



# **RE-THINKING DEVELOPMENT TO INCLUDE INCLUSION + PLACE**

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**2017  
VIEDC BENEFICIARY  
SUMMIT**

ST. THOMAS | ST. CROIX | USVI

Image Credit: U.S. Virgin Islands Department of Tourism

# JUSTIN L. MOORHEAD

A little about me and what influences my thinking



# **LIFE GOAL:**



**to marry development planning and finance**





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# CHALLENGE IS...

to *rethink* the metrics of success of  
economic development

# To recognize economic development as offering *more than*



**Tax benefits  
to companies**



**Incentives to  
attract  
relocation**



**Incremental  
tax revenue**



**Employment  
opportunities**

# PLACE + INCLUSIVENESS

**Unique** *differentiators.* **A plus to the calculus.**

A smiling man with a beard, wearing a light blue dress shirt and a red tie, is pointing his right index finger directly at the camera. He is standing in an office environment with blurred glass partitions in the background. The image has a semi-transparent blue overlay.

**PLACE + INCLUSIVITY**

**WHAT IS IT ALL ABOUT**



# INCLUSIVE GROWTH

when all segments of society share in the benefits

overall growth + prosperity + inclusion

# Between 2010 and 2015, **100** large U.S. metropolitan areas added jobs and output...



**63**

added jobs at  
young firms

**30**

became more  
prosperous

**11**

achieved inclusive  
economic  
outcomes

**8**

achieved inclusive  
and diverse  
growth

**4**

achieved inclusive  
growth that benefit  
the majority of  
workers of all  
races + ethnicity

# US metro areas achieving broadly inclusive economic growth from 2010-2015

	GROWTH	PROSPERITY	OVERALL INCLUSION	MEDIAN AGE	AREAVIBES RANK	LIVABILITY SCORE
	Added jobs, output, jobs at young firms	Improved productivity, average wages, standard of living	Improved employment, middle-class wages, working poverty		Rank	Assessment
Albany, NY	X	X	X	31.4	62	Somehow livable
Austin, TX	X	X	X	31.5	77	<b>Extremely livable</b>
Birmingham, AL	X	X				
Boston, MA-NH	X	X				
Charleston, SC	X	X	X	33.2	78	<b>Extremely livable</b>
Charlotte, NC-SC	X	X				
Cincinnati, OH-KY-IN	X	X				
Cleveland, OH	X	X				
Columbus, OH	X	X	X	32.5	68	Somehow livable
Dallas, TX	X	X				
Dayton, OH	X	X	X	32.4	59	Barely livable
Denver, CO	X	X	X	34	63	Somehow livable
Des Moines, IA	X	X				
Detroit, MI	X	X				
Harrisburg, PA	X	X				
Houston, TX	X	X				
Knoxville, TN	X	X				
Louisville, KY-IN	X	X				
McAllen, TX	X	X				
Milwaukee, WI	X	X				
Minneapolis, MN_WI	X	X				
Nashville, TN	X	X				
Oklahoma City, OK	X	X	X	33.8	71	<b>Very livable</b>
Omaha, NE-IA	X	X	X	34	71	<b>Very livable</b>
Philadelphia, PA-NJ-DE-MD	X	X				
St. Louis, MO-IL	X	X				
San Antonio, TX	X	X	X	32.9	73	<b>Very livable</b>
San Francisco, CA	X	X				
Tulsa, OK	X	X	X	36.8	67	Somehow livable
Worcester, MA-CT	X	X	X	34.9	56	Barely livable

Growth, Prosperity and Overall Inclusion Data: Brookings Metro Monitor, 2017; AreaVibes @ <http://www.areavibes.com/>





# To do this effectively requires:



**A shared vision and agenda**



**Bottom up planning / policy**



**Organizational structure  
attuned to pertinent issues**



**Build on existing community  
strengths**



**Fact based strategic analysis**



**Strategic linkages to larger  
markets**

# AND ALSO CONSIDERS...



**Transportation +  
infrastructure  
enhancement**



**Human capital +  
skills  
development**



**Seed funding +  
ready access to  
capital**



**Immigration to  
increase human  
capital**



**Cluster-focused  
development**



**Networking +  
collaboration**

An aerial photograph of a tropical harbor, likely in the U.S. Virgin Islands. A large white cruise ship is docked at a pier on the left. The harbor is filled with numerous sailboats. The surrounding area includes a lush green hillside with some buildings and a town with colorful houses in the foreground. The sky is blue with scattered clouds.

