

# ECONOMIC DEVELOPMENT 2.0

The Office of Economic Development

Board of County Commissioners Public Policy Update: December 12, 2023



# ECONOMIC DEVELOPMENT FRAMEWORK

## Overview

Mecklenburg County has developed a framework with six Focus Areas to be supported by the Office of Economic Development [OED]. The Focus Areas represent a mixture of enhancing current activity and engaging in new activities.

- **New & Existing Business Growth**
- **Small Business & Entrepreneurial Growth**
- **Strong Communities & Neighborhoods**
- **Minority, Women, Small Business Enterprise Opportunities**
- **Workforce Development**
- **Tourism, Arts & Culture**

# THE OFFICE OF ECONOMIC DEVELOPMENT

## OED Evolution Continues

### Early Years Partnership Model

- **Business Investment Program**
- **Tax Increment Grant**
- **Tourism, Arts & Culture \***
- **Community Development Block Grant \***
- **MWSBE 101**
  - Awards & Recognition
  - Outreach & Engagements
  - Supplier Diversity

### Economic Development 1.0

- **Business Attraction & Retention**
  - BIP Opportunity Areas
  - BIP Economic Analysis (REMI)
- **Tax Increment Grant**
- **Tourism, Arts & Culture \***
- **Community Development Block Grant \***
- **Affordable Housing \***
- **MWSBE Enhanced**
  - Awards & Recognition
  - Targeted Outreach
  - Supplier Diversity
  - Educational Program
  - Contract Forecasting
- **Small Business Concierge**
- **Small Business Credit Coaching**
- **Workforce Development \***



\* In collaboration with County partners.



# ECONOMIC DEVELOPMENT 2.0

“Inclusive Economic Development”

Explore feasibility of enhancing existing and developing new programs or policy options for inclusive economic development strategies, reflecting evolving community needs and focusing on neighborhood stabilization and preservation in underserved areas



# THE OFFICE OF ECONOMIC DEVELOPMENT

## OED Evolution Continues

### Early Years Partnership Model

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- **Tourism, Arts & Culture \***
- **Community Development Block Grant \***
- **Initial MWSBE Program**
  - Awards & Recognition
  - Outreach & Engagements
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### Economic Development 1.0

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- **Workforce Development \***

### Economic Development 2.0

- **Business Attraction & Retention**
  - BIP Opportunity Areas
  - BIP Economic Analysis (REMI)
  - BIP Social Mobility Eligibility
- **Tax Increment Grant**
- **Tourism, Arts & Culture \***
- **Community Development Block Grant \***
- **Affordable Housing \***
- **Placemaking**
- **Business Diversity Inclusion**
  - Awards, Recognition, Competition
  - Comprehensive Outreach
  - Educational Series
  - Consulting & Bilingual Services
  - Supplier Diversity with Mandatory Subcontracting
  - Targeted Programming
- **Small Business Consulting Services**
- **Small Business Lending & Coaching**
- **Workforce Development \***

\* In collaboration with County partners.

# OED OVERVIEW



## New & Existing Business Growth

To promote Mecklenburg County as an attractive place to locate a business with a high quality of life, a robust and talented workforce, and business friendly climate and to assist with potential incentives.



## Small Business & Entrepreneurial Growth

To proactively connect with companies to understand and respond to local business needs and to retain these companies in the county as they grow and expand.



## Strong Communities & Neighborhoods

Mecklenburg County will work collaboratively with local communities to support quality programming and investment that provide positive long-term economic benefits.



## MWSBE Opportunities

Mecklenburg County is committed to increase the participation and utilization of MWSBEs in Mecklenburg County business opportunities.



## Workforce Development

To utilize new and existing programs to promote employment opportunity and help residents develop new skills to adapt to a dynamic economy.



## Tourism, Arts & Culture

Mecklenburg County will invest strategically in its own facilities and in partnerships to help expand tourism as well as provide enhanced arts and culture opportunities for residents.



