



Centralina

Economic Development District

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**Comprehensive Economic Development Strategy (CEDS)  
Steering Committee Kick Off Meeting**

*March 17, 2022*



**CENTRALINA**  
Community Economic  
Development

*Mayor Atkins, CEDD Board Chair*

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**Welcome!**

# Today's Agenda

1. Warm Up:  
Prosperity for Greater Charlotte CEDS & the Update Process
2. What We Heard:  
Key Themes from Pre-CEDS Activities
3. What We Heard:  
Key Themes County EDC Interviews
4. Prosperity for All Framework:  
Group Discussion
5. Debrief: Regional Highlights
6. Wrap Up & Next Steps



*Warm Up*

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# Prosperity for Greater Charlotte CEDS Update Process

# Comprehensive Economic Development Strategy (CEDS)

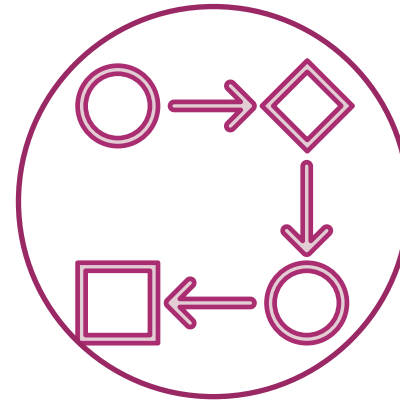
## What is a CEDS?

A locally-based, regionally-driven economic development planning **process** and **document** that brings together a diverse set of partners to generate good jobs, diversify the economy, and spur economic growth.

- *Updated at least once every five years*
- *Required for all EDA certified Economic Development Districts*



# CEDS Update Outcomes



## Process:

to build capacity, relationships and structures for ongoing regional collaboration



## Document:

to develop an asset-based, strategy-driven plan for regional economic development

**Regionally driven, regionally owned**



# CEDS Required Components

1. **Summary Background** – understanding of current economic conditions and regional assets
2. **SWOT Analysis** – assessment of competitive advantages, disadvantages, externalities
3. **Strategy Development** – a framework for action: vision, goals, implementation plan
4. **Evaluation Framework** – approach to measuring implementation progress and impact on the regional economy



# Role of the Steering Committee

1. Engage to provide feedback and leadership throughout the process
2. Guide regional visioning
3. Contribute to strategy development
4. Identify opportunities for your organization in implementation

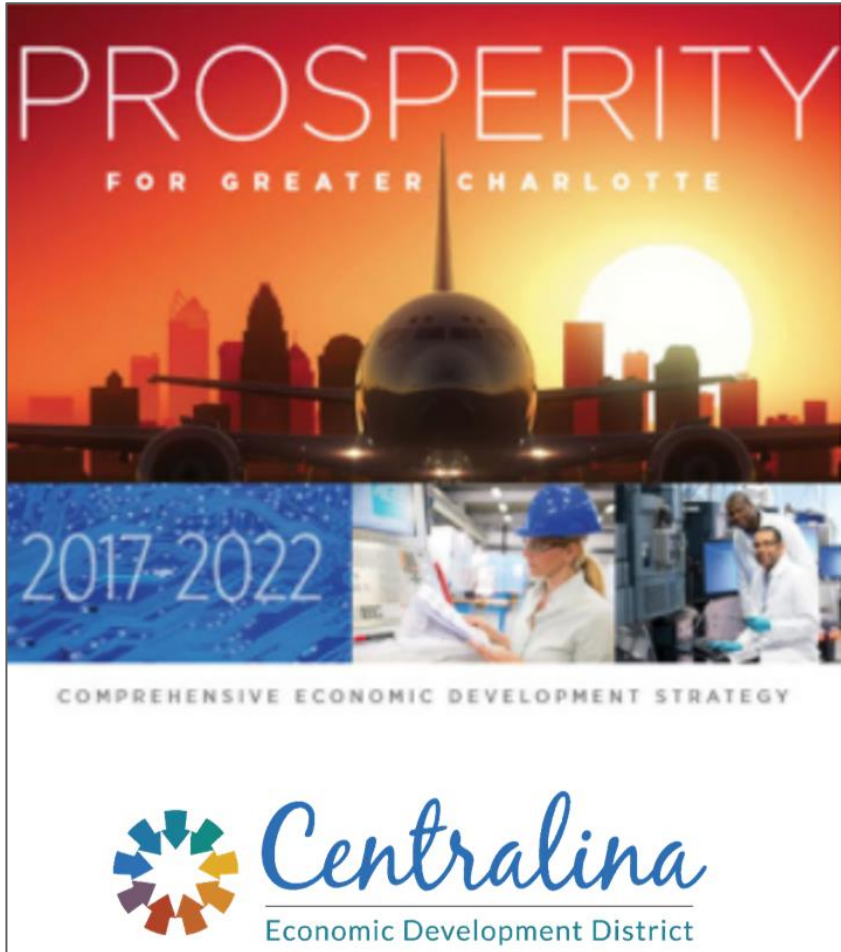
## HOW

- Attend Board and Special Steering Comm. Meetings
- Participate in and/or chair a Working Group
- Host and lead county engagement process
- Provide technical expertise on work components
- Use your platform to disseminate information and help us engage stakeholders





# Our Current CEDS Vision



The Charlotte region invests together to enforce its position as a global leader in business, innovation and talent.

