

**2010 STATE OF THE CITY
REPORT: GREENSBORO, NC
AND SELECT CITIES**

**PREPARED FOR THE
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BY

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EXECUTIVE SUMMARY

A. INTRODUCTION AND PURPOSE

- The overall purpose of this report is to update and assess the community performance metrics identified in earlier State of the City Reports. Part of the agenda is to stimulate discussion and to educate the general public about the overall performance of Greensboro relative to a carefully chosen peer group of cities. The long-term goal for the city of Greensboro is to see increased efficiency, progress and improvement over time for each of the selected community performance indicators.

B. METHODOLOGY

- The identification of an appropriate group of comparative cities is crucial to the success of any benchmarking study. Table One lists the ten cities included in the analysis based on data availability and consultations with the Greensboro Partnership.

City	Population
Charlotte, NC	687,456
Louisville, KY ¹	557,224
Greenville, SC ²	438,119
Raleigh, NC	392,552
Greensboro, NC	250,642
Durham, NC	223,284
Winston-Salem, NC	217,600
Richmond, VA	202,002
Chattanooga, TN	170,880
Columbia, SC	127,029
Mean	326,679

Source: U.S. Census Bureau, July 1st 2008 Population Estimates

- All of the variables are reported for 2008 unless otherwise indicated.
- The list of benchmark indicators includes measures that capture population and demographics, economic growth, education, and health and wellness.

C. MAJOR FINDINGS

1. THE ‘STATE OF THE CITY’ REMAINS LESS THAN ROBUST

- Greensboro continued to slip even further behind its peer city group especially with respect to below average wage rates and lagging job generation rates in key sectors of the economy (such as professional/scientific/management and various education and health services.) Much of the data included in this report is based on 2008, and as Greensboro began to feel the brunt of the late 2008 economic downturn it appeared it was impacted disproportionately relative to the peer city group.

2. POPULATION GROWTH RATES ARE STILL LAGGING BEHIND

- Greensboro’s population growth rates (8.0%) continued to lag behind in-state competitors, especially Raleigh (14.4%), Charlotte (12.5%), and even Winston-Salem (12.3%). It seems Greensboro still remains a “goldilocks” economy that is neither too hot nor too cold but instead remained slightly below average on most major metrics.
- The Carolina Piedmont I-85 corridor stands out as one of the fastest growing urban regions in the country, yet Greensboro’s population growth rate from 2005 to 2008 lagged noticeably behind the other North and South Carolina cities except for Greenville, SC (7.5%). (Figure 1).

3. EARNINGS AND INCOMES CONTINUE TO DETERIORATE

- If median earnings are considered a proxy for overall skill levels (which is not always the case), then labor skills in the Greensboro market seem to be continuing to erode relative to the peer city group. Both median earnings and per capita income remained below the peer city average for the ten cities included in this report.

4. GREENSBORO SEEMS TO BE SHEDDING ITS IMAGE AS A MANUFACTURING TOWN ALTHOUGH THE CONCENTRATION OF RETAIL EMPLOYMENT MAY BE CAUSE FOR CONCERN

- Greensboro has experienced significant manufacturing job losses in recent years, and it no longer has a disproportionately large relative share of its labor force employed in manufacturing (Table 2). That said, Greensboro has the highest proportion of its labor force employed in retail relative to the peer group – a potential cause for concern given the low wages typically offered in retail.

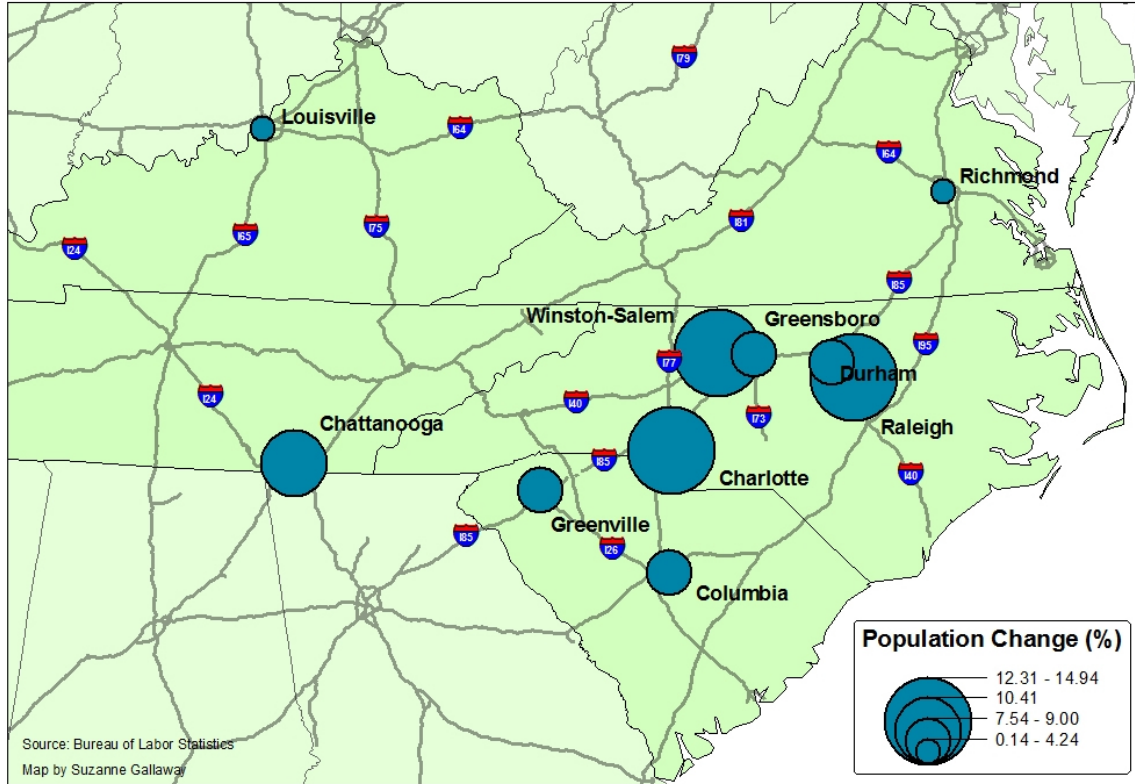


Figure 1. Percent Population Change by City: 2005 - 2008

Table 2. Major Industries Ranked by Difference in Percent (%) Employment Share for Greensboro and the Peer City Average

Industry	Greensboro	Peer Average	Difference
Retail	15.8	10.8	+5.0
Transportation	6.0	4.8	+2.2
Manufacturing	11.5	10.2	+1.3
Arts/Entertainment	10.2	10.1	+0.1
Financial Services	8.6	8.8	-0.2
Professional	8.2	10.7	-2.5
Education/Health	21.2	24.2	-3.0

5. PROFESSIONAL/SCIENTIFIC/MANAGEMENT JOBS AND EDUCATION AND HEALTH SERVICES ARE NOT GROWING FAST ENOUGH

- Both the Professional/Scientific/Management sector and Education and Health services collectively comprise nearly 30% of all jobs in Greensboro – a major part of the local economy. However, the relative proportion of the labor force

employed in these important sectors of the economy are lagging even further behind the peer city average (Table 2).

6. AVERAGE WAGE RATES CONTINUE TO FALL SHORT

- Average wage rates in Greensboro lagged even further behind the peer city group relative to the findings of the previous 2007 State of the City Report. The departures from the “norm” were especially noticeable in financial services (-\$11,037), manufacturing (-\$10,608), and professional and business services (-\$8,921) (Table 3 and Figure 2). Only retail jobs paid above the peer city average (+\$900) but retail jobs paid poorly – only the leisure/hospitality industry generated lower average wages.

Table 3. Major Industries Ranked by Difference in Average Wage Rates (\$) for Greensboro and the Peer City Average

Industry	Greensboro	Peer Average	Difference
Retail	26,582	25,682	+900
Transportation	42,033	43,386	-1,353
Leisure/Hospitality	14,658	16,221	-1,563
Education/Health	41,601	44,089	-2,488
Other (Misc.)	45,037	47,623	-2,586
Professional	41,477	50,398	-8,921
Manufacturing	50,035	60,643	-10,608
Financial Services	51,896	62,933	-11,037

7. TAX BASE GROWTH REMAINS SLUGGISH

- Tax base growth in Greensboro remained sluggish and well behind those of the other four North Carolina cities included in this report.

8. GUILFORD COUNTY SCHOOLS REMAINS A BRIGHT SPOT

- One bright spot was the Guilford County K-12 school system which reported the lowest high school drop-out rate and the highest cohort graduation rate relative to the other four North Carolina cities included in this report.

9. HEALTH AND WELLNESS: MIXED FINDINGS

- Teenage pregnancy rates were third lowest of the ten cities included in this report but infant mortality rates in Greensboro were too high and remained above the study average.

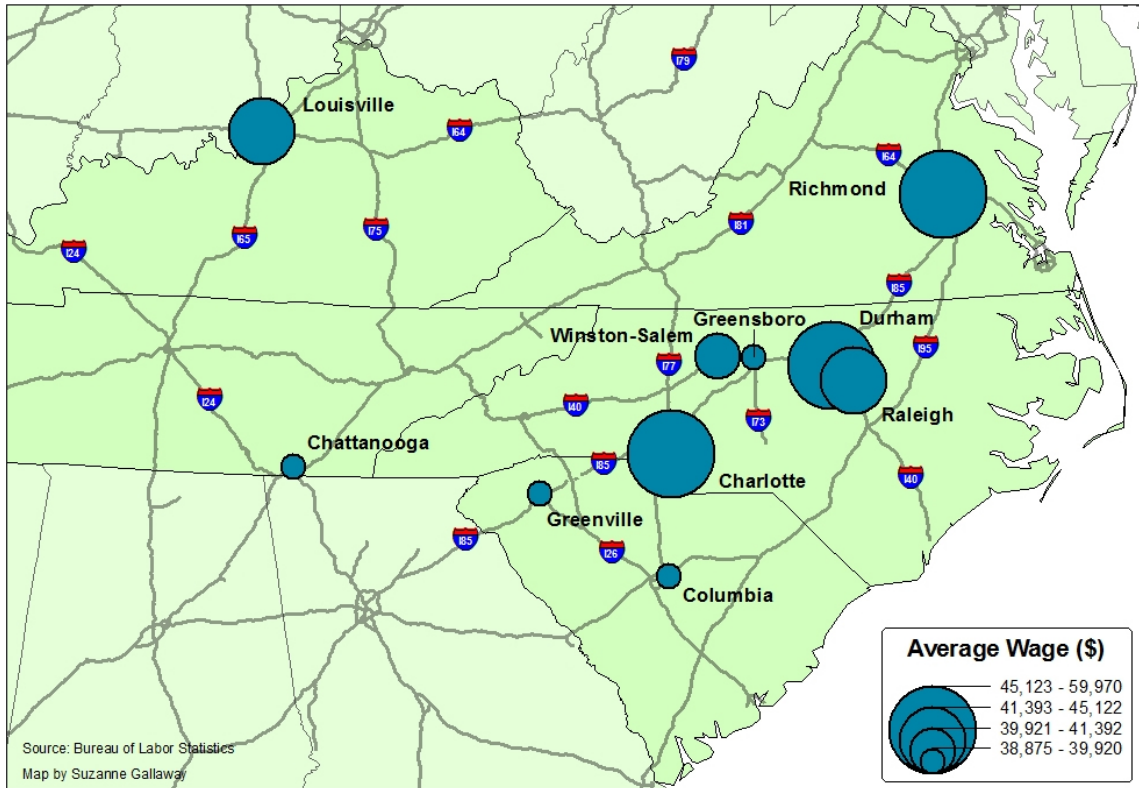


Figure 2. Average Wage of all Industries by City: 2008

INTRODUCTION AND BACKGROUND

- Public policy makers and economic development practitioners have become increasingly concerned with maintaining and improving the quality of life of their political jurisdictions as a way to maintain their competitive advantage. Greensboro is no exception to this rule.
- Although measuring quality of life can be a difficult exercise given the elusive and vague nature of the concept, many communities have moved towards a ‘benchmarking’ approach that attempts to quantify community performance measures over time. By tracking key metrics, it becomes possible to identify a community’s strengths and weaknesses, and develop appropriate strategic responses that can facilitate improved quality of life.
- In the early 2000’s, Action Greensboro commissioned two Benchmark Studies that generated substantial community discussion: the McKinsey Report and the Market Street Services Action Plan. The McKinsey Report 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 current levels of prosperity. The McKinsey findings triggered a follow-up study by Market Street Services which recommended that Greensboro should begin to track a number of performance measures “to help the community benchmark progress made through its economic development efforts.” By developing a series of community performance metrics, Market Street Services argued it becomes possible to place an emphasis on outcomes in judging the success of the city’s economic development programs.
- The inaugural Benchmark Report completed in late 2003 by Debbage was the first comprehensive assessment of the overall economic performance of the Greensboro community relative to a set of peer cities from across the southeastern United States. The Report concluded that Greensboro is much better-off than many of its peer group, although previous job losses may have the potential to substantially jeopardize the city’s standing.
- The follow-up State of the City Report published in 2007 that also compared Greensboro to nine other peer cities concluded that Greensboro was starting to lag behind its competitors particularly in terms of average wage rates and tax base growth. The overall state of the city appeared to be less than robust, in part, because of the significant job losses the city absorbed in the early 2000’s.
- The 2008 and 2009 State of the City Reports provided annual updates of the Greensboro performance metrics although it included no comparisons to any peer cities. The 2008 State of the City Report continued to indicate that the overall health of the city of Greensboro was less than robust. However, the 2009 Report suggested that the state of the city was showing some modest signs of recovery, in

part, because per capita income and median earnings increased slightly from 2006 to 2007 after several years of decline. That said, the 2009 Report was largely based on 2007 data and did not include the full impact of the recent economic downturn.

