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Mon (July 4)	Tues (July 5)	Wed (July 6)	Thurs (July 7)	Fri (July 8)
INDEPENDENCE DAY HOLIDAY				

CALENDAR DETAILS:

Monday, July 4

INDEPENDENCE DAY HOLIDAY

July and August calendars are attached:



July-August
2016.pdf

INFORMATION:

Pay Equity Study

*Staff Resources: Delane Huneycutt, Human Resources, 704-336-5700, dhuneycutt@charlottenc.gov
Rebecca Hefner, Management and Financial Services, 704-336-2237, rhefner@charlottenc.gov*

In response to a request by the Mayor for a gender pay equity study, Human Resources conducted an analysis of employees in the Broadband Pay Plan, looking at pay by gender overall, and then by job category. The only group showing a discrepancy was the skilled craft job category. These are non-exempt/hourly job classes, which will be transitioned to the new pay plan, as approved by City Council for FY2017. During the transition process, these discrepancies will be managed on an individual basis. The transition to a new pay plan includes basing pay on time in the job classification and this new basis will address the identified discrepancies. Staff performed a further breakdown by job class and years in the job, and found no pattern of disparity. Employees in the Public Safety Pay Plan were excluded from the analysis, since it is a step plan based on rank and time in the job.

The Office of Strategy & Budget then completed a statistical analysis which yielded similar results. The statistical review looked at overall male and female pay, regardless of job duties. Using median earnings, regardless of job, there is a 3% gap between men and women employed by the City, compared to a 15% gap in North Carolina and a 21% gap nationwide (as reported in the 2014 U.S. Census).

The statistical analysis by job class took into account experience and performance rating. The statistical analysis could not take into account several other variables such as education, certifications, specific skill set, prior experience, salary history, internal promotion versus external hire, or supply and demand at time of hire. Due to the factors that could not be accounted for, the statistical analysis only explained about a quarter of the variance in percent of pay compared to the market average.

Human Resources staff then reviewed employees in each of the identified jobs to determine if there were any incidents that required further review. No pattern of disparity was found and

very few isolated incidents need further research with the departments. Human Resources will work with the departments to review any isolated incidents.

Overall, staff found no pattern of pay disparity based on gender in the study.

New Public Records Webpage

*Staff Resources: Sarah Hazel, City Manager's Office, 704-432-6496, shazel@charlottenc.gov
Shawn Proffitt, Corporate Communications & Marketing, 704-336-5864, sproffitt@charlottenc.gov*

Over the past year the City Manager's Office has launched an internal initiative to bring consistency to the City's records management and public records requests practices. One component in staff's efforts to enhance the City's ability to provide an open and transparent government is the launch of a new [Public Records Request](#) webpage. The site aims to help the public locate commonly requested records already available on Charlotte's website, the Mecklenburg County website, and Charlotte's Open Data Portal. The page also provides guidance related to public records and includes a simple form that can be used to submit a request for public records. Prior to the launch of this site, there was no single public-facing go-to location for records requests. The goal is to streamline the experience for the public and, at the same time, help City staff respond in a timely manner. If Council receives requests for records from the media or members of the general public, those requests can now be directed to: <http://charlottenc.gov/PublicRecords>.

Charlotte a Finalist for KaBoom! Play Everywhere Challenge Grant

*Staff Resources: Gina Shell, E&PM, 704-336-4648, gshell@charlottenc.gov
Monica Holmes, Planning, 704-336-8316, mholmes@charlottenc.gov*

The City of Charlotte has been named a finalist in the 'Play Everwhere' Challenge sponsored by KaBoom!, a national non-profit that supports health and active play for youth. The 'Play Everywhere' Challenge awards grants from \$500 to \$50,000 to integrate play into everyday life and unexpected places.

Charlotte's application focused on the CMGC Plaza, and the possibility of enhancing the space in a way that inspires creativity and imagination. A team of City employees will discuss possible enhancements to the Plaza, or regular educational or enriching activities in the space, and submit a final application in the coming weeks. The grant may be up to \$50,000.

'Play Everywhere' will coincide with the work already started by employees to bring more life and activity to the Plaza this summer. 'Front Porch Friday' activities earlier in June, and jazz music two weeks ago, gave insight into what kind of activities employees and the general public would like to see in the space. The results of these events will inform staff as they consider a Plaza redesign in the coming years.

ATTACHMENTS:

May 12 Economic Development & Global Competitiveness Committee Summary



EDSummary5-12-16.
pdf

July

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
					1	2
3	4 Independence Day	5	6	7	8	9
10	11 12:00pm Governance & Accountability Committee Mtg., Room 280	12	13	14	15	16
17	18 12:00pm City Manager's Evaluation, Room CH-14 5:00pm Zoning Meeting, Room CH-14	19	20	21	22	23
24	25 5:00pm Citizens' Forum/Council Business Mtg., Room 267	26	27	28	29	30
31						

2016

August

<i>Sun</i>	<i>Mon</i>	<i>Tue</i>	<i>Wed</i>	<i>Thu</i>	<i>Fri</i>	<i>Sat</i>
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15 12:00pm Governance & Accountability Committee Mtg., Room 280	16	17	18	19	20
21	22 12:00pm City Attorney's Evaluation, Room CH-14 5:00pm Citizens' Forum/Council Business Mtg., Room 267	23	24 5:30pm MTC Meeting, Room 267	25	26	27
28	29	30	31			

2016

COMMITTEE AGENDA TOPICS

- I. **Introduction of Kevin Dick, New Economic Development Director**
- II. **Update on Charlotte Entrepreneurship Growth Report Design Sprint**
Action: During a dinner briefing on March 28th, the Charlotte Regional Fund for Entrepreneurship provided a presentation on the Charlotte Entrepreneurship Growth Report (CEGR) to the Mayor and City Council. The CEGR detailed several opportunities and challenges in Charlotte's entrepreneur ecosystem. On April 22nd, over 40 entrepreneurs and ecosystem stakeholders met for a day-long Solution Design Sprint to begin creating actionable strategies to build upon strengths and address challenges in the report. Staff will provide the Committee with an update on the Solution Design Sprint process.
- III. **Update on Small Business Month**
Action: May is Small Business Month in Charlotte. Staff will provide an update on the 2016 Small Business Month Contest and events planned by CharlotteBusinessResources.com partners.
- IV. **Future Meeting Topics**

COMMITTEE INFORMATION

Council Members Present: James Mitchell, LaWana Mayfield, Ed Driggs, and Julie Eiselt

Council Members Absent: Vi Lyles

Guest: David Phillips, Faster Glass Consulting

Others: Ron Carlee, City Manager

Meeting Start & End Time: Noon to 1:15pm

ATTACHMENTS

1. Charlotte Entrepreneurship Growth Report Solution Design Sprint Presentation
2. Small Business Month Update Presentation

DISCUSSION HIGHLIGHTS

Mitchell: Chairman Mitchell welcomed everyone to the meeting and asked for introductions. Mr. Kimble, I turn it over to you.

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Meeting Summary for May 12, 2016
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Kimble: Thank you Mr. Chairman. We have three items on your agenda because we want to count number one as an agenda item because we want to have an opportunity for Mr. Mumford to introduce our new Economic Development Director for the City of Charlotte so I will turn it over to Mr. Mumford.

Mumford: Thank you. Mr. Mitchell passed over one person in the audience and that is Kevin Dick. Kevin is our new Economic Development Director who started on Monday. We are thrilled to have Kevin here. He comes from Durham where he spent ten years most recently as the Director of their economic development and workforce development efforts. He is a Georgetown graduate, International Studies and has a Master's in Urban Planning so he checks all of the boxes for us and is a great person as well. So, without any further adieu, I am going to ask Kevin to just give a little bit of who he is.

Dick: I appreciate the opportunity and I told Pat before the meeting that the ten minutes allotted on the agenda should have read ten seconds because I definitely don't intend to take a lot of time nor deter from the agenda. I really appreciate the opportunity to meet everyone and to be here on the ground. It is coming out like a fire hydrant right now, a hose, but I am happy about that. I am learning a lot of great information over the last four days, and I just really look forward to being part of the growth and a lot of the great things that are happening in this community and contributing to it in any way I can. So far, what has been most gratifying is meeting my teammates, and they have been absolutely phenomenal and they're going to continue to produce great things for this city. I am just glad to be a spoke on that wheel so thank you.