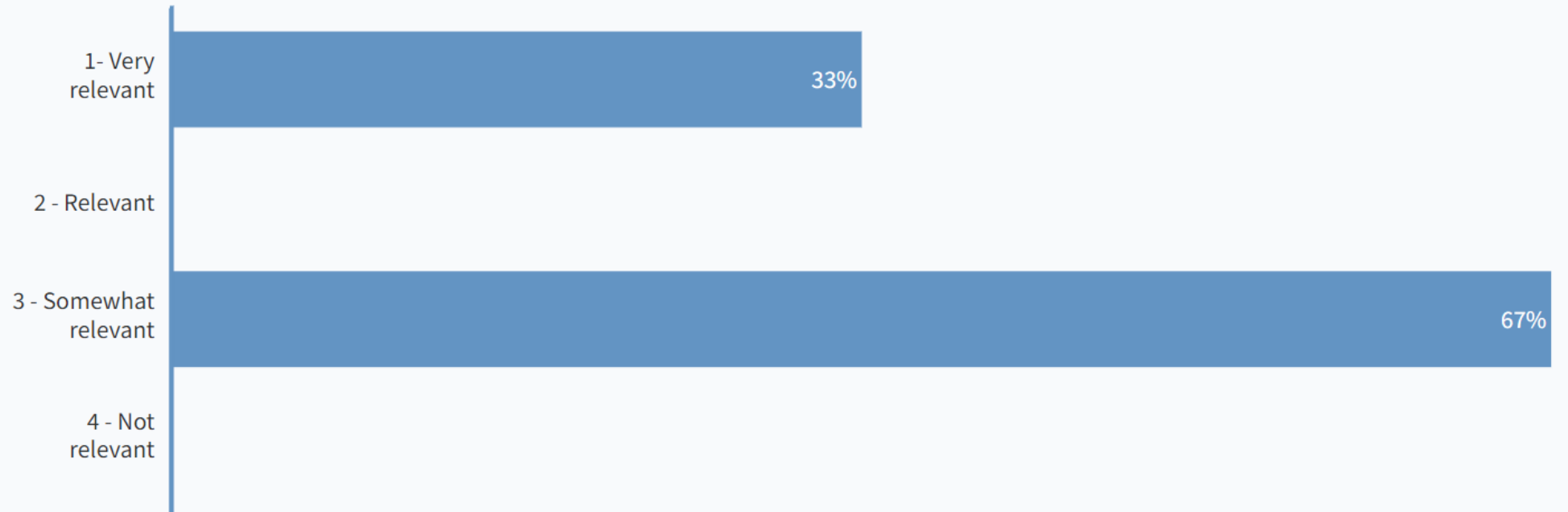




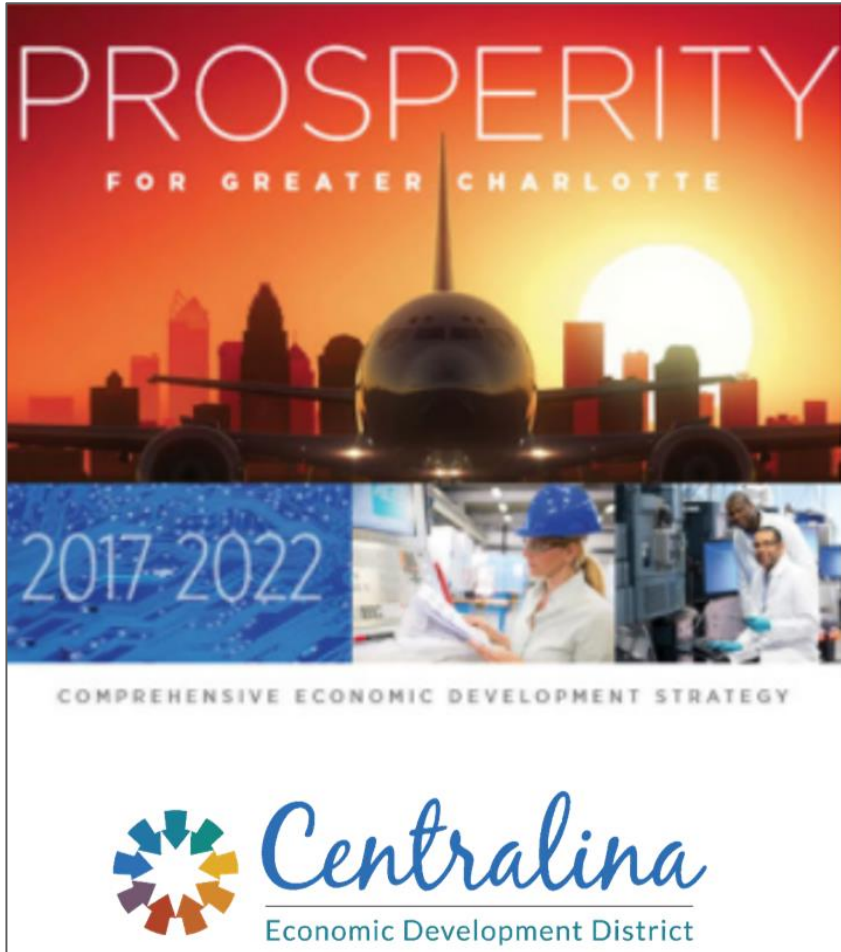
When poll is active, respond at [Pollev.com/centralina0001](https://Pollev.com/centralina0001)