- The 2010 Report is the first comprehensive and comparative analysis of Greensboro's socio-economic trajectory since the 2007 Report that compared Greensboro to nine other peer cities.

PURPOSE AND RATIONALE

- The overall purpose of this report is to update and refine the community performance metrics identified in the earlier State of the City Reports. Consequently, the rationale for this report is to build on the momentum and recommendations generated by past studies of the Greensboro community by identifying and highlighting the positive assets of the Greensboro area relative to a group of peer cities while, at the same time, identifying potential problem areas that may require more concerted community attention and action. Like many cities of comparable size, Greensboro has both advantages and challenges that it must address if it is to remain competitive in the contemporary economy.
- Part of the agenda is to stimulate discussion and to educate the general public about the overall performance of Greensboro relative to a carefully chosen peer group of cities. The long-term goal for the city of Greensboro is to see increased efficiency, progress and improvement over time for each of the selected community performance indicators.

PROJECT METHODOLOGY

A. CRITERIA FOR SELECTION OF COMPARATIVE CITIES

- The identification of an appropriate group of comparative cities is crucial to the success of any benchmarking study. Table One lists the ten cities included in the analysis based on data availability and consultations with the Greensboro Partnership.

City	Population
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Chattanooga, TN	170,880
Columbia, SC	127,029
Mean	326,679

Source: U.S. Census Bureau, July 1st 2008 Estimates

- The cities were selected based on both their inclusion in the earlier State of the City Reports and the broad range of population size relative to Greensboro. Some attempt was made to capture a representative range of cities that reflected a broad spectrum in terms of the size and quality of the local economy.
- Population size varied from a high of 687,456 in Charlotte to a low of 127,029 in Columbia, SC. The 2008 population total for Greensboro was 250,642 which was fairly close to the study average of 326,679.

B. DETERMINING THE BENCHMARK INDICATORS

- The benchmark indicators were chosen based on consultation with the Greensboro Partnership and every effort was made to be compatible with those indicators used in the previous reports.
- All the variables are reported for 2008 unless otherwise indicated.

- It is important to note that data on average wage rates by industry (Tables 22-30), tax base (Tables 31-33), high school drop-out rates (Table 33), and health and wellness (Table 40-41) are only available at the county level. Additionally, the tax base data (Table 31-33) and the high school dropout rate data (Table 35) only included North Carolina cities.
- The list of benchmark indicators includes measures that capture population and demographics, economic growth, education, and health and wellness.
- **POPULATION AND DEMOGRAPHIC METRICS INCLUDED:**
 - Population Change, 2005-2008 (Source: U.S. Census)
 - Age Distribution (Source: ACS)
(Median age, %20-34, %65 and over)
 - Racial/Ethnic Composition (Source: ACS)
(% White, African American, Hispanic)
 - Residential Sprawl indicators (Source: ACS)
(Mean household size, Mean travel time)
 - Home Ownership and Value (Source: ACS)
(% Owner-occupied, Median house value)
- **ECONOMIC GROWTH AND JOB METRICS INCLUDED:**
 - Median Earnings for all Workers (Source: ACS)
 - Per Capita Income (Source: ACS)
 - Jobs: Labor Force Composition by Industry (Source: ACS)
 - Average Wages by Industry (county only) (Source: BLS)
 - Tax Base Yield (county only) (Source: NCDOR)
(Tax base growth, Total taxable real estate per 1,000 & % Residential taxable property)
 - Poverty Rate (Source: ACS)
- **EDUCATION METRICS INCLUDED:**
 - High School Drop-Out Rate (county only) (Source: NCDPI)

- School Enrollment (Source: ACS)
(% High School or less, % College or more)
- Educational Attainment (Source: ACS)
(% High School or less, % BA or more)
- **HEALTH AND WELLNESS METRICS INCLUDED:**
 - Infant Mortality Rates, (county only) (Source: NCCHS & others)
 - Teenage Pregnancy Rates, (county only) (Source: NCCHS & others)
(15-19 years old)
- (Note: ACS – American Community Survey; BLS – Bureau of Labor Statistics; NCCHS – North Carolina Center for Health Statistics; NCDPI – North Carolina Department of Public Instruction; and NCDOR – North Carolina Department of Revenue)

FINDINGS

A. POPULATION AND DEMOGRAPHICS

POPULATION CHANGE: 2005 - 2008

- Net population change is a straightforward measure about whether a city is growing, stagnating or declining. Maintaining consistent net population increases over time suggests that a community is prosperous and able to attract and keep workers. Conversely, cities that have experienced substantial population losses over time may be unable to retain workers which may be a ‘red-flag’ for prospective businesses.
- Net population change for the ten cities included in this study was highly varied (Table 2). The fastest growing city in relative terms was Raleigh with a 14.94% growth rate from 2005 to 2008. Overall, the average growth rate was 8.76% and Greensboro ranked seventh with a net population change of 8.05%.

City	2005 Population	2008 Population	Absolute Change 2005-08	Relative Change 2005-08 (%)
Raleigh, NC	341,530	392,552	51,022	14.94%
Charlotte, NC	610,949	687,456	76,507	12.52%
Winston-Salem, NC	193,755	217,600	23,845	12.31%
Chattanooga, TN	154,762	170,880	16,118	10.41%
Durham, NC	204,845	223,284	18,439	9.00%
Columbia, SC	117,088	127,029	9,941	8.49%
Greensboro, NC	231,962	250,642	18,680	8.05%
Greenville, SC ²	407,383	438,119	30,736	7.54%
Richmond, VA	193,777	202,002	8,225	4.24%
Louisville, KY ¹	556,429	557,224	795	0.14%
Mean	301,248	326,679	25,431	8.76%

Source: U.S. Census Bureau 2008 July 1st Population Estimates

- The Carolina Piedmont I-85 corridor that extends from Greenville-Spartanburg to Raleigh stands out as one of the fastest-growing regions in the southeastern United States (Figure 1). Greensboro is centrally located within this mega-region, but it experienced the lowest growth rate of the six Carolina Piedmont cities located in this corridor – a cause for concern.

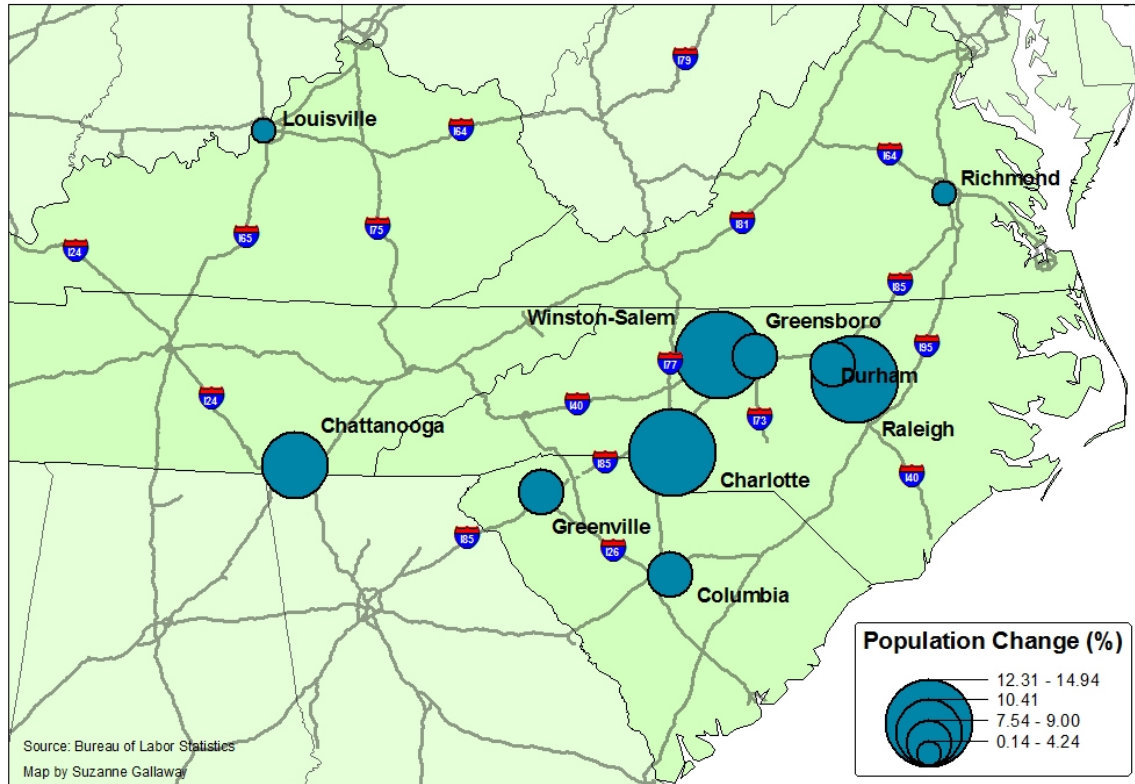


Figure 1. Percent Population Change by City: 2005 - 2008

AGE DISTRIBUTION

- Comparing the age distribution of each city can provide some insight into the underlying attractiveness of a city's economy. As the population of a city ages, there will be a much greater demand for medical services which can lead to significant demands on scarce public resources. Conversely, a city with a significant number of college-aged 20-34 year olds suggests a contemporary economy with 'cutting-edge' occupations.
- The median age of the population varied from a low of 29.1 years old in Columbia, SC to a high of 37.9 years old in Louisville. The median age in Greensboro was 34.6 years which exactly matched the peer city average (Table 3)

City	Median Age
Columbia, SC	29.1
Raleigh, NC	32.3
Durham, NC	33.6
Winston-Salem, NC	34.5
Greensboro, NC	34.6
Charlotte, NC	35.0
Richmond, VA	35.4
Greenville, SC ²	36.9
Chattanooga, TN	37.0
Louisville, KY ¹	37.9
Mean	34.6

Source: ACS

- Greensboro attracted a slightly above average share of the population aged 20-34 years old (23.5%) and almost matched the peer city average for the average share of the elderly (11.6%) (Table 4 and 5). Only Columbia, SC and Raleigh reported a higher percentage of the population aged between 20-34 (28.1% and 27.8%, respectively) perhaps suggesting the important role that colleges and universities play in all three cities.

City	Number	Percent (%)
Columbia, SC	32,154	28.1%
Raleigh, NC	102,324	27.8%
Greensboro, NC	57,465	23.5%
Durham, NC	50,466	23.2%
Richmond, VA	45,582	22.6%
Chattanooga, TN	36,489	22.3%
Winston-Salem, NC	48,315	21.9%
Charlotte, NC	146,669	21.4%
Greenville, SC ²	85,027	19.4%
Louisville, KY ¹	130,043	18.2%
Mean	73,453	22.8%

Source: ACS

City	Number	Percent (%)
Chattanooga, TN	25,519	15.6%
Richmond, VA	28,826	14.3%
Louisville, KY ¹	96,767	13.0%
Winston-Salem, NC	28,510	12.9%
Greenville, SC ²	53,657	12.2%
Greensboro, NC	28,295	11.6%
Columbia, SC	11,413	10.0%
Durham, NC	20,106	9.2%
Charlotte, NC	56,476	8.2%
Raleigh, NC	29,526	8.0%
Mean	37,910	11.5%

Source: ACS

RACIAL COMPOSITION

- Cities that are ethnically diverse tend to be more tolerant and innovative although integrating minorities into a contemporary workforce can pose substantial challenges.
- Just over half of Greensboro's population is classified as white (51.1%) compared to a study average of 56.7% (Table 6). Those cities with the largest percent white populations included Greenville (76.8%) and Louisville (72.9%) although their high rankings are partly due to the way in which both places are defined in this study (See Technical Footnotes 1 and 2).