Mitchell: Welcome Kevin. Councilmember Mayfield, he knows a very good friend of yours, Councilwoman Cora McFadden.

UPDATE ON CHARLOTTE ENTREPRENEURSHIP GROWTH

Kimble: Alright, number two on the agenda, in the last many months, you have heard both at the City Council level and at the Committee level, discussion about entrepreneurship and the growth report that came out recently. We had committed that we would do a deeper dive into the next steps and the details about how we could improve the landscape in the community and what would be the City's role in helping the private sector advance entrepreneurship in our community. I'm proud to say that some great work was done a couple of Fridays ago and I couldn't think of two better people than Holly and David to come forward and kind of give you a briefing on that and launch into our number two item on the agenda which is the Entrepreneurship Growth Report.

Eskridge: Thank you so much, that is very kind. We're coming in today to talk about a Design Sprint that was done specifically to address the Entrepreneurship Growth Report. On March 28th, David Jones came to you all and gave you a presentation about that growth report and just some of the data that was contained in it. The purpose of the report was to look at what is happening in Charlotte's innovation-driven entrepreneurial ecosystem. It created

benchmarks for growth so it gave us data that we had not previously had so we could see what our strengths are, where we have some challenges and some opportunity to grow, and then really be able to measure our progress moving forward as we work together to address them. It also provided a shared understanding, whether it is the City, whether it is the Chamber, whether it is entrepreneurs themselves, or just community members, about what are the trends and where are we in looking at those trends.

The report sort of high-level identified the need to look at more start-ups in Charlotte, more start-ups as looked at as an increase in start-ups means you are going to have an increase in innovation-driven entrepreneurship as another way of saying high growth essentially. You are having that capacity and to continue to focus on high growth companies that we have, leverage proven industry clusters here in Charlotte and then the larger region. Look at the potential for venture capital and other kind of private equity, look at how do we strengthen innovation capacity in the Charlotte community, and then look at the roles and actions needed from the different stakeholders that will need to play a role in this space. In an effort to really come together and figure out how we start addressing these things, what would that plan look like, what would that strategic framework look like. We thought we would do a Solution Design Sprint. This is something that David and I and then several other people worked on for the Smart Cities Challenge Grant. We developed that and we did the community collaboration around the proposal development and going through that experience, talking with Pat about it, we felt like this was a really good next step. I'm going to have David Phillips come up and talk about what is a Design Sprint, what did we do specific to this one, and then some of the results. Then we will talk about next steps.

Mitchell: Thank you Holly.

Phillips: You may be asking what exactly a Solution Design Sprint is. In essence, a Design Sprint is based on its foundation and design thinking, which is human-centered approach innovation. There are a lot of different frameworks and methodologies around design thinking; the one we used has six stages. It starts off with discover, to really understanding what's what around that topic. The second is framing or reframing the challenge or opportunity. Let's make sure we are actually solving the right problem and going after the right approach, followed by idea generation, prototyping, testing and then launching. The Design Sprint workshop itself is really focused on the ideation-prototyping stage of this. The process itself, sometimes we will chunk it up into three steps. This first one, insight gathering and opportunity framing, for this effort around entrepreneurship consider the reports, both the growth report that was done in 2015, as well as the previous report. The Commission in 2013 did all of that insight gathering where it lets you really understand the data about what is what. We then used that input into the workshop itself.

The first part of the workshop is around a conversation of possibilities, what can we do. Then you start to narrow things down into what we should do, this conversation of reality. The shapes themselves matter, because in this double diamond, it's a diverge and converge of let's go out, let's zoom back in, let's go out, let's zoom back in. It is part of the process itself. Although on screen it looks very linear, it is anything but linear. We often jump back

and forth as we learn new things, as new insights come to light, as new constraints come to light. Like, oh, well let's go back and figure out if we can't do this, who do we need to talk to, to make sure we are on the right path. This is one look at this design thinking approach and again, is also a model for Design Sprint workshop.

Here is another maybe, I don't know if it is a better illustration but I think that it certainly gets the point home, but it looks a lot like this. It's a very messy in the process. It is very ambiguous on the front end. This is about exploring. This is about discovering. This is about trying to figure out what is what. When you have situations where there is no clear path forward or maybe there are 100 different paths we can take, this is a great way to quickly sort through all that. In some ways, it's almost like sculpturing. If we don't know exactly what the right answer is, let's figure out where all the wrong answers are and get those out of the way. Maybe the right answer will emerge.

That is the background, the Design Sprint itself, the single-day workshop that we held on the 22nd. Here is what we were trying to accomplish, starting with this question, how might we cultivate the ecosystem for innovation-driven entrepreneurship in Charlotte, and sort of robust ecosystem was defined in three characteristics; one, leads to high growth, it diversifies and de-risks the economy, and provides access to opportunities to new and different people. It is not just the same old network of entrepreneurs. This is what we needed to tackle in that one day.

We started off with a quick level setting about the growth report itself. This is what we learned from that report as well as from the 2013 report. Then we jumped into the idea generation. Giving you just a little bit of background, instead of your starting to make out experience with the brainstorming which goes "hey, what are your ideas? Hey, what ideas do you have? What ideas do you have? Well those are terrible ideas" and nothing actually happens. What we do in this is very structured and it is about lateral thinking. The first exercise was what we call first burst. Everyone in that room walked in with ideas. We simply asked them to get those out on the table first and write them down. If you don't write them down, it will never happen. It is still stuck in your head. From there, we went to an exercise we call opposite day, and opposite day, you basically ask, what do we not want, and if we wanted that to happen, what would we do? The illustration here, it is intentionally hitting the ball out of bounds. If we wanted to sabotage entrepreneurship in Charlotte, what would we do? If we wanted to just chuck it, what would we do? Come up with that list. Then it's about alright, how do we ensure those things do not happen? So start with what you do not want, hopefully it is another way to getting to what you do want.

The last exercise was a modified version of a SWOT analysis. Once you have your strengths, weaknesses, opportunities and threats, we asked teams to come up with ideas around those as it related to entrepreneurship in Charlotte. What are our strengths, what are our weaknesses, what are our opportunities, what are our threats? But, we are not interested so much in those because a lot of those were also illustrated in the report. But okay, so where does that lead us? How might we leverage our strengths? Those were the ideas we really want. Coming from a SWOT perspective, how can we address our weaknesses? How might

we explore our opportunities? How might we mitigate our threats? Another way to approach getting ideas about what it is we were truly trying to accomplish.

Through those exercises, again all this work was also done in small teams. We had six teams of five or six people. Now they generated all these ideas. Then they had to go through this filtering process, basically making sense of all that stuff, and one of the ways we do that is something we call idea cards. Think of all the work as on post-its initially. Lots of stuff scribbled on post-its. The idea card is simply putting a little bit more meat on the bones of a select few of those. We had 300-something post-its. The teams narrowed that down to 29 idea cards. Again, just a little bit more meat on the bones, not a lot, just a little bit more. Give it a name; give it a description, what impact, if there is some visual sketch that makes sense, put that in there. Then as a large group, we mapped out these ideas based on themes, and themes sort of emerged, and so we ended up having nine themes around things like infrastructure and entrepreneurship support, capital, like those sorts of things. We curbed those 29 around those nine themes and then new teams formed around specific concepts or specific themes. All of this was done very rapidly. A Design Sprint is very much an accelerated, creative, collaborative process. It's a way to get input from a very diverse group of people rapidly.

Eiselt: Can you give me an example of how that might have reformed or created a new team?

Phillips: Sure. Let's say for example this group was working on a team coming up with ideas through the idea generation process and then once we mapped those 29 idea cards, each small group comes and says "here are our three ideas". We put them up on a wall and each group would come up with their ideas and so forth. Once all six teams had mapped their idea cards, like we kind of affinityized them from a very organic rapid fire way. Then it became voting with your feet. Alright, so "Holly, which idea do you want to work on", as opposed to your team has to decide which idea you want to work on. It allowed you to then press, spend your time for the rest of the day on what you really cared about as opposed to this group that you just randomly proceeded with.