Text **CENTRALINA0001** to **22333** once to join

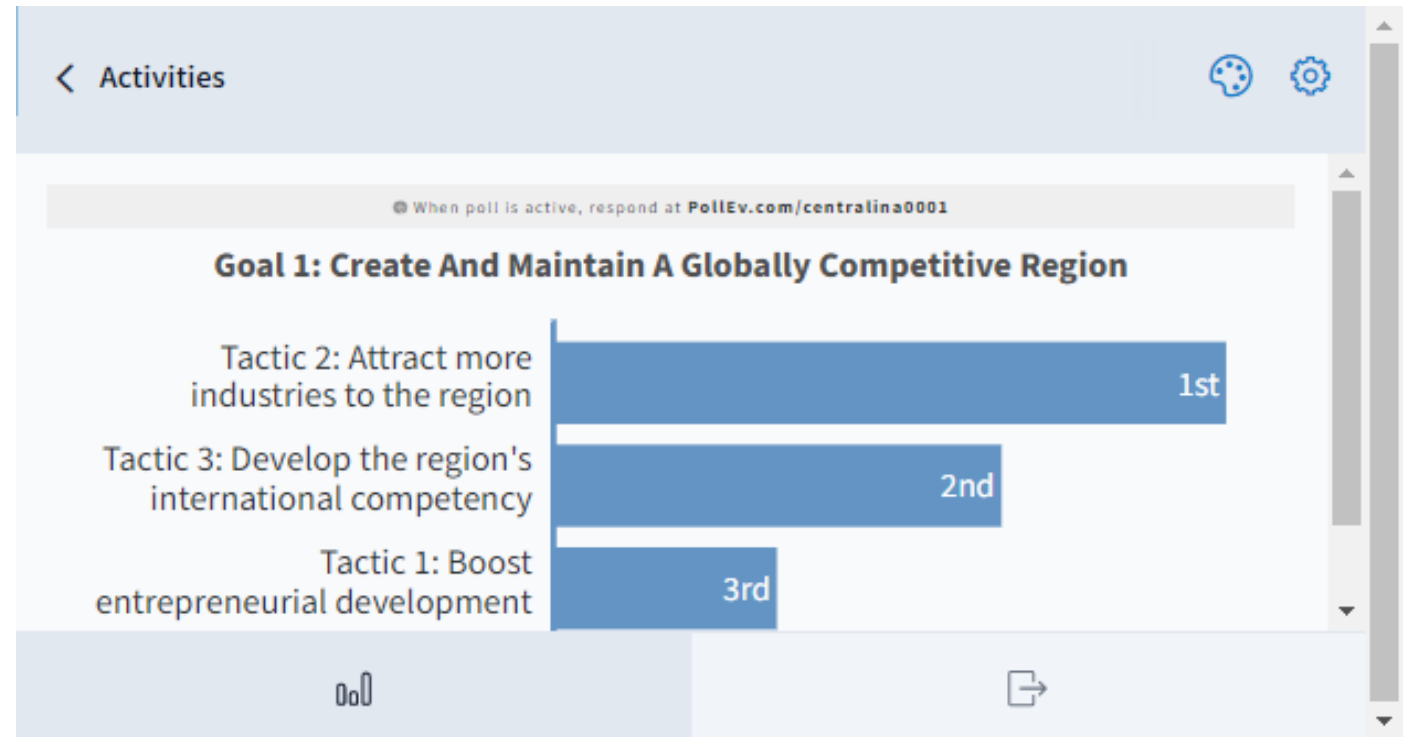
**How would you rate the relevance of our current CEDS vision? "The Charlotte region invests together to enforce its position as a global leader in business, innovation and talent."**