## Guiding Principles



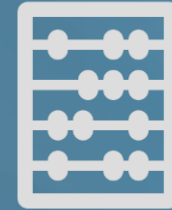
### **Organized Approach**

Clearer guidelines, managed database, vetted process



### **Stronger Collaboration**

Working with all community and municipal stakeholders



### **Metrics Matter**

A targeted approach to achieve goals

# NEW & EXISTING BUSINESS GROWTH

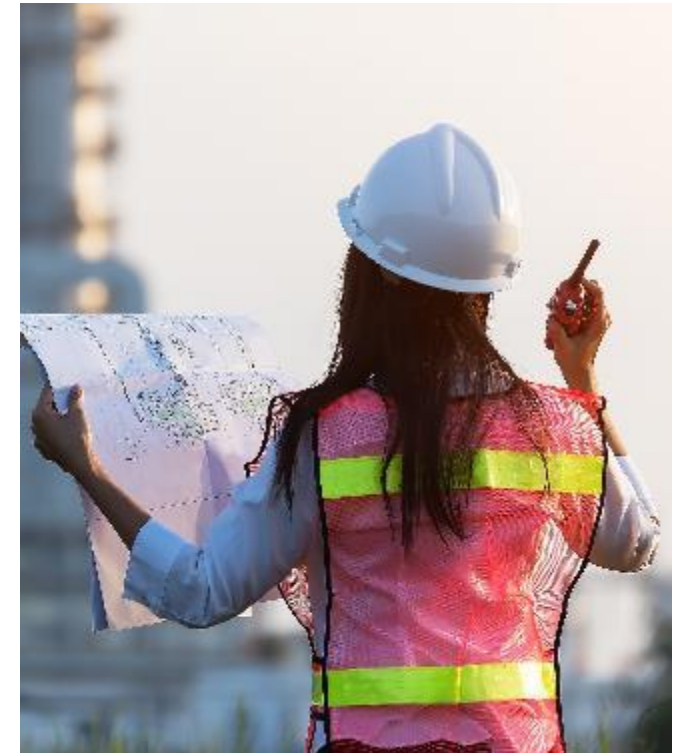
Programs Impacted: Business Attraction & Business Retention





# NEW & EXISTING BUSINESS GROWTH OVERVIEW

Strategic Initiative
1.1 Business Investment Program
1.2 Targeted Industry Clusters
1.3 Corporate Concierge
1.4 Existing Industry Outreach







# NEW & EXISTING BUSINESS GROWTH

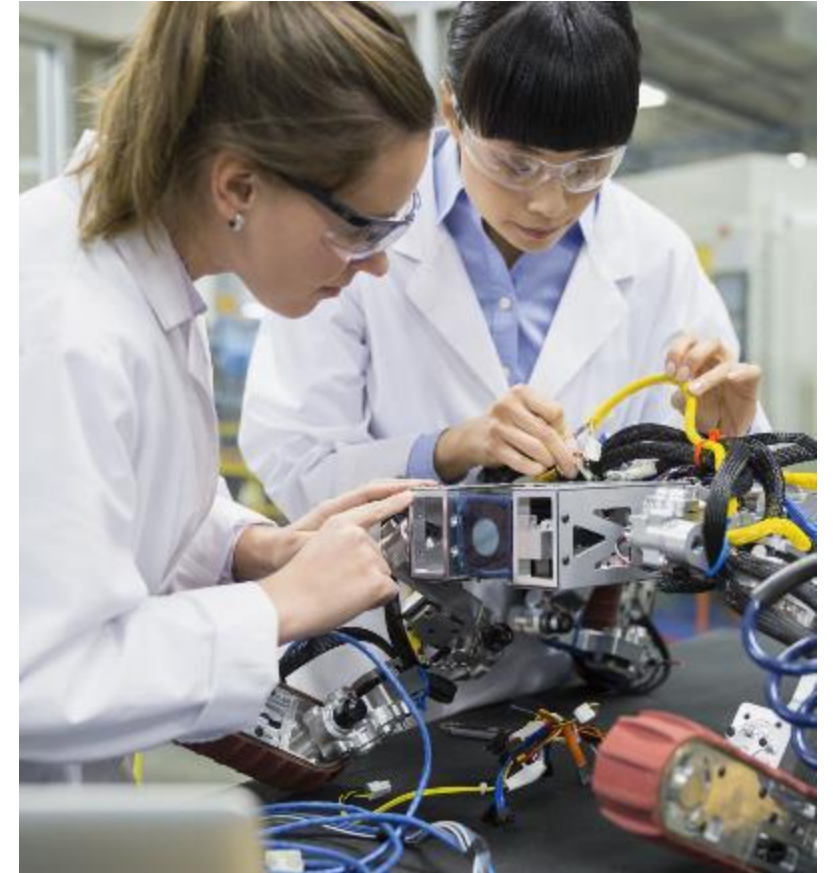
## 1.1 Business Investment Program (Enhancement)

