

**Wake County Board of Commissioners  
Work Session  
September 19, 2016  
5:00 p.m.  
Wake County Justice Center, Room 2800**

**Commissioners Present:** James West, Chairman; Sig Hutchinson, Vice-Chair; Matt Calabria, Jessica Holmes, Caroline Sullivan, and Betty Lou Ward

**Staff Present:** Jim Hartmann, County Manager; Johnna Rogers, Deputy County Manager; David Ellis, Deputy County Manager; Denise Foreman, Asst. to County Manager; Scott Warren, County Attorney; Denise Hogan, Clerk to the Board; Yvonne Gilyard, Deputy Clerk; Andy Kuhn, Executive Assistant to the Board; Chris Dillon, Intergovernmental Relations Manager; Portia Johnson, Executive Assistant to the Board; Dara Demi, Communications Director; Regina Petteway, Human Services Director; Katherine Williams, Cooperative Extension Director; Bill Shroyer, Planning Department GIS Analyst.

**Absent:** Commissioner John Burns

**Other Staff:** Sara Lawrence, Program Director, Innovation Led Economic Growth, RTI; Michael Hogan, Economic Development Analyst, RTI; Dana Schoewe, Economic Development Analyst, RTI; and Adrienne Cole, Wake County Economic Development Director.

**MEETING CALLED TO ORDER:**

Chair James West called the meeting to order at 5:00 pm

**Wake County Economic Development: Strategies in Targeted Growth Areas**

The Wake County Board of Commissioners has identified economic development in vulnerable communities as a priority issue. In May 2016, Commissioners requested that Wake County Economic Development engage a consultant to conduct a best practices analysis of what economic development organizations around the country are doing to aid targeted growth communities. This research was to identify best practices that are driving investment into Targeted Growth Areas and job creation for residents in these communities. The Board received a presentation on the findings of this research.

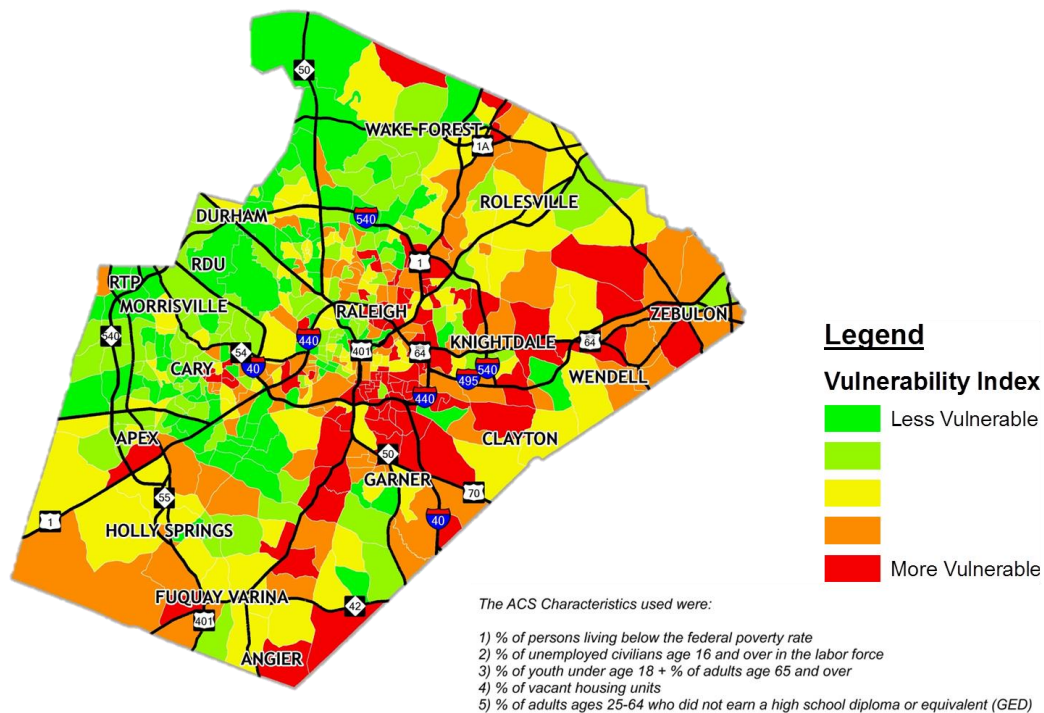
Ms. Adrienne Cole, Wake County Economic Development Director, introduced the team from Research Triangle Institute (RTI) and said that they would be presenting a high level overview of the strategies in targeted growth areas.