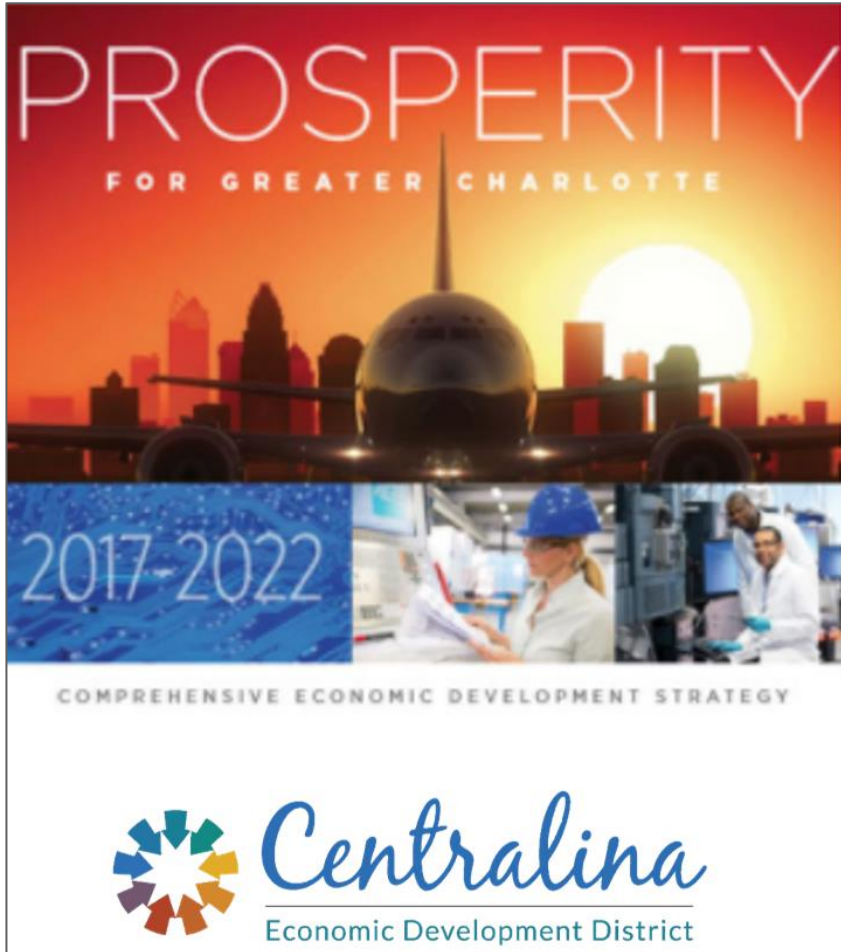
# Our Current CEDS Goals



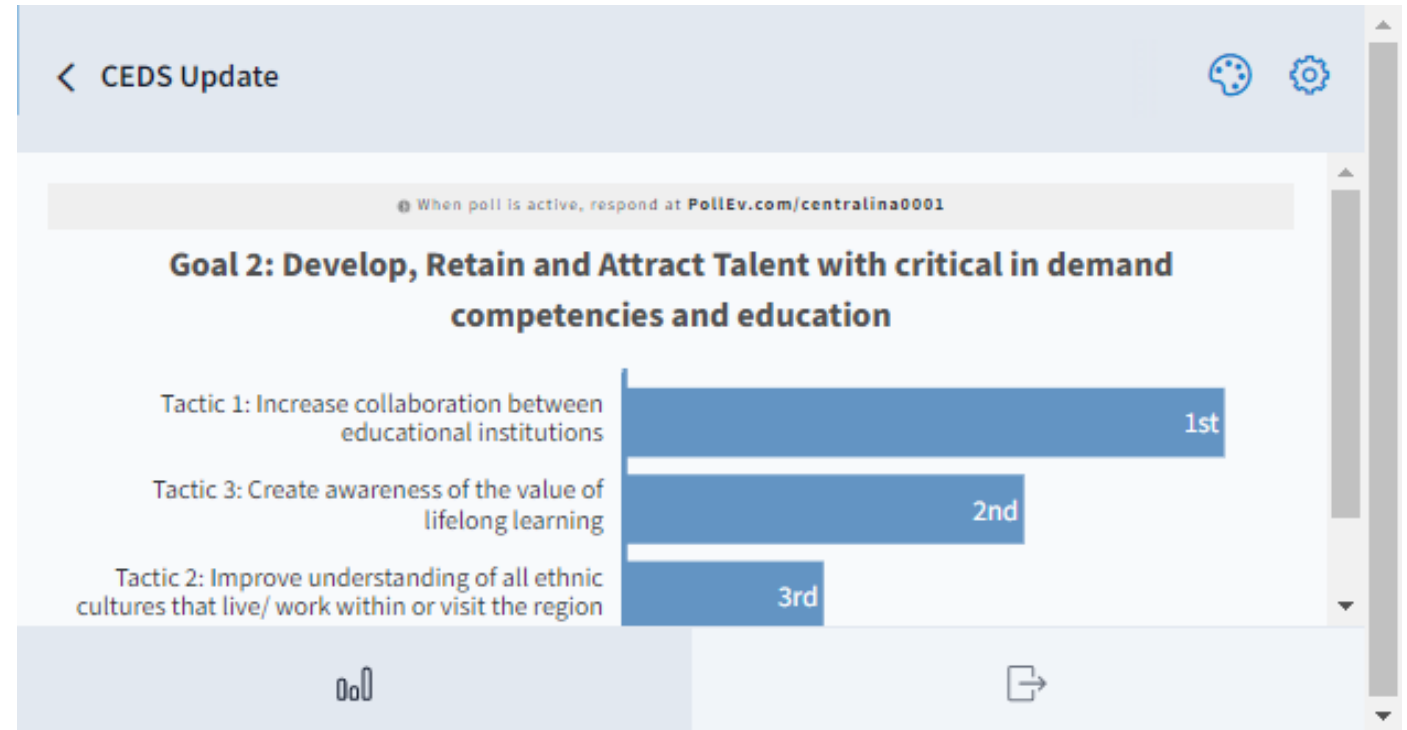
Rank the progress of the CEDS implementation tactics, highest (most progress) to lowest (least progress) using the up and down arrows in the poll below.



