

Charlotte

Peer Exchange Visit

February 15-17, 2017

EQUITABLE
ECONOMIC
DEVELOPMENT
FELLOWSHIP

NLC NATIONAL
LEAGUE
OF CITIES

CITIES STRONG TOGETHER



The National League of Cities (NLC) is dedicated to helping city leaders build better communities.



PolicyLink connects the work of people on the ground to the creation of sustainable communities of opportunity that allow everyone to participate and prosper.



The Urban Land Institute (ULI) has a mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The EED Fellowship is made possible with support from:



The Surdna Foundation seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

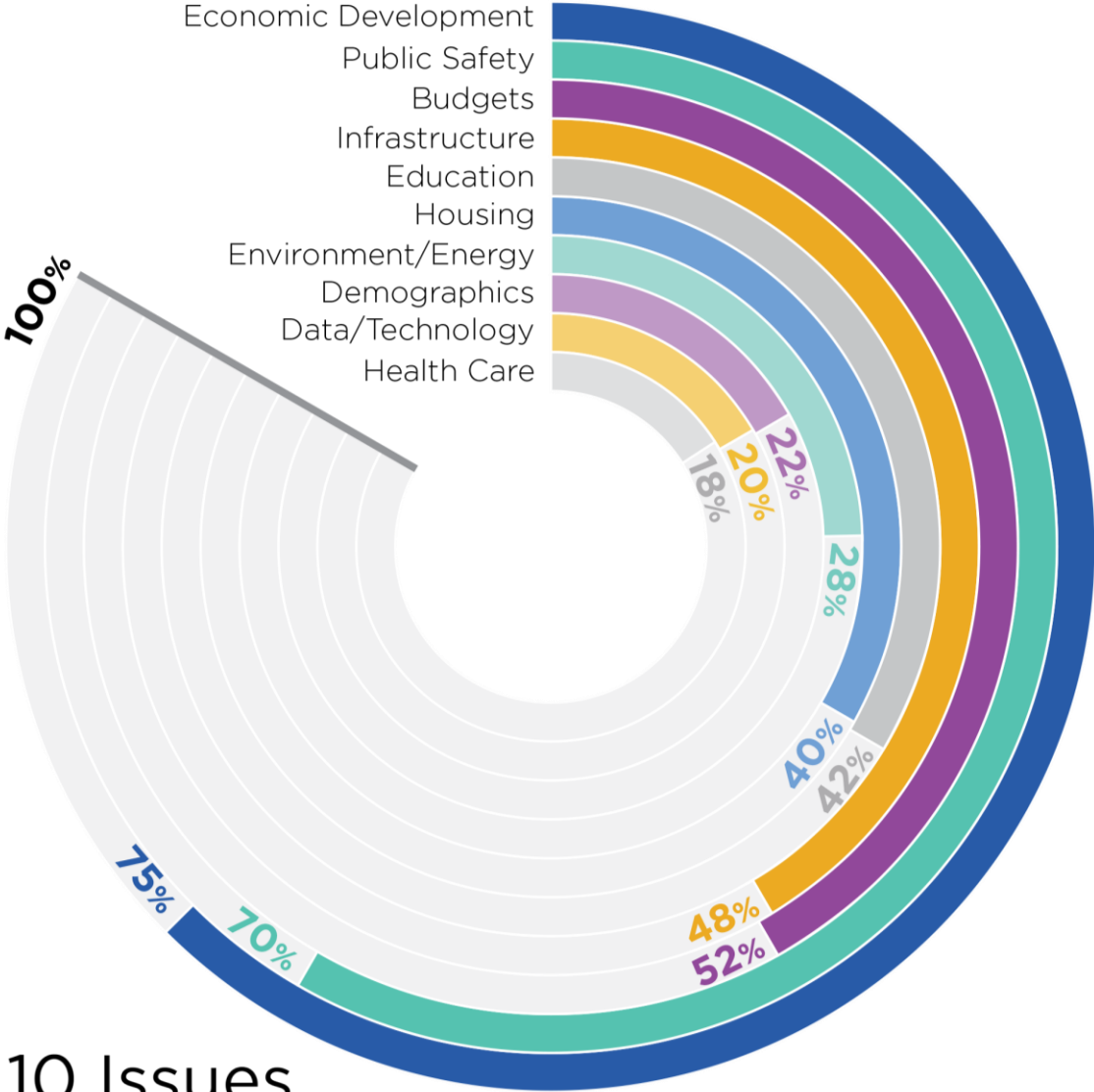


The Open Society Foundations work to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people.