Eiselt: Okay great.

Phillips: Does that make sense?

Eiselt: Yes. So you ended up with one theme that nobody really shows up for, do you consider that to be a value, therefore a value of the group?

Phillips: Yes and no. In essence, it's hey, if everybody thinks this is a great idea but no one wants to work on it, is it really a great idea?

Or maybe we do not have the right people on this room so it does not necessarily mean it is a bad idea.

Eiselt: Interesting. Okay.

Phillips: It does make sure that the people in the room get to work on something they care about as opposed to “alright, you are doing infrastructure. But I don’t care. Well that’s what you are doing and you are going to like it.” That does not work very well. So now these new teams have formed and we turned out six teams formed around six concepts, and I will give you the name of those concepts here in a minute. We are just kind of going through the process. There were really just two main phases; the first around rapid prototyping and for us, we define the rapid prototype very, very broadly. It simply means a visual representation of your idea or concept. A visual representation so that others can understand it and react to it. Anything other than words to describe it so it might take a form of you know the age-old napkin sketch. It might be a storyboard. It might be a role-play. It might be something you build with play-dohs and pipe cleaner and Legos. Some visual representation. For technology solutions, oftentimes, we will build mock-ups.

Kimble: I know you guys are getting ideas for your next retreat.

Mitchell: Yes, I see that coming.

Phillips: Just one bit on that, if what you want to accomplish and you assemble a group of people is to get actual ideas out on the table and get these things flushed out and find out what does not work as quickly as possible, then this process works pretty well. If you just want to get a bunch of people together and talk about stuff, don’t do this.

Mitchell: Did you all hire a facilitator or did you just lay out the ground rules that everyone agreed to? Did you have a facilitator who was walking you through the process?

Phillips: Yes and yes. Our team facilitated myself and two others. It’s lightly facilitated in a sense that as the teams convene it’s here is what we are trying to do in the next 30 minutes is what you need to get done, go after it. And then you know, we might guide if we see someone get stuck in talk land, like “you know guys, you have ten minutes left, and this is all we have”. The reason we emphasize that, make some visual is because at the end of the day if all you have done is this, then it is like it didn’t happen. Because this is the only place it resides that it can happen. Also what happens here and this goes in the next piece, so the teams have created their prototypes. They have these rough sketches, stuff they have built with play-dohs and pipe cleaners, then we do this flash feedback process which is where we poke holes in things. You are in that ideation phase and, again, some of you may have had this happen where somebody, some well-intentioned person standing in front of us says “hey, there are no bad ideas” and that’s just not true. There are lots of bad ideas and we cannot pretend that is not true. However, during that ideation phase, the point is not to judge them.

At some point, you do need to judge, and if it’s no good, get rid of it now instead of spending more time working on it. This flash feedback process, it is almost like a junior high science fair or a gallery crawl. So, again, imagine you have these six teams. They have all worked for a half hour on their theme/concept, and then we split up, again, like a gallery crawl. A

couple of people from each team will stay home, the rest will divide and go to these other exhibits, these other concepts to do two things, to listen to a very quick two-minute pitch, "here's our idea" and the people who stayed home stopped talking, the others now give feedback on their idea. They are poking holes in it, "why won't this work, what are we not considering" and what do you like about the idea. What about this idea won't work. We want to find out now not six months or \$60,000 or \$6 million later.

Mayfield: I'm trying to understand the difference between this and the event that Packard Place holds two or three times a year where we had the entrepreneurial pitch.

Phillips: There are some similarities at the end. If I understand the event you are talking about where they come in with an idea, share their idea, get feedback on an idea, this would be very similar. Their pitch may be a nicely polished deck, in which case, which is different from this because these teams literally have 30 minutes to work on it. So it is low fidelity; it is rough. They don't want you to spend a lot of time on making it pretty because what we have also learned from research is the more time you spend on something, the more protective you get of it or you want to defend it.

If all you spend is 30 minutes and you just put something together, actually that's not going to work. The pitch competitions are much more there further down the road about what it is they are trying to accomplish.

Mayfield: Okay.

Phillips: These feedback sessions, what do you like, what do you not like, poke holes in it, rip it apart, and get feedback. The teams then take all that feedback and they reconvene and refine their prototype. Refine their concept based on that feedback.

The next phase of that concept development is using what we call a concept canvas. You can't read this little printout here, but in essence, we print these big 3-foot by 4-foot canvasses, give one to each team, they are populating them with, again with post-it notes. But its things like what level of impact you would expect this to have. How would you test this idea? From an information standpoint, one of our key principles is "you know what's better than a good idea, a testable idea." So how might we test it to find out why it wouldn't work? Learn from that. How will we measure? What assumptions are we making? What are some of the unintended consequences that this is successful? We need to think about those things. This canvas simply guides their additional development where we're putting more meat on the bones with these concepts. The teams are working through this. Sometimes they are all working in one section at a time and the other times they will divide and conquer and then go after it.

Then we wrapped up the Design Sprint with a show and tell. Each team, you might recognize the back of one of those fellows. Mayor Roberts, Bob Wilhelm from UNCC, Dain Dulaney who is an attorney in the entrepreneur space, and Dave Jones. They were our stakeholder review panel so each team had five minutes to say "here is our idea, here is what we are thinking" pause, and then getting feedback from this review panel. This review

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panel is not a thumbs up, thumbs down; it is not a stage gate. It is simply giving additional feedback but from people who were not part of the baking of the cake so that's where it ended.

We had 41 people, 327 ideas went to post-its, narrowed down to 29 idea cards, narrowed down to six concepts.

Eiselt: How much time did that take?

Phillips: This was all done in one day. We started at 8:00am and finished at 5:00pm.

Mitchell: How did you identify the 41 people? Was it an open invitation and you selected the 41?

Eskridge: We have the Charlotte Regional Fund for Entrepreneurship (CRFE) where the City put in \$500,000 and we proposed this Design Sprint concept to the Board of that group. Councilmember Driggs is on that Board. They approved it and they asked us to pull together that list of people who are representative of those who are either in the community itself, like actual entrepreneurs or stakeholders, and so there was a planning team that worked on this. I was one of those individuals that really made sure that the right people were, at least at that moment, were on the table. Then as we went along, we started identifying more and we have identified even more since we have gone through those and know who wanted to get involved. It really was just bringing in different perspectives, making sure that every vote was represented. It was a phenomenal group of people, very diverse in the backgrounds of what people brought to the table.

Mitchell: Thank you.

Phillips: The six concepts that came out actually aren't nearly as important as what we decided to do next with that group, that Board of the CRFE, with those representatives that decide what to do next, but first, at least the six. One was called The Hub. Some of these are rather similar, some are not. The Hub, the idea of creating primarily digital platform, a digital place for entrepreneurs and other stakeholders to connect, both digitally and then perhaps physically as well. Bringing all these resources at people so that those collisions could happen. Another that was similar but not the same, and they even said themselves, this is not the best name for it but it is sort of their working title, Entrepreneurial Trade Association. One of the findings from the 2013 Growth Report was that our ecosystem in Charlotte is rather fragmented.

We have people doing this and doing that, and not doing this, or whatever, so this was the idea. You know, let's have an organization, some body, some group, some thing, that kind of manages that advocates for, lobbies it, does a number of things. A third group called Invest Charlotte. Their main focus was on a place, again, but the visual platform perhaps a physical place, obviously some of these go hand in hand for investors to connect with entrepreneurs. Both to educate and help connect. Educate entrepreneurs; this is what you need in order to go and talk to investors, like you know what you are doing, but also to

educate investors especially first time or early investors, here is what you need to be looking for. Here are the sorts of the things that are working, kind of streamlining that process. Right now, it's a little willy-nilly in Charlotte, not nearly as efficient as it should be. Another one is called the I3 Consortium and the three I's were Industry, Immersion, and Internships.

Mitchell: Industry?

