



2021 Council Annual Strategy Meeting

January 11-12, 2021



Key 2020 ASM Themes & Questions

- Corridors of Opportunity strategy
- Open for Business – CARES
- Strategies to Reduce Unemployment
- Policy for workforce development in City investment
- Tax Increment Grant Policy

Key 2020 Highlights

- Corridors of Opportunity
 - Beatties Ford Rd. – Projects launched
 - West Boulevard – Projects launched
 - I-85 / Sugar Creek – Design Sprint
- Open for Business – CARES Relief
 - Deployed \$57 Million for Small Business and Workforce
- Strategy to Reduce Unemployment *
 - Strategic Employment Plan
- Policy for workforce development in City investments *
 - Ongoing – strategy for Council in February
- Tax Increment Grant Policy
 - Ongoing – Further committee discussion in 1Q 2021

***Council Committee Referral Items**

IMPACT

 CITY of CHARLOTTE

Economic Development Impact Report

Published January 2021

CHARLOTTE'S STRATEGIC EMPLOYMENT PLAN

We often hear the Mayor speak to three priorities for Charlotte residents future:

- Great jobs
- Housing you can afford
- Reliable ways to move around this city

Charlotte has many committed organizations and resources advancing all three of these priorities which is reflected in:

- Charlotte MOVES
- Charlotte Future 2040 and UDO
- City's ongoing affordable housing strategy
- City's and partners economic & workforce development work

The opportunity before us now is to **ensure that we maximize the synergistic coordination** of these plans and organizational efforts in a way that **generates not only more jobs but quality jobs**, and how we make sure we **prepare our residents to fill them.**

I. PURPOSE

Shared Vision for Success:

Unite Charlotte's employment ecosystem under a framework that will define a shared vision for economic prosperity for both Charlotte residents and businesses.

Define how we individually contribute:

Create a framework that defines how all partners in our employment ecosystem meaningfully participate to create opportunities for job growth, upward mobility and economic success for our residents and businesses.

Implement.

II. WHAT IS A STRATEGIC EMPLOYMENT PLAN?

Creates New Jobs

Through Startups and Small Business Growth . . .
Business Retention & Expansion
Business Recruitment



Fills Jobs

Through K-12 and Higher Education
Training & Development
Talent Recruitment & Retention

A Strategic Employment Plan provides a comprehensive action plan that maximizes the effectiveness and efficiency of a locality's total Employment Ecosystem.

A Strategic Employment Plan builds a growing, more inclusive and resilient employment market for both employers and workers.

Why do we need a Strategic Employment Plan? It will help...

1.	Support Investments to Date	Maximize the City's return on investment in recent job creation programs.
2.	Help the Unemployed & Underemployed	Investing in our residents - especially the unemployed - to equip them with the skills and resources they need to gain meaningful employment
3.	Grow Key Sectors	Realize the full potential of Charlotte's target industries to generate more quality jobs and access to career pathways.
4.	Advance the City's Jobs Reputation	Maintain Charlotte's status as STEM jobs hub and use this success to reinforce Charlotte's reputation as THE 21st Century Jobs City.
5.	Support Talent Acquisition and Retention	Support corporate efforts in competing for and retaining younger workers in what will be a decreasing pool of young talent.
6.	Reinforce Competitive Stance	Ensure Charlotte's remains competitive with peer cities.
7.	Provide Upskilling Resources	Provide Charlotte's employers with opportunities to tap into talent upskilling resources.
8.	Achieve Equity Goals	Harness the momentum of economic mobility work in Charlotte and connect it with employment opportunities and ecosystem
9.	Future-proof the City	Prepare Charlotte's workforce and young workers and reskill experienced workers for jobs of the future.