City	Number	Percent (%)
Greenville, SC ²	336,471	76.8%
Louisville, KY ¹	534,819	72.9%
Raleigh, NC	223,328	60.6%
Chattanooga, TN	97,287	59.5%
Charlotte, NC	379,967	55.5%
Columbia, SC	58,796	51.4%
Winston-Salem, NC	112,944	51.2%
Greensboro, NC	124,622	51.1%
Durham, NC	96,061	44.1%
Richmond, VA	87,620	43.4%
Mean	205,192	56.7%

Source: ACS

- The percent of the Greensboro population classified as African-American is 40.6% which is significantly above the peer city average of 34.9% (Table 7). Those cities with the highest percent African-American populations included Richmond (50.8%), Columbia (43.6%) and Greensboro.

City	Number	Percent (%)
Richmond, VA	102,642	50.8%
Columbia, SC	49,914	43.6%
Greensboro, NC	99,208	40.6%
Durham, NC	87,390	40.2%
Winston-Salem, NC	78,194	35.5%
Chattanooga, TN	57,901	35.4%
Charlotte, NC	230,527	33.7%
Raleigh, NC	107,050	29.1%
Louisville, KY ¹	145,276	22.2%
Greenville, SC ²	78,610	17.9%
Mean	103,671	34.9%

Source: ACS

- One of the most rapidly growing ethnic groups in the southeastern United States is the Hispanic population. Although Greensboro has experienced a rapid growth in its Hispanic population in recent years, the percentage of the population classified as Hispanic remains below the peer city average (i.e., 7.0% and 7.8%, respectively) (Table 8). Cities with significantly larger Hispanic populations

City	Number	Percent (%)
Winston-Salem, NC	29,624	13.4%
Durham, NC	26,005	11.9%
Charlotte, NC	80,200	11.7%
Raleigh, NC	35,486	9.6%
Greenville, SC ²	31,684	7.2%
Greensboro, NC	16,998	7.0%
Richmond, VA	9,901	4.9%
Chattanooga, TN	7,928	4.8%
Columbia, SC	4,627	4.0%
Louisville, KY ¹	22,571	3.4%
Mean	26,502	7.8%

Source: ACS

included Winston-Salem (13.4%) and Durham (11.9%) while Louisville had only a 3.4% market share.

RESIDENTIAL SPRAWL INDICATORS

- Recent sprawl studies have indicated that Greensboro and the Piedmont Triad metropolitan area have some of the most sprawling growth patterns in the United States. Relatively simple measures of sprawl include the way in which we utilize land (e.g., mean household size) and the length of our daily journey-to-work commutes (e.g., mean travel time).
- Analyzing the average number of persons resident in each dwelling unit provides some insight into how efficiently each city is utilizing land with respect to density. In Greensboro, the mean household size is 2.38 persons compared to a study average of 2.35 persons per unit (Table 9) suggesting that Greensboro is not unusual in the way in which we develop residential lots. The larger cities in terms of total population (Table 1) tended to have higher mean household sizes.

City	Mean Household Size
Columbia, SC	2.07
Durham, NC	2.28
Chattanooga, TN	2.33
Charlotte, NC	2.35
Richmond, VA	2.35
Greensboro, NC	2.38
Louisville, KY ¹	2.38
Raleigh, NC	2.41
Winston-Salem, NC	2.44
Greenville, SC ²	2.49
Mean	2.35

Source: ACS

- Greensboro has below average commuting times (Table 10) with a mean travel time of 19.8 minutes compared to a peer city average of 20.9 minutes. The commute times compare favorably when compared to Charlotte (24.1) and Durham (22.3). Of course, as a rule of thumb, the larger populated cities tended to have higher average commute times than the smaller cities.

Table 10. Cities Ranked by Mean Travel Time, 2008

City	Mean Travel Time (Minutes)
Winston-Salem, NC	18.6
Chattanooga, TN	18.7
Columbia, SC	19.0
Greensboro, NC	19.8
Raleigh, NC	21.5
Greenville, SC ²	21.6
Louisville, KY ¹	21.6
Richmond, VA	22.1
Durham, NC	22.3
Charlotte, NC	24.1
Mean	20.9

Source: ACS

HOME OWNERSHIP AND VALUE

- A high percentage of home ownership illustrates a propensity for residential stability in a community and signals a vote of confidence in the overall quality of life of the area. If a large proportion of the population opts to invest in the real estate market instead of renting, it implies a long-term commitment to the community.
- Homeownership varied from a high of 68.0% in Greenville to a low of 49.7% in Columbia (Table 11). The Greensboro housing market slightly under-achieved

Table 11. Cities Ranked by Percent Owner Occupied Housing, 2008

City	Percent (%)
Greenville, SC ²	68.0%
Louisville, KY ¹	64.7%
Charlotte, NC	59.3%
Winston-Salem, NC	58.3%
Chattanooga, TN	56.4%
Greensboro, NC	55.9%
Raleigh, NC	53.7%
Durham, NC	50.5%
Richmond, VA	50.2%
Columbia, SC	49.7%
Mean	56.7%

Source: ACS

with only 55.9% of all units in owner-occupation compared to higher shares in Charlotte (59.3%) and Winston-Salem (58.3%).

- The median house value for all ten cities was \$167,400 while the Greensboro median value was \$143,100 which was the second lowest median home value in the peer group (Table 12). The most expensive housing markets included Raleigh (\$216,900) and Richmond (\$211,600) while the least expensive market was Chattanooga (\$137,400).

City	Value (\$)
Raleigh, NC	216,900
Richmond, VA	211,600
Charlotte, NC	188,400
Durham, NC	175,300
Columbia, SC	154,500
Greenville, SC ²	150,500
Louisville, KY ¹	149,500
Winston-Salem, NC	146,500
Greensboro, NC	143,100
Chattanooga, TN	137,400
Mean	167,400

Source: ACS

B. ECONOMIC GROWTH AND JOBS

Economic growth on its own may not be the most important indicator of economic change for a city economy. Simple employment growth can impoverish a local economy if high-wage, high-skill jobs are replaced with low-wage, low-skill jobs. Job creation without a concern for the composition of skills needed may be a flawed economic development strategy. Substantial job growth must occur in robust and productive industries if an economy is to maintain a competitive advantage over other cities.

MEDIAN EARNINGS

- Median earnings are an excellent measure of the overall skill level of the community and the quality of jobs being created in an area. Earnings are defined as the sum of wage and salary disbursements and are often used as a proxy for income generated specifically from participation in production.
- Much like the rankings for median house value, those cities generating the highest median earnings included Charlotte (\$31,526) and Raleigh (\$29,311) while the lowest median earnings occurred in Columbia, SC (\$17,930) and Richmond (\$22,171) (Table 13).
- The median earnings in Greensboro were \$24,885 which was noticeably below the peer city average of \$25,729. Overall, the Piedmont Triad (including Winston-Salem) lagged significantly behind the Research Triangle and Charlotte in median earnings.

City	Earnings (\$)
Charlotte, NC	31,526
Raleigh, NC	29,311
Louisville, KY ¹	28,083
Durham, NC	27,924
Greenville, SC ²	27,710
Winston-Salem, NC	25,219
Greensboro, NC	24,885
Chattanooga, TN	22,531
Richmond, VA	22,171
Columbia, SC	17,930
Mean	25,729

Source: ACS

PER CAPITA INCOME

- Per capita income is an excellent measure of the overall accumulation of wealth although it is not a direct measure of wages and salaries because it also includes income derived from such things as interest, dividend, rent and transfer payments.
- Much like with median earnings, Greensboro ranked below average with a per capita income of \$25,560 compared to a peer city average of \$26,395 (Table 14). Once again, Charlotte and Raleigh led the pack with per capita incomes of \$32,402 and \$30,849, respectively.

City	Per Capita Income (\$)
Charlotte, NC	32,402
Raleigh, NC	30,849
Durham, NC	26,744
Greenville, SC ²	26,353
Richmond, VA	25,919
Greensboro, NC	25,560
Louisville, KY ¹	24,563
Columbia, SC	24,359
Chattanooga, TN	23,662
Winston-Salem, NC	23,540
Mean	26,395

Source: ACS

JOBS: LABOR FORCE COMPOSITION BY INDUSTRY

- Economic diversity is frequently promoted as a means through which to achieve economic stability where the underlying logic is that a higher level of economic diversification is associated with long-term economic stability. Most economic diversity studies focus on employment composition by major sector as a simple way to capture diversity.
- Greensboro has experienced significant declines in the number of **manufacturing workers** in recent years, and the city now seems to more closely match the peer city average regarding the relative share of its labor force in manufacturing (11.5% and 10.2%, respectively) (Table 15). Other cities such as Greenville (18.8%), Louisville (13.4%) and Winston-Salem (13.4%) now have noticeably higher shares of their labor force in manufacturing.
- It should also be noted that Greensboro had only the fifth largest manufacturing workforce in absolute terms (14,005 workers). Larger manufacturing labor markets included Louisville (43,756) and Greenville (39,399) although their high

rankings are partly due to the way in which both places are defined in this study (See Technical Footnotes 1 and 2).

City	Number	Percent (%)
Greenville, SC ²	39,399	18.8%
Louisville, KY ¹	43,756	13.4%
Winston-Salem, NC	13,365	13.4%
Chattanooga, TN	9,280	11.9%
Greensboro, NC	14,005	11.5%
Charlotte, NC	27,974	7.7%
Raleigh, NC	15,703	7.6%
Richmond, VA	6,189	6.5%
Durham, NC	6,868	6.3%
Columbia, SC	2,255	4.7%
Mean	17,879	10.2%

Source: ACS

- Traditionally, **retail jobs** are low-skill and low-wage, and it seems as if Greensboro is continuing to generate a disproportionately large number of retail jobs relative to our competitors – especially given the large number of shopping centers that have been under construction in recent years (Table 16).

City	Number	Percent (%)
Greensboro, NC	19,271	15.8%
Greenville, SC ²	25,892	12.4%
Charlotte, NC	41,258	11.3%
Winston-Salem, NC	10,608	10.6%
Columbia, SC	5,013	10.5%
Louisville, KY ¹	37,099	10.5%
Richmond, VA	9,167	9.7%
Raleigh, NC	19,774	9.5%
Chattanooga, TN	7,063	9.1%
Durham, NC	9,590	8.9%
Mean	18,474	10.8%

Source: ACS

- No city in the peer group generated a larger percent share of retail jobs in 2008 than Greensboro. Greensboro had 15.8% of all jobs in retail compared to a peer

city average of 10.8%. Both Charlotte and Raleigh generated much lower relative shares (11.3% and 9.5%, respectively).

- A major component of any city economy is **financial services** – particularly in the downtown area where financial services tend to congregate because of proximity to City Hall, the courthouse and each other.
- Not surprisingly, the dominant financial services city in this study was Charlotte with the largest absolute (52,953 workers) and relative shares (14.5%) (Table 17). The corporate headquarters of both Bank of America and Wachovia are located in downtown Charlotte.

City	Number	Percent (%)
Charlotte, NC	52,953	14.5%
Columbia, SC	5,002	10.4%
Chattanooga, TN	7,130	9.2%
Greensboro, NC	10,412	8.6%
Louisville, KY ¹	29,968	8.2%
Richmond, VA	7,622	8.1%
Winston-Salem, NC	7,964	8.0%
Raleigh, NC	15,945	7.7%
Durham, NC	8,236	7.5%
Greenville, SC ²	12,799	6.1%
Mean	15,803	8.8%

Source: ACS

- Although Greensboro is a much smaller financial services market than Charlotte, it has moved up in the rankings since 2005. Greensboro is close to the peer city average in relative share (8.6% and 8.8%, respectively) and the fifth largest market in absolute terms (10,412 workers). By contrast, Greensboro ranked eighth in market share in 2005, noticeably below the peer city average.
- **Professional, Scientific and Management** jobs specialize in a wide range of activities including legal advice, accounting, architectural and engineering services, computer services, consulting and research, logistics, plus a wide range of management and administrative services. In all cases, these activities require a high degree of expertise and training, and they are the sorts of high-wage, high-skill jobs that robust city economies should be attracting to the local area.
- Unfortunately, Greensboro only generated 9,924 jobs in this sector in 2008 compared to a peer city average of 18,504 jobs (Table 18). In relative terms, Greensboro ranked last with a market share of 8.2% compared to a study average

of 10.7%. Greensboro ranks poorly when compared to the large absolute and relative labor markets in both Raleigh (31,390 jobs and 15.1% share) and Charlotte (44,604 and 12.2%).