# **BUILDS ON** **EXISTING ASSETS**

Image Credit: U.S. Virgin Islands Department of Tourism





**Involves incremental action to  
strengthen the community**



**PURSUES LONG TERM VALUE**

**and promotes the importance of place + community**

**DISCUSSING  
DEVELOPMENT REQUIRES  
CONSIDERING  
*DEMOGRAPHICS***

# THE MILLENNIAL GENERATION

**2x**

as large as its  
preceding  
generation

**BORN**

**1980-  
2000**



# THE MILLENNIAL GENERATION



**Motivated by meaning**



**Eager to learn**



**Tech savvy - open to change**



**Team-workers**



**Task oriented**



**Open to mentoring / coaching**



**MILLENNIALS ARE**

**a positive addition to any community**

# A Pew Charitable Trust survey in Philadelphia found millennials...



**Focus on  
launching  
careers**



**Go to the  
opportunities**

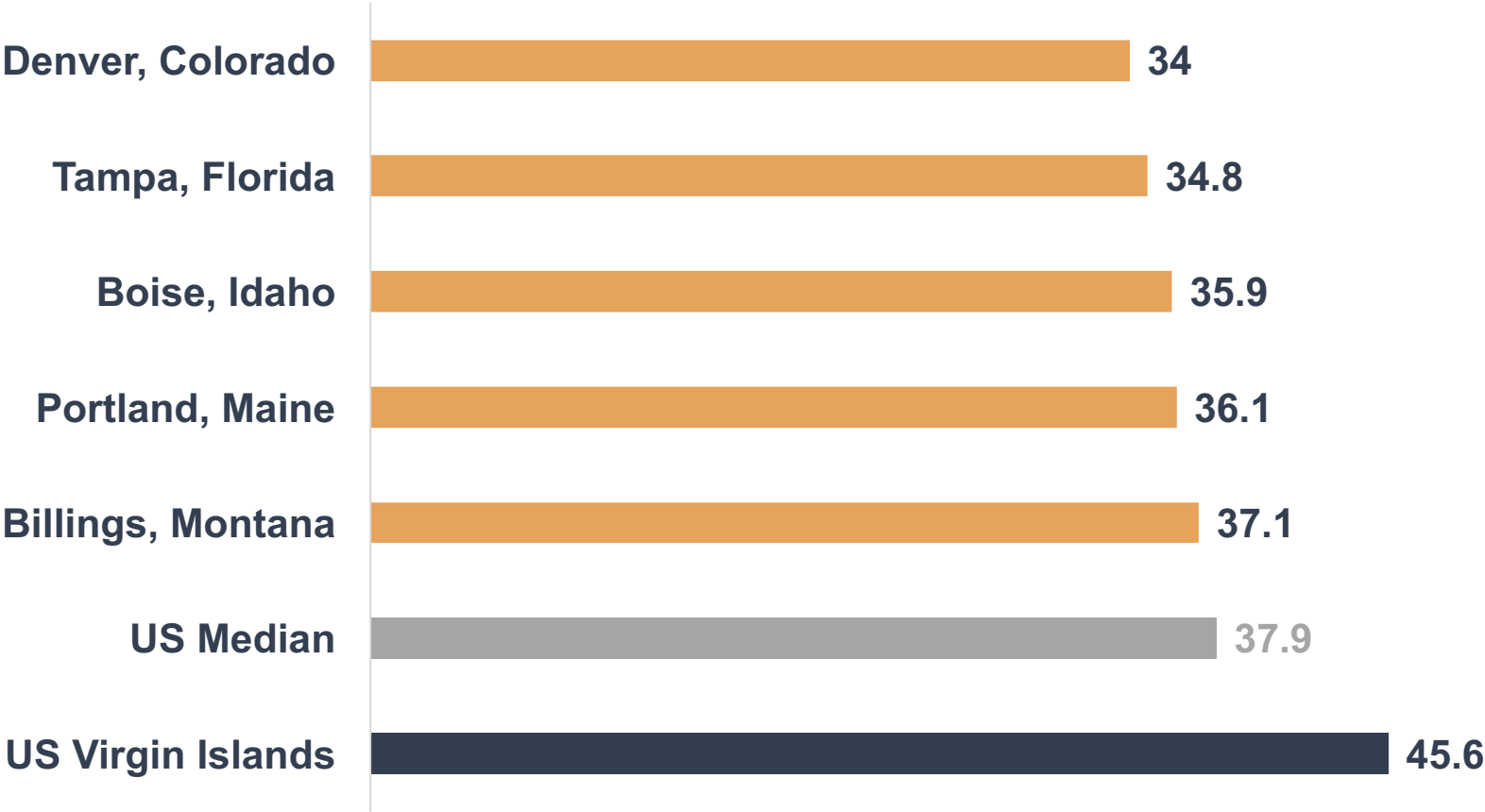
What's important to them?