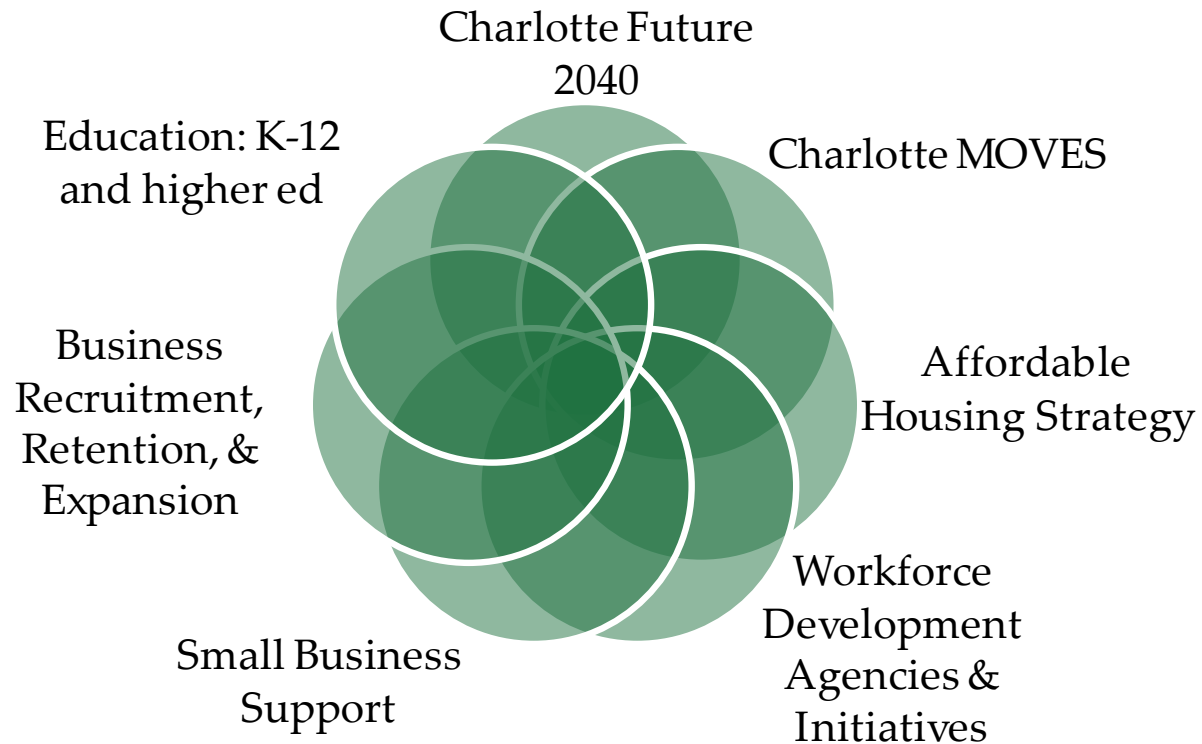
IDEAL CHARACTERISTICS OF THE PLAN

- Provides a vision, goals, and action framework goals and strategy;
- Assists workforce development organizations in making strong employment connections and prepare the workforce of the future.
- Supports our talent development pipeline to fill available jobs with qualified workers
- Matches targeted industries with career pathways that are accessible for all jobseekers including youth
- Reduces unemployment through addressing and removing barriers to employment
- Defines a good job and creates more of them:
 - Helps recruits big business and fills their workforce needs;
 - Supports existing businesses to create new jobs;
 - Expands small businesses' capacity to grow and create new jobs
- Supports catalytic investment in real estate developments that fuel growth momentum;
- **Appreciates all stakeholders' interests and goals**

