



Leadership North Carolina

Class XXIX
Duke Energy Economic Development Session

March 1-3, 2022
Virtual

[#LNCXXIX]

Session Workbook

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This workbook contains links and materials you will need to make the most of your Economic Development session. Please download it or have it accessible online during the program.

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General Session Resources

COVID Protocols

Our top priority in bringing Class XXIX together in March is keeping everyone safe. In collaboration with LNC's Health Advisory Task Force and with support of the LNC Board of Directors, the following protocols have been defined for the session. The attendance policy has been suspended for this session.

Negative COVID Test Result Required Within 72 Hours of Session Start

Every class participant—regardless of vaccination status—is required to submit a negative COVID PCR or rapid test (at-home tests are fine) within 72 hours before event start time. This means you should take your test **no earlier than Saturday, 2/26/22, at 3:00 pm**. Tests must be submitted [through this online form](#) before **Tuesday, 3/1/22 at 12:00 pm**. Testing information and locations can be found through [this NCDHHS Resource](#).

Vaccination and Booster Strongly Recommended

LNC strongly encourages full vaccination plus booster but does not require proof of vaccination to attend the session. Proof of vaccination will NOT be accepted in lieu of a negative COVID test.

Additional COVID Protections

- Masks will be required indoors and on group transportation except when eating and drinking.
- Additional seating will be provided to increase distance and reduce proximity.
- If a class member receives a positive test result during session, they are required to leave session immediately. They must notify LNC and email those with whom they were in close contact. LNC will notify the class that a participant tested positive.
- If a class member tests positive up to five days after session, they are required to notify LNC. LNC will notify the class that a participant tested positive.
- Presenters may unmask while speaking and will otherwise be masked.

Limited Virtual Option and Zoom Links

For those who cannot attend in person due to health considerations, company travel restrictions, or a positive COVID test, we will be streaming content for Wednesday's and Thursday's presentations via Zoom. There will be no virtual content for Tuesday's optional elements.

The virtual experience will be a passive one and will not replicate the online programming of previous sessions. Remote class members will not be active participants in discussions or the simulation, but we hope to offer a way for them to listen in on presentations and conversations. We will work with the venue's technology team to provide the best experience we can for remote participants.

- [Zoom Link for Wednesday's Program](#) Session starts at 8:30 am and adjourns at 4:00 pm.
- [Zoom Link for Thursday's Program](#) Session starts at 8:30 am and adjourns at 2:30 pm.

Session Locations and Directions

North Carolina Aquarium at Pine Knoll Shores—Tuesday Tour and Reception

1 Roosevelt Boulevard

Pine Knoll Shores

[Aquarium Website](#)

[Aquarium Google Maps Link](#)

Beaufort Hotel—Base Hotel and Wednesday and Thursday Presentations

2440 Lennoxville Road

Beaufort

(252) 728-3000

[Beaufort Hotel Website](#)

[Beaufort Hotel Google Maps Link](#)

Hotel Parking

Free parking is available across the street from the hotel (see map below). Hotel guests are invited to use short-term parking in front of the hotel to check in and drop off luggage before moving their vehicles to the long-term lot. Allow 5-10 minutes to walk between the hotel and the parking lot. Valet parking is available at the hotel entrance for \$15/day.



Core Sound Waterfowl Museum and Heritage Center—Wednesday Class Dinner
1785 Island Road
Harkers Island
[Museum Website](#)
[Museum Google Maps Link](#)

Group transportation will be provided to and from the class dinner. Participants may also choose to provide their own transportation. Allow at least 30 minutes to reach the museum from the hotel.

LNC Staff Contact Numbers

- Kelly Turner (919) 523-4336
- Emily Smith (919) 538-4693
- Brian Etheridge (919) 609-1113
- Maggie Stroud (919) 830-1110

Agenda Link

The detailed Economic Development session agenda is available through [this link](#).

Speaker Directory Link

The Economic Development session speaker directory is available through [this link](#). Speakers and planning committee members will be introduced briefly during the program. Please explore the speaker directory to learn more about them. Contact information is included if you would like to follow up with anyone. We encourage you to reach out with a note of thanks for their contributions to the session.

Homework and Resources

All session homework and resources can be found on [this page](#) of the Class Portal. Be sure to complete the assignments listed below before session starts.

Homework

Review the following resources before the session kicks off on March 1.