### **BIP- A Tool for Economic Growth & Upward Mobility**

While Mecklenburg County is an attractive place to do business, it frequently faces competition from other communities. The BIP encourages the creation, retention and/or expansion of new or existing businesses and jobs in our community through the provision of grants to companies based on new, incremental taxes generated by the project. There are guidelines for standard, large impact and headquarter projects.

**After qualifying for a Business Investment Grant under Mecklenburg County's guidelines, the county encourages making good faith efforts embracing good corporate stewardship and community engagement in the areas including but not limited to; social mobility enhancements.**

**New or existing companies may be eligible for a bonus when locating or expanding in Mecklenburg County and meeting the following conditions:**





# NEW & EXISTING BUSINESS GROWTH

**Strategic Initiative 1.1-** BIP Matrix Revisions to the Business Investment Program (BIP) Grant Criteria

## Current Matrix

	Standard Grant	Large Impact	Headquarters
<b>Jobs</b>	20	150	To be negotiated
<b>Salary</b>	100% of MSA Average	125% of MSA Average	To be negotiated
<b>Investment</b>	\$3 million	\$30 million	To be negotiated
<b>Grant Term</b>	3 years	5 years	To be negotiated
<b>Grant Percent</b>	50%	50%	To be negotiated

- **2 Year Extension for Existing Companies**
- **90% Grants for BIP Opportunity Areas**

## Social Mobility Enhancements (2 out of 3 for a 10% bonus)

Focus Area	Required
<b>Fair Chance Employment Opportunities</b>	✓
<b>On the Job Training / Career Pathways</b>	✓
<b>Partnerships for Hire</b>	✓

- **Social mobility**, in the context of career growth, refers to the ability of individuals from diverse backgrounds to access and advance in higher-paying or more admired jobs, breaking down barriers to economic and professional success. Policies and initiatives that promote education, skills development, and equal access to opportunities play a crucial role in fostering social mobility and enabling individuals to climb the career ladder.
- The grantee will be responsible to document efforts in the above-mentioned categories.





# NEW & EXISTING BUSINESS GROWTH

Strategic Initiative 1.1 (Continued) - BIP Matrix Revisions to the Business Investment Program (BIP) Grant Criteria

Section 2.5 of BIP Contract Considerations “Community Impact”.  
Monitoring and Reporting.

