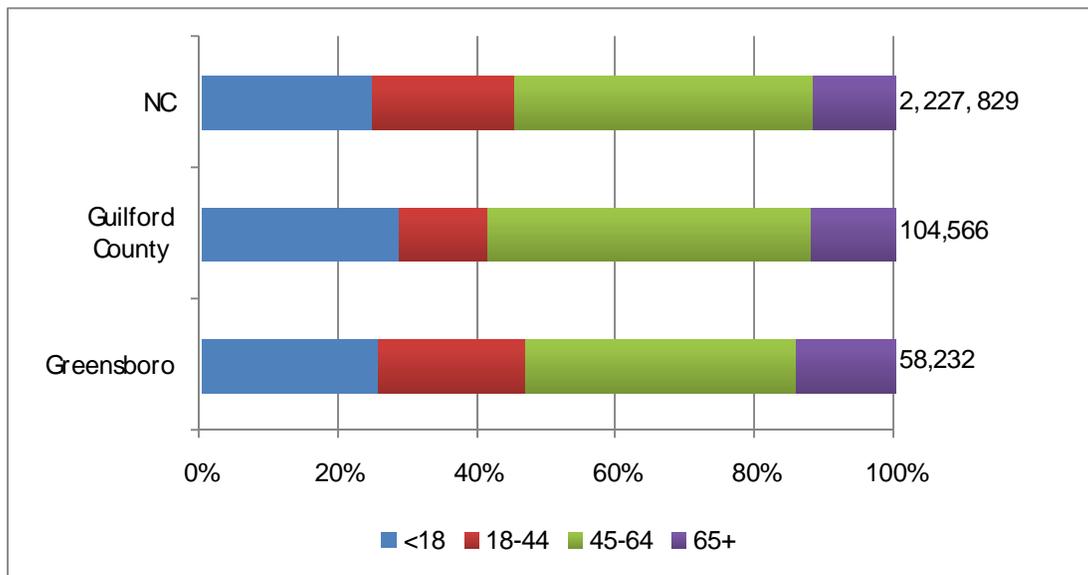
North Carolina			
	2006	Absolute Change 1990-2006	Percent Change 1990-2006
Total	8,856,505	2,227,826	33.6
<18	2,152,131	547,991	34.2
18-44	3,383,185	453,310	15.5
45-64	2,240,696	954,733	74.2
65+	1,071,637	269,567	25.2
Guilford County			
	2006	Absolute Change 1990-2006	Percent Change 1990-2006
Total	451,905	104,485	30.1
<18	107,553	29,711	38.2
18-44	173,532	13,719	8.6
45-64	117,043	48,604	71
65+	54,229	12,886	31.2
Greensboro			
	2006	Absolute Change 1990-2006	Percent Change 1990-2006
Total	241,753	58,232	31.7
<18	54,153	14,879	37.9
18-44	102,020	12,278	13.7
45-64	55,361	22,511	68.5
65+	29,977	8,321	34.8

Source: 1990 and 2000 Census, 2006 American Community Survey. Note: The White and African American categories are non-Hispanic. In 1990, the Asian category includes Pacific Islanders.

² Census statistics indicate that the baby boom cohort is comprised of 86 million people. Twelve thousand baby boomers are turning age 50 per day and 9,000 are turning age 60 per day.

In year 2011, this cohort will begin exiting the labor market as they become retirement eligible. This exodus is likely to be huge and will pose major human resource challenges for both public and private sector employers in the region. It is imperative for local employers to begin immediately to devise succession plans in anticipation of this impending wave of retirements. Because this aging of the boomer generation is a national phenomenon, the competition for the next generation of talent is likely to be fierce. To be successful in recruitment and retention, local employers in the city of Greensboro and Guilford County will not only have to recognize that the pool of eligible workers (i.e., those in the 18-44 age cohort) is probably far more diverse—racially, ethnically, and culturally—than the baby boom cohort but also re-engineer their human resource systems accordingly to accommodate this diversity.

Figure 2: Shares of Net Population Growth by Age, 1990-2006



Source: 1990 and 2000 Census, 2006 American Community Survey. Note: The White and African American categories are non-Hispanic. In 1990, the Asian category includes Pacific Islanders.