City	Number	Percent (%)
Raleigh, NC	31,390	15.1%
Charlotte, NC	44,604	12.2%
Durham, NC	13,016	11.9%
Richmond, VA	10,994	11.6%
Columbia, SC	5,265	11.0%
Chattanooga, TN	7,580	9.7%
Louisville, KY ¹	34,235	9.2%
Winston-Salem, NC	9,133	9.2%
Greenville, SC ²	18,895	9.0%
Greensboro, NC	9,924	8.2%
Mean	18,504	10.7%

Source: ACS

- Traditionally, **education and health service jobs** make up one of the largest sectors of any city economy accounting for over one-quarter of all jobs on average – the cities included in this report are no exception to this rule. Table 19 indicates that the mean percent of the labor force in education and health services for all ten cities included in this study is 24.2%.
- Durham promotes itself as the ‘City of Medicine’ and over one in three workers worked in this sector in 2008 (38.1%) (Table 19). Durham ranks first largely due to the presence of several significant employers including Duke University and the University Medical Center, GlaxoSmithKline, and Blue Cross and Blue Shield of North Carolina.
- In absolute terms, larger labor markets than Durham existed in Louisville (79,769 workers) and Charlotte (64,045).
- Greensboro lagged behind with 25,733 workers and a 21.2% market share compared to study averages of 37,817 workers and a 24.2% market share for all ten cities, collectively.

City	Number	Percent (%)
Durham, NC	41,631	38.1%
Winston-Salem, NC	28,280	28.4%
Richmond, VA	24,496	25.9%
Columbia, SC	11,761	24.5%
Chattanooga, TN	18,335	23.6%
Louisville, KY ¹	79,769	22.6%
Raleigh, NC	44,711	21.5%
Greensboro, NC	25,733	21.2%
Greenville, SC ²	39,411	18.8%
Charlotte, NC	64,045	17.5%
Mean	37,817	24.2%

Source: ACS

- An important part of any city economy is the **arts and entertainment industry** particularly in downtown areas which tend to act as important focal points for the industry.
- In Table 20, those cities with large vibrant downtowns tended to generate a significant number of arts and entertainment jobs (e.g., Charlotte – 32,762 jobs and Louisville – 31,596 jobs). However, the city with the highest percentage of its workforce in arts and entertainment was Columbia, SC with 13.1% of the labor force partly since it is a state capital and hosts the state’s flagship research university and can attract related arts and entertainment activities.

City	Number	Percent (%)
Columbia, SC	6,288	13.1%
Richmond, VA	11,977	12.7%
Chattanooga, TN	8,786	11.3%
Raleigh, NC	23,330	11.2%
Greensboro, NC	12,343	10.2%
Greenville, SC ²	19,869	9.5%
Louisville, KY ¹	31,596	9.1%
Charlotte, NC	32,762	9.0%
Winston-Salem, NC	7,931	8.0%
Durham, NC	7,718	7.1%
Mean	16,260	10.1%

Source: ACS

- Although the Greensboro city center has recently experienced a rebirth of sorts – particularly the nightclubs and bars along South Elm Street – more could be done to attract young urban professionals to the city. Greensboro slightly exceeded the peer city average in terms of the percent share of arts and entertainment jobs (i.e., 10.2% and 10.1%, respectively), it underachieved in absolute terms with only 12,343 jobs compared to a study average of 16,260 jobs.
- It is clear that the **transportation logistics and warehousing industry** has the potential to become a major player in the Greensboro economy particularly with the completion of the mid-Atlantic FedEx hub building in 2009 at Piedmont Triad International Airport.
- That said, Greensboro generated only 7,292 jobs in transportation and warehousing in 2008 which was noticeably below the study average of 8,784 jobs (Table 21). However, Greensboro jumped significantly in the relative rankings and is now the second most concentrated transport logistics/warehousing market in the peer group with a 6% market share (compared to a peer city average of 4.8%).
- The substantial UPS hub in Louisville partly explains that city’s top ranking in both absolute terms (25,982 jobs) and relative terms (7.8%). The other significant market was Charlotte which is a major general freight trucking center (i.e., over 20,000 jobs and a 5.6% share).

City	Number	Percent (%)
Louisville, KY ¹	25,982	7.8%
Greensboro, NC	7,292	6.0%
Chattanooga, TN	4,436	5.7%
Charlotte, NC	20,475	5.6%
Richmond, VA	4,759	5.0%
Raleigh, NC	8,566	4.1%
Greenville, SC ²	7,886	3.8%
Columbia, SC	1,741	3.6%
Winston-Salem, NC	3,473	3.5%
Durham, NC	3,234	3.0%
Mean	8,784	4.8%

Source: ACS

AVERAGE WAGES BY INDUSTRY

Analyzing average wages can provide a more detailed insight into the variation in skill levels by major industrial groupings – assuming that higher wages are a reflection of

more specialized skills that require higher levels of training and expertise. The following data is derived from the U.S. Bureau of Labor Statistics (BLS) because the 2008 American Community Survey does not report data on average wages by specific industry. It should also be noted that BLS data by city is not available so the data in Tables 22-30 is reported at the county level (with the exception of Richmond) (See Technical Footnotes.)

- Table 22 ranks cities based on the average wage in all industries combined. The study average was \$45,303 which is significantly higher than the equivalent figure for median earnings listed in Table 13 (i.e., \$25,729). Part of the explanation for the difference is that *average* wages can be more easily skewed upwards by a small number of very high wage earners than can *median* earnings.
- Average wages in Greensboro (\$39,920) were significantly below the study average and lagged well behind those in Durham (\$59,970), Charlotte (\$53,266) and even Winston-Salem (\$41,392) – a very troubling sign (Figure 2)

City	Average Wage (\$)
Durham, NC (Durham County)	\$59,970
Charlotte, NC (Mecklenburg County)	\$53,266
Richmond ³ , VA	\$52,454
Raleigh, NC (Wake County)	\$45,122
Louisville, KY (Jefferson County)	\$43,429
Winston-Salem, NC (Forsyth County)	\$41,392
Greensboro, NC (Guilford County)	\$39,920
Columbia, SC (Richland County)	\$39,637
Chattanooga, TN (Hamilton County)	\$38,965
Greenville, SC (Greenville County)	\$38,875
Mean	\$45,303

Source: BLS

- Of all the major industry groupings studied in this report, the **financial services** generated the highest average wage rates for the peer city group (\$62,933) (Table 25) while the **manufacturing sector** generated the second highest average wage rate (\$60,643) for all ten cities (Table 23).
- Although many Southeastern cities have experienced substantial manufacturing job losses in recent years, those manufacturing workers that still remain employed tend to be involved in high-wage, high-skill activities. Some of the most robust and well paid manufacturing economies included Durham (\$103,338), Richmond (\$67,170) and Raleigh (\$61,246).

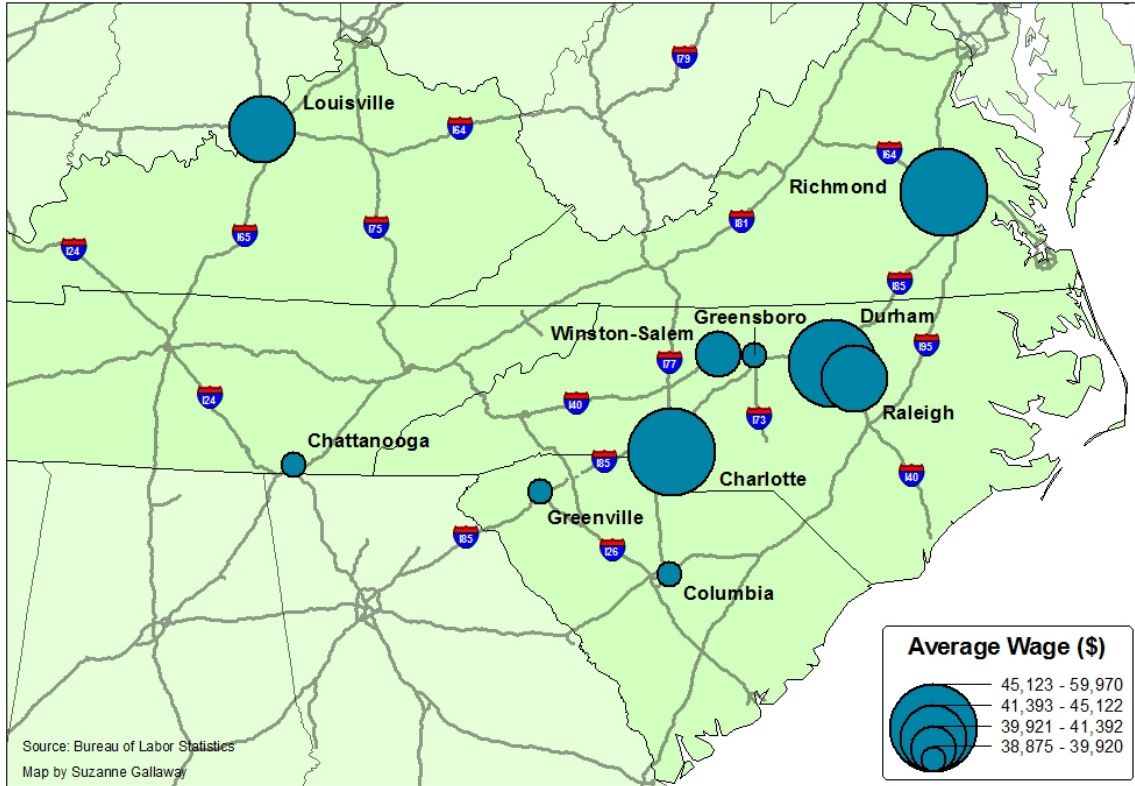


Figure 2. Average Wage of all Industries by City: 2008

- However, Greensboro’s average wage rates in manufacturing (\$50,035) were well below the peer city average (\$60,643) and only Chattanooga experienced lower average wage rates. The implication is that many manufacturing industries in

City	Average Wage (\$)
Durham, NC (Durham County)	\$103,338
Richmond ³ , VA	\$67,170
Raleigh, NC (Wake County)	\$61,246
Charlotte, NC (Mecklenburg County)	\$59,346
Winston-Salem, NC (Forsyth County)	\$59,000
Louisville, KY (Jefferson County)	\$57,493
Columbia, SC (Richland County)	\$50,921
Greenville, SC (Greenville County)	\$50,447
Greensboro, NC (Guilford County)	\$50,035
Chattanooga, TN (Hamilton County)	\$47,432
Mean	\$60,643

Source: BLS

Greensboro may still be low-cost operations that remain vulnerable to competition from cheap foreign labor. That said, Greensboro is now closer to the peer city average in terms of the percentage of the labor force employed in manufacturing (11.5% and 10.2%, respectively) compared to previous years (Table 15).

- Of all the industries studied in this report, the only one that generated above average wage rates in Greensboro relative to the peer group was **retail** (\$26,582) which ranked third highest (Table 24). Unfortunately, retail jobs on the whole paid poorly with a peer city average of \$25,682. Only the leisure/hospitality industry generated lower average wage rates.
- That said, average retail wage rates in both Charlotte (\$28,137) and Greenville (\$26,616) were higher than those in Greensboro.