- MWSBE Utilization
- Local Hiring
- Philanthropic Giving and Support
- **Arts & Culture Support**
- **Board Leadership Diversity**
- **Green Business Practices**
- **Green Design and Construction**
- **Internship and Youth Mentoring**
- **Partnerships for Hire**

*(Contract language pending legal review)*



# NEW & EXISTING BUSINESS GROWTH

## 1.2 Target Industry Clusters (New)

### **Business Development (Outbound)**

Through the Office of Economic Development, Mecklenburg County will engage in proactive, targeted outbound business attraction activities. Efforts will focus on marketing materials, proposals, local site visits with consultants and prospects and external communications for targeted industries of focus that will promote economic mobility: **Finance, Technology, Business Management & Administration, Advanced Manufacturing, Health and Life Sciences.**

*(Target Industry clusters are in coordination with community, economic, and workforce partners)*





# NEW & EXISTING BUSINESS GROWTH

## 1.3 Corporate Concierge Program (New)

### Stronger Relationships with BIP Recipients

The Corporate Concierge program would strategically focus efforts on creating a list of all current and former BIP recipients, create an outreach strategy specifically around these companies, starting with the current BIP recipients, with the idea of providing a more “hi-touch” method of building and strengthening a relationship with the Office of Economic Development.

The concierge program will consist of activities such as BIP payment administration, coordination with workforce partner, permitting and Mecklenburg services coordination (LUESA, zoning, etc.)

## 1.4 Existing Industry Outreach (Ongoing)

### Resources and Connections for Existing Businesses

The County will proactively connect with local businesses through wage and job surveys, questionnaires and interviews to understand their needs and to retain these companies in the county as they grow and expand. The goal is to understand high-risk companies or sub-markets experiencing attrition. Also, Business to Business (B2B) introductions, access to capital (grants, special equipment financing), connecting qualified job seekers with workforce programs.





# NEW & EXISTING BUSINESS GROWTH

## 1.5 Industry Roundtables (Enhancement)

### High Level Cluster Development

Mecklenburg County will use cluster and sector analyses to identify natural groupings of companies in growth industries for outreach. The County will facilitate or host the creation of ED-roundtable organizations in the identified industries to address specific concerns such as workforce availability, supply chain growth, and local regulatory environment in order to facilitate industry wide growth.

## 1.6 Regional Partnerships (Ongoing)

### Resources and Connections for Existing Businesses

The County will maintain strong working relationships a with regional economic development agencies in order to promote growth that compliments all aspects of the metropolitan area economy.





## Guiding Principles



### **Stronger Collaboration**

Collaborative efforts are essential to fostering an economic sustainable community



### **Economic Growth**

Small businesses and emerging start-ups have an important role in economic growth



### **Economic Justice**

Increasing opportunities for economic mobility is key to promoting economic justice

# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

Programs Impacted: Business Diversity & Inclusion (BDI), Small Business Concierge, Small Business Lending & Credit Coaching





# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

Strategic Initiative
2.1 Small Business Consulting Services
2.2 Scale Up Educational Series
2.3 Small Business Lending & Coaching
2.4 Mentor Support Programming
2.5 Entrepreneurship Competition
2.6 Small Business Promotion and Tracking
2.7 Enterprise-wide Purchasing and Contracting
2.8 Ecosystem Enhancements





# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.1 Small Business–Concierge **Consulting Service** (Enhancement) Beyond Concierge

This service bridges gaps faced by small businesses and complements existing resources with direct consultation in areas. Areas of focus includes but not limited to customized resource tools such as: business planning, strategic planning, marketing, resource development and navigating Federal, State, City and County Resources as well as assistance with incorporation.



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.2 Scale Up Educational Series (Enhancement) On Demand Learning

Through in-person, on-line, hybrid, and pre-recorded seminars; cohort programs, podcasts; and other outreach efforts, businesses will be able to access information at times most suited to them.

- Get Up & Grow
- What's Next Seminar Series
- Business LaunchPad
- Road to Success (Spanish)
- Lending Education
- Business Basics Educational Offerings



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.3 Small Business Lending & Credit Coaching (Enhancement)

### Business Money and Management

The County will continue its pilot lending mechanisms to make micro-loan capital available to small businesses and develop a long-term financial model to sustain programming. The County also works to help small businesses ensure they are prepared to approach appropriate lend programs with fully developed business plans and financial projections in order to be more successful in accessing capital.

