



CITY OF CHARLOTTE

# OUR NEW APPROACH TO ECONOMIC DEVELOPMENT



The background of the slide is a photograph of a city skyline at dusk. The sky is a deep blue with some light clouds. Several skyscrapers are visible, some with lights on. In the foreground, there are trees and a street with some lights. A semi-transparent white box is centered over the image, containing the text.

# **Today to Tomorrow**

**1. The Current Situation**

**2. Our New Approach**

**3. We, Us, Together**







1

# THE CURRENT SITUATION

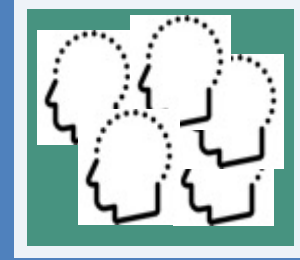


# 2

of the many key insights  
we learned about the  
current situation facing  
Charlotte's economic  
development efforts.







**ECONOMIC DEVELOPMENT  
AS A CATEGORY** is becoming  
much more competitive and  
public (Amazon HQ2).





The CITY'S MOST RECENT  
ECONOMIC DEVELOPMENT  
EFFORTS have not been  
well organized or focused.



**From your personal perspective, what three words best describe the City of Charlotte's economic development efforts today?**







2

# OUR NEW APPROACH





## CITY OF CHARLOTTE'S VISION:

By 2040, Charlotte is America's Queen City, opening her arms to a diverse and inclusive community of residents, businesses, and visitors alike; a safe family-oriented city where people work together to help everyone thrive.



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## OUR PURPOSE:

Helping Charlotte's businesses and residents thrive.





## City of Charlotte's Economic Development Program Overview

### OUR PURPOSE:

Help Charlotte's businesses and residents thrive.

### OUR MISSION:

Build Great Places. Grow and Attract Talent. Create Jobs. Advance Charlotte.

### OUR POSITIONING:

Charlotte's got a lot of workforce talent.



## 1 GREAT PLACES

Creating Great Places  
that Attract Great Talent

Plan and deliver  
major development  
projects and  
placemaking  
initiatives\*

Support  
neighborhood  
development  
to fuel micro  
economies



## 2 NEW START-UPS

Supporting Startups and  
Small Businesses (MWSBE)

Support  
entrepreneurs  
and startups

Support small  
businesses and  
MWSBE firms



## 3 EXISTING BUSINESSES

Retaining and Growing  
Existing Businesses

Make it  
easy  
to do  
business

Help  
businesses  
innovate  
and grow



## 4 PROSPECTIVE BUSINESSES

Closing New Prospects and  
Growing Targeted Categories

Manage and  
close new  
business leads  
(NEWCO)

Grow targeted  
industry clusters  
(CLT, International  
Finance, etc.)

Inspire & inform the focus areas

Market Intelligence Program

Support the stakeholders we serve

Stakeholder Relations Program

Develop & train 21st century talent

Workforce Training & Development Program

Advance our story of our talent-driven economy

Marketing Communications Program

Be transparent and accountable in driving measurable results

Key Performance Indicators Program

\*This includes City- and County-inspired P3s, CRVA projects, and other initiatives.







## 1 GREAT PLACES

Creating Great Places that Attract Great Talent

Plan and deliver major development projects and placemaking initiatives\*

Support neighborhood development to fuel micro economies



## 2 NEW START-UPS

Supporting Startups and Small Businesses (MWSBE)

Support entrepreneurs and startups

Support small businesses and MWSBE firms



## 3 EXISTING BUSINESSES

Retaining and Growing Existing Businesses

Make it easy to do business

Help businesses innovate and grow



## 4 PROSPECTIVE BUSINESSES

Closing New Prospects and Growing Targeted Categories

Manage and close new business leads (NEWCO)

Grow targeted industry clusters (CLT, International Finance, etc.)

# Prospective Businesses:

## Manage and Close New Business Leads (NEWCO)





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**WE, US, TOGETHER -  
NEWCO**





An aerial photograph of a city skyline, featuring numerous skyscrapers and buildings. The image is overlaid with a solid blue color. The text "ONE REGION. ONE VISION. ONE UNIFIED ECONOMIC DEVELOPMENT ENTERPRISE." is centered in white, bold, sans-serif capital letters.