As the baby boom generation continues to age, the demand for health and social services in the region also will increase sharply. Local and county officials will have to ensure that the required services are available. They also will have to figure out how to pay for those services for a segment of this population.

Address Disparities in Income and Poverty

For all families and for non-Hispanic white families, median income increased in both the city of Greensboro and Guilford County between 2000 and 2006. For African American and Hispanic families, the trend was in the opposite direction, which contributed to a widening of the income gap along racial and ethnic lines in both the city of Greensboro and Guilford County. In 2000, as Table 7 shows, African American and Hispanic median family incomes were 77% and 72% of the city median and 69% and 63% of the county median, respectively. By 2006, African American and Hispanic median family incomes

had dropped to 61% and 58% of the city median and to 61% and 51% of the county median, respectively.

A similar pattern existed in terms of the incidence of poverty in the city and the county. In 2006, the poverty rate was substantially higher for African Americans and Hispanics than for non-Hispanic whites in both the city and the county. Moreover, as Table 8 shows, the incidence of poverty among African Americans and Hispanics increased more rapidly than it did among Whites in both the city and the county between 2000 and 2006.

It is in the self interest of the city and the county to develop strategies to eliminate these racial/ethnic disparities in income and the incidence of poverty. From an economic development perspective, these kinds of disparities are bad for business recruitment and serve as a deterrent for prospective migrants who are well-educated and possess skills needed to propel the region forward in the years ahead.

TABLE 7: Median Family Income by Race/Ethnicity, 2000 and 2006

2000						
	North Carolina		Guilford County		Greensboro	
	Median	Percent of State Median	Median	Percent of County Median	Median	Percent of City Median
All Families	\$50,192	100.0%	\$52,638	100.0%	\$46,335	100.0%
White	\$51,053	102.0%	\$61,137	116.0%	\$62,373	135.0%
Black	\$31,053	64.0%	\$36,254	69.0%	\$35,670	77.0%
Hispanic	\$30,592	61.0%	\$33,125	63.0%	\$33,269	72.0%
2006						
	North Carolina		Guilford County		Greensboro	
	Median	Percent of State Median	Median	Percent of County Median	Median	Percent of City Median
All Families	\$52,336	100.0%	\$57,329	100.0%	\$51,292	100.0%
White	\$59,051	113.0%	\$68,107	119.0%	\$66,373	129.0%
Black	\$34,660	66.0%	\$34,961	61.0%	\$31,281	61.0%
Hispanic	\$32,251	62.0%	\$29,402	51.0%	\$29,850	58.0%

Source: Census 2000 and 2006 American Community Survey.

TABLE 8: Change in Poverty Rate by Race/Ethnicity, 2000-2006**North Carolina**

	2006 Rate	Change in Rate 2000-2006
Total	14.7	+2.4
White	10.4	+2.0
African American	26.1	+3.2
Hispanic	25.5	+0.3

Guilford County

	2006 Rate	Change in Rate 2000-2006
Total	14.8	+4.2
White	8.5	+2.3
African American	26.0	+7.4
Hispanic	34.0	+13.4

Greensboro

	2006 Rate	Change in Rate 2000-2006
Total	19.0	+7.3
White	11.3	+4.3
African American	29.1	+10.7
Hispanic	N/A	N/A

Source: Census 2000 and 2006 American Community Survey.

N/A Insufficient sample size for stable estimates.

5. MAJOR FINDINGS FROM INTERVIEWS

Without exception, those selected to be interviewed welcomed and applauded the opportunity to provide input into the Joseph M. Bryan Foundation strategic planning process. Several participants lauded the central role that the Bryan Foundation has played in revitalizing the Greensboro community especially during the past decade:

- One participant indicated the Bryan Foundation has contributed mightily to the community through tangible physical improvements (e.g., NewBridge Bank baseball stadium, Center City Park) and through less physically visible initiatives (e.g., part funding of the Mission Possible School initiatives through math teacher differential pay initiatives, principal training and development, teacher development etc).
- Another participant described the Bryan Foundation as an innovative catalyst for change that is able to jump start more innovative or even “edgy” initiatives compared to the more conventional government programs and services available in the community. The Foundation has an advantage over many public agencies in that it can adroitly alter its agenda based on perceived and real problems in the community. In Greensboro, foundations have encouraged collaborations and partnerships by offering seed money to existing agencies for planning pilot projects that can be continued by others if successful.