- [“What Is Economic Development?”](#) Watch this short video before Wednesday morning.
- Review the simulation materials listed under “Thursday Program Materials” below before the start of session.
- Review at least one of the following regional economic development plans to prepare for Thursday’s simulation.
 - [Albemarle Commission](#)
 - [Asheville](#)
 - [Durham City/County](#)
 - [Clayton](#)
 - [Carteret County](#)
 - [Greensboro](#)

Recommended Resources

Additional resources related to session content are also available on the session [Homework and Resources page](#). You are encouraged to explore those that interest you, both in advance of and following the Economic Development session.

Tuesday Program Materials

There are no special materials required for Tuesday. Just bring yourselves to the North Carolina Aquarium at Pine Knoll Shores to enjoy a unique behind-the-scenes tour and the session reception.

- Aquarium Tour: 3:00 – 5:00 pm
- Session Reception: 5:30 – 7:00 pm

The session reception will feature heavy hors d'oeuvres. Dinner is not provided Tuesday night. You are welcome to gather at 34 North, the restaurant in the Beaufort Hotel, or to check out other local establishments after the reception.

There is no virtual option for the Tuesday tour and reception.

Wednesday Program Materials

There are no special materials required for Wednesday.

Thursday Program Materials

Economic Development Simulation: Putting It All Together

Review the following materials in advance to be ready to participate in Thursday's simulation.

Overview

Each Learning Team will use the scenario described below to outline an economic development plan for a fictional North Carolina town. Within each group, participants will take on one of the defined roles of a fictional task force to develop a plan based on one of the three possible strategies.

Your work should be captured on your team's recording document (to be provided during the simulation) and should consist of a high-level outline that answers questions such as:

- What are the major goals for your plan?
- Who are the key community players?
- What are your action steps?
- What is your timeline?
- How will you pay for your plan?
- How will you measure success?
- What will you give up and what will you gain through your approach?

Assigning Roles and Defining Perspectives

Prior to the March session, each Learning Team should have reviewed the roles listed below and submitted their team's assignments. Roles should be assigned in the order listed until every team member has a role. If you don't have seven team members, leave the final role(s) unassigned but be

sure your Economic Development Director or another team member records your ideas in the recording document and is ready to report out during the debrief.

Your role assignment defines the perspective you should bring to all discussions during this exercise.

Role	Perspective / Key Issues of Concern
<p>1. Economic Development Director</p> <p>and</p> <p>Simulation Recorder/Reporter</p>	<p>Your task is to coordinate different perspectives and get the group to work toward a decision that’s good for the city/county. You want to measure success with quality jobs and capital investment numbers. You are funded by a number of organizations, including the Chamber of Commerce whose members are willing to spend their dues on planning and marketing activities that will grow the local economy.</p> <p>You will also serve as the group’s recorder and reporter. You will fill out the recording template and share your group’s decisions during the debrief. You may also delegate this role as the team agrees. If your team has 7 members, you may designate a separate recorder/reporter (see “local reporter” role below).</p>
<p>2. City Manager</p>	<p>You are working with a declining budget, but you have agreed to fund the new economic development organization. Your highest priorities are tax base growth and developing jobs for displaced, lower-skill workers.</p>
<p>3. Utility Director (water, sewer, gas, & electric)</p>	<p>You can offer competitive electric rates due to area hydroelectric dams, and you have access to economic funding and assistance through the consortium that runs the dams. Your water treatment plant has additional capacity, but your water distribution and sewer collection system is antiquated and requires significant upgrades to serve new growth. Your capital budget does not currently include funding to expand the system.</p>
<p>4. Head of Environmental Group</p>	<p>Clean up of the polluted industrial sites is your only priority. Although the large, polluting industries along the river moved out some years ago, the abandoned sites have not been cleaned up. Owners of the sites have offered to donate the properties to the city or county, but those offers have been declined because the local governments are concerned that they do not have funding to clean up the sites.</p>
<p>5. Community College President</p>	<p>You want to ensure that your college has strong links to local business and provides programs that lead to employable skills in the community. You support business endeavors that will produce more jobs for people with Associate Degrees, and the opportunity to take part in North Carolina’s Customized Training program, which provides training to a company’s specifications at no charge to the company or the employee.</p>

6. County Commissioner	You represent a part of the county where out-of-town homeowners have purchased expensive second homes along the river and private golf courses. You are not interested in additional growth for the county that would decrease the quality of life.
7. Local reporter (To be assigned only if group has seven participants)	<p>You are the business reporter for the local newspaper. You have been following the new economic development organization, and it is your job to report on the new economic development strategy that will guide Hope River’s growth plans in the coming years. You are not a member of the task force.</p> <p>You will fill out the recording template and and share your group’s decisions during the debrief. If your team does not have seven members, your Economic Development Director should play this role or assign it to another team member.</p>

Setup

The town of Hope River, NC, recently hired an economic development director to create and lead a new direction for economic development. The economy in Hope River was once thriving, but recent years have been tough with closures of several area industries. River-based tourism activities have also declined due to environmental concerns related to reported river pollution from the now-closed industrial plants.