Ms. Sara Lawrence, Program Director, Innovation Led Economic Growth, RTI said that RTI shares research and provides technical support with countries and non-profits worldwide. She shared background information on RTI and its growth over the last 60 years to include nine U.S. locations and nine international locations.

Ms. Lawrence shared the background and research approach outline.

1. Background and Research Approach
  - Literature review
2. Idea Generation
3. Inclusive Prosperity in Practice
4. Ideas for Wake County to Consider
  - Inclusion in outreach, process, and policy
  - Investing in targeted growth areas
  - Supporting entrepreneurs
  - Developing the workforce
  - Granting incentives for inclusive business practice
5. Conclusions and Next Steps

She shared Wake County's targeted growth.



- As Wake County continues to grow in terms of population and wealth, there are areas within the county that are not experiencing the benefits of this growth.
- Wake County Economic Development and the County Commissioners have identified portions of the county as targeted areas for growth
  - They include urban, suburban, and rural tracts in the county.
- Its targeted communities are defined by an index of poverty, unemployment, demographics, housing, and education.

Ms. Lawrence shared the purpose of the research.

- Observing that benefits of growth are not experienced evenly across Wake County, WCED wants to proactively understand how to promote inclusive economic prosperity in targeted areas of the county that are lagging in income, education, and employment.
- The purpose of this research is to review the ideas and best practices being implemented by other cities and counties similar to Wake County, so that the county commissioners and others can consider next steps for solutions.
- For this research, RTI focused on identifying ideas and practices that were pragmatic and applicable to Wake County's current economy and demographics.

She shared the research approach.

RTI International pursued 4 steps to help WCED understand best practice in targeting economic opportunity in vulnerable communities

1. Comprehensive literature review
  - Reviewed 90+ academic, policy, and technical reports
2. Idea mapping for best practices
  - From literature, identified 100+ ideas & programs for consideration
3. Identified cities for best practices outreach
  - Focused on innovative strategies in cities, counties, and regions similar to Wake County
4. Conducted 8 in-depth interviews with practitioners
  - Focused on details, conditions, and lessons



RTI is an independent, nonprofit institute headquartered in Research Triangle Park that provides research, development, and technical services to government and commercial clients worldwide. Our mission is to improve the human condition by turning knowledge into practice.

Mr. Michael Hogan, Economic Development Analyst, RTI shared the literature review for articles and reports.

We reviewed over 90 articles and reports from academic research, think tanks, newspapers, and magazines to explore the most up-to-date research and practice in the field of inclusive economic development in targeted growth areas. We identified several themes from the literature:

- As economic growth concentrates in urban areas in the 21<sup>st</sup> century, economic developers face more urgency to address issues of inclusion and equity.
- There is no one size fits all model to development in targeted growth areas.
- Inclusive growth means different things to different people. It includes elements of housing, health, transportation, job access, education, environment, and others.
- Authors question the value of large-scale cultural projects such as stadiums, arts centers, convention centers, and other taxpayer funded developments as tools for inclusive growth

Effective tools for inclusivity identified in literature include:

- Resources for local small businesses including entrepreneurial capital
- Incentive policies that include provisions for quality jobs
- Strengthening local firms and clusters, providing resources for exporting industries, and identifying opportunities to strengthen local supply chains
- Place-based economic development: linking jobs, transportation, housing, and local infrastructure

Mr. Hogan shared the RTI reports used by practitioners.