City	Average Wage (\$)
Charlotte, NC (Mecklenburg County)	\$28,137
Greenville, SC (Greenville County)	\$26,616
Greensboro, NC (Guilford County)	\$26,582
Raleigh, NC (Wake County)	\$26,480
Chattanooga, TN (Hamilton County)	\$26,023
Richmond ³ , VA	\$25,212
Columbia, SC (Richland County)	\$25,192
Louisville, KY (Jefferson County)	\$24,987
Winston-Salem, NC (Forsyth County)	\$24,570
Durham, NC (Durham County)	\$23,016
Mean	\$25,682

Source: BLS

- The **financial services** sector generated the highest average wage rates (\$62,933) of any industry with the two major banking centers in Charlotte (\$91,210) and Richmond (\$82,073) offering the highest average wage rates (Table 25). Greensboro paid well below the peer city average (51,896 and \$62,933, respectively) and only Greenville, SC generated lower average wage rates.

City	Average Wage (\$)
Charlotte, NC (Mecklenburg County)	\$91,210
Richmond ³ , VA	\$82,073
Durham, NC (Durham County)	\$66,643
Winston-Salem, NC (Forsyth County)	\$61,778
Louisville, KY (Jefferson County)	\$61,301
Raleigh, NC (Wake County)	\$56,394
Chattanooga, TN (Hamilton County)	\$55,634
Columbia, SC (Richland County)	\$52,712
Greensboro, NC (Guilford County)	\$51,896
Greenville, SC (Greenville County)	\$49,692
Mean	\$62,933

Source: BLS

- The highest average wage rates in **professional and business services** (Table 26) were found in Richmond (\$76,233), Durham (\$67,584) and Charlotte (\$58,936) – largely repeating the pattern established in the financial services industry.
- Once again, Greensboro’s average wage rate (\$41,477) was substantially below the peer city average (\$50,398).

City	Average Wage (\$)
Richmond ³ , VA	\$76,233
Durham, NC (Durham County)	\$67,584
Charlotte, NC (Mecklenburg County)	\$63,658
Raleigh, NC (Wake County)	\$55,164
Louisville, KY (Jefferson County)	\$43,751
Winston-Salem, NC (Forsyth County)	\$41,055
Greensboro, NC (Guilford County)	\$41,477
Greenville, SC (Greenville County)	\$40,283
Columbia, SC (Richland County)	\$38,265
Chattanooga, TN (Hamilton County)	\$36,505
Mean	\$50,398

Source: BLS

- The highest wage rates in **education and health services** (Table 27) tended to be found in the largest labor markets in absolute terms. In Table 19, the largest

employment markets in absolute terms included Louisville and Charlotte. Both cities had average wage rates above the peer city average of \$44,089.

- Unfortunately, the average education/health services wage in Greensboro was the lowest in the peer group at \$41,601 – a major concern since the education and health services industries are such a large part of the Greensboro job base.

City	Average Wage (\$)
Durham, NC (Durham County)	\$50,131
Charlotte, NC (Mecklenburg County)	\$46,948
Louisville, KY (Jefferson County)	\$44,780
Winston-Salem, NC (Forsyth County)	\$44,645
Richmond ³ , VA	\$43,545
Columbia, SC (Richland County)	\$42,978
Raleigh, NC (Wake County)	\$42,718
Chattanooga, TN (Hamilton County)	\$41,783
Greenville, SC (Greenville County)	\$41,757
Greensboro, NC (Guilford County)	\$41,601
Mean	\$44,089

Source: BLS

- The **leisure/hospitality** industry generated the lowest average wages of all the major industry groupings included in this report (Table 28). The peer city average was \$16,221 and the low wages may be largely attributable to the seasonal nature of much of the work in this industry and the significant number of employees that work for tips in this sector of the economy.
- Average wages in Greensboro (\$14,658) were below the peer city average and the highest average wages were in Charlotte (\$22,431) and Richmond (\$18,136).
- Greensboro has been touted lately as an emerging **transportation/warehousing** market but the city's average wages (i.e., \$42,033) are still below the peer city average of \$43,386 (Table 29).
- The highest average wages are reported in Louisville (\$51,631) as might be expected given that the UPS super-hub is located in Louisville.

Table 28. Cities Ranked by Average Wage of Workers in Leisure/Hospitality, 2008

City	Average Wage (\$)
Charlotte, NC (Mecklenburg County)	\$22,431
Richmond ³ , VA	\$18,136
Durham, NC (Durham County)	\$17,500
Raleigh, NC (Wake County)	\$16,229
Louisville, KY (Jefferson County)	\$16,200
Chattanooga, TN (Hamilton County)	\$14,931
Greensboro, NC (Guilford County)	\$14,658
Winston-Salem, NC (Forsyth County)	\$14,610
Columbia, SC (Richland County)	\$13,891
Greenville, SC (Greenville County)	\$13,623
Mean	\$16,221

Source: BLS

Table 29. Cities Ranked by Average Wage of Workers in Transportation/Warehousing, 2008

City	Average Wage (\$)
Louisville, KY (Jefferson County)	\$51,631
Richmond ³ , VA	\$49,326
Columbia, SC (Richland County)	\$46,770
Greenville, SC (Greenville County)	\$43,933
Winston-Salem, NC (Forsyth County)	\$42,709
Greensboro, NC (Guilford County)	\$42,033
Raleigh, NC (Wake County)	\$41,321
Durham, NC (Durham County)	\$38,760
Chattanooga, TN (Hamilton County)	\$33,995
Charlotte, NC (Mecklenburg County)	N/A
Mean	\$43,386

Source: BLS

- Average wages in the miscellaneous economic activities not listed in Tables 23-29 are found in Table 30. Greensboro fell in the middle of the pack with average wages of \$45,037 compared to a peer city average of \$47,623.
- Once again, the highest average wages included Durham (\$55,430), Charlotte (\$53,190), and Raleigh (\$52,756).

City	Average Wage (\$)
Durham, NC (Durham County)	\$55,430
Charlotte, NC (Mecklenburg County)	\$53,190
Raleigh, NC (Wake County)	\$52,756
Richmond ³ , VA	\$48,420
Louisville, KY (Jefferson County)	\$46,612
Chattanooga, TN (Hamilton County)	\$46,032
Greensboro, NC (Guilford County)	\$45,037
Columbia, SC (Richland County)	\$44,253
Greenville, SC (Greenville County)	\$43,833
Winston-Salem, NC (Forsyth County)	\$40,667
Mean	\$47,623

Source: BLS

TAX BASE YIELD

One of the key metrics in determining the success or failure of a community is its ability to grow its property tax base. Healthy, thriving communities that are able to attract high value-added companies to the tax base should experience significant increases in total taxable real estate. The following data was obtained from the North Carolina Department of Revenue (NCDOR) – it should be noted that NCDOR data by city was not available so the data in Table 32-34 is reported at the county level. Only North Carolina cities are included in this analysis due to the different methods of data collection practiced by each state (see Technical Footnotes).

- The largest total tax bases of the five North Carolina cities included Raleigh (\$99.6 billion) and Charlotte (\$78.9 billion) in fiscal year 2008/9 (Table 31a). Raleigh exceeded the Charlotte tax base, in part, because Wake County last revalued in 2008 while Mecklenburg County has not revalued since 2003.

City⁴	2005-2006 Total Taxable Real Estate (\$)	2008-2009 Total Taxable Real Estate (\$)
Raleigh, NC (Wake County)	59,642,547,998	99,568,342,254
Charlotte, NC (Mecklenburg County)	69,093,755,659	78,928,073,340
Greensboro, NC (Guilford County)	32,659,373,426	35,904,842,007
Winston-Salem, NC (Forsyth County)	22,750,577,790	25,061,235,574
Durham, NC (Durham County)	16,774,399,216	23,538,714,832
Mean	40,184,130,818	\$52,600,241,601

Source: North Carolina Department of Revenue

- The total taxable real estate in Greensboro (\$35.9 billion) was just barely over one-third the Raleigh tax base.
- The equalized values listed in Table 31b allow us to compare the total value of real estate between communities and more accurately compare the rate of growth in real estate value. To accurately compare property values between jurisdictions requires adjusting property values by applying an assessment/sales ratio to each county (See Technical Footnotes).
- Table 31b indicates that the greater Greensboro area experienced the slowest tax base growth (18.45%) of the five North Carolina cities from 2005/6 to 2008/9. Raleigh experienced a remarkable tax base growth rate of 49.0%.

Table 31b. North Carolina Cities Ranked by Tax Base Growth, 2008-2009

City ⁴	2005-2006 Total Taxable Real Estate (\$) (Equalized Values ⁵)	2008-2009 Total Taxable Real Estate (\$) (Equalized Values ⁵)	Relative Change 2005/6-8/9 (%)
Raleigh, NC (Wake County)	66,893,840,285	\$99,658,034,485	48.98%
Charlotte, NC (Mecklenburg County)	72,684,363,201	\$95,208,773,631	30.99%
Durham, NC (Durham County)	18,248,911,245	\$23,538,714,832	28.99%
Winston-Salem, NC (Forsyth County)	22,750,577,790	\$27,210,896,389	19.61%
Greensboro, NC (Guilford County)	33,092,890,289	\$39,197,425,772	18.45%
Mean	42,734,116,562	\$56,962,769,022	29.40%

Source: North Carolina Department of Revenue

- By standardizing the tax base for variations in population size it becomes possible to rank communities by a crude tax base yield per 1,000 persons (Table 32). The highest yields were generated in Raleigh (\$87.8 million per 1,000) and Charlotte (\$71 million). The Piedmont Triad cities lag behind with the lowest tax yields - \$52.8 million per 1,000 in Greensboro and \$52.4 million in Winston-Salem. However, all these yields were noticeably lower than the same figures for fiscal year 2005-2006.
- Analyzing the percentage of total taxable real estate derived from residential properties can provide some insight into how well communities are ‘holding back’ land for industrial development. Industrial properties tend to generate better tax yields than residential properties on a per acre basis so it becomes important not to have an unusually high amount of the total tax base come from residential properties.
- Table 33 ranks the communities based on these percentages. Raleigh had the highest percentage of its equalized tax base generated from residential properties (76.3%) although part of the explanation for this may be the large amount of non-taxable state property located in Wake County.

City⁴	Total Taxable Real Estate per 1,000 (\$) (Equalized Values⁵)
Raleigh, NC (Wake County)	\$87,785,782
Charlotte, NC (Mecklenburg County)	\$70,963,521
Durham, NC (Durham County)	\$54,743,302
Greensboro, NC (Guilford County)	\$52,809,915
Winston-Salem, NC (Forsyth County)	\$52,363,472
Mean	\$63,733,198

Source: North Carolina Department of Revenue

- Although economic development practitioners in Greensboro have recently argued that the community has been too quick to rezone for large residential projects and less likely to protect industrially zoned land in the long-term, the empirical evidence does not seem to bear this out. Only 63.6% of Greensboro's tax base is generated by residential properties – one of the lowest shares of the five North Carolina cities listed in Table 33.

City⁴	Total Taxable Residential Property (\$)	Total Taxable Residential Property(\$) (Equalized Values⁵)	Percent (%)
Raleigh, NC (Wake County)	\$75,990,026,372	\$76,058,479,003	76.32%
Charlotte, NC (Mecklenburg County)	\$52,387,892,483	\$63,194,080,197	66.37%
Winston-Salem, NC (Forsyth County)	\$16,543,128,202	\$17,962,137,027	66.01%
Greensboro, NC (Guilford County)	\$22,842,921,093	\$24,937,686,783	63.62%
Durham, NC (Durham County)	\$14,381,886,635	\$14,381,886,635	61.01%
Mean	\$36,429,170,957	\$39,306,853,929	66.68%

Source: North Carolina Department of Revenue

POVERTY RATE

The poverty rate is an indication of the magnitude of the various social problems that can adversely impact the competitive advantage of a local community. The U.S. Census Bureau uses a set of money income thresholds to define the poverty rate that vary by household size and composition to detect who is poor. For example, for a family of four with two children under the age of 18, the household is considered poor if total household income is below \$22,025 in 2008.

- Table 34 ranks the cities based on the percentage of the population below the poverty level in 2008. The percentage of the population in poverty in Greensboro (16.2%) was below the peer city average of 17.7%.
- Cities with very low poverty rates included Charlotte (12%) and Raleigh (13.3%) while Richmond, Columbia, Chattanooga and Winston-Salem all had poverty rates greater than 19%.

City	Percent (%)
Charlotte, NC	12.0%
Raleigh, NC	13.3%
Greenville, SC ²	14.1%
Durham, NC	15.0%
Louisville, KY ¹	16.1%
Greensboro, NC	16.2%
Winston-Salem, NC	19.1%
Chattanooga, TN	21.2%
Columbia, SC	23.2%
Richmond, VA	26.7%
Mean	17.7%

Source: ACS

C. EDUCATION

A crucial indicator of the level of workforce preparedness in a city is the level of educational achievement in the community. For example, urban school systems experiencing above average high school drop-out rates and communities with a low percentage of the population enrolled in college programs are places that are unlikely to be economically sustainable in the long-term.

