

Recommendations

For Breaking New Ground



Action Greensboro

Recommendations For Breaking New Ground

Action Greensboro is dedicated to:

- ◆ Creating an economically vibrant community where individuals can find the Foundations to build their lives.
- ◆ Fostering an environment that attracts business and industry and which stimulates business formation and development.
- ◆ Developing a dynamic urban center.



Artist's rendering: Freedom Square in Greensboro's Center City.

Introduction

SIX Greensboro foundations united in 2000 to fund a study that examined the state of Greensboro's economy. The result, known as the McKinsey Report, compared Greensboro with similar cities and projected where the city is headed unless major initiatives are undertaken. The report also outlined an agenda for community discussion and action.

Action Greensboro, created by the same foundations that sponsored the McKinsey Report, came about to spur the community to action. The organization's over-arching goal is to bring more and better-paying jobs to Greensboro, enhancing the quality of life for all.

A core committee of business and civic leaders sets the overall direction for Action Greensboro. Aiding the effort is an ever-expanding group of citizen volunteers.

Action Greensboro focuses on the six key, interrelated issues outlined by the McKinsey Report:

- ◆ attracting and retaining young professionals.
- ◆ Center City improvements.
- ◆ enhancing and reinforcing the existing business community and recruiting new businesses and industry.
- ◆ developing and marketing Greensboro's image.
- ◆ fostering small business development and entrepreneurship.
- ◆ improving public education.

Action Greensboro's role is not to carry out any particular initiative. Rather, the role of this not-for-profit group is to act as a spark plug, igniting community energy and

setting directions for progress. As Greensboro moves forward and tackles issues identified in the McKinsey Report, Action Greensboro expects to work itself out of a job in three to five years.

Task Forces comprised of community volunteers studied the major issues and developed recommendations to make the economy more vibrant and productive. Their in-depth proposals were presented to the community in late 2001. The synopses presented here are digests of the full reports, designed to provide an overview and outline the highlights.

Detailed information is available from the Action Greensboro office at 317 South Elm Street and from the Web site, www.actiongreensboro.org.

Moving forward, Action Greensboro will work with others to identify organizations and individuals who will take up the challenge and work to bring about the task forces' recommendations. As these champions come forward, projects will move to the forefront on the priority list. This is a fluid process; as time passes, new projects may evolve.

The goal now is to share this vision for a stronger Greensboro with more and more citizens, to break ground and implement many projects over the next three years, and to continue to build support for the recommendations.

A work sheet is included at the end of this report to help track ongoing progress.

Small Business Development & Entrepreneurship

SMALL business is the backbone of the American economy. Most of the paychecks in America are issued by small businesses, which also create the majority of new jobs. A vibrant and growing small business community is the foundation for a strong regional economy.

These are just some of the reasons that the future economic health of Greensboro (and the entire region) depends on nurturing small business development. The more our community can do to ensure the viability of existing small businesses and encourage new start-ups, the better off we'll be. This is especially true for high-technology ventures, minority-owned businesses and those in economically underserved areas.

The task force on Small Business Development & Entrepreneurship acknowledges that Greensboro is fortunate to have a number of excellent small business resources. The Nussbaum Center for Entrepreneurship (previously known as the Greensboro Business Center), in the former Cone Mills Revolution Plant, is the state's largest and most successful small business incubator. Nearly 75 percent of the companies that take root there survive and move forward to grow and compete. Though additional space recently opened, the Nussbaum Center continues to operate at near-full capacity.

Additional resources include N.C. A&T State University's Technology Transfer Outreach Initiative, which helps entrepreneurs turn new ideas into products and services that sell, and A&T's Small Business & Technology Development Center. Other universities and business and networking groups offer further resources.

Yet more must be done to replace jobs lost in declining industries and to keep Greensboro competitive.



WHAT'S BEING DONE

- Action Greensboro joined the Winston-Salem Alliance in a \$2 million partnership to form the Triad Entrepreneurial Initiative (TEI). The TEI aims to create a strong regional climate for entrepreneurial success, with concentration on high-growth industries.