Phillips: Industry, Immersion and Internships. One of the other expectations, this was part of the guide that was given at the beginning of this, is we did not expect that these groups, these participants, to walk out of that Design Sprint with fully baked ideas. That is not a reasonable goal. It's to walk out with partially baked cake but that still has to be refined further and tested further and, you know, gets more support and sponsorship. A lot of these did not have all the details of how they would do this. It was more like, "hey, what do you think about this? This has worked for someone, okay; let's take it a little further. If it is not, well let's stop here." So that 3 Consortium, their big idea was to have large corporate organizations, large companies adopt start-ups and adopt entrepreneurs. These guys are working on some strategic and compare it with what these guys care about. There was also a place for the University to play a role, internships or R&D fellows, those sorts of things.

The fifth one is Start Charlotte Fest and basically making this an event. Let's raise awareness. There is almost a PR branding model, but also let's raise awareness about entrepreneurship for Charlotte. So, Councilmember Mayfield, it is almost the take the pitch breakfast and make it a big deal, have bands, have speakers, have pitch contests, have whatever.

Mayfield: But don't we already do that?

Phillips: I think we do it on a small level. They were talking about raising it up a notch. Charleston is now having a big south. I think their tag line was South by Southwest with a southern accent. I think they just did their either fourth or fifth event at the end of April. They made a big deal, right? Now Charleston's got some cred about, you know a place for entrepreneurs. The idea was to do something here in Charlotte to get beyond the Baytown concept.

The last, Go Big or Go Home, truly was a really big idea in the five to ten-year framework. The big idea here was creating a 21st century top of the line R&D campus at UNC-Charlotte and it was like "well Chapel Hill RTP's not going to go for that". They knew that this was a big deal, but it's a \$200-300 million bet around if we made this sort of investment around R&D, then maybe that will help us get beyond this idea where we are not getting enough ideas or they are really small ideas or we don't need ideas around yet another app. They wanted to focus around advanced manufacturing and healthcare delivery. Not medical research like you can do at RTP incredibly well with the universities there, but in Charlotte, we have companies here that are very good at delivering healthcare, an innovating leader.

Driggs: I was going to say looking at those and from having been to the Kauffman Foundation event and having been on the chair of CRV. Number six is really almost the only thing. You could

say that we have dabbled or tried, you know, variations. We've got Packard Place. The impression I got from looking at cities that have been successful is the things that make them successful are big.

You don't just sort of decide somewhere in the Midwest and they have to do with venture capital, with research, with the lifestyle that you could offer the kind of people who are high growth entrepreneurs. I guess I would just encourage you as I look at your next steps, the question we need to ask is "do we have the commitment?" Do we have the potential cooperation among all the people that need to cooperate? Do we have the willingness to put substantial amounts of money into the things that we've identified that are essential? I think, otherwise, we run the risk of just kind of repeating our desire to be a hub for high growth entrepreneurship and not seeing anything come of it. If you look at the places that are, you can identify, obviously California, and that area with Charleston, there are some cities that have had remarkable success Nashville even, is a pretty active. They have, you know, it is universities, it is that research activity or they have got, as we saw in Minneapolis and in Denver when we went on the trip to look at the train station. It was not in this context, but what you saw was a whole bunch of people coming together and working on a big scale to realize a vision. I'm just afraid if we go about this half-heartedly that we are not going to hit that critical mass.

Phillips: Absolutely. Paul Wetenhall almost stated that verbatim because he was part of the "Go Big or Go Home".

Driggs: Well he knows a lot about this.

Phillips: Absolutely. So if any of you don't know Paul, he runs Ventureprise at UNCC. He has been doing this in this space for a long time. He started out there with their show and tell presentation. When we had four ideas, four idea cards, we decided not to work on any of them because they were all small potatoes. If we are going to do this because I like you said, we got to go big. We got to have a commitment. We got to stop, we cannot just wish harder because we really want to be high growth, so are how we going to do it?

Driggs: I was thinking about where venues are in Charlotte that could serve as jumping off points, whether it is the Chamber. We have this relatively newly-formed group of 25 CEO's. Do we go to them and say "guys, you looking around for something to do? I will let you in on this." Obviously, the Regional Partnership, because it is regional. I think unless we get that kind of engagement from those people, it used to be the senior business people that do this stuff that make these things happen. Charlotte, in general, has been suffering from the fact that we don't have that kind of leadership anymore, and I am not sure what has replaced it.

Phillips: It's almost like you are reading my mind because the reason I preface this with these six aren't nearly as exciting as the conversation that came from the core team after these six about what needs to happen because it can't be like let's have a festival. Really, that is going to do it?" Could that be a part? Perhaps, but it has got to be bigger than that. I am

going to stop here, pause for any questions, and then I am going to turn it over to Holly to talk about the next steps.

Eiselt: I have a question I think to Councilmember Driggs' point, is also "go big or go home" including space. You know where this is housed. UNCC absolutely, but is there another geographical location that, like the Innovation District that we are tying in and have ideas about that as well so that we can tie it in altogether? Was there a discussion about that in other parts of town?

Phillips: The Hub, Rob Phocas was there from the City and was in that group. They talked about the Northend Smart District and how that gets integrated.

Eiselt: Great because then we are talking about integrating transportation and housing and, you know, a very holistic approach.

Mumford: All of these questions are spot on, and the reason this event took place was because the entrepreneurial community needed to be at the table talking about what they needed for their business. Oftentimes, we feel as if we have to come in and provide solutions for other people. What you are doing is refining a lot of what David has already discussed, where might that location be, how much research might we need, which are absolutely the right next questions. I think we are going to hear a little bit about that. We couldn't go there first and that's sort of our tendency in this community is to go there first. Let's build something. Let's have an event, and so we were asking ourselves, "Well, hold on, to what end".

What are we really trying to do? Let's stop for a second and get the input from those people that live and breathe this and see if that's even important or feasible and frankly, one of the options was, we are never going to be an entrepreneurial community, so let's stop banging our head against the wall. That could have been a logical solution. That wasn't what came out. There was also was the recognition that we are not going to be the next Silicone Valley so let's not have that as an unrealistic goal. What is it, sort of, in between doing nothing and being something that probably won't be in a generation. What's in the middle? We wanted to make sure that people that are in this for their livelihood had some buy-in and drove that and now, how we all can come together to begin to make it play out is where we are.

Driggs: I wanted to say I think part of our frustration on this is Charlotte has some of the things that those high-activity centers have and yet we don't seem to be anywhere. I talked to a lady; could you tell us who you are please?

Betancourt:
I am Vilma Betancourt, Chair of Public Policy for NAWBO Charlotte.

Phillips: Thank you. But the question we discussed was that the Kauffman report says that we are somewhere near the bottom in terms of start-ups. How does that happen? We are a major financial center, it's a very appealing city, we are attracting a lot of young upwardly moving professionals, but we don't seem to be generating the interest from the people we need.

Mumford: If I could just throw one thing in there. A lot of that you speak to is the history and the culture of our city, business minded, yes financial center, but traditional finance, debt finance, not start-up. You all know this well. What we are talking about here is not changing the culture of Charlotte, but adding to it in raising this notion, this approach to business and high growth entrepreneurship. What does that mean? What is the infrastructure to support it? Not to do away with the other aspect of Charlotte, to get to work, more comprehensively to bring that up. We do have an awful lot here that other people cannot replicate, such as geography and things that will attract people, the weather and things of that nature.

Eiselt: And industry sectors.

Mumford: That's right, which David spoke to. Let's not try to do something we aren't so if we are going to research at the University, let's research sort of where our sweet spot is already.

Driggs: Did you talk about the importance of having a medical school?

Phillips: That was brought up early on and set aside in a sense that does medical schools; research shows will generate lots of R&D, lots of patent activity. We don't have that now and if we were to start now, it might be years and years for that to happen, so if that can happen, great. But, for now, set that aside. Let's talk about what we do have and how do we build on the strengths and assets that we do have.

Mitchell: Thanks Dave.

Phillips: I am going to turn it over to Holly and talk about the next steps because, again, in my opinion, what we discussed, this next step is actually more important than these six things.