Only the North Carolina cities are ranked in Table 35 because of the different methods of data collection and/or definitions practiced by each state regarding high school drop-out rates (see Technical Footnotes). The data is also collected by the North Carolina Department of Public Instruction at the county level. By contrast, Tables 36 – 39 are based on data from the American Community Survey and are collected at the city level (see Technical Footnotes).

HIGH SCHOOL DROP-OUT RATES

- Table 35 is a ranking of cities by high school drop-out rates. Greensboro compares very favorably with the lowest high school drop-out rate (3.31%) of the five North Carolina cities while both Charlotte (5.91%) and Winston-Salem (5.49%) leave room for improvement (See Technical Footnotes).
- Greensboro and Guilford County schools also performed very well on the state's new graduation rate that tracked students that entered ninth grade in 2002 to show how many graduate in four years or less. Greensboro posted the highest graduation rate (79.7%) of the five major school systems in North Carolina compared to a low of 63% in Durham and a peer city average of 71.8%.

City	Drop-Out Rate (%)	Cohort Grad Rate (%)
Greensboro, NC (Guilford County)	3.31	79.7
Raleigh, NC (Wake County)	4.17	78.8
Durham, NC (Durham County)	4.19	63.0
Winston-Salem, NC (Forsyth County)	5.49	70.8
Charlotte, NC (Mecklenburg County)	5.91	66.6
Mean	4.61	71.8

Source: North Carolina Department of Public Instruction

SCHOOL ENROLLMENT

- Table 36 ranks cities based on the percentage of the population collectively enrolled in nursery school, preschool, kindergarten and grades 1-12. The

enrollment share in Greensboro was just below the peer city average (16.6% and 17.5%, respectively).

- The largest school systems in terms of absolute total enrollment tended to have the largest share of its population enrolled in school (e.g., Louisville and Charlotte).

City	Number	Percent (%)
Louisville, KY ¹	114,327	20.2%
Charlotte, NC	135,757	19.8%
Greenville, SC ²	82,155	18.8%
Winston-Salem, NC	41,334	18.8%
Durham, NC	37,644	17.3%
Raleigh, NC	61,612	16.7%
Greensboro, NC	40,498	16.6%
Richmond, VA	32,779	16.2%
Chattanooga, TN	26,282	16.1%
Columbia, SC	16,405	14.3%
Mean	58,879	17.5%

Source: ACS

- As expected, a much smaller proportion of the population is enrolled in college relative to kindergarten through 12th grades. On average, 10.5% of the peer city population is typically enrolled in college (Table 37) compared to 17.5% of the population for high school or less (Table 36).
- Given the large number of higher education institutions in Greensboro, it is not surprising that the community had an above average percentage of its population enrolled in college or graduate school (11.8%). Those cities with the highest shares tended to be those cities that hosted large universities (e.g., Columbia – 20%, Durham – 12.9%, and Raleigh – 12.6%).
- The college enrollment metric is one of the few benchmarks where Greensboro outperformed Charlotte – at least in relative terms (i.e., 11.8% versus 7%). However, absolute college enrollment totals in Charlotte are substantially ahead of those in Greensboro (47,673 students versus 28,779, respectively.)

City	Number	Percent (%)
Columbia, SC	22,855	20.0%
Durham, NC	27,999	12.9%
Raleigh, NC	46,306	12.6%
Richmond, VA	25,182	12.5%
Greensboro, NC	28,779	11.8%
Winston-Salem, NC	20,986	9.5%
Charlotte, NC	47,673	7.0%
Chattanooga, TN	10,877	6.7%
Louisville, KY ¹	34,303	6.1%
Greenville, SC ²	25,677	5.9%
Mean	29,064	10.5%

Source: ACS

EDUCATIONAL ATTAINMENT

Another way of measuring the skill levels of the adult population is by ranking the educational attainment of the population aged 25 or older. Communities with a substantial share of adults with a high school education or less are unlikely to be competitive in the contemporary knowledge economy.

- The highest level of educational attainment for well more than one-quarter of the population in Louisville (30.8%), Chattanooga (29.7%), Greenville (29%) and Richmond (28.3%) was a high school diploma or *less* (Table 38) – suggesting that a significant proportion of the labor force in these cities lacks the fundamental skills to compete in the global economy.
- Greensboro fared a little better with barely one-quarter (25.1%) of the population achieving merely a high school diploma or less – although the peer city average was lower still at 24.7%. All the North Carolina cities scored well below the study average except for Winston-Salem. For example, less than one-fifth (16.3%) of the population in Raleigh had a high school diploma or less.
- The well-educated cities tended to be those places that were well-endowed with institutions of higher learning. Table 39 ranked cities based on the percentage of the population with a college degree and the leading cities included Raleigh (29.1%), Durham (28.8%), and Charlotte (25.8%).
- Greensboro fared less well on this measure of educational attainment – just over one-fifth (20.3%) of the population had earned at least a college degree compared to a peer city average of 22.2%.

Table 38. Cities Ranked by Percent of Population over Age 25 with High School or less Educational Attainment, 2008

City	Number	Percent (%)
Raleigh, NC	60,030	16.3%
Columbia, SC	22,283	19.5%
Durham, NC	43,616	20.0%
Charlotte, NC	139,922	20.4%
Greensboro, NC	61,289	25.1%
Winston-Salem, NC	60,764	27.6%
Richmond, VA	57,142	28.3%
Greenville, SC ²	127,138	29.0%
Chattanooga, TN	48,551	29.7%
Louisville, KY ¹	174,826	30.8%
Mean	79,556	24.7%

Source: ACS

Table 39. Cities Ranked by Percent of Population over Age 25 with Bachelors Degree or more Educational Attainment, 2008

City	Number	Percent (%)
Raleigh, NC	107,261	29.1%
Durham, NC	62,731	28.8%
Charlotte, NC	176,519	25.8%
Columbia, SC	24,802	21.7%
Richmond, VA	41,963	20.8%
Greensboro, NC	49,440	20.3%
Greenville, SC ²	87,857	20.1%
Winston-Salem, NC	43,328	19.7%
Chattanooga, TN	30,921	18.9%
Louisville, KY ¹	95,031	16.8%
Mean	71,985	22.2%

Source: ACS

D. HEALTH AND WELLNESS

Health and wellness metrics can be robust measures of the overall quality of life of a community. Mature, diverse economies that provide opportunities for all of the population tend to be communities that experience few underlying social problems.

INFANT MORTALITY RATE

Infant mortality rate is one of several health and wellness metrics that can accurately measure the distribution of wealth and opportunity across a community. Well-educated, affluent communities tend to experience lower infant mortality rates. Data were primarily collected at the county level (except for Richmond) from State Health Departments and most of the data was for 2008 with a few exceptions (see Technical Footnotes).

- The infant mortality rate in Greensboro (9.9) was significantly above the study average (8.2) – only Winston-Salem (12) and Richmond (10.9) reported higher infant mortality rates (Table 40). However, the Richmond statistic does not include the more affluent suburban populations of the neighboring county because cities and counties are independent of each other in the state of Virginia.
- Some of the lowest infant mortality rates were reported in Columbia, SC (5.7) and Raleigh (5.9).

City	Infant Mortality Rate per 1,000 live births
Columbia, SC (2007) (Richland County)	5.7
Raleigh, NC (Wake County)	5.9
Greenville, SC (2007) (Greenville County)	6.5
Charlotte, NC (Mecklenburg County)	6.6
Durham, NC (Durham County)	6.7
Chattanooga, TN (Hamilton County)	9.7
Greensboro, NC (Guilford County)	9.9
Richmond, VA	10.9
Winston-Salem, NC (Forsyth County)	12.0
Louisville, KY	N/A
Mean	8.2

Source: State Health Offices

TEENAGE PREGNANCY RATES

A large number of teenage pregnancies can be considered a major risk factor for a community because it can lead to poverty and substantially hinder the overall performance and quality of the local area's workforce. A high teenage pregnancy rate can imply that a community has some long-term systemic problems that have the potential to negatively impact the community. Data were collected at the county level from State Health Departments except for the city of Richmond and most of the data was for 2008 with a few exceptions (see Technical Footnotes).

- Teenage pregnancy rates varied from a low of 39.5 in Raleigh to a high of 68.2 in Richmond compared to an overall study average of 59.3 pregnancies per 1,000 females aged between 15 – 19 years old (Table 41).
- Greensboro had the third lowest teenage pregnancy rate (53) and was well below the study average of 59.3 births per 1,000. Charlotte (60.1), Durham (63.3) and Winston-Salem (67.2) all had significantly higher teenage pregnancy rates.

City	Teenage Pregnancy Rate per 1,000 females, Aged 15-19
Raleigh, NC (Wake County)	39.5
Columbia, SC (2007) (Richland County)	50.4
Greensboro, NC (Guilford County)	53.0
Charlotte, NC (Mecklenburg County)	60.1
Durham, NC (Durham County)	63.3
Chattanooga, TN (2007) (Hamilton County)	65.6
Greenville, SC (2007) (Greenville County)	66.0
Winston-Salem, NC (Forsyth County)	67.2
Richmond, VA	68.2
Louisville, KY	N/A
Mean	59.3

Source: State Health Offices

E. COMPARATIVE ANALYSIS OF GREENSBORO: 2005 – 2008

Comparing the 2008 Greensboro metrics back to the comparable 2005 data helps the community to benchmark progress made through its economic development efforts *over time* (Table 42). By developing a time-series, it becomes possible to place an emphasis on outcomes in judging the success of the city's economic development programs.

DEMOGRAPHICS

- Greensboro is a city that has experienced a healthy population growth rate from 2005-2008 (8%) although this was still below the peer city average of 8.76%. The city is also attracting a larger proportion of young urban professionals and fewer elderly.
- The population of Greensboro is also becoming more ethnically diverse with significant increases in the proportion of the population that is African-American and Hispanic.
- Mean travel time to work has declined while the percentage of the housing stock that is owner-occupied has declined although median house values have increased.

ECONOMIC GROWTH

- Although median earnings have declined by 1.1 percent, per capita income has grown 4.2% suggesting that while wages and salaries have stagnated, alternative sources of income (e.g., transfer payments, interest, dividend and rent) have grown although the recent economic downturn will likely mitigate many of these gains in 2009.
- Greensboro has an ever smaller percentage of its workforce employed in manufacturing and continues to experience significant increases in the proportion of the labor force employed in retail.
- Average wage rates for all industries combined have only increased 8.9% between 2005 and 2008 with the most significant relative increases occurring in professional, scientific, and management (14.8%), financial services (11.9%), and education/health services (10.6%). Wage gains have been most sluggish in retail (3.3%) and transportation/warehousing (6.5%).
- Although the tax base grew by 9.8% this lagged behind all our competitors in the state (at least in terms of equalized values – Table 31b).