**LIFESTYLE + PLACE**

# WHEN ASKED TO PRIORITIZE

- **Quality of Life**
- **Others similar to themselves**
- **Family and Friends**
- **Safety**
- **Educational Opportunity**
- **Nature**
- **Variety**
- **Sense of Place**

# Select group of fast developing cities and their median age

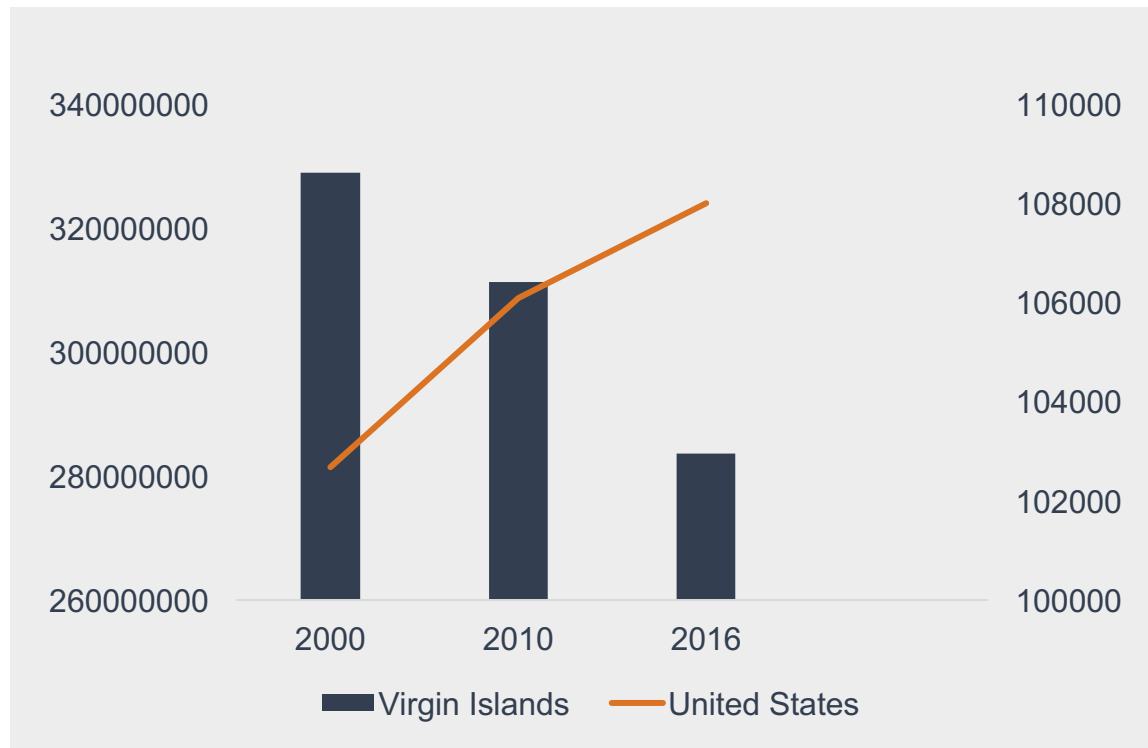


Median Age by Gender		
	USA	USVI
MALE	36.6	45.9
FEMALE	39.3	45.3

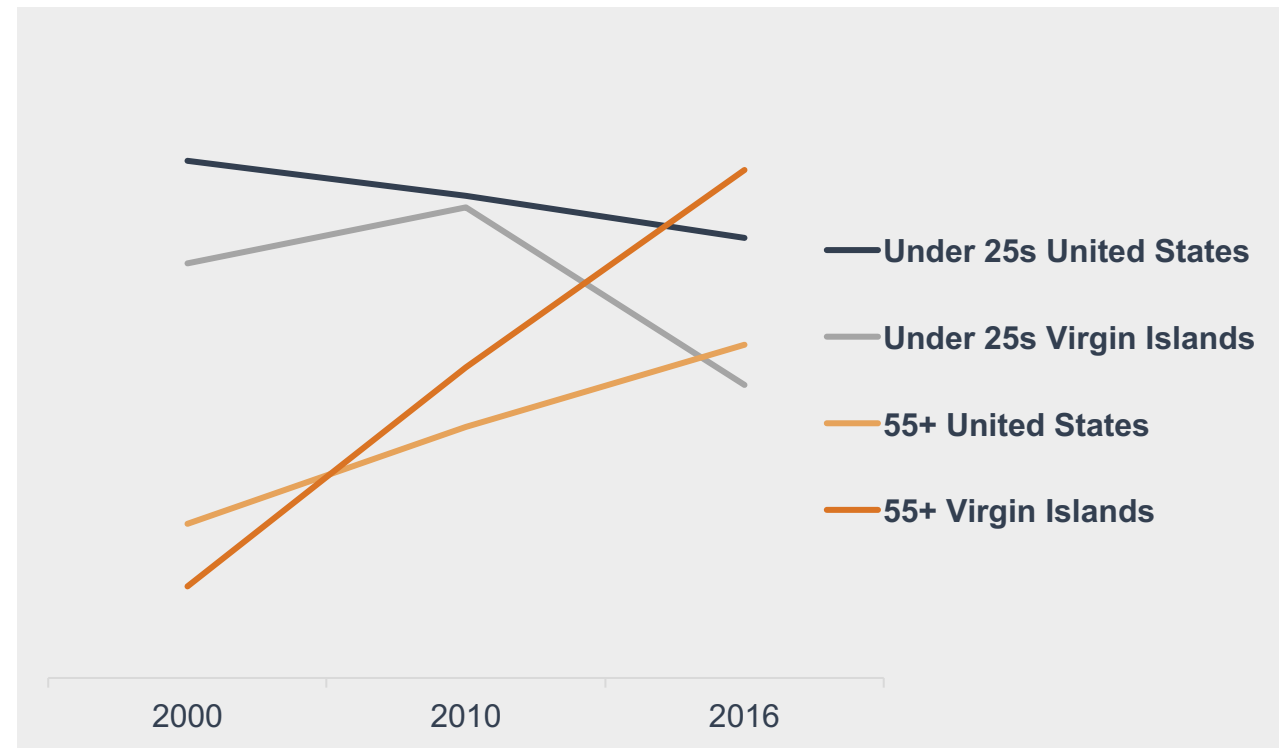


# Virgin Islands Population + Age Profile - versus National

## Population



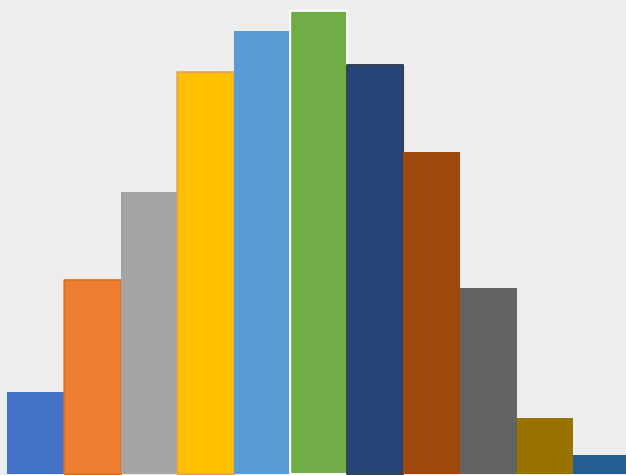
## Age Profile



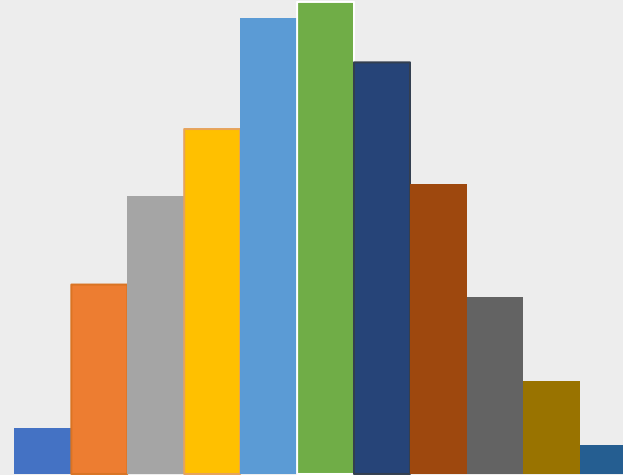