WHAT'S RECOMMENDED

- *Nussbaum Center for Entrepreneurship*
 - ✓ The Nussbaum Center should be expanded wired and upfitted, creating more space for 28 high-tech, high-growth businesses.
 - ✓ The position of assistant director should be added to the Nussbaum Center, focusing on recruitment and outreach to the minority business community. The assistant director should concentrate on entrepreneurial education and training programs in conjunction with local colleges, universities and technical schools.
- ✓ N.C. A&T's Technology Transfer Outreach Initiative should locate at the Nussbaum Center, creating more opportunities for exchange between the university and entrepreneurial communities.
- *Inclusive Capitalism Partnership Program*
 - ✓ Create the Inclusive Capitalism Partnership Program (ICP). Modeled on a similar program in Wilmington, the ICP will focus on nurturing minority-owned businesses. Initial emphasis should be placed on the construction industry because of opportunities created by the state's \$3.1 billion higher-education building program. The ICP should later expand to retail, professional services and other business sectors.
 - ✓ Hold a series of professionally facilitated social events to introduce established and minority contractors for the purpose of discussing collaboration and advancing business relationships. Formal mentoring relationships will be a primary vehicle for relationship building.
- 3 Establish a Contractors College – one-day training held twice a year to inform contractors about current

Small Business Development & Entrepreneurship

Continues from previous page

construction projects. The sessions will also provide information on licensing, estimating, bid preparation and the availability of financing and capital.

- ✓ Set up a Project Plans Room at the Greensboro Chamber of Commerce, which would be a central resource with information on upcoming construction projects. The plans room will be especially beneficial to minority contractors.
- ✓ Establish a new, inclusive capitalism award to recognize businesses that demonstrate leadership in including small and minority-owned businesses in their business practices.
- Create a Web site of regional entrepreneurial service providers.
- Establish a mentoring program for entrepreneurs.
- Offer continuing business education programs for entrepreneurs.
- Expand venture capital resources.
- Measure the success of efforts to stimulate entrepreneurial activity.

Business Retention & Recruitment

THE seismic changes that have reshaped American business over the last 20 years continue to affect the economic health of Greensboro. Traditional industries that for decades have been the lifeblood of the region's economy – especially textiles and furniture – face heightened global competition and continue to decline. With a few notable exceptions, the high-tech industries that fueled the economic boom of the late 1990s have bypassed Greensboro.

Greensboro's future economic health depends on retaining and strengthening its traditional industries as much as possible while recruiting new employers.

A study by The Natelson Co. Inc. identified a number of industry types, or clusters, that already have a presence in the Greensboro area and which have good prospects for growth. These industry types frequently require employees with similar skill sets or use the products and services of one another. As a result, the development of any one industry cluster may enhance the development of others.

The Natelson study also emphasized the strategic advantage of Greensboro's location on the I-85 corridor at the intersection of I-40.

The study determined that the most appealing candidates for development include:

- ◆ Banking and Advertising.
- ◆ Chemicals and Plastics.
- ◆ Hospitals, Labs, Specialized Medical Services.
- ◆ Information Technology and Instruments.
- ◆ Motor Vehicle Manufacturing.
- ◆ Printing and Publishing.
- ◆ Securities and Insurance.
- ◆ Transportation, Shipping and Logistics (including Aviation Maintenance).



Clusters with a high-tech emphasis that fit Greensboro's economic infrastructure include:

- ◆ Communications Services and Software.
- ◆ Information Technology and Instruments.
- ◆ Pharmaceuticals and Medical Technologies.

The McKinsey Report noted that the community

currently is served by "an alphabet soup of economic development agencies." Unfortunately, the result is an unfocused, diminished effort to improve the long-term economic outlook. Consensus on central issues continues to evade Greensboro. Without a coordinated strategy, opportunities for success are limited.

WHAT'S BEING DONE

■ McKinsey has been retained to address the issue of a coordinated economic development strategy and make recommendations for restructuring.

WHAT'S RECOMMENDED

- Aggressively recruit industries related to medicine, financial services and manufacturing, which are among those that best match the region's assets.
- Capitalize on Greensboro's higher-education community. Encourage research that develops new business opportunities, and foster research partnerships among campuses and businesses. The city's colleges and universities produce graduates with many of the skills needed by current and potential local employers. Stronger links between the academic and business communities should create more local jobs for local graduates.
- Create a traditional university-linked research park.
- Create a "virtual" research park, bringing together academic and business talents to develop new products and services.
- Develop a marketing program to pitch Greensboro to selected industries.

Young Professionals

THERE is no crystal ball that shows who will be leading Greensboro 20 or 30 years down the road. But it's a sure bet that the majority of the city's future civic, business and governmental leaders are in today's pool of young professionals who are settling into their careers right here in Greensboro.

The problem is that the leadership pool of the future is shrinking. Although our five colleges and universities graduate thousands every year, most wind up pursuing careers elsewhere.

Too few Greensboro natives, upon reaching adulthood and attaining college and graduate degrees, return to their hometown to build their lives.

The region's traditional mainstay industries of textiles, furniture and manufacturing are in decline. These industries no longer have the drawing power to continually refresh the pool of young professionals in the area.