Table 42. Greensboro Metrics: 2005 and 2008

Variable	2005	2008	Change
<u>a. Demographics</u>			
Total Population	231,962	250,642	+8.0%
Median Age	35.8	34.6	-1.2 years
% Pop. 20-34	23.1	23.5	+0.4 %pts
% Pop. 65 or more	12.5	11.6	- 0.9 %pts
% White	51.6	51.1	- 0.5 %pts
% Black	38.8	40.6	+1.8 %pts
% Hispanic	5.7	7.0	+1.3 %pts
Mean Household Size	2.2	2.4	+0.2
Mean Travel Time (mins)	22.2	19.8	-2.4 minutes
% Owner-Occupied	46.3	55.9	+ 9.6 %pts
Median House Value (\$)	134,900	143,100	+8,200
<u>b. Economic Growth</u>			
Median Earnings (\$)	25,171	24,885	-286 (-1.1%)
Per Capita Income (\$)	24,540	25,560	+1,020 (4.2%)
<u>i. % Total Workforce⁷</u>			
Manufacturing	14.6	11.5	- 3.1 %pts
Retail	12.7	15.8	+3.1 %pts
Financial Services	8.0	8.6	+0.6 %pts
Professional, Scientific	9.8	8.2	-1.6 %pts
Education/Health	21.2	21.2	+/- 0 %pts
Arts/Entertainment	9.5	10.2	+0.7 %pts
Transportation	4.8	6.0	+1.2 %pts
<u>ii. Average Wage Rates</u>			
All Industry (Guilford Co)	36,652	39,920	+3,268 (8.9%)
Manufacturing (Guilford Co)	45,816	50,035	+4,219 (9.2%)
Retail (Guilford Co)	25,037	26,582	+1,545 (6.2%)
Financial (Guilford Co)	46,361	51,896	+5,535 (11.9%)
Professional (Guilford Co)	36,125	41,477	+5,352 (14.8%)
Education/Health (Guilford Co)	37,614	41,601	+3,987 (10.6%)
Leisure/Hospitality (Guilford Co)	13,618	14,658	+1,040 (7.6%)
Transportation (Guilford Co)	39,542	42,033	+2,491 (6.3%)
Total Tax Base ⁵ (\$) (Guilford Co)	32.7 billion (2005/6)	35.9 billion (2008/9)	+9.8%
<u>c. Education</u>			
Poverty Rate (%)	17.3	16.2	- 1.1 %pts
H.S. Drop-Out Rate (Guilford Co)	2.98	3.31	- 0.33 %pts
% enrolled in H.S. or less	18.65	16.6	- 2.05 %pts
% enrolled in College or more	8.7	11.8	+ 3.1 %pts
% H.S. Degree or less	25.2	25.1	- 0.1 %pts
% College Degree or more	24.2	20.3	- 3.9 %pts
<u>d. Health and Wellness</u>			
Infant Mortality Rate (Guilford Co)	9.5	9.9	+0.4
Teen Preg. Rate (Guilford Co)	50.6	53	+2.4

EDUCATION

- Both the poverty rate and high school drop-out rate declined noticeably and the percent enrolled in college increased although the percentage of the labor pool with a college degree or more declined from 2005 to 2008 – troubling signs for a community that is attempting to become a more skilled labor market.

HEALTH AND WELLNESS

- Both teenage pregnancy rates and infant mortality rate have risen slightly from 2005 to 2008.

CONCLUSION AND IMPLICATIONS

1. THE ‘STATE OF THE CITY’ REMAINS LESS THAN ROBUST

- Greensboro continued to slip even further behind its peer city group especially with respect to below average wage rates and lagging job generation rates in key sectors of the economy (such as professional/scientific/management and various education and health services.) Much of the data included in this report is based on 2008, and as Greensboro began to feel the brunt of the late 2008 economic downturn it appeared it was impacted disproportionately relative to the peer city group.

2. POPULATION GROWTH RATES ARE STILL LAGGING BEHIND

- Greensboro’s population growth rates (8.0%) continued to lag behind in-state competitors, especially Raleigh (14.4%), Charlotte (12.5%), and even Winston-Salem (12.3%). It seems Greensboro still remains a “goldilocks” economy that is neither too hot nor too cold but instead remained slightly below average on most major metrics.
- The Carolina Piedmont I-85 corridor stands out as one of the fastest growing urban regions in the country, yet Greensboro’s population growth rate from 2005 to 2008 lagged noticeably behind the other North and South Carolina cities except for Greenville, SC (7.5%). (Figure 1).

3. EARNINGS AND INCOMES CONTINUE TO DETERIORATE

- If median earnings are considered a proxy for overall skill levels (which is not always the case), then labor skills in the Greensboro market seem to be continuing to erode relative to the peer city group. Both median earnings and per capita income remained below the peer city average for the ten cities included in this report.

4. GREENSBORO SEEMS TO BE SHEDDING ITS IMAGE AS A MANUFACTURING TOWN ALTHOUGH THE CONCENTRATION OF RETAIL EMPLOYMENT MAY BE CAUSE FOR CONCERN

- Greensboro has experienced significant manufacturing job losses in recent years, and it no longer has a disproportionately large relative share of its labor force employed in manufacturing (Table 2). That said, Greensboro has the highest proportion of its labor force employed in retail relative to the peer group – a potential cause for concern given the low wages typically offered in retail.

Table 2. Major Industries Ranked by Difference in Percent (%) Employment Share for Greensboro and the Peer City Average

Industry	Greensboro	Peer Average	Difference
Retail	15.8	10.8	+5.0
Transportation	6.0	4.8	+2.2
Manufacturing	11.5	10.2	+1.3
Arts/Entertainment	10.2	10.1	+0.1
Financial Services	8.6	8.8	-0.2
Professional	8.2	10.7	-2.5
Education/Health	21.2	24.2	-3.0

5. PROFESSIONAL/SCIENTIFIC/MANAGEMENT JOBS AND EDUCATION AND HEALTH SERVICES ARE NOT GROWING FAST ENOUGH

- Both the Professional/Scientific/Management sector and Education and Health services collectively comprise nearly 30% of all jobs in Greensboro – a major part of the local economy. However, the relative proportion of the labor force employed in these important sectors of the economy are lagging even further behind the peer city average (Table 2).

6. AVERAGE WAGE RATES CONTINUE TO FALL SHORT

- Average wage rates in Greensboro lagged even further behind the peer city group relative to the findings of the previous 2007 State of the City Report. The departures from the “norm” were especially noticeable in financial services (-\$11,037), manufacturing (-\$10,608), and professional and business services (-\$8,921) (Table 3 and Figure 2). Only retail jobs paid above the study average (+\$900) but retail jobs paid poorly – only the leisure/hospitality industry generated lower average wages.

7. TAX BASE GROWTH REMAINS SLUGGISH

- Tax base growth in Greensboro remained sluggish and well behind those of the other four North Carolina cities included in this report.

8. GUILFORD COUNTY SCHOOLS REMAINS A BRIGHT SPOT

- One bright spot was the Guilford County K-12 school system which reported the lowest high school drop-out rate and the highest cohort graduation rate relative to the other four North Carolina cities included in this report.

9. HEALTH AND WELLNESS: MIXED FINDINGS

- Teenage pregnancy rates were third lowest of the ten cities included in this report but infant mortality rates in Greensboro were too high and remained above the study average.

Table 3. Major Industries Ranked by Difference in Average Wage Rates (\$) for Greensboro and the Peer City Average

Industry	Greensboro	Peer Average	Difference
Retail	26,582	25,682	+900
Transportation	42,033	43,386	-1,353
Leisure/Hospitality	14,658	16,221	-1,563
Education/Health	41,601	44,089	-2,488
Other (Misc.)	45,037	47,623	-2,586
Professional	41,477	50,398	-8,921
Manufacturing	50,035	60,643	-10,608
Financial Services	51,896	62,933	-11,037

TECHNICAL FOOTNOTES

¹ Data for Louisville, KY includes both the city of Louisville and the unincorporated areas of Jefferson County except in Tables 22 – 30 which includes data for all of Jefferson County. (In November 2000, the citizens of Jefferson County voted to create a consolidated local government and on January 6, 2003 Louisville merged the city and county governments. The merger left intact suburban cities within Jefferson County, fire protection districts, sanitation, water, and other special taxing or service districts.)

² ACS data was not available for the city of Greenville, SC because the 2008 ACS did not include cities with a population less than 65,000. In 2008, the population of Greenville was 59,988. Consequently, the ACS data used in this report is based on all of Greenville County.

³ Because cities are independent of counties in the state of Virginia, data for Richmond VA is city specific for Tables 22 – 30.

⁴ Data collected by the North Carolina Department of Revenue is at the county level.

⁵ Only Guilford and Forsyth counties conducted revaluations during the comparison period (i.e., 2003-2006) and, therefore, to accurately compare property values between jurisdictions requires adjusting the property values for the revaluation effect. According to Karl Knapp (former Director, Policy Analysis and Statistics Division, North Carolina Department of Revenue) this is done by applying an assessment/sales ratio to each county. The North Carolina Department of Revenue provided the following ratios to be used in the calculations:

	2005 Assessment/ Sales Ratio	2008 Assessment/ Sales Ratio
Durham County	0.9192	1.000
Forsyth County	1.0000	0.9210
Guilford County	0.9869	0.9160
Mecklenburg County	0.9506	0.8290
Wake County	0.8916	0.9991

If two counties are on different revaluation cycles, one may have assessed values that are very close to market value while the other may have assessed values that are well below market. This becomes a problem when comparing counties, especially when comparing growth in the tax base. For example, if County A revalued in 2008 and you look at its growth in tax base from 2005 to 2008, the tax base will have grown considerably due to revaluation. If County B revalued in 2005, then its growth in tax base from 2005 to 2008 will be fairly small unless there is a lot of construction taking place. Under this scenario, County A could look like it is experiencing considerable growth and County B could look anemic, but they both could be experiencing the same level of growth in total market value.

The Assessment/Sales ratio attempts to eliminate the affect of differing revaluation cycles on the comparison of tax base between counties. The ratio for each county is developed by the DOR Property Tax Division through the comparison of the value of a sample of recent property sales in the county to the assessed values of those properties. The ratio represents the assessed value as a percent of market value. By dividing the total value of real estate in a county by its current assessment/sales ratio, we can approximate the current market value of the real estate in the county. As a result, we can compare the total value of real estate between counties and can more accurately compare the rate of growth in real estate value.

⁶Data collected by the North Carolina Department of Public Instruction is collected at the county level. Only North Carolina cities are included due to the different methods of data collection practiced by each state.

⁷In 2000, some of the major industry groupings were defined slightly differently. For example, Financial Services included Real Estate, Rental and Leasing activities and Transportation/Warehousing also included Utilities. Most of the differences in definition were marginal in nature.

Unless otherwise noted, most of the data was derived from the 2008 American Community Survey (ACS). The ACS is a nationwide survey that allows communities online access to current demographic and housing data on an annual basis. Instead of waiting 10 years for the decennial census data, the annual ACS makes it possible for communities to make more accurate, timely and informed decisions.

The 2008 ACS provided data for geographic areas with a total population of 65,000 or more. The annual sample size expanded from about 800,000 addresses in 1,240 counties in 2004 to approximately 3 million addresses in 3,141 U.S. counties in 2008. The 2008 American Community Survey sample is no longer limited to just the household population and now includes the population living in institutions, college dormitories, and other group quarters.

Table 1

The population data is based on the July 1st 2008 population estimates published by the U.S. Census Bureau and not the 2008 ACS data. The U.S. Census Bureau produces estimates of total resident population for all areas of general-purpose government on an annual basis. The Census Bureau develops county population estimates with a demographic procedure called an "administrative records component of population change" method. For the household population, the components of population change are births, deaths, net domestic migration, net international migration, and net military movement to and from overseas. Change in the non-household population is measured by the net change in the population living in group quarters facilities. The city population estimates are derived using the "Distributive Housing Unit Method" which uses housing unit estimates to distribute the county population to subcounty areas within the county. Housing unit estimates use building permits, mobile home shipments, and estimates of

housing unit loss to update housing unit change since the last census. The Census Bureau develops a household population estimate by applying the occupancy rate and average persons per household (PPH) from the latest census at the subcounty level to an estimate of housing units. The final estimate is calculated by adding the population in group quarters to the household population. The assumption implicit in this method is that changes in the occupancy rate and/or the PPH are measured by the updated county population estimate and that the rate of change in the occupancy rate and/or PPH is uniform within counties.

Table 2

The population data is from the July 1, 2005 and 2008 Census population estimates. Data for Greenville is at the county level to be consistent with the other tables based on ACS data.

Table 3

ACS data for median age of the population

Table 4

ACS data for age structure of the population using the following calculation:
 $(20 \text{ to } 24 \text{ years} + 25 \text{ to } 34 \text{ years}) / \text{Total population} * 100 = \% \text{ Population age } 20\text{-}34$

Table 5

ACS data for age structure of the population using the following calculation:
 $(65 \text{ to } 74 \text{ years} + 75 \text{ to } 84 \text{ years} + 85 \text{ years and over}) / \text{Total population} * 100 = \% \text{ Population age } 65+$

Table 6

ACS data for population and race reporting white alone as a race using the following calculation: $(\text{Number reporting one race as white} / \text{Total population}) * 100 = \% \text{ Population reporting one race as white}$

Table 7

ACS data for population and race reporting black alone as a race using the following calculation: $(\text{Number reporting one race as black} / \text{Total population}) * 100 = \% \text{ Population reporting one race as black}$

Table 8

ACS data for population and race reporting Hispanic or Latino as race using the following calculation: $(\text{Number reporting race as Hispanic or Latino} / \text{Total population}) * 100 = \% \text{ Population reporting race as Hispanic or Latino}$

Table 9

ACS data for mean household size (persons)

Table 10

ACS data for mean travel time (minutes) to work for workers over age 16

Table 11

ACS data for total housing units and percent owner-occupied housing units using the following calculation: $(\text{Number of owner-occupied units} / \text{Total housing units}) * 100 = \% \text{ Owner-occupied housing units}$

Table 12

ACS data for median house value

Table 13

ACS data for median worker earnings. Earnings are defined as the sum of wage or salary income and net income from self-employment. "Earnings" represent the amount of income received regularly for people 16 years old and over before deductions for personal income taxes, Social Security, bond purchases, union dues, Medicare deductions, etc.