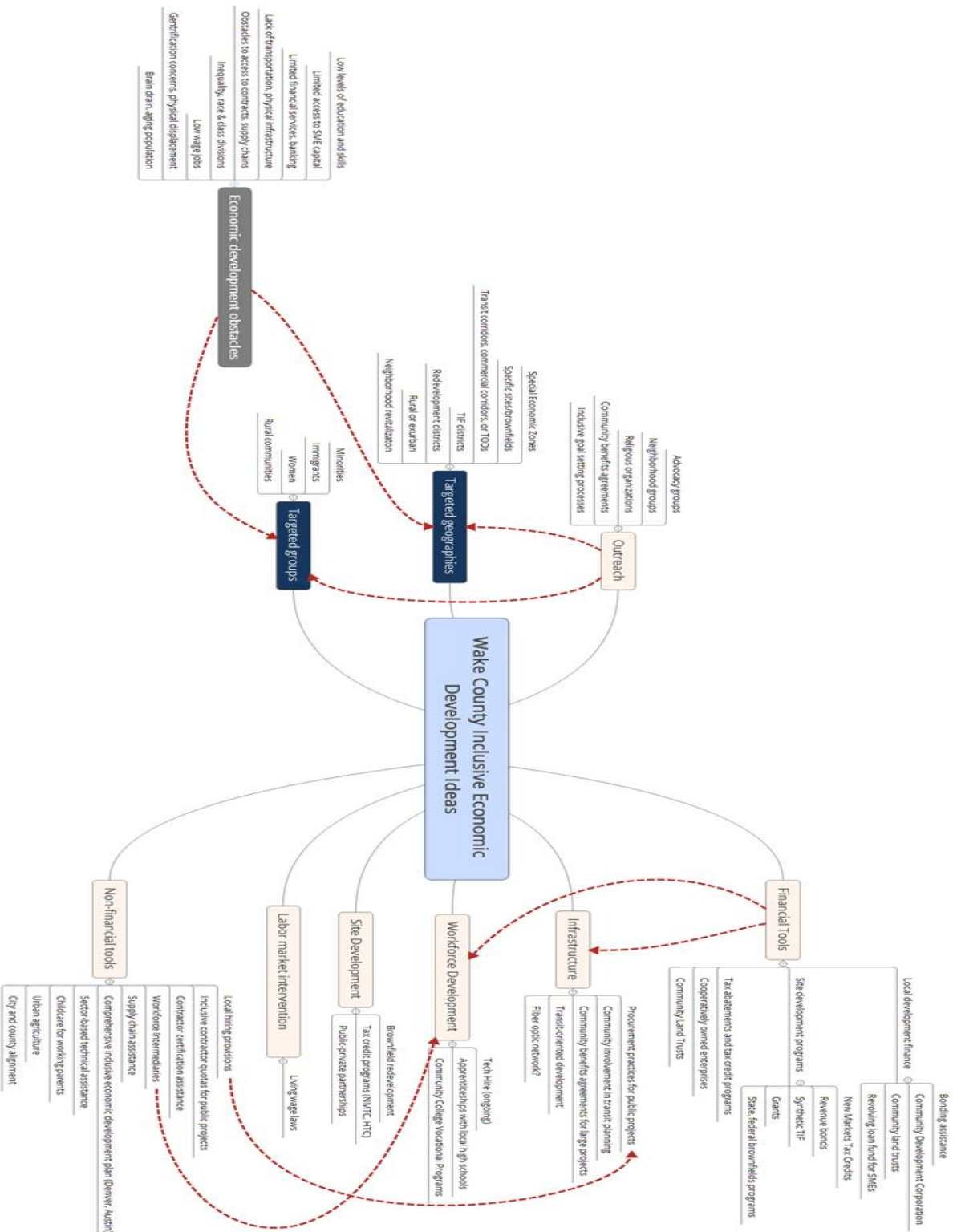
- RTI identified several reports as particularly useful to practitioners in Wake County:



Ms. Dana Schoewe, Economic Development Analyst, RTI shared information on the history of the idea generation.

- RTI gathered ideas from academic literature and city and county economic development programs focused on inclusive prosperity and targeted growth in vulnerable communities.
- We organized them into a mind map (located on following slide)
  - In order to generate categories of best practices for inclusive economic prosperity, we organized ideas presented in the literature review into “tools”
  - We also mapped out the areas or individuals these tools can target to foster more inclusivity
  - The main categories of economic development tools available to a county government include: financial tools, infrastructure, workforce development, site development, labor market intervention, and miscellaneous non-financial tools

She shared the Wake County inclusive economic development ideas.



Mr. Hogan shared the information on identifying cities and policies for best practice research.

- From 90+ articles and 150+ economic development initiatives at the city and county level, RTI narrowed its focus to 7 cities/counties and 5 thematic areas to consider for further research into best practices.
  - Focused on regions with similar characteristics to Wake County and programs that were realistic in the Wake County context.
- Interviews focused on process of creating policies, program specific questions, and questions about administration and management.
  - The following slides outline best practice research in further detail.