Economic Development: A Top Priority

75%

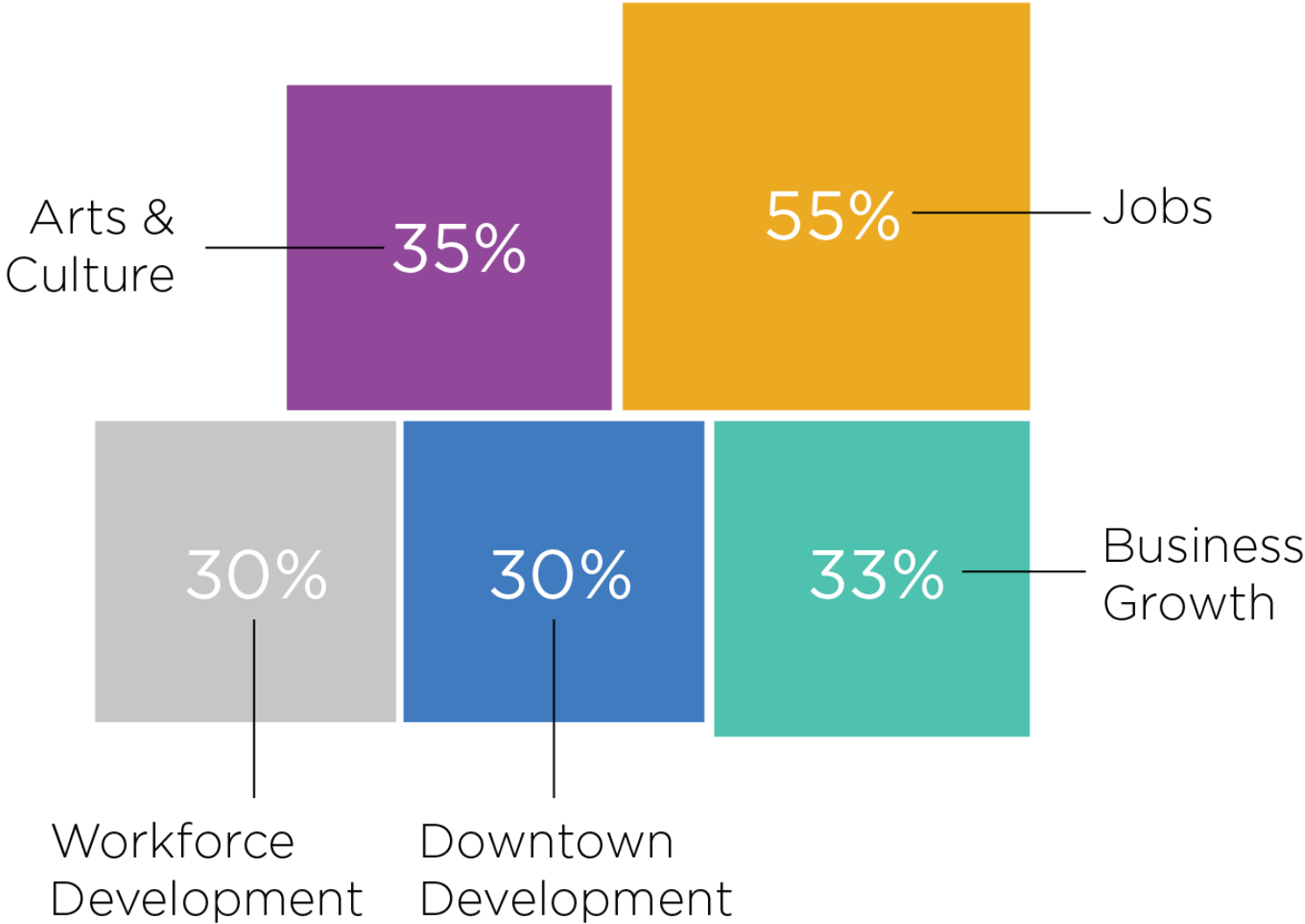
of state of the city
speeches included
significant coverage of
economic development
issues.