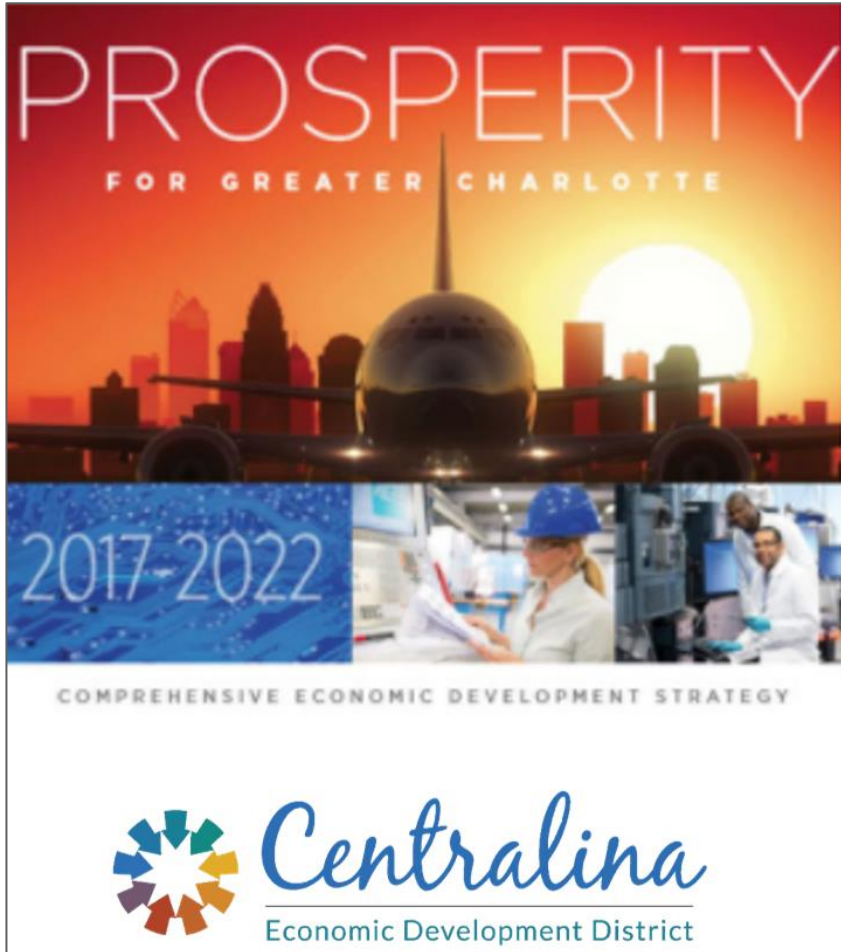
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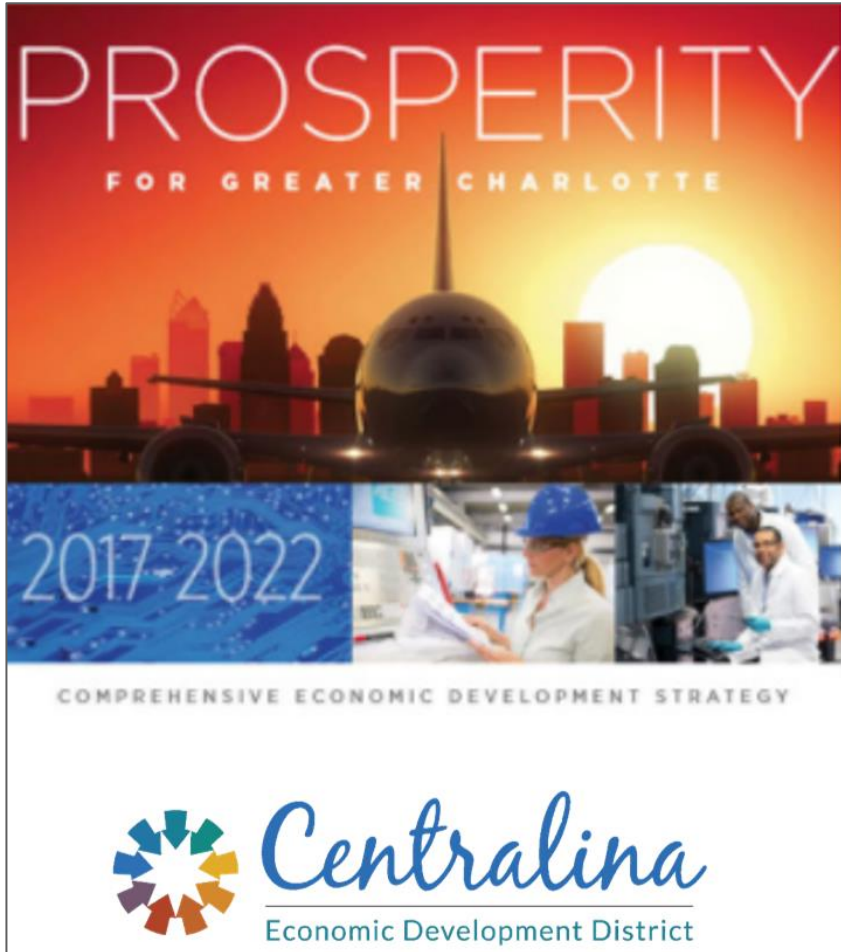
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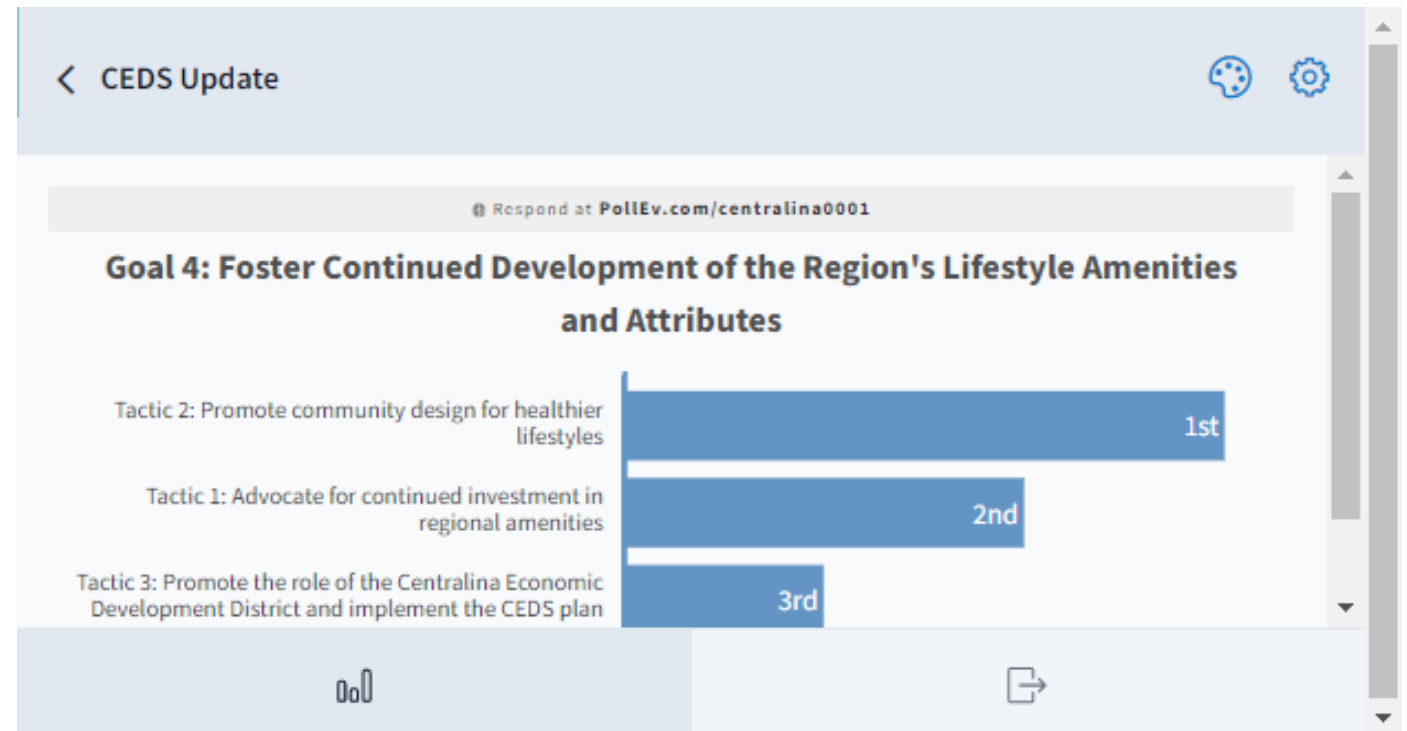
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# Our Current CEDS Goals



Rank the progress of the CEDS implementation tactics, highest (most progress) to lowest (least progress) using the up and down arrows in the poll below.