Some of the **key challenges and opportunities** articulated in the interviews included:

- The **long-term decline in individual earnings potential** and the on-going income stratification of the city population whereby Greensboro’s substantial middle class has noticeably eroded in terms of market share. The end result is a diminished earnings potential and a slow decline in overall quality of life. One significant consequence of these economic trends is reduced economic stability even with the increase in dual-income households.
- **One of our biggest challenges is financial (i.e., expenditures are rising much more rapidly than revenue growth).** One participant indicated that ‘the community has an Acura/Lexis approach expectation regarding the quality of life provision in Greensboro but a willingness to only fund the bare minimum – a Honda expectation’. One major implication is that the City of Greensboro is eroding its fund balances, losing its most talented employees to competitors and reducing capacity in program services. The end result is a reduced competitive advantage since we are improving less dramatically than our peer cities. One participant observed that one of the biggest challenges of the recent bonds is that “Guilford County has had a history of no house payments for the 40 years before 2000 when we began to approve school bonds and since 2000 we have bought new Macmansions at Sedgfield, the beach, the mountains, Palm Springs CA BUT we are still on the same salary as when we did not own a house.”

- **The rapid increase in ethnic diversity is not yet fully understood in our community** because many of the most significant changes have been in elementary education enrollments and health care. For example, in the Guilford County schools we now have students speaking over 80 languages and coming from over 106 different cultural or ethnic groups. In health care, the Moses Cone Health System language telephone line accessed 110 different languages last year and the System now has permanent 24/7 staff available for Spanish translation. Most of the general public are unaware of these titanic changes since they have very limited contact with our elementary schools and/or local hospital emergency care facilities. While some participants saw this as an increasingly perplexing challenge, others see the increasing diversity and rich cultures as community assets that the business sector and economic developers can promote to draw more international firms and professionals to this area. Such a strategy has been successful in Greenville S.C., which promotes itself as a “Southern International City.”
- **Race relations in our community are less than productive.** Two particularly troublesome issues are the ongoing challenges facing the City Police Department and the inability to complete the International Civil Rights Center and Museum in a timely fashion. Greater efforts at inclusion and collaborative problem solving to address community conflicts were seen as critical to improving human relations. Several participants indicated that the emerging gang culture and the mistrust of the Police Department are major problems facing Greensboro although one individual suggested that the emerging image of Greensboro as “thug central” currently playing out through the media is misleading. Despite this caveat, it is clear that our community’s public safety programs are being impacted by the increasing demands of dealing with different cultural and language needs. One of the most violent gangs in our community is the Hispanic MS13 gang according to one participant.
- **An ongoing priority in our community must be to transform the K-12 school system into a model of excellence.** Although the community is to be applauded for supporting \$1 billion in bonds since 2000 to support the K-12 system, the ongoing costs of funding a rapidly growing system are still not fully understood. The continuing influx of socio-economically challenged students is particularly challenging. Since 2000, Guilford County schools has seen a 10% rise in free and reduced lunch’s, the ESL population has increased from 1% to 7%, and the need for new school construction has increased markedly.
- **A major problem in our community that is not fully recognized is the deleterious effects of substance abuse and mental illness and its impact on family stability, homelessness and workforce development.** Our community lacks sufficient substance abuse facilities, programs and beds, and does not have sufficient prevention programs to facilitate earlier intervention that can keep families together and keep individuals in productive occupations. Furthermore, the community is experiencing a shortage of psychiatrists, substance abuse

professionals and qualified social work professionals in the mental illness fields. According to one interviewee, only 6% of these needing substance abuse services in our community are actually receiving treatment. Many of these issues disproportionately impact ethnic minorities and those in poverty.