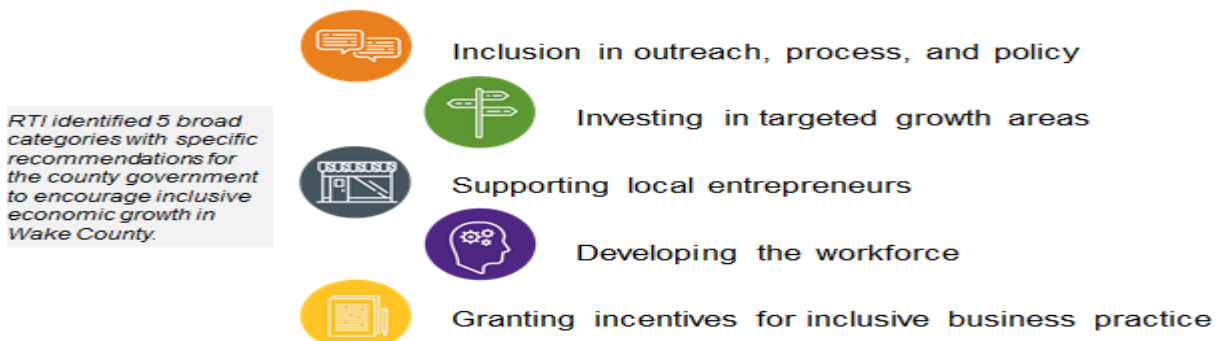
Mr. Hogan said that RTI is happy to be able to collaborate with economic development to bring together ideas and best practices. He said that this is a field that is shifting across the country with over 100 programs to focus on.

He shared the inclusive economic development practice for cities and counties.

| City or County                    | Program or Policy of Interest  |
|-----------------------------------|--|
| Austin, TX                        | Comprehensive economic development policy that includes tax credits, job training, entrepreneurial support, and layered growth policies              |
| Dallas, TX                        | Nearly 30 years of experience in managing financial tools for entrepreneurs in low-income neighborhoods of the city and surrounding county           |
| Denver/Jefferson County, CO*      | Prioritizing the local food industry and supply chain as a way to strengthen economic growth in underrepresented neighborhoods                       |
| Charlotte/Mecklenburg County, NC  | Recent adjustments to the city & county's incentive policies to attract employers to targeted geographies and communities                            |
| Albuquerque, NM                   | Process of outreach and creation of trust among community led organizations  |
| San Diego County, CA              | Coordination of multiple workforce development agencies to link residents with job training and employment across the county                         |
| Hennepin County, MN (Minneapolis) | Coordination of multi-jurisdictional economic development activity to bolster entrepreneurship, transit, & workforce development in low-income areas |

\*City and county are one entity.

He shared the five categories with specific recommendations for the county government.





Mr. Hogan shared the approach to inclusion in outreach, process, and policy.

### **What is inclusion in outreach, process and policy?**

This approach focuses gathering input from underrepresented communities and acting on needs that are identified by those communities, so they are not left out of city and county planning and policy-making processes.

It involves using qualitative methods (data) and quantitative methods (listening, outreach, community meetings, and working groups) to identify strategies for inclusive prosperity.

### **How is it inclusive?**

- Leveraging existing social institutions to gather data about community needs (Albuquerque)
- Hosting planning meetings at untraditional hours and in underrepresented community centers (Albuquerque)
- Providing translation services for non-English speakers to participate in city or county planning processes (Albuquerque)

Identifying with and collaborating with existing resources for local small businesses, and workforce development organizations

He shared the highlights of Mecklenburg County, NC.

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- In 2014, the Mecklenburg County Commissioners and County Manager identified a need for a comprehensive economic development policy with 5 program areas, 3 of which directly address inclusion and poverty alleviation.
  - As of 2016, Mecklenburg Co. is in the process of designing its program, including:
    - Bringing together working groups of municipal economic developers
    - Identifying specific small business needs through a data-driven approach
    - Coordinating with existing workforce development assets to define specific roles
    - Incorporating groups in vulnerable neighborhoods that have been left out of the discussion, including minority chambers of commerce, consortia of grassroots organizations
    - Defining targeted growth areas systematically at the county level



This systematic approach that unifies piecemeal policies in targeted neighborhoods and industrial areas could help Wake County experience economic growth that is more even.

He shared the highlights of Albuquerque, NM

Over the last year, the mayor's office and local leaders in Albuquerque have led an outreach process to identify the needs of small businesses in the city and region. Their strategies include:

- Identify individuals and families living in cycles of poverty, excluded from certain sectors of the economy
- Reach out to communities through existing social institutions: nonprofits, micro lenders, libraries, community centers, churches.
- Hold small group listening sessions.
- Hold meetings at nontraditional hours (evenings, weekends) and provide translators when needed.
- Listen and respond to local small business needs using existing resources, particularly libraries and local institutions.



As a result of its outreach, Albuquerque has streamlined its small business processes, added more multilingual staff, and translated small business documents for diverse groups of entrepreneurs.

Mr. Hogan shared the course of action for Wake County outreach, process and policy.