# Age distribution of VIIG workforce as surrogate for general workforce

- Under 25
- 25-29
- 30-34
- 35-39
- 40-44
- 45-49
- 50-54
- 55-59
- 60-64
- 65-69
- 70- and over

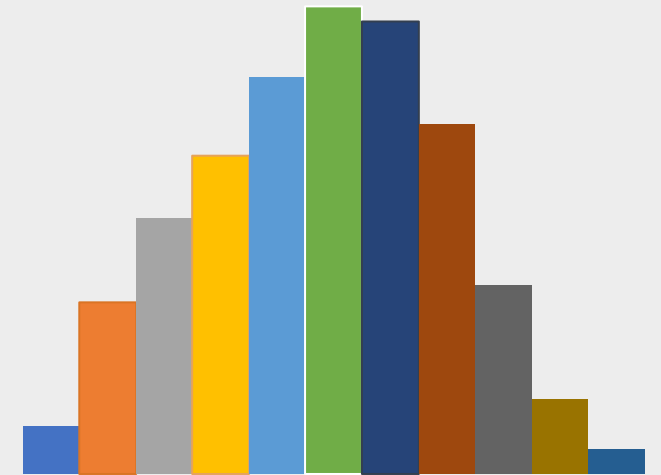
2006



2011



2015



# Virgin Islands Growth - versus National

	Pop'n Growth per 1000	Birth Rate per 1000	Death Rate per 1000	Net Migration
USA	0.81%	12.5	8.2	+3.9%
USVI	0.62%	10.2	8.9	-7.39%

**Who needs to be at the table  
to rethink development to  
include *inclusion* + *place*?**

- **Government**
- **Entrepreneurs**
- **Institutions of Education + Culture**
- **Community**

# OUTCOME



**Arts + Culture**



**Community  
Identity + Pride**



**Inclusivity of  
Development**



**Education +  
Re-Training**



**Safe +  
Environmentally  
Positive**



**Entertainment +  
Sports**



**History +  
Architecture**



**WOW**



**OVER TIME**

**PLACE + INCLUSION  
DEFINES SUCCESS...**



# And produces...



**A Unique Differentiator**



**Enhancement of Place**



**Improvement to Quality of Life**



**Change in Demographics**



# DEVELOPMENT PROGRAMS CAN REVITALIZE

the community's social, political and economic life