## 2.4 Mentor Support Programming (Enhancement)

### Cohort-based Growth and Relationships

The County will develop a mentor support initiative in which cohorts of small business owners will work through facilitated programming, support groups, recognition and networking opportunities with successful business owners and organizational leaders that have achieved growth and sustainability to help meet their own challenges.

- Alumni Support Network, Mentor Protégé Initiative, Crowns of Enterprise, Roundtables, etc.



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.5 Entrepreneurship Competition (New)

### Pitch for Prizes

The County will support small business entrepreneurship competitions designed to help entrepreneurs develop their ideas into fully developed business plans while competing to secure funding to launch their businesses. The County will seek to partner with organizations with the capability of leveraging private funding to maximize the program potential.



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.6 Small Business Promotion and Tracking (Enhancement)

### Championing the Cause

The County will work to promote events, media engagement and social media utilization to celebrate small business successes across the County. In addition, the County will develop an annual report on the state of small businesses in the County to track and better understand the successes and challenges of the small business community.

- Robust marketing plan, web design, brochures
- Bilingual (Spanish) supportive services
- Increased educational/outreach



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.7 Enterprise-wide Small Business Purchasing and Contracting (Enhancement)

### Key Connections for Contracting

The County's Business Diversity and Inclusion [BDI] program will take a proactive role in reaching out to the small business community to both advertise opportunities and encourage small businesses to register for certifications. BDI will develop and implement internal marketing campaigns designed to promote awareness of the benefits of using small businesses enterprise wide.



# SMALL BUSINESS & ENTREPRENEURIAL GROWTH

## 2.8 Ecosystem Enhancements (Ongoing)

### Tracking Success

The County will continually monitor the entrepreneurial ecosystem to identify opportunities to provide resource support to events and organizations that provide mentorship, growth opportunities, coaching and access to capital resources.



## Guiding Principles



### **Economic Vitality**

Attractive, inviting and vibrant neighborhoods are fundamental for economic vitality



### **Justice & Equality**

Increasing opportunities for economic mobility is key to promoting economic justice



### **Stronger Collaboration**

Collaborative efforts are essential to fostering an economic sustainable community

# STRONG COMMUNITIES & NEIGHBORHOODS

Programs Impacted: Business Attraction & Business Retention, Business Diversity & Inclusion (BDI)





# STRONG COMMUNITIES & NEIGHBORHOODS

Strategic Initiative
<b>3.1 Built Environment &amp; Placemaking</b>
3.2 Community Resource Centers
3.3 Affordable Housing
3.4 Park & Recreation Investments
3.5 Community Development Block Grant (CDBG)





# STRONG COMMUNITIES & NEIGHBORHOODS

## 3.1 Built Environment & Placemaking (Enhancement)

### Tax Increment Grant Guidelines

The County will develop strategic initiatives and partnerships with local municipalities **and established organizations** to examine Tax Increment Grant (TIG) projects. TIGs will support the construction of infrastructure and recreation space to create transformative communities that promote equitable and inclusive opportunities for all residents. The County will also develop TIG Guidelines to help facilitate the usage of the program and explore the opportunity to broaden the public benefits (e.g., Wi-Fi access, community gardens, small business retail, etc.).

- **Placemaking Collaboration-** The OED will lead collaborative working sessions with internal subject matter experts to explore the feasibility of proposals submitted to the County for consideration.
- **Targeted Infill “Node Creation”-** The OED will lead the County in intentional small area planning with the purpose of targeting infill development and neighborhood-based development sites. Projects include but not limited to county assets, food deserts, affordable and mixed-income housing, strip mall redevelopment, anchor tenant infrastructure support, mixed-used development and business hubs. Improvements can also include infrastructure upgrades and public amenities.





# STRONG COMMUNITIES & NEIGHBORHOODS

## 3.2 Community Resource Centers (Ongoing)

### Community Connections

The County will continue to promote the well-being of residents through an integrated service delivery model of subject matter experts providing a full suite of public health and human services in conveniently located campuses, Community Resource Centers (CRCs).