During the recent decline, relationships between local stakeholders such as the Chamber of Commerce and county and city governments have been contentious. However, the three institutions recently joined together to create and fund the Hope River Economic Development Corporation (Hope River EDC), as well as a task force charged with developing a new economic development plan that will guide local economic growth. The Hope River EDC will represent the interests of both Hope River, a town with a population of some 30,000, as well as River County, whose total population is around 70,000. It is worth noting that the county population in the northern part of the county swells by several thousand each summer as vacationers from nearby metro areas return to their second homes along the river and nearby golf courses.

Hope River EDC hired LNC Strategies, an economic development consulting firm, to work with the task force to develop a new strategic economic development plan. Despite the economic decline of the past decade, LNC Strategies identified a number of assets to build on. These include quality surface transportation networks via interstate highways to Charlotte and Atlanta, both within a 2-4 hour drive. As the county seat, Hope River is home to River Community College, a two-year technical college. Although most manufacturers left Hope River over the last few years, a private developer opened an industrial park focused on logistics along the interstate in the northern part of the county. So far, only one distribution center has landed in the industrial park but there remains over 150 acres of available land with approximately 50 acres already graded and ready for development.

Strategies

LNC Strategies worked with the Hope River Task Force to determine the best targets for economic growth. They have identified 3 primary options:

1. Logistics Attraction Strategy: **Ship 2 U**, an on-line retailer, is understood to be looking for new warehouse and distribution centers in the southeastern US. The company will require ready-to-build sites near major interstates within a half-day truck drive of major metro centers. Typical Ship 2 U operations include construction of a new 250,000 square foot warehousing facility, which requires a taxable investment of approximately \$25 million. Over three years the company would employ 100 - 150 low-skill workers such as packers and forklift drivers with annual salaries of approximately \$32,000.

2. Industrial Attraction Strategy: LNC Strategies has learned that **Project Dogwood**, an international prepared food company is considering Hope River for their flagship North American manufacturing facility. This project expects to create 250 new jobs over three years, with a taxable investment of \$90 million. Project Dogwood would require 50 acres of greenfield land within an industrial park, with immediate proximity to an interstate. This project will be a heavy electric user but will require upgraded sewer capacity to meet the needs of the company. This requires a \$750,000 investment on the part of the municipality. The average wage for these jobs is \$57,500.

3. Place-Based Attraction Strategy: **Hope River Wild** is the entrepreneurial vision of a longtime summer resident who has submitted a proposal to the town to redevelop one of the old industrial sites along the river into an eco-park. The new facility would initially offer scenic river rafting tours, fishing, and tubing, with plans to expand eco-tourism to include cabins and campsites, climbing activities, and more. The leader of this effort has experience with the activities but no track record as a successful entrepreneur. Her request to the Town of Hope River is that they accept a donation of the industrial site, clean up the polluted areas, then lease the land to her new eco-tourism company. This is a high-risk endeavor, but if the entrepreneur has the proper support from the Town, it could lead to spillover economic activity such as new restaurants and shops with the type of service jobs that could employ many of the town's displaced workers. For every job created by this company, there's the potential for 2-3 additional jobs to be created in support businesses. It is anticipated that the eco-park would initially create around 20 full time jobs with another 40 or so part-time and seasonal jobs. Ultimately LNC Strategies predicts that a growth strategy centered around eco-tourism could create as many as 400 full and part-time jobs over a decade.

Discuss and Document Your Plan

Use the prompts on your team's recording form—to be provided during session—to capture your priorities and outline your approach to ensuring a sound economic future for Hope River. You will have a chance to share your plan and discuss each team's approaches during the debrief to follow the work session.

Background Reading

Review at least one of the following regional economic development plans to prepare for Thursday's simulation.

- [Albemarle Commission](#)
- [Asheville](#)
- [Durham City/County](#)
- [Clayton](#)
- [Carteret County](#)
- [Greensboro](#)

Follow-Up Materials

Session Evaluation Link

Please complete your session evaluation through [this Google Form](#) by Friday, March 11. Thank you for sharing your feedback!

Environment Session Attendance Survey

Share your attendance plans for the April Environment session in Asheville through [this Google form](#) by Friday, March 11.