- **Health disparities are a rapidly emerging problem in our community.** The dramatic economic restructuring of the Greensboro economy away from manufacturing to services has negatively impacted the number of people who are comprehensively insured. Many service jobs are part-time and do not offer comprehensive health benefits resulting in reduced preventative care. These changes have impacted our community unevenly. One of the interviewees observed that the 27407 zip code area in southeastern Greensboro currently has no practicing physician or clinic although Moses Cone Health System is developing a health care facility in partnership with Guilford County. The problem is now so acute that half of all the emergency admits to the Moses Cone Health System are receiving non-emergency care and in fiscal year 2007 the Moses Cone Health System provided over \$92 million worth of uncompensated care to our community.
- **It is not fully appreciated that the aging of the Greensboro population will increase service demands and call for a variety of housing arrangements. While our community is increasingly dotted with nursing homes and assisted living facilities, many seniors wish to remain in their homes as long as possible with in-home services at a reasonable cost.** Urgent needs exist to provide more education programs and geriatric services, more in-home aides, long-term care nursing homes and bed capacity for this rapidly growing segment of the population. The growth in the elderly population has also increased the demand for public and nonprofit services especially in the human services arena (Department of Public Health, Department of Social Services, senior resource agencies, etc).
- **More constructive public relations and positive media coverage are sorely needed** – we are a community that does not “talk ourselves up.” As one participant said, “Greensboro has a lot of assets. We must celebrate them and improve on them, not just talk about what we lack, what Charlotte has that we don’t”. Several participants indicated the city newspaper is a poor “front door” to the community while the *Rhino Times* is the “functional equivalent of an acidic drip on innovation in our community.” One participant suggested the *Rhino Times* has a paralyzing effect on elected officials since they “cannot do bold or innovative things” for fear of negative coverage – as a result elected officials only embrace “modest baby steps” when real change is required.
- **Our community has been slowly working on efforts to build social capital, but we are still short of developing sophisticated approaches to inclusive and holistic problem solving.** As Mayor Johnson said, “We need to step out of the territorial boxes” to develop our resources jointly and collaboratively to be more

successful. Several others remarked that inter-organizational collaboration is poorly developed particularly between Greensboro and High Point, Greensboro and Guilford County, and in the arenas of strategic land use planning, economic development, marketing, public relations, and infrastructural provision. Greensboro's non-profit foundations have been highly collaborative with each other (e.g., Action Greensboro) but more could be done regarding collaboration with the larger and more diverse community.

6. MAJOR RECOMMENDATIONS: DEVELOPING A MORE COLLABORATIVE AND INCLUSIVE VISION

Although it is clear that the Joseph M. Bryan Foundation has played a substantive role in shaping Greensboro's destiny and is a major catalyst for change in our community, many observers commented that the Foundation has tended to "preach to the choir" while under-utilizing the powers of its bully-pulpit with the general public. Others suggested the Foundation could do more to bring organizations and groups together to problem solve collaboratively.

Given the plurality of challenges and opportunities facing the Greensboro community and the difficulty in reaching consensus or producing long-range solutions, we recommend that the Joseph M. Bryan Foundation embrace a more transparent, comprehensive and explicit vision for the Greater Greensboro area. We recommend adopt a more explicit holistic and inclusive approach by publicly embracing the following long-term strategic priorities:

- **Sustaining a healthy, innovative and diverse economy with a strong revenue base** – by cultivating a diverse range of sustainable employment opportunities for all members of society and offering a broad range of workforce development opportunities to enhance long-term competitive advantage.
- **Fostering a healthy social environment** – meaning encouraging residents to pursue healthy lifestyles with easy access to appropriate services when these are needed. It means people living in a well connected and democratic society that nurtures constructive and productive relationships within a diverse community.
- **Maintaining a healthy, attractive and safe physical environment** – ensuring access to clean water and air, as well as liveable and sustainable environments with adequate open space, strong public safety programs, and affordable housing provisions for current residents, tourists and prospective residents.
- **Encouraging healthy, collaborative leadership and transparency** – integrating more, inclusive, holistic and collaborative approaches to build social capital and broad-based public trust. A major goal is to build reliable and transparent processes for decision-making that are inclusive of many voices and viewpoints.

More specific, long-term issues that should be at the forefront of any Bryan Foundation initiative include:

Sustaining a healthy, innovative and diverse economy with a strong revenue base

- How can the Foundation play a role in facilitating better communication between City Council and the business community in identifying the key bonds to be

funded so that the business community is not just left in the role of advocates AFTER the bond decisions have been made? Currently, the business community has little upfront input but companies like Vf Corporation might be more willing to promote specific bonds if they are engaged in the preliminary decision-making in choosing the initial bonds. Can the Foundation act as a catalyst to nurture new innovative public-private partnerships that allows Greensboro to more effectively target appropriate bond requests for our community?