## 3.3 Affordable Housing (Ongoing)

### Housing for All

The County will use initiatives through multiple departments to help increase the amount of available affordable housing and reduce the impacts of homelessness on the community.





# STRONG COMMUNITIES & NEIGHBORHOODS

## 3.4 Parks & Recreation Investments (Ongoing)

### Better Environments

The County will continue to acquire land; develop and maintain parks, open spaces, greenways, and recreational amenities; and preserve natural conservation areas.





# STRONG COMMUNITIES & NEIGHBORHOODS

## 3.5 Community Development Block Grant (Ongoing)

### Strengthening the Community

The Community Development Block Grant (CDBG) Program supports community development activities to build stronger and more resilient communities in Mecklenburg County (including the six towns and ETJ). To support community development, activities are identified through an ongoing process. Activities may address needs such as infrastructure, economic development projects, public facilities installation, community centers, housing rehabilitation, public services, clearance/acquisition, microenterprise assistance, code enforcement, homeowner assistance, etc.





## Guiding Principles



### **Economic Justice**

Increasing opportunities for economic mobility is key to promoting economic justice



### **Removing Barriers**

Removing barriers faced by minority, women and small business enterprises and supporting their growth promotes a diverse and balanced economy



### **Stronger Collaboration**

Collaborative efforts are essential to fostering an economic sustainable community

# MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

Programs Impacted: Business Diversity & Inclusion (BDI)



# MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

## 4.1 FY2020 Mecklenburg County Disparity Study (Ongoing)

### **OED- Overcoming Economic Disparities**

Phased implementation of Mecklenburg County's Disparity Study recommendations.





# MINORITY, WOMEN, SMALL BUSINESS ENTERPRISE OPPORTUNITIES

MWSBE to BDI

Initial MWSBE Program	MWSBE Enhanced	Business Diversity Inclusion
<ul style="list-style-type: none"><li>• <b>Crowns Enterprise Awards</b></li><li>• <b>Outreach &amp; Engagements</b></li><li>• <b>Aspirational Contract Goals</b></li></ul>	<ul style="list-style-type: none"><li>• <b>Crowns Enterprise Awards</b></li><li>• <b>Aspirational Contract Goals</b></li><li>• <b>Targeted Outreach</b></li><li>• <b>Educational Programs</b><ul style="list-style-type: none"><li>• Get Up &amp; Grow</li><li>• What's Next</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>Crowns Enterprise Awards</b></li><li>• <b>Comprehensive Outreach</b></li><li>• <b>Small Business Educational Series</b><ul style="list-style-type: none"><li>• Get Up &amp; Grow</li><li>• What's Next</li><li>• Business LaunchPad</li><li>• Road to Success (Spanish)</li></ul></li><li>• <b>Consulting &amp; Bilingual Services</b></li><li>• <b>Achievement Goals</b></li><li>• <b>Mandatory Subcontracting</b></li><li>• <b>Joint Venture Construction Contracts</b></li><li>• <b>Resource Roundtable</b></li><li>• <b>Entrepreneurship Competition</b></li><li>• <b>Small Business Reserve Program</b></li></ul>