ESKRIDGE: Thanks. When we took all of the information and sat down with the planning committee that I was telling you about and David was with us as well. As we looked at this, we thought, okay, it is great information. We looked at some of the other documents that have been made over the past couple of years and there isn't one vision for what entrepreneurship should look like. There are no statements about this is where we want ourselves to go, this is who we want to be, and there's no agreement in the community itself. We really need to create that and then funnel this information from this report and anything else that comes up in the future into whatever that strategic vision framework looks like for entrepreneurship. So that when people are working, they can directly connect their work into what everyone prioritizes as the key theme or key goals of the ecosystem, the work of the ecosystem. That is something that we are getting together. I will tell you it is Charles Thomas and he will be there. The Knight Foundation was great. They gave, they're not typically in the entrepreneurial space, but when we needed the matching funds for the City funds to actually do this Design Sprint, I sat down and talked to Charles and he was like, "absolutely, let's do this." He's been involved every step of the way. This is a possible opportunity if things kind of come. He has an investment of sitting at the table, and plus it is history in this space so Charles will be there. Dan Roselli is there, Paul Wetenhall from UNCC, and then Terry Cox

from the Big Council will be there as well. That is the initial group that is going to come together and David on May 20th. We are going to create a recommendation of what this looks like, combining all of the information that we have here in the report and other spaces to create what this vision could look like.

Driggs: Has David Jones exited completely?

Eskridge: No, he is just not at this stage. I don't think he wants to be in the development side of it. I would say actually David Jones, since we started down this path with the Design Sprint and the way that we present it to you all, you know, he presented it to you all too. He has actually become re-engaged and increased his involvement because he sees some real viability in the work that is being done to strengthen entrepreneurship in Charlotte. He will be involved but this initial group on May 20th is going to get together, create what this vision looks like, combining all these materials that we have had access to, to talk about Charlotte specifically. We are then going to push that out to the groups that were at the event, either the 41 participants and then probably some other ones that we have identified along the way as being important to see this and get some consensus around what that vision is and then have those six concepts in the fall, actually all of the information, the 29 ideas. All the ideas will fall underneath the different vision statements and then we will prioritize based on the feedback we get from people and our ideas. For example, "Go Big, Go Home", that is a high-priority project based on everybody's feedback, who all needs to be at the table to do that. Then you start assessing the people, the resources, the commitment, everything that you just talked about, but that everything that we do and if it is not on that list, that's fine too. If somebody else wants to do something, at least we can track it back to those overall visioning themes and that's where we are trying to find that common language, that common direction in the ecosystem and among all the stakeholders. That's something that has not been done previously, and we are just making sure that we take all of the data and put it into something that everyone can agree or find some kind of connection. Then we will go ahead and start working on those high-priority solutions that I was just talking about, those concepts. We will start creating teams. Again, I think the people from the Design Sprint directly, and then I think it will be others as well. The other thing that is really interesting about this is Paul Wetenhall is on the Steering Committee, Advisory Committee for this report, the Regional Economic Strategic Plan that's being done by the Regional Partnership and the Chamber. There is a real desire to include entrepreneurship in the industry clusters that are identified as part of that report in this Regional Economic Strategic Plan. Whatever we do, the strategic framework, they would like that to help them and guide their work, the Avalanche Consulting, around how they identify entrepreneurship in that actual plan. We're hopefully going to have real connection between the two documents, the two visions for this community. We will be very intentional about that.

Mitchell: On the first part, Entrepreneurship Strategic Framework, is there a template or a checklist on how we measure how successful we are when it comes to entrepreneurship? I think that would be helpful for us as a Committee. Pat and I had a conversation earlier and we want to be supportive. We don't want to be a barrier. At the same time, I think it would be

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important for us to be able to measure how successful we are in creating this ecosystem of entrepreneurship, so if you all could tackle that, I think would be helpful for us.

Eskridge: Yes, absolutely. That's a great idea.

Driggs: There are actually some existing rankings like the Kauffman Study. What we have to do is find the tie-in between steps that we take and then changing our status on that list.

Eskridge: I believe that. My thoughts on this are that the Growth Report that was presented to the full Council that did a read between. They have some great data points in there and I feel like we can go back and check how we are doing on those things. We are making an impact just by measuring our progress on those alone. I think there is a real opportunity there.

Mitchell: Ed and LaWana are asking if that report was before our time. Can you send out the Kauffman Report?

Eskridge: Yes.

Mayfield: Can you just resend it to the Committee so that we all can get back on the same page?

Eskridge: Sure.

Mitchell: Thank you Holly and Dave. I will tell you Committee, I had an opportunity to go to a Business Advisory Committee meeting; Holly invited me. Dave serves as Chairman. We had a pop quiz to see how well they knew us; they scored very well. We had six competitive teams where they gave about ten or 15 questions. Councilmember Driggs, they knew you were at-large and that you were a top-notch retired banker. It was very good. Thank you Dave for your leadership on the Committee, and Holly, thank you for staffing them.

Phillips: You're welcome.

Eskridge: Thank you.

Mitchell: Ed missed the introduction of the new Economic Development Director.

Driggs: Kevin, I will come over and say hi. Glad to meet you and I look forward to meeting with you.

Mitchell: We're ready for the next item on small business month.

SMALL BUSINESS MONTH UPDATE

Eskridge: Small Business Month is in May. On Monday, we were so happy that Darrel Williams could be there to accept the proclamation on behalf of all small businesses in our community. We

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are going to do this a little bit different than following the presentation. It is going to follow the presentation, but Christi Floyd, who is the CharlotteBusinessResources.com czar, as I like to call her. She is here to talk about the website. It is amazing. We are going to talk about each of these things, what is happening with events, the contest that was done for Small Business Month, and the then the new podcast series, never been done before. But we are going to do it via the website.

Floyd: You know we are halfway through May, which is small business month. The Small Business Administration recognizes national small business week, but here in Charlotte, we like to celebrate our local business owners and entrepreneurs all month. We have a variety of award ceremonies, networking celebrations and training. Some of the ones that you may have heard of are the Crowns of Enterprise Awards which is tonight. You can check out all of these events on our calendar on CharlotteBusinessResources.com, just click on "view calendar" and they are all there. We had the Mayor's International Community Awards last week, and you have a place card there, invitation to our signature event, What's Your Game Plan.

Mitchell: I will be here.

Floyd: We invite you and we hope that you can all attend. That will be held on May 25th at the Bank of America Stadium. We have a great keynote speaker. Last year, we had about 150 business owners attend, so it was a really great event so we hope that you all can come to that too.

Mitchell: I saw National Association of Women Business Owners up there.

Floyd: NAWBO is one of our partners and I am sure their event is on our calendar as well. If you are interested in the things that are going on for May, for small business month, you can come to our calendar and see right away that May is a very busy month for us. We have events almost every day in May. Our partners come together with us to brand an event as small business month, so each of our partners has something on the calendar. You all probably already know this, but our partners do scroll across the bottom of our website, so you can see who our 20 partners are. We have partners from the different chambers, the library and some lenders on there. We have Queen City Forward; you can see them scrolling across. Our business resource partners do meet quarterly. We get together on events like this, so they have great participation with Charlotte Business Resources. One thing that we do during the small business month is we host a contest for our local small business owners and entrepreneurs. The contest this year was a social media takeover. As you know, a lot of small businesses do utilize social media to market their business for several reasons. One, because it's pretty inexpensive, and two, because you get lots of exposure fairly quickly. Our contest invited business owners to register to enter our contest, to win, to take over Charlotte Business Resources social media. We had 21 businesses actually apply, which was great for us. That was sort of like double from the last year.

Our winner is a veteran-owned, local small business called Buckskin and Mane. They actually have been in business about a year. They are a men's organic grooming company so they produce products for your hair and face like beard oils and shaving creams and things like that. You can see some of their products; they actually source a lot of their ingredients locally. They manufacture and they bottle them here in Charlotte. Most of their sales come from online, which is why they were a great selection for our social media takeover contest, but they are in some local salons around Charlotte too. We are going to do some things like; they wanted a day in the life so they are going to take over our Twitter account. I think it is next week, and we are going to follow them through a day in the life of their company. They are going to be recognized at our May 25th event and are now featured on our blog. We are promoting them on our social media. If you scroll to the bottom of Charlotte Business Resources, you can see all our little icons for our social media, and if you click there you can see where we turned our banner into their company, you know, put their company logo on our banner. That was the contest and it was really exciting because it gives a local small business a little more exposure than they may not have otherwise had.