# CEDS Reflections

*Where we are today*

- What is your top regional economic development success story of the last five years?
- What are the current threats to our region's prosperity?



*What We Heard*

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# Insights from Preparatory Activities



# CEDS Work Components

## Technical (Document)

- Summary Background Analysis
- SWOT Analysis
- Vision and Goal Setting
- Implementation / Action Plan Development
- Evaluation Framework

## Engagement (Process)

- Steering Committee
- Thematic Working Groups (Cluster? Themes?)
- Regional Stakeholder Engagement (Boards, Alliance, Institutions)
- County Engagement (EDCs, Higher Ed, Private Sector)



# FY22: Preparing for the CEDS

## Technical

- Target Industry Cluster Analysis (EY, Complete)
- Supply Chain and AI/Automation Analysis (EY, Complete)
- Regional Resilience Collaborative (Centralina, Complete)
- Regional Data & Equity Profile (Centralina, In Process)

## Engagement

- Regional Dialogues Series
  - Survey
  - Focus Groups
- Informal Board and Stakeholder Engagement
- Expectations from EDA



# Industry Cluster Analysis Insights

- Affirmed 5 Regional Clusters:
  - Advanced Manufacturing,
  - Financial Services,
  - Health,
  - Logistics & Distribution, and
  - Information Technology
- Presence in all 9 counties with various niche sectors

## Next Steps

- How we address the disruptors and threats to our clusters identified in the analysis



# Supply Chain Survey

- 116 manufacturers
- Long-term factors for overall competitiveness and the resiliency of supply chains.
  - 74% workforce upskilling was a very important
  - 43% robotics/automation was a very important factor

## EY Opportunities & Trends

- Decarbonization goals and locally sourced supply chains
- Potential for a global minimum tax
- Customized, local and on-demand trends



# AI/Automation Assessment

- Risk Assessment identified those occupations (region-wide and in the five industry clusters) that are most at risk for automation
- The most jobs at risk of automation are those requiring No Formal Education (83% of jobs are at risk) or those requiring a High School Diploma (64%). Combined, nearly 700,000 people are employed in these at-risk jobs.

## Next Steps

- EY to Prepare Analysis with PowerBI dashboard that will help workers transition to:
  - 1) Similar occupations with much lower automation risk (horizontal shift),
  - 2) Higher-skill occupations that build on their current job skills (vertical shift), or
  - 3) Higher-skill occupations in related but different industries (diagonal shift).



# Equity & Resilience

- Regional Resilience Collaborative finding: region has strong coordination infrastructure on response, but not recovery
- Developing index for assessing equity using National Equity Atlas categories (Economic Vitality, Readiness, and Connectedness) and other data sets

## Next Steps

- Finalize index and launch online data portal
- Share data profile to inform SWOT development process and CEDS strategy development



*What We Heard*

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# Insights from Regional Engagement





# RDS Key Takeaways

- Survey affirmed critical regional issues:
  - Supporting balanced growth
  - Expanding housing and mobility choices;
  - Infrastructure to support growth.
- Focus groups identified other important issues to be addressed in CEDS
  - Economic recovery and resilience
  - Education and workforce development
  - Bridging divides (geographic, political, race, gender, etc)
  -



# County EDC Engagement

- Expectations for the CEDS
- Opportunities to Improve
- Leveraging County strategies and priorities
- Recommendations for engagement

## Key Insights

- Importance of regionalism and the uniqueness of each county
- Need for a focused rural strategy
- Identify a regional agenda that resonates
- EDCs - key connection to existing industry



# EDC Insights

What are the top barriers or challenges to your county's economic growth trajectory?

- Balancing growth between the counties
- Balancing residential and commercial development
- Housing affordability & housing choices
- Transportation & mobility
- Lack of infrastructure & sewer capacity
- Retaining jobs and companies in the county
- Rising cost of living
- Need for upskilling
- Available workforce



# EDC Insights

What are the top opportunities for regional collaboration to support your county's economic growth trajectory?

- Transit and transportation choices
- Affordable childcare
- Rural strategy
- Mindset – movement of companies within the region is a win
- Apprenticeships types of programs
- Long-term solutions for retraining opportunities
- Talent Attraction
- Workforce Development



*Group Discussion*

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# Prosperity for All Framework

# EDA Investment Priorities

- 1. Equity**
- 2. Recovery and Resilience**
3. Workforce Development
4. Manufacturing
5. Technology-Based Economic Development
6. Environmentally-Sustainable Development
7. Exports & FDI