## Guiding Principles



### Organized Approach

Clearer guidelines, managed database, vetted process



### Stronger Collaboration

Working with all community and municipal stakeholders



### Addressing Needs

Workforce development opportunities must align needs of workers and employers

# WORKFORCE DEVELOPMENT

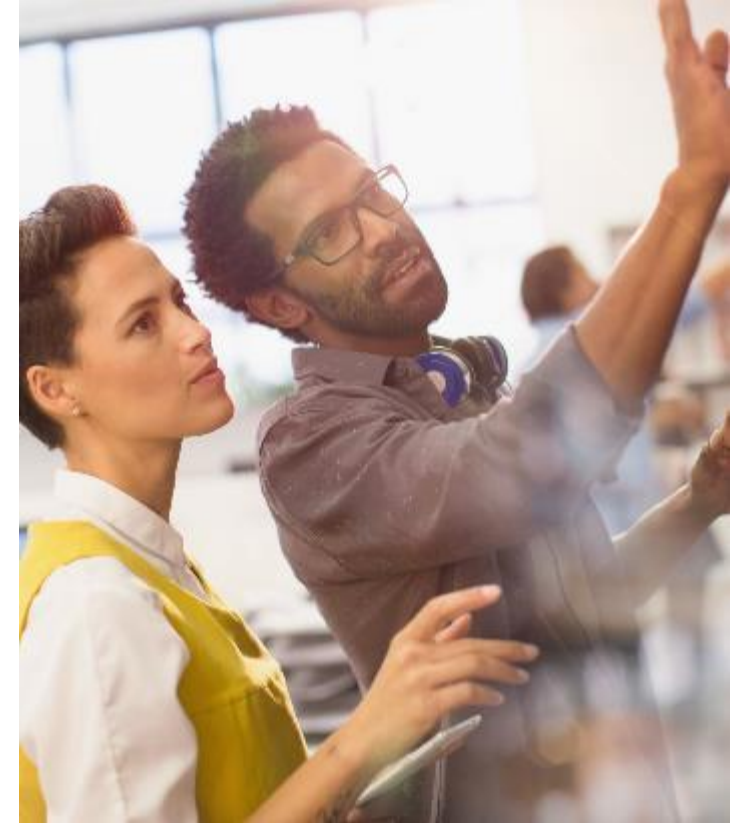
Programs Impacted: All OED Programs





# WORKFORCE DEVELOPMENT

Strategic Initiative	Change	Budgetary Impact
<b>5.1 Job Fair(s) &amp; Workshops</b>	New	None
<b>5.2 Unified Workforce Development Strategy</b>	Enhancement	None





# WORKFORCE DEVELOPMENT

## 5.1 Job Fair & Workshops (New)

### **Career Connections for Success**

PILOT- Bridging connections between job seekers and employers by hosting a job fair(s) in a centralized and accessible location. In addition, host job readiness workshops to prepare residents for employment opportunities.

## 5.2 Unified Workforce Development Strategy (Enhancement)

### **Coordinated Approach**

The County will leverage its considerable resources across multiple Departments (DSS, CSS, DCC, and CJS) to pilot a program to address clients with multiple barriers to employment. To help ensure their successful transition to the workforce, clients receive comprehensive skills assessments, job readiness coaching, and retention support (i.e. childcare subsidies and transportation assistance). Pilot Participants are referred to Charlotte Works and/or various community partners for skills training if needed. **OED will partner with relevant departments to provide stronger relationships with workforce development agencies and community partners.**





## Guiding Principles



### **Stronger Collaboration**

Working with all community and municipal stakeholders



### **Cultural Impact**

Arts and culture events are important to creating a quality place for residents and visitors

## **TOURISM, ARTS & CULTURE**

Programs Impacted: Business Diversity & Inclusion (BDI)





# TOURISM, ARTS & CULTURE

## Strategic Initiative

6.1 Mecklenburg Culture Blocks

6.2 Public Arts Fund



# TOURISM, ARTS & CULTURE

## 6.1 Mecklenburg Culture Blocks (Ongoing)

### Cultural Community Connections

Culture Blocks connects communities with responsive arts, science, and history experiences close to where residents live. The program engages with creative individuals and organizations with a primary mission of arts, science, and/or history to present programs in specific geographic areas. The program supports cultural experiences that are planned with resident involvement and/or take place at libraries, recreation centers, parks, and relevant community spaces

## 6.2 Public Arts Fund (Ongoing)

### Arts for All

The County will continue to facilitate the creation and installation of public art by setting aside 1% of all public capital projects into a public art account. The Arts and Science Council manages the fund under the direction of the County and the Public Arts Commission.





# THANK YOU!

The Office of Economic Development

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