Top 10 Issues

Economic Development: A Top Priority

TOP 5
ECONOMIC
DEVELOPMENT
SUB-TOPICS



Equitable Economy: The Challenge

6 in 10

of **U.S. prisoners**
are Black/Latino

*(yet only comprise 30%
of the U.S. population)*



35%

Black or Latino men
won't graduate from
High School

*(80% of White males
will)*



Black and Native
American
unemployment is

2x

that of Whites

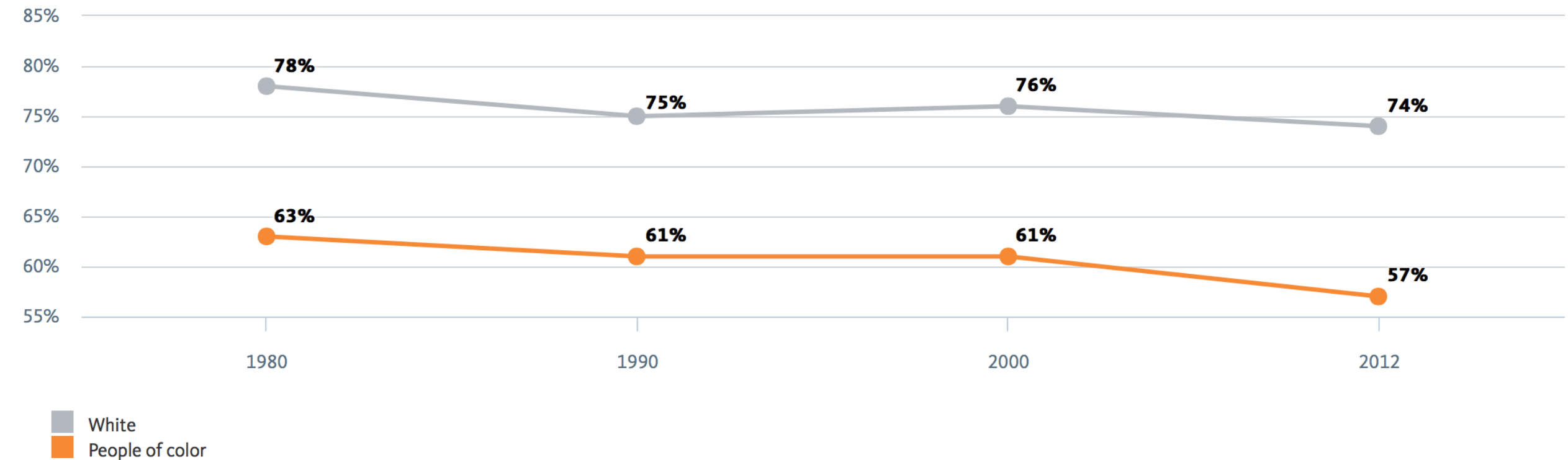
57%

of Blacks and
Latinos spend more
than 30% of their
income on
housing costs



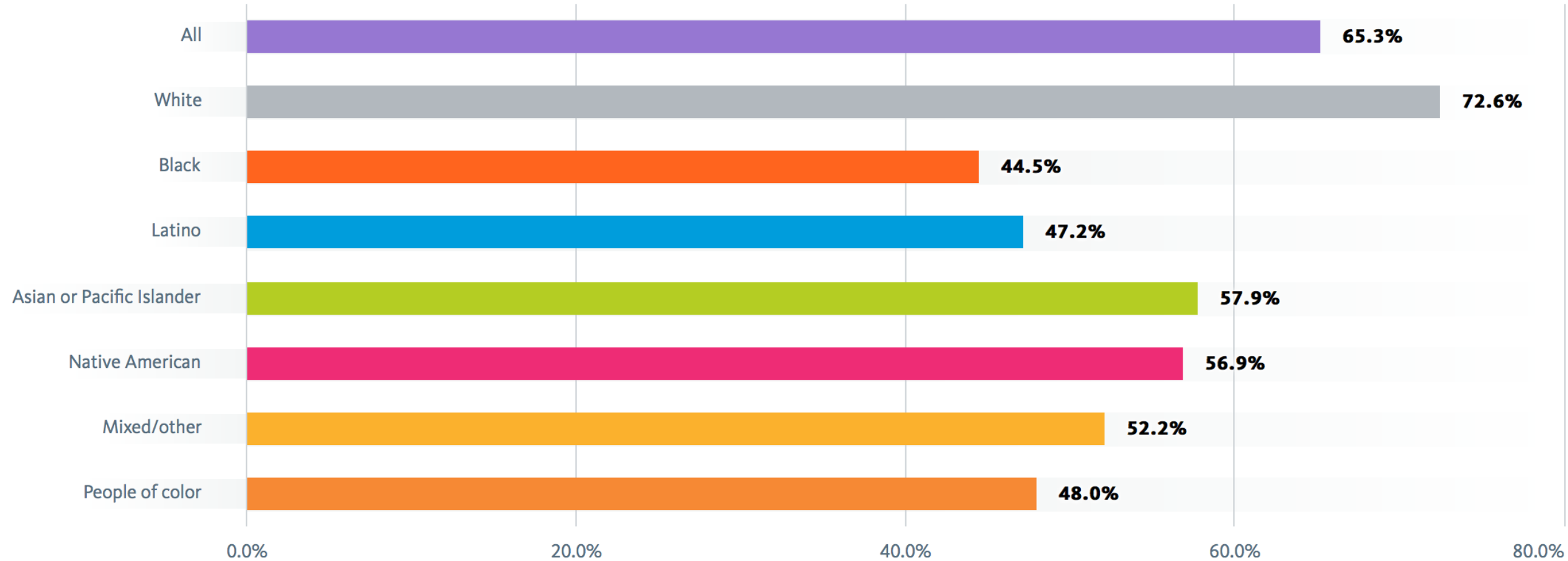
Equitable Economy: The Challenge

Share of workers **earning at least \$15/hour** by race/ethnicity:
United States, 1980-2012



Equitable Economy: The Challenge

% owner-occupied households by race/ethnicity: U.S., 2012





Rose Center for Public Leadership in Land Use



Equitable Economic Development Fellowship



What is Equitable Economic Development?

- Unlocks the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of color.
- Through accountable public action and investment, it grows quality jobs and increases entrepreneurship, ownership, and wealth.
- The result is a stronger, more competitive city.

Developed by:

EED Fellows

June 2016 Fellowship Retreat

Portland, Oregon

The Panel



Equitable Economic Development

EED Fellowship Technical Retreat

February 15, 2017



The Panel

- **Martha Brown**, Deputy Commissioner, Department of City Development, City of Milwaukee, WI (EED Fellow)
- **Dana D’Orazio**, Program Manager, Postsecondary Education, National League of Cities
- **Matt Haessly**, Real Estate Specialist, Department of City Development, City of Milwaukee, WI (EED Fellow)
- **Kevin Johns**, Economic Development Director, City of Austin, TX
- **Trinh Nguyen**, Workforce Development Director, City of Boston, MA
- **Jason Perkins-Cohen**, Mayor’s Office of Employment Development Director, City of Baltimore, MD
- **Mary Ellen Wiederwohl**, Louisville Forward Chief, City of Louisville, KY



Presentation Outline

1. **Talent Development**
2. Incentives
3. Small Business
4. Conclusion + Homework



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Talent Development – Initiatives Summary

- Launch business-driven adult talent development program with Goodwill of the Southern Piedmont and Urban league of the Central Carolinas.
- Increase youth development opportunities.
- Develop and implement a recruitment database that connects qualified workers to employers.
- Establish and grow a funding mechanism to finance talent development.