- Should the Bryan Foundation more aggressively initiate promotional campaigns to better educate the general public regarding the value of ongoing bonds to fund the expansion of the Guilford County schools?
- Given the poor revenue growth in the community in recent years, can the Bryan Foundation help Guilford County promote and “sell” the value of alternative public revenue sources (e.g., hotel/motel tax, car rental tax, prepared food tax, additional sales tax)? According to one interviewee, the County is prohibited by state law from promoting a proposed sales tax increase as directly assisting in paying off bond debt. However, the Bryan Foundation is not similarly encumbered and is free to promote the value of alternative public revenue sources in an advocacy role. These issues are crucial to the long-term fiscal health of Greensboro since a quarter cent sales tax hike would generate \$15 million per year which is equivalent to the total tax revenue from the top ten taxpayers in the county (e.g., Koury Center, Vf, Duke Power, RFMicro, Starmount etc.)
- Nurturing university-industry-community partnerships has emerged as a key element in growing the Greensboro economy. In what ways can the Bryan Foundation leverage the Gateway University Research Park initiative and could more be done in the area of student scholarships? Our institutions of higher learning are producing the city’s future skilled workers but access to this education is more difficult with the economic downturn and the credit crunch. (For example, the recent \$100 million UNCG Capital Campaign fell short in the area of needs-based student scholarships.)
- Our community needs to be more aggressive in providing site-ready locations for potential new businesses. A \$10 million economic development bond is now available to assist funding in this arena. Although not a traditional area of focus for the Foundation, should the Bryan Foundation play a more substantive role in speeding this process up and joint fund additional land acquisitions with interested parties?

Fostering a healthy social environment

- Can the Bryan Foundation assist with a major effort to deal with cultural diversification and the related implications regarding race, social class and income divides and overall K-12 school performance?

- In what ways can the Bryan Foundation participate more fully in early childhood development interventions and parent education programs to enhance overall K-12 performance and skill levels? For example, could the Foundation help initiate a “Parent University” program that provides courses to equip parents to better support their children’s education including courses in computer literacy and mathematics? Such a program is already available in the Charlotte-Mecklenburg school system.
- Educational opportunities should not be defined by socio-economic status, race and where you live in Greensboro. The Bryan Foundation needs to seriously consider ways in which it can continue to contribute in assisting excellence in Guilford County Schools. For example, the Newcomer School for the ESL population where new incoming students are immersed for the first year in orientation/language programs could become a national model BUT more such facilities will be needed in the future. Should the Bryan Foundation focus its resources in this arena?
- Although Greensboro’s ten year campaign to end homelessness is a good example of a successful collaborative approach, can the Bryan Foundation play a larger role? Funds from a three-year federal \$644,000 grant to mitigate homelessness in Greensboro are due to run out in 2009.

Maintaining a healthy, attractive, and safe physical environment

- How can the Foundation continue to focus attention on key areas of the city, the downtown and entry corridors, to welcome visitors and instill community pride? Specific focus points could include the Cultural District on the eastside of downtown, and the Lee Street/High Point Road corridor.
- How can the Bryan Foundation play a broader role in mitigating the rapid growth of a gang culture in Greensboro? Should more seed money be provided to innovative programs targeted at minority and immigrant youth?
- How can the Bryan Foundation help ensure that the International Civil Rights Center and Museum is swiftly completed? The Museum can be an important part of Greensboro’s ongoing downtown revitalization while at the same time opening the Museum could help to nurture better race relations in the city.

Encouraging healthy, collaborative leadership and transparency

- Should the Foundation consider the development of a comprehensive web-site highlighting the major achievements and the long-term strategic priorities of the Foundation? Some observers commented that although the general public was familiar with the downtown baseball stadium and center city park, they were less familiar with some of the Foundation’s other initiatives particularly in the K-12