The last thing I will talk about that we did during small business month was we launched our podcast series, and this is something new for us. We have a City staff member who is our host, Andrew Bowen. I do not know if you all know him from the Quality of Life Study, the guy with the beard.

Mayfield: Does he use Buckskin & Mane?

Kimble: There is something else that goes on in our community. It's called Beards Because. It's a nonprofit fundraiser for domestic violence where they grow their beard all year and then in October, they cut it off and they raise funds for cutting it off and then they donate.

Floyd: The Buckskin and Mane guys told me there is a club, a beard club, where they meet monthly and talk about their beards. Perhaps they meet at one of our local taverns.

Kimble: It's a monthly Design Sprint exercise.

Floyd: I'd like to talk about our podcast. What we have done is partnered with our local experts who are our resource partners to create a series of eight podcasts. The first one has already been published live on our website. We talked with Renee Hode from CPCC's Small Business Center and she is talking about will your business idea make money, and then she talks about how you get money. It takes money to make money, and then she talked about why you need a business plan. We asked our experts what business owners are coming in to ask them, and then we are going to record that on our podcast. We're breaking it down into short segments, ten minutes. We heard that's what people can stand to hear at one time so we have three ten--minute segments with Renee Hode. We have recorded most of our podcasts. We've talked with SCORE, the library and Alexis at the Office of International Relations. We are talking with the Chamber and the CRVA next week so we have a lot of really great topics. We are very excited about our podcast series, and if you click on the listen now button, it takes you right to the transcript if you wanted to read it instead of listen

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to it. We launched that in May as part of small business month and the rest of the podcast will be coming out incrementally over the next few months.

Driggs: Very cool.

Mitchell: Very cool.

Floyd: So that is really about it for small business month. You can find information on our May 25th event under What's Your Game Plan on our website, CBRBiz.com/whatsyourgameplan. We hope that you can make it.

Mitchell: Committee, any comments, any questions?

Driggs: Good job.

Floyd: Thank you.

Eiselt: That is awesome.

Mitchell: Will anybody be able to attend tonight?

Eiselt: I am going tonight but cannot stay the whole time.

Mitchell: Good, we've got to represent. You going Ed?

Driggs: I cannot go.

Mitchell: We have at least two from the Committee going.

Floyd: It's their fifth year for Crowns of Enterprise. It's a big deal for them this year.

Mitchell: I will be there on the 25th.

Floyd: Fantastic.

Mitchell: If you could add one thing to the calendar if you do not mind. I don't know if I saw it up there. Committee, we will talk about our next meeting time, but on Wednesday, the 26th, the Women Business Center is having a ribbon cutting.

Kimble: Yes, at 12 noon.

Floyd: Okay, we can add that. The North Carolina Women's Business Center is actually one of our partners so we can call them up and get all the details. No problem.

Mitchell: I would like to thank staff and Nancy Rosado and Pamela Wideman for writing support letters to make sure we get their support.

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Mumford: If I could just take a second and acknowledge, once again, our team that put this together. When I look at Mr. Mitchell, I think back six or so years ago when he said "hey isn't this small business month, what are we doing"? We put together a tray of sandwiches, I think. Not our brightest moment, but we have come a long way. We have done it through great partnerships. Christi mentioned quite a few of them so this isn't just our staff, but we really do have incredibly energetic and enthusiastic people that have driven this on their own and taken it and owned it and I really want to acknowledge the great work from our colleagues that put this together. We have come a long way.

Mitchell: Great work, you said it best. The next item is future meeting topics. Mr. Kimble, you are trying to keep us busy.

Kimble: Mr. Mitchell mentioned that the Women's Business Center ribbon cutting ceremony is May 26th at noon. We wanted to raise the idea of moving your next committee meeting one hour later to do a 1:00 so that those who wanted to attend the ribbon cutting could, and then we could get started right at 1:00. We do plan on having the Charlotte Business INclusion amendments to come back to Committee for discussion. Those were some tweaks to Charlotte Business INclusion that you've seen a couple of different times and will review those again that day to see if you are ready to make recommendations to City Council on the Charlotte Business INclusion amendments. I would note that the Pearle Park project which will be a Business Investment Grant, Tax Increment Grant proposal will most likely be in front of you on June 9th at your meeting in June. All the work that is being done behind the scenes on that project are mainly between the County and Pappas and they are almost ready with their finalization of the alignment of Park Road and land transactions that have to occur. I am told that will be ready on June 9th for this Committee meeting so that is the lineup for your next two Committee meetings that I see.

Mayfield: I have a 2:00 and a 3:30 on the 26th, so if we move it back to start at 1:00, I will need to leave out a little bit before 2.

Kimble: We might be able to do it in one hour. I wonder if we could do 12:45 to 1:45. I would inquire and ask if that works. Does that give you enough time to get to your 2:00?

Mayfield: I'm unable to go to the ribbon cutting. I have something from 9:30 to 11:30.

Mitchell: But you could make it at 12?

Mayfield: Yes.

Mitchell: Ed, can you make it at 12?

Eiselt: Where is it?

Mitchell: It's at Harris Corners right behind the Hickory Tavern on Old Statesville and W.T. Harris. We will give you all the exact address.

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Mayfield: I will be out around that time.

Mitchell: I just think it's important for us.

Eiselt: What time does it start?

Mitchell: The ribbon cutting starts at 12. Just a brief history Committee, we were one of five cities throughout the country that the Department of Commerce gave a grant to start a Women's Business Center so I just think this is a really big idea for us and for staff. They had less than 72 hours to jump through hoops.

Kimble: Does the window of time 12:45 to 1:45 work for the Committee or not? We can poll you to be sure that works that day.

Eiselt: I can do that.

Mitchell: Ed, you good?

Driggs: I am actually leaving to go to a college reunion that day. I am not sure exactly when I have to go, but my daughter is setting the schedule for me, so I need to get back to you when we have details.

Kimble: We can poll you.

Driggs: I don't think the difference between 12 and 1 is going to be important. It's a question of whether I am here or not.

Mitchell: Oh, okay. So at least we got three. Can you check with Ms Lyles?

Kimble: I will check with Ms. Lyles.

Mitchell: I think they said the earliest they could do is move it to 11:45 if that would help us and that can get us here earlier.

Kimble: Okay, we will work around your needs and your schedules to make sure something works for the Committee.

Mitchell: Okay, thank you all for considering the adjustment. Staff, very good meeting. Kevin, welcome again. Glad to have you. Holly, I said this in front of Pat, so I am going to say it in front of you, I really appreciate your work. The Business Advisory Committee, when you invited me to come, your engagement work. We don't say it enough so thank you. I really appreciate it.

Meeting adjourned at 1:15pm

City Council
Economic Development & Global Competitiveness Committee

Thursday, May 12, 2016 at Noon
Room CH-14

Committee Members: James Mitchell, Chair
Vi Lyles, Vice Chair
Ed Driggs
Julie Eiselt
LaWana Mayfield

Staff Resource: Ron Kimble, Deputy City Manager

AGENDA

I. Introduction of Kevin Dick, New Economic Development Director – 10 minutes

Staff: Patrick Mumford, Neighborhood & Business Services

II. Update on Charlotte Entrepreneurship Growth Report Design Sprint – 30 minutes

Staff: Holly Eskridge, Neighborhood & Business Services

Guest: David Phillips, Faster Glass Consulting and Chair of Business Advisory Committee

Action: During a dinner briefing on March 28th, the Charlotte Regional Fund for Entrepreneurship provided a presentation on the Charlotte Entrepreneurship Growth Report (CEGR) to the Mayor and City Council. The CEGR detailed several opportunities and challenges in Charlotte’s entrepreneur ecosystem. On April 22nd, over 40 entrepreneurs and ecosystem stakeholders met for a day-long Solution Design Sprint to begin creating actionable strategies to build upon strengths and address challenges in the report. Staff will provide the Committee with an update on the Solution Design Sprint process.

III. Update on Small Business Month – 15 minutes

Staff: Holly Eskridge, Neighborhood & Business Services

Action: May is Small Business Month in Charlotte. Staff will provide an update on the 2016 Small Business Month Contest and events planned by CharlotteBusinessResources.com partners.