# What is Resilience?

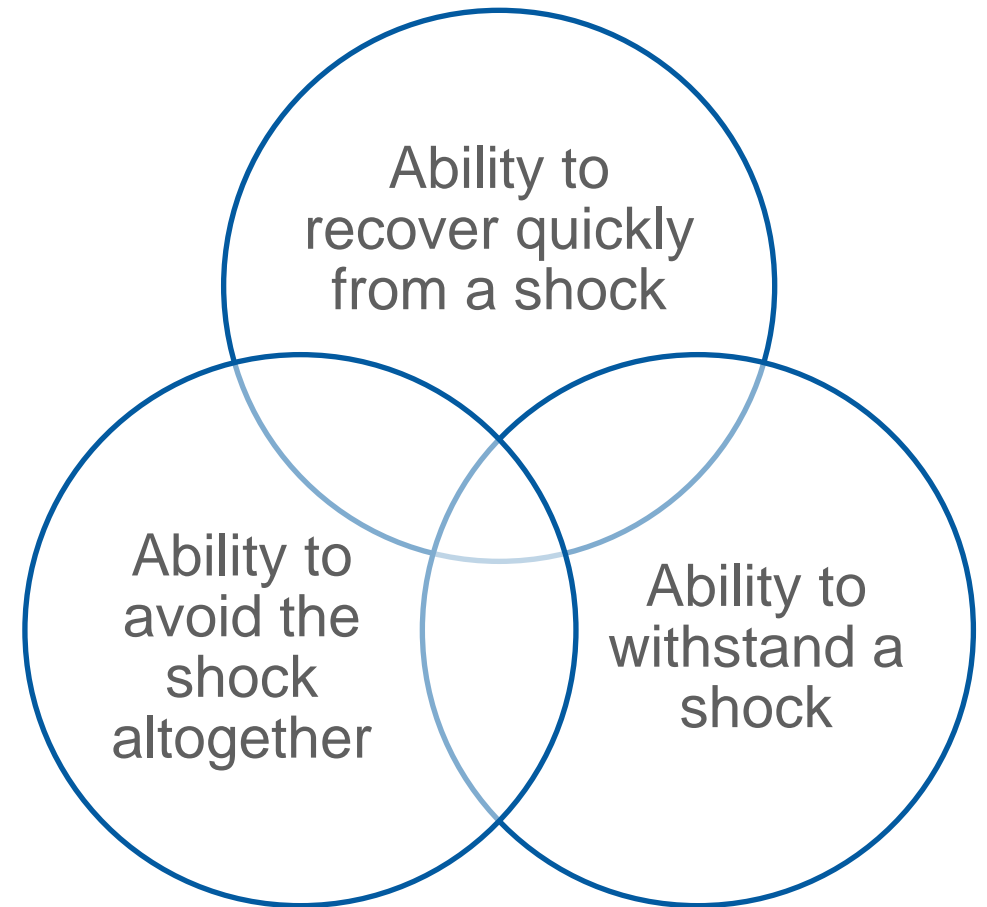
“Resilience is the ability to prepare for disruptions, to recover from shocks and stresses, and to adapt and grow from a disruptive experience.”

*Judith Rodin, former president of the Rockefeller Foundation, “The Resilience Dividend”*



# EDA & Economic Resilience

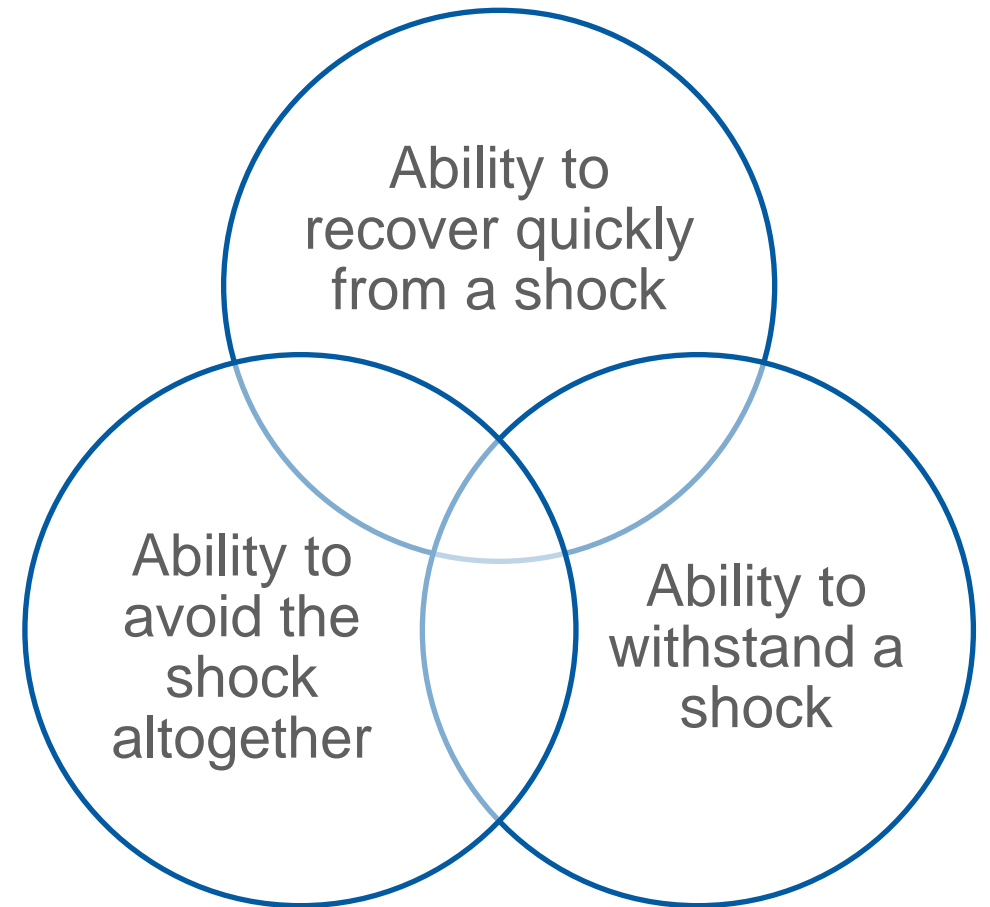
- Priority for EDA + CEDS Requirement
- Defines three dimensions of resilience ->
- Offers two approaches to building resilience:
  - Steady-state Initiatives
  - Responsive Initiatives