- system. A more visible web presence could be an effective communication tool for recruiting younger leaders.
- Should the Bryan Foundation consider expanding Board memberships to include the Greensboro Mayor, the Chair of the Guilford County Commissioners and the Chair of the County School Board. One elected leader that was interviewed indicated that the Bryan Foundation was sometimes perceived as “distant from the political pulse of the community.” Formalizing the Foundation’s political links through Board membership may be one potential remedy and an alternative that several members of our community would welcome.
 - How can the Bryan Foundation better promote the positive things that are happening in our community? Several observers have commented that the Bryan Foundation should sponsor more UNC-PBS television type shows featuring some of our most notable leaders. Others suggested building on the *News and Record*-sponsored One Guilford roundtables and forums that have been held over the past year by partnering with UNC-Greensboro and North Carolina A&T State University in hosting large town hall meetings on key community issues (e.g., economic development issues, sprawl, water, infrastructure, revenue growth, employment patterns, community identity, race relations etc). The overall goal is to foster more holistic and inclusive thinking and more collaborative strategizing.
 - Should the Bryan Foundation collaborate more formally with the Center for Creative Leadership and other community leadership programs to help cultivate a new generation of leaders? Many observers have commented that Greensboro has no depth in leadership and lacks “trustworthy heroes” who can simplify complicated issues and generate public support and momentum. Although several organizations currently operate leadership programs and the CCL has not traditionally targeted community leadership programs, it is clear to many participants that Greensboro has a leadership vacuum and the Foundation and CCL are well placed to play a more substantive role in this arena.
 - Interpret the “Greater Greensboro area” more broadly to include even more collaboration with Burlington, Guilford County and Greensboro among others.
 - More provocatively, should the Bryan Foundation consider buying out the *Rhino Times* to facilitate a more progressive and tolerant approach from our elected officials? Why do real estate and downtown night clubs bankroll the newspaper with advertising revenue since it is in their own self-interests to project a positive image of our community?

7. CONCLUSION

Overall, Greensboro continues to struggle with both the ongoing ramifications of the significant manufacturing job losses experienced during the early 2000s and the major demographic shifts that are impacting many American communities. Levels of affluence and overall per capita income levels continued to stagnate through the 2000's while the percent of the workforce employed in manufacturing continued to decline. By contrast, the percentage of the population that is Hispanic has risen significantly from 4.4% in 2000 to 7.2% in 2006 and the percentage of Greensboro's population in poverty has also increased from 12.3% to 19% over the same time period (Debbage 2007, 2008).

Greensboro has also been impacted by the recent slowdown in the nation's economy. For example, new residential construction in Greensboro has slowed dramatically. The number of single-family residence building permits issued by the city through the end of July 2008 – 338 – is half the 656 issued for the same time last year. Building permits peaked in 2005 and have declined every year since.

For the Greensboro area to compete long-term, it must continue to rely on innovation and on a highly skilled, highly productive labor force. Consequently, a greater percentage of the jobs in the future will require advanced education and training. Greensboro also needs to continue to improve the quality of K-12 student achievement in order to ensure competitiveness in tomorrow's global economy.

It is clear that the Joseph M. Bryan Foundation has played a substantive role in shaping Greensboro's destiny and been a major catalyst for change. However, some observers commented that the Foundation has tended to under-utilize the powers of its bully-pulpit with the general public. Others suggested the Foundation could do more to bring organizations and groups together to problem solve collaboratively.

Given the plurality of challenges and opportunities facing the Greensboro community and the difficulty in reaching consensus or producing long-range solutions, we recommend that the Joseph M. Bryan Foundation embrace a more transparent, comprehensive and explicit vision for the Greater Greensboro area. We recommend adopting a more explicit inclusive and collaborative community-wide approach especially as Greensboro rapidly becomes a more racially and ethnically diverse community.

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APPENDIX ONE: INTERVIEW FORMAT

INTRODUCTION:

We are conducting a series of interviews as part of a larger project to identify the key long-term socio-demographic trends and challenges facing the Greater Greensboro area. These trends could include demographic shifts (immigrants, elderly, worker shortages), employment changes, K-12 school system issues, funding/fiscal issues, and impacts on service delivery programs.

The overall goal is to provide the Bryan Foundation with thought-provoking questions and recommendations regarding long-term funding priorities

QUESTIONS:

1. What major socio-demographic or economic trends are most likely to affect your organization's/government's demands and/or programs over the next several years?
2. In what ways will these trends affect overall community well-being? What do you see as the community's greatest areas of need as a result of these changes?
3. How responsive can your organization be to these long-term structural or demographic changes?
4. To what extent is generating high quality, sustainable jobs a primary priority for your organization/government?
5. What are the most likely funding gaps that you see in your service or program areas in the future?
6. What collaborations with other organizations do you think have the potential to address some of these issues?