- Form an inventory of publicly-funded and private non-profit groups that have ongoing inclusive economic development efforts in Wake County
  - Categorize efforts by best practice ideas, level of funding
  - Inventory registered Community Development Financial Institutions (CDFIs) and Community Development Entities (CDEs) that are certified to disburse New Markets Tax Credits (NMTCs)
- Create multilayered maps of target areas for inclusive economic development, that include demographic, economic, site, transit, and land use data, to identify:
  - Parcels for priority site development
  - NMTC-eligible areas to share with CDEs
  - Food deserts according to the USDA definition\* (may be eligible for financing from Healthy Food Financing Initiative)
- Meet with neighborhood leaders from churches, neighborhood groups, and municipalities to confirm or modify data-driven map findings

Mr. Hogan said that the U.S. Department of Agriculture (USDA) defines what's considered a food desert and which areas will be helped by the initiative. He said to qualify as a "low-access community," at least 500 people and/or 33 percent of the census tract's population must reside more than one mile from a supermarket or large grocery store (for rural census tracts, the distance is more than 10 miles).

He shared the considerations for Wake County.

- The county can lead in program design, as well as offer a "carrot" to municipalities to participate in inclusive growth processes
  - Interviews reveal that there is no single course of action, there is a grey area between the role of city and county in efforts to encourage inclusive prosperity.  
Therefore, Wake County can navigate its own course of action.
- Program design is a long process and requires participation from multiple stakeholders who may have not been at the table in the past.
- Public outreach and participation can require significant staff resources.



Ms. Schoewe shared the background of the targeted growth area in Denver, Co.

**What is a targeted growth area?**

*Defines a specific place or sector for priority investment due to strong evidence of underinvestment and connection with underrepresented communities. These strategies can be place-based or sector-based and are often layered to increase impact.*

**Defining sector-based targeted growth areas:**

1. Sectors that make up a large part of the economy
2. Sectors that employ a majority of low-wage or minority workers
3. Industries that fulfill unmet demand in the local supply chain
4. Industries with growth potential and will hire local workers technical education provided by workforce development centers

**Defining place-based targeted growth areas:**

1. Census tracts with commercial or industrial zoning
2. Underutilized or vacant properties
3. Parcels with a dollar per sq. ft. value below a threshold
4. Proximity to transit within a geographic radius of transit stops
5. Within or adjacent to census tracts that fall below the county's median income, or with high poverty rates

She shared the Denver food plan.

The **Denver Food Plan** is a sector-based approach to inclusive economic development. Food is a large contributor to the Denver economy, with 1 in 10 workers employed in food services. Components of the plan include:

- FRESH program maps food deserts and assists grocers in expansion
- Ongoing meetings in to engage food desert communities about their needs
- Ongoing meetings with industry leaders in 11 different areas of the food supply chain
- Healthy food challenge: RFP out for food-related startups in low-income communities, offering up to \$250,000 grant or \$1 million loan
- The Food Policy Council, which advocates for policy changes to increase food access in vulnerable communities



**Outcomes:** Food zoning ordinances have been passed, several food microenterprises in food deserts have received funding and are operating.

Ms. Schoewe said that the 2010 Mayors Initiative formed the Food Policy Program and Land Ordinance in Denver, Co. She said that the land ordinance allows residents to raise eight chickens and two goats and sell their products to neighbors. The food policy program allows them to expand Supplemental Nutrition Assistance Program (SNAP's) to be used in local food source stores and farmers markets. She said that Denver has a healthy food challenge that creates opportunities for entrepreneurs to apply for funding up to \$250,000 in grants or up to a \$1 million dollar loan to support their food programs. She said that one of the issues in Denver is that 1/5 of the children don't have access to healthy food, 1/4 of the children are obese, and 1/2 of the adults are as well. She said that by partnering with non-profits, this allows entrepreneurs an opportunity to teach refugees and low-income residents how to farm and grow their own foods.

Chairman West asked what the mapping value change means. Ms. Schoewe said that in the Denver case staff issued a baseline report on the food sector of how food goes to the ground and to the market, where the businesses are located in reference to where people lived, and the accessibility to the food sectors.

Chairman West said that NC State and NC A&T have programs similar to what Denver has and that Wake County has to determine where the gaps are in order to emulate programs that other cities are doing.

Ms. Adrienne Cole suggested that Wake County look at the producer sector as a strategy and decide how the county could move forward with making a decision based on the producer sector.

Ms. Katherine Williams, Cooperative Extension Director, said that Wake County has a local food council in communities that create great opportunities like Denver, and the council is tailored it to the counties specific needs. She said that there are other sectors that should be considered.