# Building Resilience

- **Steady-state initiatives:**  
long-term efforts to bolster the community or region's ability to withstand or avoid a shock
- **Responsive initiatives:**  
increasing capabilities to be responsive to recovery needs following an incident



# CEDS Integration: EDA Recommendation

- **Planning for and implementing resilience (Steady State)**
  - Identifying vulnerabilities and persistent challenges
  - Developing specific goals tactics to address these
  - Identifying projects and potential EDA investments
- **Establishing regional information networks (Responsive)**
  - Utilize CEDS process to host active and regular stakeholder communications
  - Build capacity through CEDS implementation and improve “readiness” state for future disruptions



## In what ways is/ was our economy resilient?

Clusters and Major Industries	Infrastructure	Workforce	Small Business & Entrepreneurship	Other Areas
Large percentage of businesses that could shift to remote work	Local jurisdiction support for existing industry	Talent Attraction	Entrepreneurs pivot to new products and services	Services Integration
Diversified Economy	Strong business activity, product development, infrastructure improvement			Strong investment in the residential growth for downtown revitalization
logistics and distribution growth			Add new businesses and services	Population Growth - in migration, attracting residents with wealth
many announcements across industries				Continued growth and expansion. Many announcements across industries. Logistics and Distribution very strong throughout the pandemic

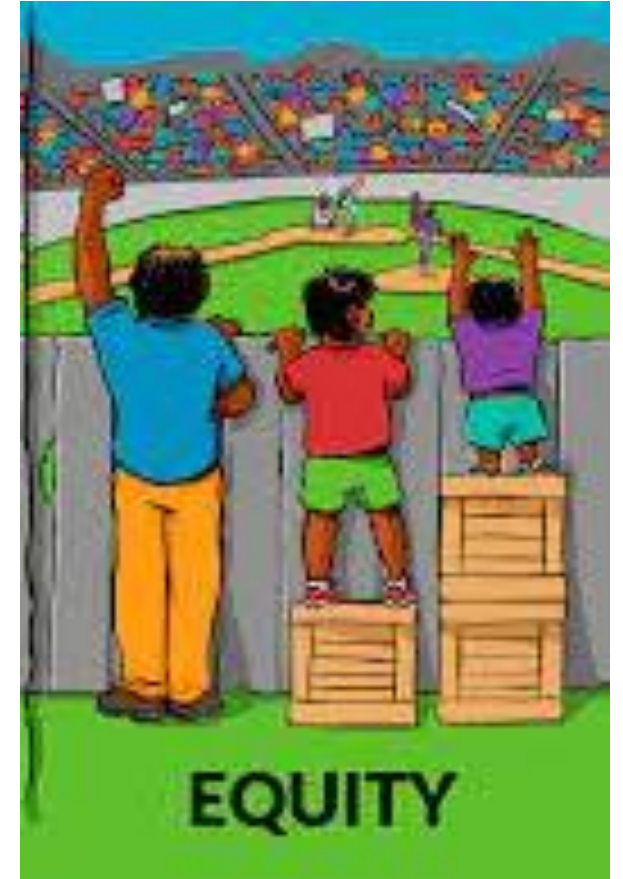
## In what areas is our economy vulnerable?

Clusters and Major Industries	Infrastructure	Workforce	Small Business & Entrepreneurship	Other Areas
Workforce	Work Forces Talent	Affordable Housing	Workforce: Hiring became nearly impossible	Transitional skills
Computerized screening of applications	Access to business support services	Supply chain of supplies	Transportation	Access to Broadband
Affordable childcare, esp. for manufacturing employees	transportation limitations to meet the growth	Growth in rural areas will increase costs	Talent supply. Strain on the labor market	Mental health support; Services Integration
Land Use and zoning for growth	Hospitality/Tourism	Decline in workforce population	Transportation	Reversing of manufacturing with a local zoning policy benefiting from increased housing opportunities from development in industrial parks or development helps in areas distribution and workforce helps complement manufacturers who need space
Access to healthcare			FDdi	rising cost of living
Urban areas have been challenged, specifically small businesses			DfD	Inflation

# Connecting Equity & Resilience

Building resilience offers the opportunity to do regional economic development planning and investment differently. To plan and invest in a way that does not restore or replicate pre-shock inequities.

This process to grow inclusively and strive for equitable outcomes inherently builds economic resilience.



# Opportunity for Our CEDS

- Define what equity and inclusive economic growth is for the Centralina region
- Balance an industry-driven approach to regional economic development with a person-centered approach
  - What do our most vulnerable communities, individuals and businesses need?
- Think systematically and plan for integrated approach across infrastructure, talent, etc.



*Regional Highlights*

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# Peer Sharing

# Regional Highlights: Peer Sharing



**Tracy Dodson**

City of Charlotte, Assistant City-Manager



**Jenn Bosser, CEcD**

Iredell County EDC, President & CEO



*Wrap Up*

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**Next Steps**



# Project Schedule



# Steering Committee Forecast

- April 21<sup>st</sup> – Board Mtg.  
SWOT Analysis and Key Issue Identification
- May 19<sup>th</sup> – Vision Work Session
- *No meeting June/Working Groups meet*
- July 21<sup>st</sup> – Board Mtg.  
Approve Vision and Goals;  
Working Group Reports
- September 15<sup>th</sup> – Action Plan and Evaluation Work Session
- October 20<sup>th</sup> - Board Mtg.  
CEDS Adoption

*If Needed, November 17<sup>th</sup> – Special Board Mtg to adopt CEDS*