IV. Future Meeting Topics – 5 minutes

Staff: Ron Kimble, City Manager’s Office

Topics	Meeting Date	Lead Department
Eastland Mall Redevelopment	On-going as needed	Neighborhood & Business Services
Business Investment Grant Revisions	On-going as needed	Neighborhood & Business Services
High Growth Entrepreneur Strategy	On-going as needed	Neighborhood & Business Services
Charlotte Business INclusion Update	On-going as needed	Management & Financial Services
Amateur Sports Development at Bojangles Coliseum/Ovens Auditorium	Future discussions (TBD)	Neighborhood & Business Services
Applied Innovation Corridor Strategy & Planning	Discussions (TBD)	Neighborhood & Business Services
Pearle Park	Discussions (TBD)	City Manager’s Office
Talent Pipeline (apprenticeship and pre-apprenticeship)	Discussions (TBD)	Neighborhood & Business Services
Local Hiring Initiative Using Anchor Institutions and Economic Inclusion (referred by CM Howard on 11-23-15)	Discussions (TBD)	Neighborhood & Business Services

I. NEXT DATE: Thursday, May 26, 2016 at 12:00pm, Room CH-14



Charlotte Entrepreneurship Growth Report Solution Design Sprint

Economic Development &
Global Competitiveness Committee

May 12, 2016



Charlotte Entrepreneurship Growth Report Recap

- On March 28, Dave Jones, Peak 10 Chairman & CEO, presented to the Mayor and City Council findings from the Charlotte Entrepreneurship Growth Report (CEGR)
- Purpose of CEGR was to:
 - Systematically evaluate the diverse and rapidly growing innovation-driven, entrepreneurial community
 - Create benchmarks for measuring growth progress
 - Provide a shared understanding of current trends and where to focus efforts



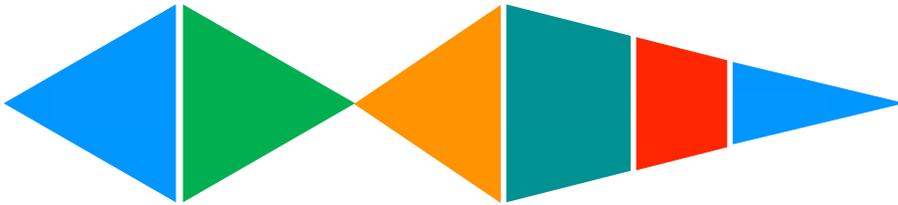
Charlotte Entrepreneurship Growth Report Recap

- Report identified the need to:
 - Increase number of start ups
 - Continue focus on high growth companies
 - Leverage proven industry clusters
 - Increase potential for venture capital
 - Strengthen innovation capacity
 - Identify roles/actions needed from stakeholders
- On April 22, a Solution Design Sprint was held with the purpose of addressing report findings

Entrepreneurship Solution Design Sprint



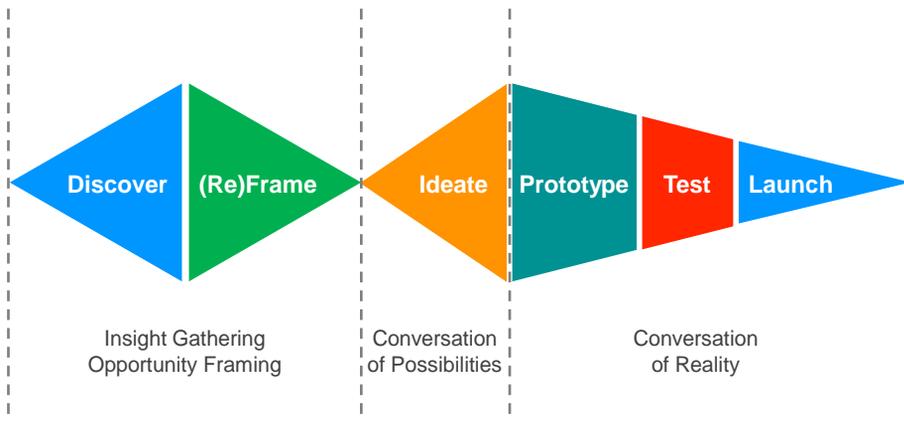
Design Thinking Approach



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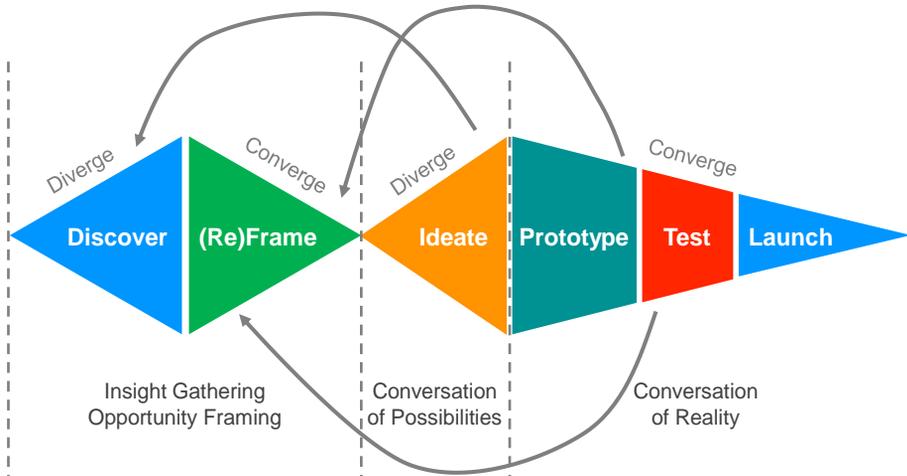
Design Thinking Approach



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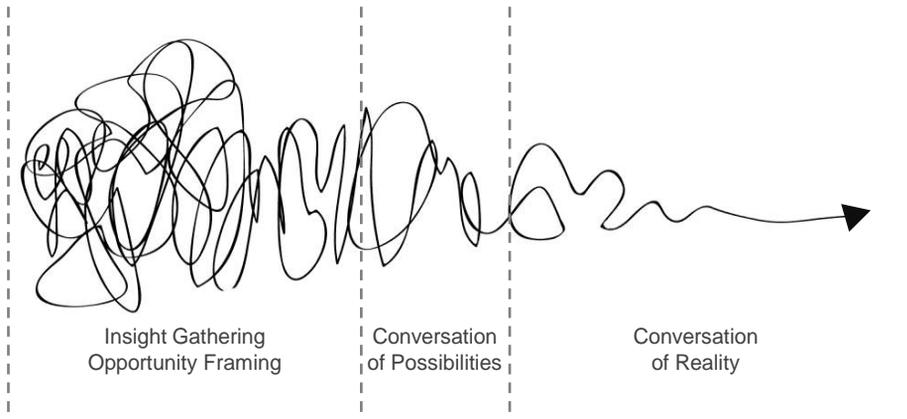
Design Thinking Approach



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Design Thinking Approach



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What Were We Trying To Accomplish?

How might we cultivate the ecosystem for innovation-driven entrepreneurship in Charlotte?