Ms. Williams said that the Cooperative Extension in Southeast Raleigh is seeking an investor to partner with in an effort to expand programming.

Hennepin County has focused on a transit-oriented infrastructure approach called “Community Works” to expand inclusive economic development efforts.

- Property values have increased 17% more in Community Works program areas than in surrounding communities, benefiting local residents.



- Access to small business loans via loan guarantees, revolving loan funds, or Community Development Finance Institutions
- Access to professional consulting services, including accounting, business plan advice, legal advice for things such as intellectual property issues
- Engagement with the entrepreneurial community to host meetups, workshops, and events to connect entrepreneurs with mentoring, markets, access to capital, and other resources.

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#### **How is it inclusive?**


- Provides avenues for collaboration between existing entrepreneurial assets in the county and individuals interested in starting traditional SMEs in low-income communities.

She shared the focus of the metropolitan consortium of community developers.

The Metropolitan Consortium of Community Developers (MCCD) is a registered CDFI in the state of Minnesota that works with 7 county clients and various municipalities within those counties to consult with entrepreneurs in low-income areas. MCCD's role in inclusive economic development

- MCCD charges flat fee to cities/counties for place-based entrepreneurial support
- Expert business consultants do travel to do consulting *in* vulnerable communities and consult entrepreneurs for as long as they need, reducing financial pressure
- Provides guarantees so entrepreneurs can access bank funding.
- Provides a complementary service to city or county economic development, targets underserved areas that are hard to reach for city/county clients
- MCCD also disburses city program funds for cities that don't have resources/staff to allocate them appropriately

MCCD has assisted over 650 entrepreneurs, who on average have created local businesses in low-income communities that have hired 5 more local employees, paying an average wage of \$15/hour.



Chairman West said that is very important to establish partnerships. He said that the Raleigh Area Development Project was designed for this type of approach but could not get the buy in from the City of Raleigh. He said that the dots need to be connected and that synergy needs to be created.

Ms. Lawrence said that the dot connectors are needed in vulnerable communities to determine what services are needed. She said that New Mexico is doing a really good job of involving existing partners and connecting the dots, leveraging resources and paying attention to the process.

Ms. Schoewe said that experts are sent into various areas of the city to support the initiatives.

Commissioner Sullivan questioned why the process is technical for citizens that want to start a new business. She said they should have opportunities and resources.

Ms. Lawrence encouraged Wake County to look at Albuquerque's example. She said that they are diversifying their city and looking at the whole spectrum of entrepreneurship and not just focusing on the tech side.

Commissioner Ward said that she is looking at Minnesota and how doctors' offices are downtown and how this is so different than Wake County where these offices are all over the county and not centrally located. She asked Ms. Lawrence to explain the great success that New Mexico and other cities have had and how could Wake County be molded to fit that plan. Ms. Lawrence said she encourages Wake County to focus on best practices. She said that Wake County cannot take what an existing city has accomplished and do the same thing. She said that Wake County has to build based on its strengths and assets. She said that there is an increasing concern as to what the citizen needs are and that Wake County would need to take the lead and form their own path.

Ms. Lawrence shared the background on developing the workforce.

**What is workforce development?**

- Job training in practical skills like programming and finance
- Apprenticeships: partnering students at local educational institutions with private firms
- STEM education advocacy
- Scholarship programs for local community colleges
- Increasing business ownership via cooperatively owned enterprises in order to enhance the community and give local residents business experience, without the full liability of a traditional startup

**How is it inclusive?**

- It enhances the skills of low-resource individuals so they can access higher paying jobs.
- It can begin to break down multi-generational poverty and improve social mobility

She said that San Diego partnered with consultants to help acquire funding for the program. She said that there are 12 workforce development training centers in San Diego performing the same programming and that leads to a systematic approach. She said the centers have employed over 22,000 people. She said that San Diego does a lot of research that help the centers translate and match vulnerable communities to employees and that the average pay is \$15.77/hr. for the jobs they create.

Commissioner Sullivan asked if this program was funded through the Workforce Development Training Centers or if another program more comparable created. Ms. Lawrence said that Workforce Innovation and Opportunity Act (WIOA) fund the program. Commissioner Sullivan asked if work centers continue to follow the mandate by the government. Ms. Lawrence said yes.

Commissioner Ward said that Wake County has experienced growth over the years.

Mr. Hogan shared the Inclusive Business Practice for incentives.