III. STRATEGIC QUESTIONS TO CONSIDER

#1: Shared Goals and Strategy

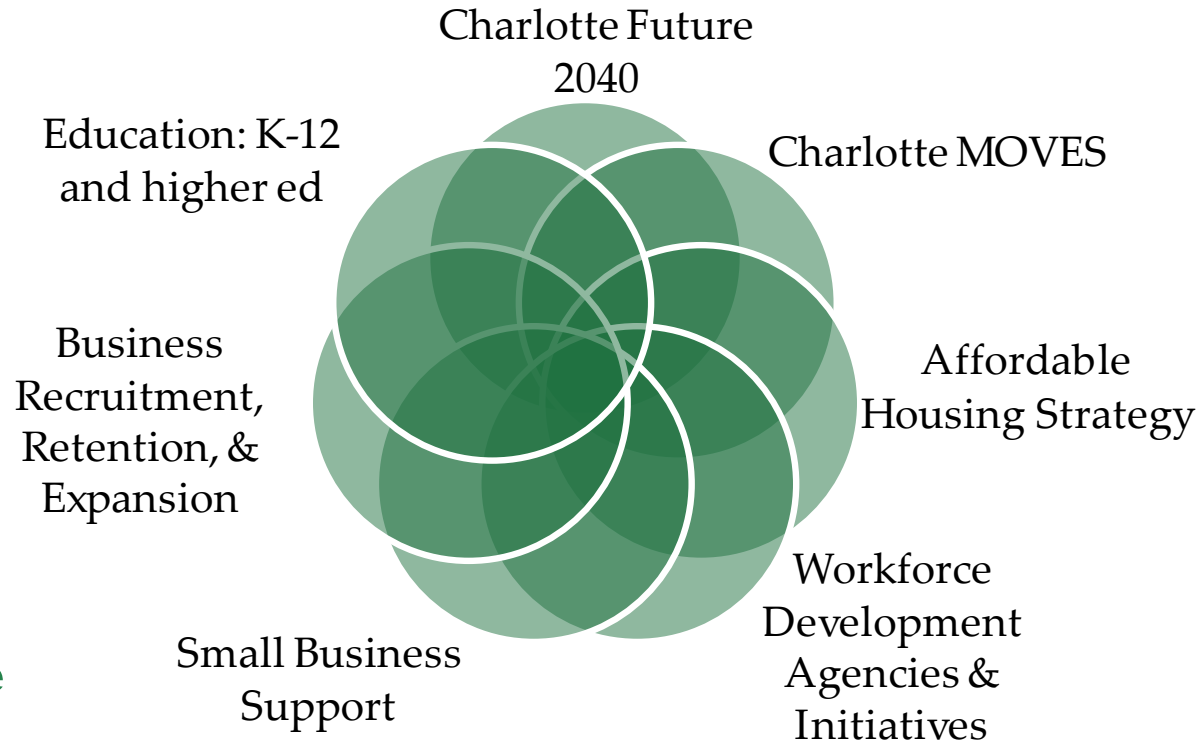
Charlotte's employment ecosystem has many strong organizations, programs and plans. **What are the shared goals and what is a strategy that unites and inspires the overall employment ecosystem?**



#2: City's External Role

The City will initially convene the ecosystem to create a framework that cultivates a shared perspective, provides greater coordination, and economic prosperity.

What is our long term role in this work?



#3: City's Internal Contribution

How can the City of Charlotte **utilize its services and programs outside of economic development** to better support new job creation and fill existing jobs?

This could include enhanced mobility (CATS bus and light rail routes), placement of affordable housing, zoning, redevelopment, educational partnerships, etc. to drive employment growth and fill available jobs.



CITY QUESTIONS TO ADDRESS:

- **Jobs:** What jobs are needed in our community for everyone to thrive?
- **Businesses:** How do we work best with small, mid, and big businesses to grow jobs?
- **Talent Initiatives:** What is the City's role in convening, connecting, and investing in our workforce ecosystem and talent development pipeline to create the optimal workforce for the future?
- **Land Use, Housing and Mobility:** Where and how should we advance affordable housing and transportation improvements to support overall job growth and job opportunities for underserved residents and businesses?
- **Education:** How do we better deploy our educational assets and partners.
- **Partnerships:** How do we work best with all partners and leverage their expertise to achieve these goals of as a collective?
- **Tools & Policies:** What tools, programs, policies, and performance metrics do we need to successfully implement a more comprehensive employment strategy?

STAKEHOLDERS ENGAGED:

- Charlotte Regional Business Alliance
- UNC Charlotte
- Central Piedmont
- JCSU
- Charlotte Works
- Goodwill
- Charlotte Center City Partners
- University City Partners
- City Planning Department
- Mecklenburg County

THINGS WE HEARD:

"I am excited the City is considering this initiative. Count us in to be a partner, we'll play whatever role you need."

Kathryn Black, Charlotte Executive Leadership Council

"All of the plans should be integrated. Each is designed to deliver the same outcome – prosperity for all."

Amy Holloway, National Director Economic Development Advisory Services, EY

"Seeing the City take this initiative by the horns is impressive. The City is in the position to steward the building of an inclusive, innovative jobs ecosystem by aligning plans, programs, policies and partners."

Terik Tidwell, Executive Director, Tech Innovation Center, Johnson C. Smith University

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THINGS WE HEARD:

“Creating a jobs strategy is noble indeed. Bringing everyone together in the employment ecosystem is about collaboration and accountability to our community.”