**ONE REGION. ONE VISION.  
ONE UNIFIED ECONOMIC DEVELOPMENT ENTERPRISE.**



**A new, unified Economic Development Enterprise  
Builds on the strengths and aligned vision and mission of the  
Charlotte Chamber and Charlotte Regional Partnership**

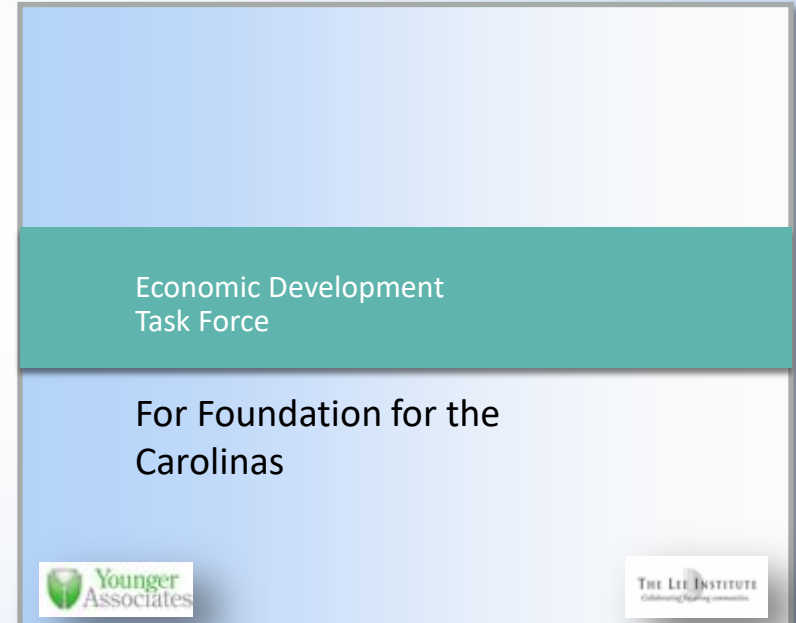
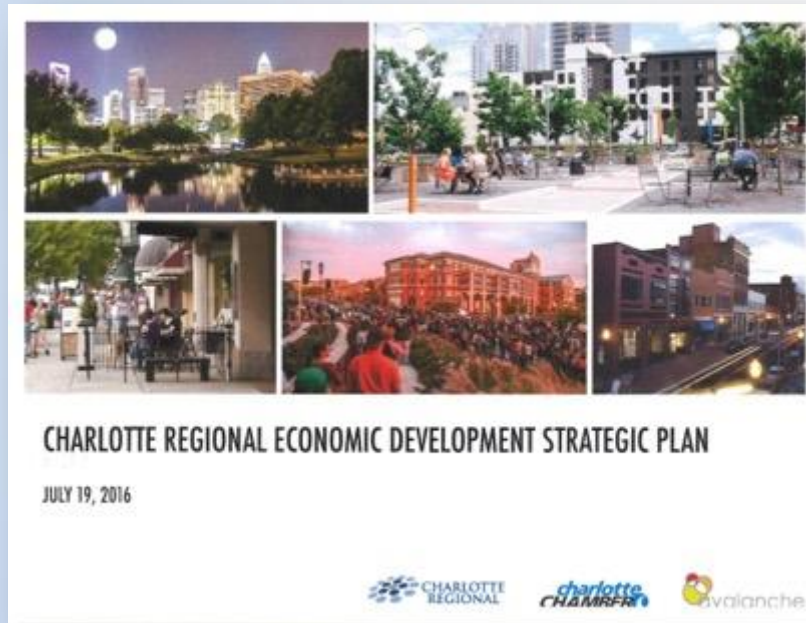


Connect, innovate and grow  
opportunity for all who do  
business in Charlotte.

Positioning and marketing the  
Charlotte region as a highly  
competitive, growing and  
vibrant regional economy with  
an increasingly attractive  
quality of life.