### What are incentives for Inclusive Business Practice?

*Incentives include a mix of tax abatements, infrastructure development, workforce programs, grants, and/or fee reductions for specific high-impact businesses in the county. They encourage business relocation and expansion in a competitive national market for investment.*

- Cities and counties generally have wage and investment thresholds for receiving incentives, that prioritize quality jobs and large investments.
  - Wake County has high thresholds for wages to be eligible for incentives: Companies must pay at least 120% of the area's median income.
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### How is it inclusive?


Inclusive incentive granting targets investment in neighborhoods or businesses that have limited access to financial resources.

He said that they used a data driven approach. He stated that Austin Texas had a three page rubric: hiring, job training options and offers incentives based on business practices.

Commissioner Sullivan asked if Charlotte was the only city to implement blended policies and if they are the only examples that RTI reviewed. Mr. Hogan said that he was unsure and would research this information further and contact her.

Mr. Hogan shared the economic development plan for Austin, TX.

- For large business relocation, Austin economic development offers business incentives on a sliding scale, using an evaluation rubric of job quality, job training, targeted hiring, diversity, advancement and promotion, transportation, geographic location, and others.
- For small business, it offers a comprehensive guide of existing programs which include fee rebates, mezzanine financing, grants, and other nonfinancial tools.



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He said that there were interesting lessons based on how the city and county interacted. He said that Austin, TX has a three page rubric for eligibility and relocation incentives. This includes hiring practices, job training options, apprenticeships, and that the city offers incentives on a sliding scale based on the company's business practices. He said that Austin implemented the multi-criteria approach.

Chairman West said that with transit on the horizon, there are minority businesses that rent and lease properties and when the land value increases, these businesses are going to be displaced when transit arrives. He said that the Texas concept would assist with this issue. He said that strategies need to be discussed.

Commissioner Sullivan requested a copy of the Austin rubric. She asked if the City of Charlotte and Mecklenburg County met to discuss their policy plan together and if they were the only organization that RTI looked at who was blending their policies. Mr. Hogan said that Charlotte and Mecklenburg County were not the only examples that RTI looked at, and he would review his notes to see how the process of aligning the city and county decision making was handled. Ms. Lawrence added that Denver and Jefferson County are also another example of one economic development entity.

Mr. Hogan shared the course of action for incentive granting.

- Develop a comprehensive guide of small business incentives at the municipal, county and state level (see: Austin, TX)
- Evaluate thresholds for incentive eligibility by analyzing average wages by SOC codes for target industries (e.g. healthcare, manufacturing)
- Develop a rubric for a sliding incentive program that provides a scale of tax abatements based on a series of business characteristics. A multi-layered incentive program incentivizes investment by providing tax reductions on a sliding scale for:
  - Job quality and amount invested
  - Location in designated commercial districts or enterprise zones defined by the county
  - Workforce development, particularly through apprenticeships
  - Other provisions, including local sourcing, sustainable supply chains, etc.
- Layer a prospective incentive program for businesses with further incentives for locating on particular sites identified by the county as priorities for targeted growth (see: Mecklenburg County).
- Consider availability of state tax credits for enterprise zone program or similar location-based incentives (see: Denver EZs)

He shared the considerations for Wake County.

- It is important to strike the right balance using wage thresholds for incentives. Thresholds that are too high limit employment opportunities that can benefit job seekers from vulnerable communities. Incentives thresholds that are too low attract low-quality jobs.
  - Economic developers interviewed pointed out that a high county average wage limited their ability to recruit businesses that would employ people from vulnerable communities.
  - Evaluating county incentive thresholds by SOC average wage (rather than county average wage) increases the opportunity to recruit



companies that hire less highly skilled workers in quality jobs. (e.g. manufacturing)

- If thresholds are too loose or poorly designed, they can end up incentivizing low-wage employers.
- A multi-layered system for evaluation and incentive granting requires more time and resources and, if made too complicated, could be viewed as an obstacle for business.

Commissioner Ward said that RTI has introduced the staff to several different cities and that this information provides the board with fresh ideas of how things could work. She thanked the team for sharing great information.

Commissioner Calabria asked about teams and programs that were not successful. Mr. Hogan said that there are two teams that tried and were not successful. There were two flagship projects: a stadium and arts center. He said that there was an enterprise zone program that was not successful, but it was located on a census track that was located on the line of a vulnerable community based on the data in the census track.

Chairman West said the problem exists in southeast Raleigh and census tracks are needed. He said there is a tendency to overlook the high poverty area where it is very stagnant.

Commissioner Sullivan asked about the third program that failed was. Mr. Hogan said that it was a program in Nashville, TN that was more political. He said it was an initiative to pass a living wage ordinance that the city government did not approve.