**Dr. Heather Hill, Vice President of Academic Affairs,
Central Piedmont Community College**

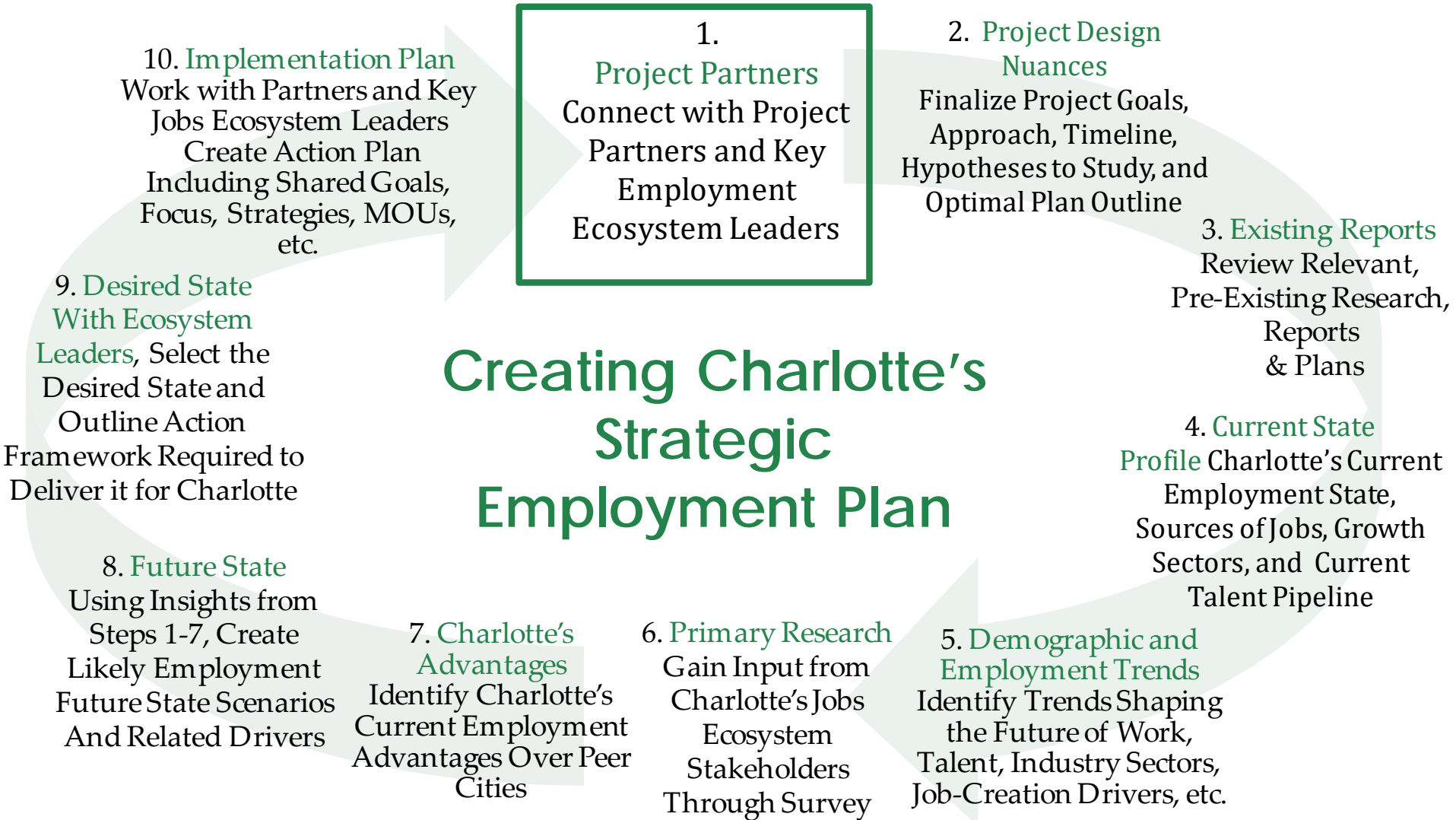
“We want to be part of this. We can start with the City and build out to a comprehensive regional approach.”

**Janet LaBar, President & CEO,
Charlotte Regional Business Alliance**

“If we don’t connect Charlotte MOVES, Charlotte Future 2040, our future work in mapping place types, and the UDO Plan, to this employment strategy, we will not see the maximum benefit that all of these plans can offer.”

**Alyson Craig, Deputy Planning Director
City of Charlotte**

IV. PROCESS AND TIMELINE



TIMELINE

Step 1	Build The Team - Project Partners and Key Stakeholder Group Leaders	Q1
Step 2	Finalize Project Design Nuances	Q1
Step 3	Mine Existing Studies and Reports	Q1
Step 4	Profile Current State	Q1
Step 5	Identify Demographic and Employment Trends	Q2
Step 6	Conduct Primary Research	Q2
Step 7	Identify Charlotte's Employment Advantages	Q2
Step 8	Identify Possible Future States	Q3
Step 9	Zero In On Desired State	Q3
Step 10	Implementation Plan	Q4