Learning Teams: Prompts and Recording Form Link

Hold your Learning Team calls and submit your notes through [this Google form](#) by Wednesday, March 30.

General Program Resources

Class Roster

Your class roster is below and also available through [this link](#).



Leadership North Carolina Class XXIX Roster

Atinuke Akintola Diver Wake
Executive Director and Lead Organizer
Durham CAN

Jennifer Allen Wake
Senior Vice President, Chief Strategy Officer
SEPI Engineering & Construction

Amanda Balwah Forsyth
Associate Vice Chancellor for Institutional Integrity
UNC School of the Arts

Kevin Baxter Burke
Vice Chancellor & Chief Campus Officer,
Morganton Campus
North Carolina School of Science & Mathematics

Manjunatha Bhat Forsyth
Interim Associate Dean
Winston-Salem State University

Jonathan Biggs Durham
Vice President of Risk Management and Education
Investors Title Insurance Company

Christopher Brandenburg Wake
Associate State Director, Advocacy
AARP NC

Beckie Brooks Wake
Director, Drivers of Health Strategy
Blue Cross and Blue Shield of North Carolina

Kathryn Bruner Swain
Principal Broker/President
KBR-Kathryn Bruner Realty LLC

Pierre Bynum Sr. Alamance
Senior House Manager, Men's Program
TROSA

Wanda Coley Brunswick
Vice President of Strategy
UnitedHealthcare

Samantha DeLoache Mecklenburg
Pharmacy Manager
Kintegra Health

Brian Denisar Alamance
CEO & President
Bobbitt

Timothy Downs Durham
Regional Director, North Carolina Economic Development
Thomas & Hutton

Dean Drescher Wake
Director of Operations
EducationNC

Alexander Fagg Wake
Director of Government Relations
North Carolina Community College System

Phillip Feagan Wake
General Counsel
North Carolina Department of Natural and Cultural Resources

Michelle Fortune Polk
Chief Executive Officer
St. Luke's Hospital

Kate Glaze Wake
Assistant General Counsel and Director of Land
Martin Marietta Materials, Inc.

April N. Harley Mecklenburg
Executive Director
LEAD NC/LEAD NC Institute

Mathew Hayes Guilford
Account Executive
Siemens Medical Solutions

Shakira Henderson Pitt
Vice President Research Officer/Clinical Research Integration Officer
UNC Health

Brian Heslin Mecklenburg
Deputy General Counsel
Duke Energy

Reva Holland Cleveland
Director of Medical Operations
Kintegra Health

Chantal Howard Wake
Interim Chief Nursing Officer
Duke University Hospital

Elayne Jones Guilford
Business Officer
North Carolina A&T State University

Peter Klein New Hanover
Business Continuity Manager
Coming

Felicia Kline Mecklenburg
Consumer Affairs – Large Banks
Federal Reserve Bank of Richmond,
Charlotte

DeWarren Langley Durham
Executive Director
Charles Hamilton Houston Foundation, Inc.

Cooper Linton Chatham
AVP, Home and Community Based Care
Duke University Health System

Erin Lynch Forsyth
Associate Provost of Research
Winston-Salem State University

Julian Macaulay Jr. Gaston
SVP, Control Executive
Wells Fargo Bank N.A.

Howard Manning Wake
Executive Director
Dorcas Ministries

Jeff Marko Wake
Senior Tax Manager
DMJ & Co., PLLC

Dionne McLean Wake
Project Manager, Supplier Diversity Equity & Inclusion
RTI International

Danika Mills Wake
State Director, North Carolina
Unite Us

Ryan Minto Wake
Director, State Government Affairs
Duke Energy

Kirk Montgomery Alamance
Information Technology Director
City of Mebane

James Musilek Wake
Director, Strategic Initiatives & Project Management
North Carolina Electric Membership Corporation

Deepa Naik Mecklenburg
Director of Philanthropy
The Merancas Foundation

Stephanie Norander Mecklenburg
Executive Director/Associate Professor
University of North Carolina at Charlotte

Rachel Page Durham
Deputy Director
Go Global NC

Amy Policastro Schroeder Wake
Education Consultant, Career Development
North Carolina Department of Public Instruction

Sarah Prencipe Catawba
Governmental Affairs Analyst
City of Hickory

Denika Seymour Johnston
Financial Professional
MassMutual North Carolina

Irvine Sloan Mecklenburg
Vice President, Strategic Account Management
Duke Energy