Table 14

ACS data for per capita income. Income is defined as the sum of wage and salary income plus income derived from such things as interest, dividend, rent and transfer payments.

Table 15

ACS data for the percent of civilian employed workers in manufacturing using the following calculation: $(\text{Total manufacturing workers} / \text{Total civilian employed population 16 years and over}) * 100 = \% \text{ Civilian employed workers in manufacturing}$. See Table 22-30 footnotes for detailed industry definitions.

Table 16

ACS data for the percent of civilian employed workers in retail using the following calculation: $(\text{Total retail workers} / \text{Total civilian employed population 16 years and over}) * 100 = \% \text{ Civilian employed workers in retail}$. See Table 22-30 footnotes for detailed industry definitions.

Table 17

ACS data for the percent of civilian employed workers in financial services using the following calculation: $(\text{Total financial services workers} / \text{Total civilian employed population 16 years and over}) * 100 = \% \text{ Civilian employed workers in financial services}$. See Table 22-30 footnotes for detailed industry definitions.

Table 18

ACS data for the percent of civilian employed workers in professional/scientific/management activities using the following calculation: $(\text{Total professional/scientific/management workers} / \text{Total civilian employed population 16 years and over}) * 100 = \% \text{ Civilian employed workers in professional/scientific/management activities}$. See Table 22-30 footnotes for detailed industry definitions.

Table 19

ACS data for the percent of civilian employed workers in education/health services using the following calculation: (Total education/health services workers/Total civilian employed population 16 years and over)*100= % Civilian employed workers in education/health services. See Table 22-30 footnotes for detailed industry definitions.

Table 20

ACS data for the percent of civilian employed workers in arts/entertainment activities using the following calculation: (Total arts/entertainment workers/Total civilian employed population 16 years and over)*100= % Civilian employed workers in arts/entertainment activities. See Table 22-30 footnotes for detailed industry definitions.

Table 21

ACS data for the percent of civilian employed workers in transportation/warehousing using the following calculation: (Total transportation/warehousing workers/Total civilian employed population 16 years and over)*100= % Civilian employed workers in transportation/warehousing. See Table 22-30 footnotes for detailed industry definitions.

Tables 22 – 30

Data for these tables is derived from the U.S. Bureau of Labor Statistics (BLS) because the 2008 ACS does not report data on average wages by industry. Wage or salary income includes total money earnings received for work performed as an employee during the past 12 months. It includes wages, salary, armed forces pay, commissions, tips, piece-rate payments, and cash bonuses earned before deductions were made for taxes, bonds, pensions, union dues, etc. The average wages of workers in each industry was calculated in the following manner: (Federal Wages + State Wages + Local Government Wages + Private Wages) / (Federal Employees + State Employees + Local Government Employees + Private Employees) = Average Wages

(It should also be noted that BLS data by city was not available so all data is reported at the county level with the exception of Richmond, VA because in Virginia cities and counties are independent of each other. Additionally, not all industries reported workers in both the public and private sectors.)

The industry definitions included for Table 21-29 are based on the North American Industrial Classification System (NAICS) and include the following:

Manufacturing (NAICS 31-33): The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing.

Retail Trade (NAICS 44-45): The Retail Trade sector comprises establishments engaged in retailing merchandise, generally without transformation, and rendering services incidental to the sale of merchandise. The retailing process is the final step in the distribution of merchandise; retailers are, therefore, organized to sell merchandise in small quantities to the general public. This sector comprises two main types of retailers: store and nonstore retailers.

1. Store retailers operate fixed point-of-sale locations, located and designed to attract a high volume of walk-in customers. In general, retail stores have extensive displays of merchandise and use mass-media advertising to attract customers. They typically sell merchandise to the general public for personal or household consumption, but some also serve business and institutional clients. In addition to retailing merchandise, some types of store retailers are also engaged in the provision of after-sales services, such as repair and installation.

2. Nonstore retailers, like store retailers, are organized to serve the general public, but their retailing methods differ. The establishments of this subsector reach customers and market merchandise with methods, such as the broadcasting of "infomercials," the broadcasting and publishing of direct-response advertising, the publishing of paper and electronic catalogs, door-to-door solicitation, in-home demonstration, selling from portable stalls (street vendors, except food), and distribution through vending machines.

Financial Activities (NAICS 52-53): The Finance and Insurance sector (NAICS 52) comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions. Three principal types of activities are identified:

1. Raising funds by taking deposits and/or issuing securities and, in the process, incurring liabilities. Establishments engaged in this activity use raised funds to acquire financial assets by making loans and/or purchasing securities. Putting themselves at risk, they channel funds from lenders to borrowers and transform or repackage the funds with respect to maturity, scale, and risk. This activity is known as financial intermediation.

2. Pooling of risk by underwriting insurance and annuities. Establishments engaged in this activity collect fees, insurance premiums, or annuity considerations; build up reserves; invest those reserves; and make contractual payments. Fees are based on the expected incidence of the insured risk and the expected return on investment.

3. Providing specialized services facilitating or supporting financial intermediation, insurance, and employee benefit programs.

In addition, monetary authorities charged with monetary control are included in this sector.

The Real Estate and Rental and Leasing sector (NAICS 53) comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or

intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks.

This sector also includes establishments primarily engaged in managing real estate for others, selling, renting and/or buying real estate for others, and appraising real estate. These activities are closely related to this sector's main activity, and it was felt that from a production basis they would best be included here. In addition, a substantial proportion of property management is self-performed by lessors.

The main components of this sector are the real estate lessors industries (including equity real estate investment trusts (REITs)); equipment lessors industries (including motor vehicles, computers, and consumer goods); and lessors of nonfinancial intangible assets (except copyrighted works).

Professional and Business Services (NAICS 54-56): The Professional, Scientific, and Technical Services sector (NAICS 54) comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector specialize according to expertise and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

The Management of Companies and Enterprises sector (NAICS 55) comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise.

Establishments in this sector perform essential activities that are often undertaken, in-house, by establishments in many sectors of the economy. By consolidating the performance of these activities of the enterprise at one establishment, economies of scale are achieved.

The Administrative and Support and Waste Management and Remediation Services sector (NAICS 56) comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The

establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

Education and Health Services (NAICS 61-62): The Educational Services sector (NAICS 61) comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students. Educational services are usually delivered by teachers or instructors that explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance-learning methods. The training provided by these establishments may include the use of simulators and simulation methods. It can be adapted to the particular needs of the students, for example sign language can replace verbal language for teaching students with hearing impairments. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability.

The Health Care and Social Assistance sector (NAICS 62) comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.

Leisure and Hospitality (NAICS 71-72): The Arts, Entertainment, and Recreation sector (NAICS 71) includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests. Some establishments that provide cultural, entertainment, or recreational facilities and services are classified in other sectors.

The Accommodation and Food Services sector (NAICS 72) comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

Transportation and Warehousing (NAICS 48-49): The Transportation and Warehousing sector includes industries providing transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. Establishments in these industries use transportation equipment or transportation related facilities as a productive asset. The type of equipment depends on the mode of transportation. The modes of transportation are air, rail, water, road, and pipeline.

Table 31 - 33

Data for these tables comes from the North Carolina Department of Revenue.

Table 34

ACS data for percent poverty rate (percentage of people whose income in the last 12 months is below the poverty level.) The U.S. Census Bureau uses a set of money income thresholds to define the poverty rate that vary by size and composition to detect who is poor. When the Social Security Administration (SSA) created the poverty definition in 1964, it focused on family food consumption. The U.S. Department of Agriculture (USDA) used its data about the nutritional needs of children and adults to construct food plans for families. Within each food plan, dollar amounts varied according to the total number of people in the family and the family's composition; that is, the number of children within each family. The cheapest of these plans, the Economy Food Plan, was designed to address the dietary needs of families on an austere budget. Since the Economy Food Plan budgets varied by family size and composition, so too did the poverty thresholds. The poverty thresholds are revised annually to allow for changes in the cost of living as reflected in the Consumer Price Index (CPI-U). The poverty thresholds are the same for all parts of the country; they are not adjusted for regional, state, or local variations in the cost of living. To determine a person's poverty status, one compares the person's total family income in the last twelve months with the poverty threshold appropriate for that person's family size and composition

Table 35

Data were obtained from the North Carolina Department of Public Instruction (DPI). Only North Carolina cities were included in Table 36 since no consistent High School Drop-Out rate definition existed across the states. The North Carolina data was reported at the county level.

The annual North Carolina High School Drop-Out rates have been collected by the DPI each year since 1988-89. For the annual dropout rate calculation, a dropout is defined as a student who:

- was enrolled in school at some time during the previous school year, which is the reporting year;
- was not enrolled on Day 20 of the current school year;

- has not graduated from high school or completed a state or district approved educational program; and
- does not meet any of the following reporting exclusions: transferred to another public school district, private school, home school or state/district approved educational program or was temporarily absent due to suspension or school-approved illness, or death

Students who leave high school to enroll in a GED program are considered to have dropped out of school under the policy of the State Board of Education.

The annual rate tells us what percentage of students in grades 9-12 dropped out of school in a year's time. The rate also is calculated for students in grades 7-12. Sometimes students may drop out of school more than once during their educational career. The annual rate would not tell us which students left school more than once during their middle/high school years. It may seem logical to think that multiplying the annual dropout rate by 4 would tell us the percentage of students who fail to graduate from high school, but that would not be very accurate. The annual rate does not account for students who exit and re-enter school multiple times or for students who may take more than four years to complete high school.

[Note: The High School Drop-Out rates used in this report should not be confused with the new 2006 Cohort Graduation Rate recently introduced by the NCDPI. The cohort rate measures what percentage of ninth graders have graduated from high school four years later].

Table 36

ACS data for percent of the population over age 3 enrolled in high school or less using the following calculation: $((\text{Population 3 years and over enrolled in nursery school, preschool, kindergarten, elementary school (grades 1-8), and high school (grades 9-12)}) / \text{Total city population}) * 100 = \% \text{ Population enrolled in high school or less}$

Table 37

ACS data for percent of the population over age 3 enrolled in college or graduate school using the following calculation: $(\text{Population 3 years and over enrolled in college or graduate school} / \text{Total city population}) * 100 = \% \text{ Population enrolled in college or more}$

Table 38

ACS data for percent of the population over age 25 with a high school diploma or less using the following calculation: $(\text{Population 25 years and over with less than a 9th grade education, 9th to 12th grade with no diploma, and high school graduates or equivalency} / \text{Total city population}) * 100 = \% \text{ Population with a high school diploma or less}$

Table 39

ACS data for percent of the population over age 25 with a Bachelor's degree or more using the following calculation: $(\text{Population 25 years and over with a bachelor's degree, graduate or professional degree} / \text{Total city population}) * 100 = \% \text{ Population with a bachelor's degree or more}$

Table 40

Data were primarily collected from State Health Departments based on the conventional infant mortality rate definition – the number of infant deaths under one year of age per 1,000 live births. All data was reported at the county level except for Richmond. Data sources included:

- the North Carolina Department of Health and Human Services, NC State Center for Health Statistics)
- the Tennessee Department of Health, Office of Policy, Planning and Assessment, Division of Health Statistics)
- the Virginia Department of Health
- the South Carolina Department of Health and Public Welfare

Data for Kentucky was unavailable.

Table 41

Data on teenage pregnancy rates were collected from State Health Departments based on the number of live-births, fetal deaths, and induced abortions per 1,000 females aged between 15-19 years old in 2008. All data was reported at the county level except for Richmond. Data sources included:

- the North Carolina Department of Health and Human Services, NC State Center for Health Statistics
- the Tennessee Department of Health, Office of Policy, Planning and Assessment, Division of Health Statistics
- the Virginia Department of Health
- the South Carolina Department of Health and Environmental Control

Data for Kentucky was unavailable.