The combined enterprise advances prior work and will sustain and enhance the economic growth, prosperity and global competitiveness of the Charlotte region



**The focus areas of the new enterprise are as follows:**

**BUSINESS RECRUITMENT, BRANDING & PROMOTION, AND PUBLIC POLICY**

- Prioritizes inclusivity and diversity in all actions
- Supports and facilitates regional business recruitment and retention and talent development
- Creates an environment for expanding successful entrepreneurship
- Bolsters research capabilities
- Broadens marketing communications outreach and engagement
- Establishes a new revenue model focused on broader regional outreach for memberships, sponsorship, program content/participation and other financial support





# The new enterprise will reduce existing challenges and optimize opportunities

## CHALLENGES

- Confusion about roles — *who does what*
- Need for greater public policy engagement
- A desire for greater lead generation
- Competition for revenue
- Inconsistency in project management
- Inadequate marketing/branding spend
- Duplication in overhead

## OPPORTUNITIES

- Elimination of duplications through **ONE** — one leadership team, one revenue model, one legislative agenda, one office, one website, one phone number, one “back office” system
- A more comprehensive, competitive and compelling economic approach
- Expanded base of support
- Enhanced branding/marketing communications for the region



**An ad hoc committee made up of past, current and future leaders of the two organizations is working on an overall integration plan and there are several workstreams underway.**

Kendall Alley

Carol Lovin

Wes Beckner

Chris Kouri

Howard Bissell

Valecia McDowell

Malcomb Coley

Andrea Smith

Jesse Cureton

Jennifer Weber

Ned Curran

Judy Wishnek



## **LEADERSHIP**

- Ernie Reigel was appointed as Transition Director, a position created to lead the planning and execution of the integration until a CEO is in place in early 2019.

## **TALENT EVALUATION COMMITTEE**

- A sub-committee has been formed to identify the qualifications and characteristics for key leadership positions.
- Patti Gillenwater from Elinvar is leading a national search for NEWCO's new CEO.





## **LEGAL/ORGANIZATIONAL STRUCTURE**

A team is leading the work to complete the following:

- Determine legal structure and related next steps, which may include bylaw changes, new filings, etc.
- Create org chart specific to the legal structure and scope of work for each
- Craft list of key questions to be addressed with respect to board structure, size, composition, etc.



## **FINANCIAL EVALUATION AND NEW ENTERPRISE PLANNING**

- Year-end financial projections and outstanding obligations for both organizations
- Revenue receivables and funding commitments
- Org structure and job descriptions
- Identification of efficiencies
- New revenue model and implementation



## COMMUNICATIONS AND BRANDING

A team is leading this work with the help of marketing communications firm Wray Ward to develop the following:

- Naming and branding for the new organization
- Messaging and communications around the transition





A photograph of a city skyline at dusk. The sky is a deep blue with some light clouds. In the foreground, there are trees and a street with some lights. A semi-transparent white rectangular box is centered over the image, containing the text "OUR GOALS & NEXT STEPS" in a dark green, sans-serif font. The text is arranged in three lines: "OUR GOALS", "&", and "NEXT STEPS".

# OUR GOALS & NEXT STEPS



# Manage and Close New Business Leads (NEWCO)

## Goal:

- In 2019, increase the new business capture rate over 2018
- Support and ensure seamless transition with NEWCO

## Situation:

- NEWCO re-org announcement September 2018.

## Implementation Team:

- Dept. Lead: Tracy Dodson
- Team Members:
  - Key city ED Dept. staff
  - Peter Zeiler – Mecklenburg
  - Chamber staff.

## Input for Team's Planning & Implementation Development:

- Seamlessly transition new business project management from NEWCO/Chamber to the City of Charlotte.
- Create a broad MOU with key partners (Regional Partnership, Chamber, Mecklenburg County). Have this plan approved by all players before the NEWCO announcement to pre-emptively address questions sparked by the announcement.
- Building on the MOU, create an operations plan and 90-day transition plan - project management staff, systems, protocols, marketing materials, and data support system.
- Incorporate this operations plan and 90-day transition plan into this Strategic Plan.



# Q&As