Talent Development – Observations

- *Adult Talent Development Program*
 - Manageable, realistic starting point
- *Youth Talent Development*
 - Identified youth as a focus
- *Recruitment Database*
 - Recruitment database could meet the critical need of matching employers and job seekers
- *Sustainability and Funding*
 - Recognition of need for funding sustainability

Talent Development – Recommendations

Adult Talent Development Program

- Ensure adult talent development programming is connected to employers and job opportunities
- Establish focused career pathways that include education, credential attainment, and job advancement (define roles of key partners: community college, employer, and CTE engagement?)

Youth Talent Development

- Build out long-term youth development strategy – Career Pathways

Talent Development – Recommendations

Recruitment Database

- Clearly define the purpose of recruitment database: super match? Something more?
 - Develop inclusive database that extends beyond the public system pool of job seekers
 - Use database to expand to communitywide pathway map (includes current job opportunities, related skills, education, and income)

Sustainability and Funding

- Understand ecosystem of support and funding and expand partnerships with higher education and employers
- Identify existing funding streams and investments, public, private, and philanthropy
- Explore untapped, creative funding streams

General Recommendations

- Define roles, esp. who is the workforce intermediary
- Develop return on investment (ROI)



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2. **Incentives**
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CITIES STRONG TOGETHER

Business Investment Grants & Business Corridor Revitalization – Initiatives Summary

- To adjust current business investment programs to increase hiring of unemployed or underemployed Charlotte residents, and to generate contracting opportunities for MWSBE
- To establish a sustainable funding mechanism to fund business corridor revitalization

Business Investment Grants & Business Corridor Revitalization - Observations

- Clearly defined incentive process between the municipal and county Economic Development team
 - “Limited flexibility”
- Because state law prohibits “mandated” employment and contracting agreements, be creative to address Charlotte’s equity goals
- There is a willingness to learn, listen and work together towards a common agenda that encompasses business and employment inclusion

Business Investment Grants - Recommendations

- Focus on equity components as a “bonus” separate/above from base incentive by extending the term and/or \$\$\$\$ of the grants
- Develop the bonus schedule (benchmarks), identify the performance with respect to hiring and contracting that earn specific bonus payments or terms (*as subject to legality*)
- Both county and municipal officials should collaborate to develop the bonus schedule (*as subject to legality*)
 - Develop city funded bonus system if county does not agree to participate
- Develop a tracking system to record the hiring performance and contracting opportunities and generated by bonus payments
- Publicly recognize “Charlotte Champions” who successfully met or exceeded their bonus schedule or benchmarks

Business Corridor Revitalization - Recommendations

- Consider using specific metrics to geographically focus on the business corridor (start with just one). Example metrics include % unemployment, poverty level, consumer spending habits, property values, building vacancy and use, and leakage studies;
- Develop an asset map for the selected area that may include educational institution, employers, business, housing, transportation, etc.
- Develop a community charrette to envision alternatives for high impact sites (e.g. sites could be susceptible to change, have high visual impact, or they could be blighted properties, etc.)
- Develop a plan for the business corridor (includes the asset map, demographics and data of the corridor, findings from the charrette, zoning analysis, etc.)

Business Corridor Revitalization - Recommendations

Examples of Charrettes and Corridor Plans:

Fairmount Indigo Planning Initiative – Boston

- <http://www.bostonplans.org/planning/planning-initiatives/fairmount-indigo-planning-initiative>

Bronzeville Area Redevelopment Charrette 2013 - Milwaukee

- <http://milwaukee.gov/ImageLibrary/Groups/dcdAuthors/Bronzeville/PDFs/BronzevilleCharetteFinalReport.pdf>

Austin, Soul-y Austin

- <https://austintexas.gov/soulyatx>

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- 3. Small Business**
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Small Business – Initiatives Summary

- Perform focus group and survey research with small businesses
- Analyze data and make program recommendations
- Grow and develop web portal

Small Business – Observation on Initiatives

- Multiple stakeholder roles and responsibilities unclear
- Government contracting is only one (small) component
- Opportunity for wealth building extends beyond businesses that can sell something to government
- Will the research identify gaps and duplication of services? Will it help you clearly define role of city/government?
- Will the research identify how city services are delivered in ways that support small businesses?
- B2B portal has great potential; many opportunities to build off of it in multiple directions
- Is there a deliberate effort to increase minority business creation and growth across the local economy (beyond government contracting)?