Jeffrey L. Smith Forsyth
Litigation Paralegal (Retired)
Syngenta Crop Protection, LLC
Owner, Smitty's Notes & SmittysNotes.com

Sharon Smith Perquimans
Special Projects Administrator
Albemarle Commission COG

Diamond Staton-Williams Cabarrus
Director
Atrium Health

John Tartt Mecklenburg
Assistant Vice President
Atrium Health

Ryan Urquhart Durham
Principal Interaction Architect
Blue Cross and Blue Shield of North Carolina

Peter VanGraafeiland Wake
SVP, Member Services
Civic Federal Credit Union

Edna Wallace Durham
Manager, Strategic Partnerships
RTI International

Kelly Webb Wake
Director of Development
Communities In Schools of North Carolina

John White Guilford
Chief NC Lobbyist / Manager - State & Local Affairs
Dominion Energy

Learning Team Assignments

You have each been assigned to a Learning Team for the program year. Each session will offer opportunities for small-group work, simulations, and dialogue with your Learning Team members as well as with other LNC classmates.

Team 1: Numero Uno

Manju Bhat
Shakira Henderson
Jeff Marko
Deepa Naik
Sarah Prencipe
Pete VanGraafeiland*

Team 2: OMNIA

Tinu Akintola Diver
Beckie Brooks
Erin Lynch
Ryan Minto
Kirk Montgomery*
John Tartt
Kelly Webb

Team 3: LEAD 29

Michelle Fortune
Mat Hayes
Rachel Page
Denika Seymour*
Sharon Smith
Jeff Smith
John White

Team 4: DEPICK

Chris Brandenburg
Kathryn Bruner
Phil Feagan
Elayne Jones*
Irvine Sloan
Diamond Staton-Williams

Team 5: Wake Makers

Jennifer Allen
Kevin Baxter*
Pierre Bynum
Felicia Kline
Cooper Linton
Danika Mills

Team 6: Titans of Grace

Amanda Balwah*
Reva Holland
DeWarren Langley
Dionne McLean
Jim Musilek
Ryan Urquhart

Team 7: PiedMount

Jon Biggs
Samantha DeLoache
Timothy Downs*
Kate Glaze
April Harley

Team 8: Team CCS

Wanda Coley
Dean Drescher
Alex Fagg
Brian Heslin*
Howard Manning
Stephanie Norander

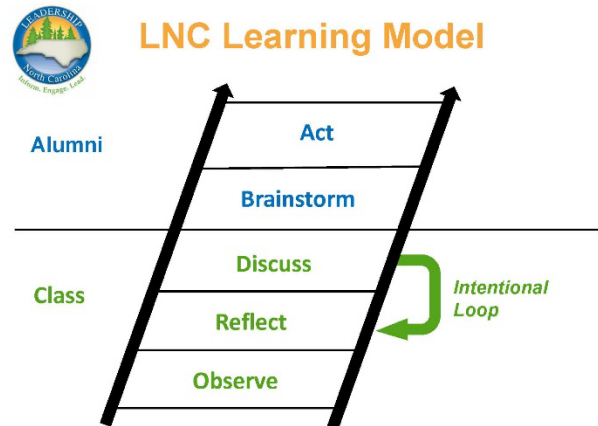
Team 9: The Transplant Six

Brian Denisar
Chantal Howard
PJ Klein
Julian Macaulay
Amy Policastro Schroeder*
Edna Wallace

*Team Navigator

LNC Learning Model with Guiding Principles and Team Agreements

The LNC Learning Model and Guiding Principles are included below and also available through [this link](#). Please make sure you have access to this material during the HHS session.



Guiding Principles

- What personal history am I bringing to the conversations?
- What are my biases?
- Am I only hearing the things that reinforce what I already think?

Class XXIX Team Agreements

- **Accountability:** Accept responsibility for your actions and speech, and encourage the same in others by fully participating, openly sharing, and actively listening, which will foster trust and respect.
- **Authenticity:** Be authentic by sharing your truth, speaking with candor, and contributing to building safe spaces with respect, honesty, and support for each other.
- **Candor:** Speak openly, honestly, and directly, while always maintaining respect for the listener and the process.
- **Clarity:** Provide clarity in communication that is both positive and assumes positive intent of others, and also demonstrates engagement in our activities and tasks.
- **Communication:** Communicate with positive intent, authenticity, and respect; remembering that listening is critical to communication, and that we must listen to learn and listen to understand – not to react.
- **Engagement:** Be here now by being present and engaged, actively participating and supporting others.
- **Enjoyment:** Increase enjoyment by using humor to foster a positive environment, where authenticity is respected.