Mr. David Ellis, Deputy County Manager, said that some of this is about access and wanted to hear more because this is access to help people grow their businesses. Mr. Hogan agreed.

Chairman West said that this is excellent information based on the different municipalities. He said that when people hear innovation, they feel as if they will be excluded in the process. He asked how minorities could benefit. He said that when looking at entrepreneurship and bringing wealth into communities are the underserved are lumped into these models if the programs have been developed for underserved communities. Ms. Schoewe said that she is not familiar with any programs that have specifically and successfully engaged minorities. She stated that Wake County could take the lead on programs and initiatives that proactively open up networks through innovation and entrepreneurship.

Chairman West shared about the joint effort with Shaw University and St. Augustine's College and the financial support from the City of Raleigh that targeted a particular area. He said that these institutions created the Pacesetter Program that was a six month training program that was very successful. He said that one of the

participants from that program was featured in Forbes Magazine. He stated that efforts can be accomplished with a shared vision and private and public partners.

Ms. Cole said that Wake County Economic Development has engaged in conversations with HQ Raleigh for other opportunities on collaborating with other groups.






Commissioner Calabria asked what the next steps are. He asked how the plan could be implemented in a comprehensive way that involves the economic development plan for the underserved and the business owners in general. Mr. Hartmann said that the Commissioners would need to read the report that includes more information that was not presented during the meeting. Mr. Hartmann said that there was a pilot program that would be in effect within the next 60 days. Mr. Hartmann said that staff would engage the community, strengthen relationships, and determine if the City of Raleigh would like to partner with Wake County. He said that the next steps would be to drill down with courses of action. He said that mapping would be performed in a different manner. He said that the county has a real opportunity to do good work. He said that staff would report back in 60 days to give an update.

Chairman West said that a two prong approach would be necessary, and that the county engages people by trusting them and to bring about change. He said long term strategies will encourage collaboration.

Commissioner Calabria said that he is interested in the research because some of these initiatives have been discussed for a while. He asked how the county can obtain a plan, the right analysis, and if a work plan could be implemented for short and long-term goals.

Ms. Schoewe shared the course of action for Wake County.

- Using the resources available to the County Commissioners and Economic Development, create a comprehensive inventory of existing programs, policies, and private sector resources available for inclusive economic development in the county.
  - Reach out to community organizations
  - Collaborate with private sector and municipal partners
  - Use data to map trends and assets
- Layer programs and policies around outreach, targeted growth areas, small business support, workforce development, and incentive granting.
- Identify short-term, medium-term, and long-term goals

|   | Short term   | Medium Term   | Long term  |
|---|--|---|--|
|  | <ul style="list-style-type: none"> <li>Identify and inventory local community organizations</li> <li>Gather quantitative and qualitative data</li> </ul>         | <ul style="list-style-type: none"> <li>Review maps for targeted growth with community organizations</li> </ul>          | <ul style="list-style-type: none"> <li>Ongoing communication and outreach with community organizations</li> </ul>  |
|  | <ul style="list-style-type: none"> <li>Define criteria and map targeted growth areas</li> <li>Identify supply chain and industry targets</li> </ul>              | <ul style="list-style-type: none"> <li>Learn from successful existing businesses in targeted growth areas</li> </ul>    | <ul style="list-style-type: none"> <li>Layer geographic areas with relocation incentives</li> <li>Encourage growth around future transit hubs</li> </ul> |
|  | <ul style="list-style-type: none"> <li>Inventory entrepreneurial assets</li> <li>Engage with existing SMEs and support organizations</li> </ul>                  | <ul style="list-style-type: none"> <li>Create a directory of SME resources</li> <li>Hold workshops with SMEs</li> </ul> | <ul style="list-style-type: none"> <li>Create a SME revolving loan fund</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Survey employers</li> <li>Engage with existing workforce assets</li> </ul>  | <ul style="list-style-type: none"> <li>Identify target sectors for workforce development</li> </ul>                     | <ul style="list-style-type: none"> <li>Create a workforce development coalition</li> </ul>   |
|  | <ul style="list-style-type: none"> <li>Create guide of available state, county, and municipal incentives</li> <li>Explore wage thresholds by SOC code</li> </ul> | <ul style="list-style-type: none"> <li>Develop multi-criteria rubric for relocation incentives</li> </ul>               | <ul style="list-style-type: none"> <li>Layer relocation incentives with site incentives</li> </ul>   |

## Adjourn

The meeting adjourned at 6:47 p.m.

Respectfully submitted,

Yvonne Gilyard, Deputy Clerk