Small Business Capacity - Recommendations

- Move beyond collaboration/cooperation to true partnership with clearly defined roles and responsibilities for all stakeholders in small business ecosystem
- City needs to define its role, fill an identified gap
- Ensure research is reaching all types and sizes of small businesses, including creatives, tech, retail, food, etc., and results are differentiated
- Expand web portal to connect small business to appropriate resource provider who can best meet the business' need(s)
- Market portal to get greater participation, make app/mobile friendly, open source data
- Establish metrics - ROI, KPIs - that show impact of whatever final system, strategies, and goals community/city decides to adopt
- City should take a lead role, with community partners, to increase minority business creation and growth for all business types.



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CITIES STRONG TOGETHER

Key Themes

1. Moving from partnerships to collective impact
2. Shared goals to drive decisions and measure outcomes
 1. Define measurable goals on economic mobility progress
 2. Explore defining return on investment (ROI) for closing gaps in access to economic opportunity (e.g., family disposable income, tax collection, good jobs)
 3. Explore how to prevent residential/commercial/cultural displacement
3. Clear role definition for all stakeholders (no silos)

Homework

1. Talent Development/Workforce
 1. Develop an asset map (“who’s doing what?”)
 2. Identifying current funding streams (“who’s paying for what?”) and innovative funding streams
 3. Research best practices
 1. e.g., Philadelphia Work Ready; Degrees at Work (55,000 Degrees)
2. Incentives
 1. Review roles of the city, county, chamber in promoting incentives
 2. Directly engage the county in exploring an equity bonus system (as subject to legality)
 3. Conduct data analysis to select a targeted business corridor for investment
3. Small Business:
 1. Formalize a small business resource group
 2. Set 1-3 year goals on economic mobility
 3. Expand web portal to directly connect small business to resource providers

Next Check-in:

Fellowship Retreat: Washington, DC | June 6-8, 2017

Thank You

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Thank you to the following people; their assistance was essential to the panel's work:

Katie McCoy, City of Charlotte | Brent Cagle, City of Charlotte | Debra Campbell, City of Charlotte | Sabrina Joy-Hogg, City of Charlotte | Willie Ratchford, City of Charlotte | Patrick Mumford, City of Charlotte | Pamela Wideman, City of Charlotte | Peter Zeiler, Mecklenburg County | Keva Walton, Charlotte Chamber of Commerce | Chris Hemans, Charlotte Center City Partners | Jim Schumacher, Schumacher Urban Projects, PLLC | Jimmy Chancey, Charlotte-Mecklenburg Schools | Rodney Adams, Mecklenburg County Department of Social Services | Natasha Warren, Charlotte Works | Kathi McClendon, Central Piedmont Community College | Myra Clark, Center for Community Transitions | Dr. Patrick Graham, Charlotte Works | Faith Josephs, Latin American Coalition | Lenwood Long, Carolina Small Business Development Fund) | William Abram, Metrolina Minority Contractors Association | Lester Shelby, Charlotte-Mecklenburg Black Chamber of Commerce | Mike Arriola, U.S. Small Business Administration | Shay Prosser, The Employers Association | Renee Hode, Central Piedmont Community College | Michele Torres, Charlotte Douglas International Airport | Rusty Mills, Mechanics & Farmers Bank | Lynn Douthette, U.S. Small Business Administration | Nancy Rosado, City of Charlotte | Eric Nelson, City of Charlotte | Chris Jackson, Goodwill of the Southern Piedmont | Michael Elder, Goodwill of the Southern Piedmont | Nicholas Wharton, Urban League of the Central Carolinas | Ann Wall, City of Charlotte – EED Fellow | Kevin Dick, City of Charlotte – EED Fellow | Holly Eskridge, City of Charlotte – EED Fellow | Todd DeLong, City of Charlotte | Angela Grier, City of Charlotte