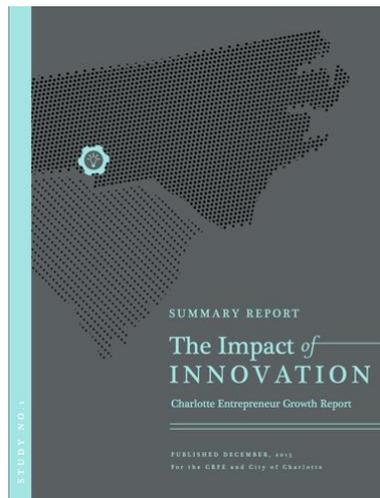
A robust ecosystem is one that:

- leads to high growth
- diversifies and de-risks the economy
- provides access to opportunities to new and different people



9

Level Setting



10

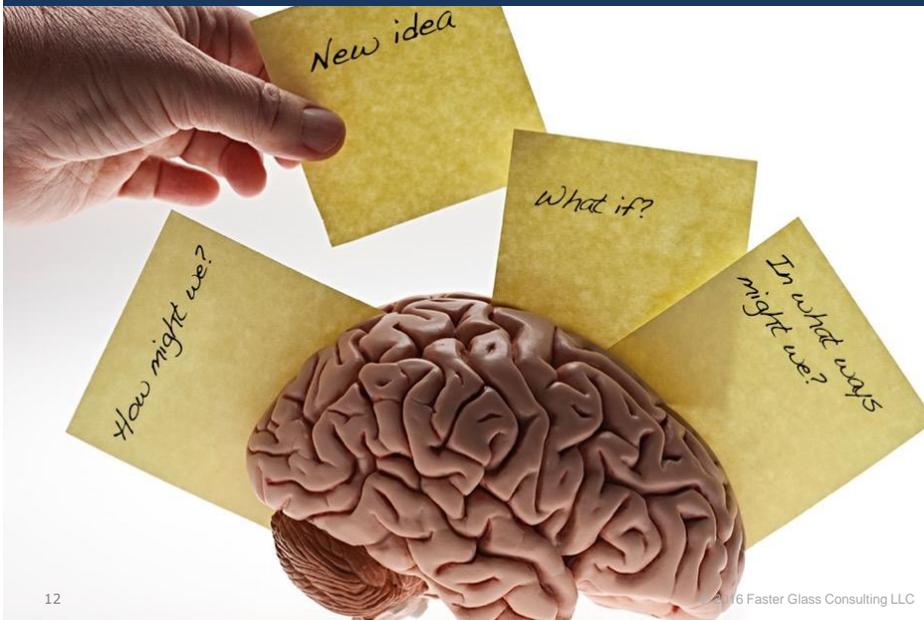
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Ideation Exercise #1 – First Burst



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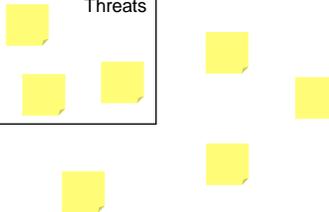
Ideation Exercise #2 – Opposite Day



13

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Ideation Exercise #3 – SWOT + Actionable Ideas

How might we leverage our strengths?	How might we explore our opportunities?
	
Strengths	Opportunities
	
Weaknesses	Threats
How might we address our weaknesses?	How might we mitigate our threats?

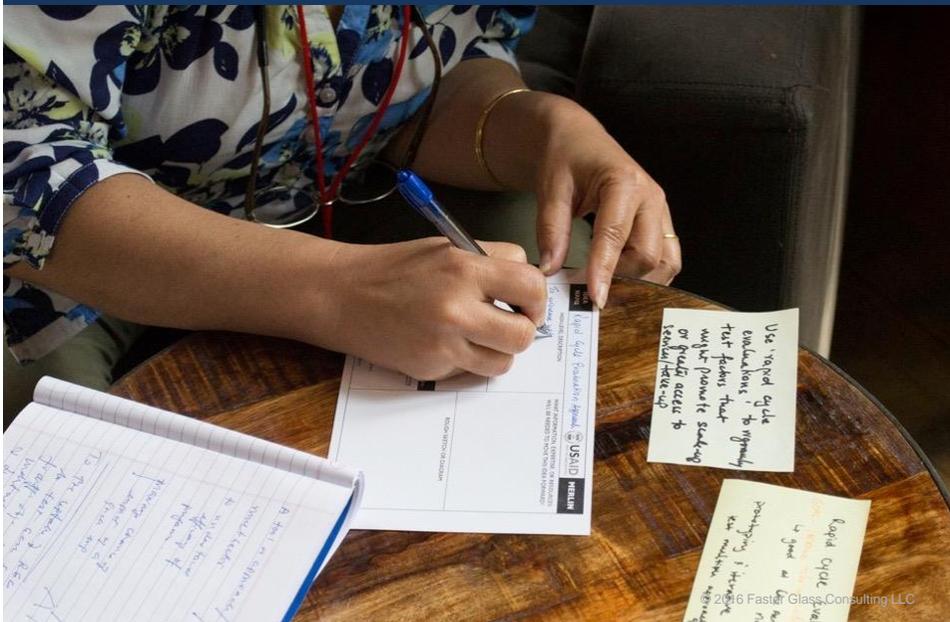
Idea Filtering



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Idea Filtering



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Idea Filtering

Idea Name	
High-Level Description	Quick Sketch
What impact would this idea have?	

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Idea Mapping



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Rapid Prototyping



What is a prototype?



Flash Feedback



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Concept Development

Charlotte Region Entrepreneurship Concept Canvas		Concept Name: _____	
1. HIGH-LEVEL DESCRIPTION	2. BENEFITS: Who would benefit? How?	3. POTENTIAL BARRIERS	
4. LEVEL OF IMPACT	5. LEVEL OF DIFFICULTY	6. TIME TO IMPACT	
<input type="checkbox"/> 1 (low) <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 (high)	<input type="checkbox"/> 1 (easy) <input type="checkbox"/> 2 <input type="checkbox"/> 3 <input type="checkbox"/> 4 <input type="checkbox"/> 5 (difficult)	<input type="checkbox"/> Less than 3 months <input type="checkbox"/> 3-6 months <input type="checkbox"/> 6-12 months <input type="checkbox"/> Greater than 1 year	
7. TIMELINE / ACTIVITIES: What specific activities will be needed to have the desired impact? Please provide a high-level timeline, if applicable.			
8. TESTING: How might we test this concept?	9. MEASUREMENT: How might we measure success? What indicators will we use to tell us we're making progress?	10. ASSUMPTIONS: What assumptions are we making about this concept? What has to be true for this to be worth pursuing?	11. UNINTENDED CONSEQUENCES: What negative consequences might this concept trigger?
12. RESOURCES / PARTNERS: What resources will we need? What organizations would need to be involved to bring this to life?	13. UNANSWERED QUESTIONS: What open questions do we have? What additional information is needed to make an informed decision?	14. EXISTING EFFORTS: Does this concept build off of existing efforts or programs? If yes, how?	15. PULLING THE PLUG: What are we currently doing that we would need to stop doing for this concept to flourish?

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Concept Development



Show and Tell



Design Sprint Output

- 41 people
- 327 Ideas
- 29 Idea Cards
- 6 Concepts

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Concepts

1. The Hub
2. Entrepreneurial Trade Association
3. Invest Charlotte
4. I3 Consortium
5. Start CLT Fest
6. Go Big or Go Home



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Next Steps

- Create an entrepreneurship strategic framework that prioritizes actions moving forward (May 20)
- Establish teams to work on high priority solutions (Summer 2016)
- Strategic framework will also be used to inform entrepreneurship focus of the Regional Economic Strategic Plan underway by Chamber and CRP
 - Expectation is industry clusters identified in the Regional Economic Strategic Plan will inform work of entrepreneurship strategic framework teams



Small Business Month Update

Economic Development &
Global Competitiveness Committee

May 12, 2016



Today's Topics

- Small Business Month 2016
- Charlotte Business Resources Contest
- Podcast Series



Small Business Month 2016

- Charlotte's celebrates our local small business owners & entrepreneurs the entire month of May with educational trainings, award ceremonies, and networking celebrations.
- Signature events include:
 - [Mayors International Cabinet Awards \(MICA\)](#)
 - [Charlotte-Mecklenburg Crowns of Enterprise Awards](#)
 - [What's Your Game Plan?](#)
- For a complete list of events, visit www.CharlotteSmallBusinessMonth.com.



CBR Social Media Takeover Contest

- 21 local business owners entered during April
- [Buckskin & Mane](#) was selected as the winner by a committee composed of NBS Staff, CBR Partners, and BAC members
 - Local veteran-owned small business
 - Organic men's grooming company
 - One year in business
- Winner will "Take Over" CBR's social media in May and be recognized at the "[What's Your Game Plan?](#)" event





CBR Podcast Series

- Launched on May 1st
- Local experts share information on topics such as:
 - How to start a business
 - Why you need a business plan
 - Securing financing
 - Doing business with the City/County
 - Entrepreneurship and co-working
 - Social media/marketing
 - Using the library for market research
- Podcasts will be released incrementally over the next 2 months