And too many of the young professionals who begin careers in Greensboro move on. Whether for social, cultural, economic or career reasons, Greensboro fails to meet their needs.

This trend must be reversed if Greensboro is to have a strong community and vibrant economy in the decades ahead.

Action Greensboro's task force on attracting and retaining young professionals identified five themes that must be addressed. They are:



- ◆ Creation of more employment opportunities.
- ◆ Downtown revitalization, with more entertainment offerings.
- ◆ Strengthening community ties for young professionals, connecting them with one another and the community at large.
- ◆ Better integration of Greensboro's college and university students into community life.
- ◆ Improving public schools.

WHAT'S BEING DONE

- A Young Professionals Council, comprised of leaders of groups for young adults (21 to 39), has been established. The council will focus on networking, social activities, local career opportunities, reaching out to college campuses and other activities. A full-time administrator for the council has been hired.

WHAT'S RECOMMENDED

- Create an event (or expand an existing event) of world-class status. The scope, development and execution of the event would intensely involve Greensboro's community of young professionals.
- Support downtown development and the establishment of more entertainment opportunities.
- Create special Web sites with information of interest to young professionals.
- Create a database of talents, skills and interests of young professionals. Community groups will be urged to use this resource bank and be more inclusive of young professionals.

Brand & Image

WHAT is Greensboro's greatest single attribute? Could it be the city's cultural diversity? The friendly business environment? The presence of a strong faith community? The five colleges and universities? A wide range of facilities for recreation and sports and conventions?

Picking a single thing that characterizes Greensboro is difficult, if not impossible. The city has a wealth of desirable characteristics, but none stands out to overshadow the rest.

The absence of a single, overriding trait has led to Greensboro having a somewhat fuzzy self-image over the years. Unfortunately, others across the state and nation also have had trouble picturing what Greensboro is all about.

Why is this a problem? Because every city needs to have a hook, something that instantly brings to mind its distinctive traits. For the residents of Greensboro, a hook helps us know who we are. For others across the nation, the hook catches the city's image and sets it apart.

For Norfolk, the hook is the Navy. Chicago is the Windy City, Branson is the new capital for folksy entertainment, and Greensboro is...um.... See the dilemma?

Action Greensboro's Brand and Image Steering Committee wrestled with defining Greensboro. The committee ultimately agreed that Greensboro has too many strengths to be represented by a single thing.

And that, the committee determined, is our strength. Our community is unique because it has so many desirable characteristics.

Greensboro has big city opportunities and small town appeal. There's a rich history as well as the anticipation of an exciting, competitive future. Corporations thrive here.

So do families. In Greensboro, many find that elusive quality called balance.

Greensboro, the committee decided, is a great place to connect.

The city is ripe with opportunities and resources for individuals, families, organizations and businesses to achieve their goals. No matter what you are looking for, Greensboro probably has it.

A marketing campaign beginning in 2002 will remind the Greensboro community that our many strengths make our hometown a great place to connect. The campaign then will reach out more broadly, pitching the city to businesses and industries across the nation as a place to expand or relocate.

The marketing campaign turns on a simple phrase, but it captures the essence of our city's appeal.

Greensboro – *a Great Place to Connect.*

WHAT'S RECOMMENDED

- An advisory board to take responsibility for ongoing efforts.
- A logo for the "Great Place to Connect" theme.
- An advertising campaign.
- A Web site.
- A spring kick-off event and launch announcement to generate community excitement and support.
- Local print and broadcast ads to build public awareness in Greensboro throughout the spring.
- Ads with the theme for placement in national economic development magazines and others targeted at specific industries.
- A public relations campaign to help spread the word around the nation.



Public Education

A strong public school system is critical to retain the businesses and industries we have and to recruit new ones. While great strides have been made in improving Guilford County Schools, more can always be done.

The Task Force on Public Education determined that it could best support school improvement by focusing on three major objectives.

First, no student should be left behind. All students in Guilford County Schools must be nurtured, supported and provided with the appropriate classroom opportunities and learning environments to succeed.

Second, Guilford County schools must meet the needs of high-achieving students. It's crucial to offer those who excel a stimulating, challenging education. Parents of high-achievers must understand that public schools are an excellent choice in a competitive educational market.

Finally, the people of Guilford County must embrace this push for overall excellence. Our public schools need widespread community support – fiscal, moral, volunteer and more – to achieve their goals.

WHAT'S BEING DONE

■ The Commitment to Excellence Fund was established to provide resources to support the overall goals of the Task Force on Public Education. Corporate underwriters, foundations, the United Way and Center for Creative Leadership have pledged nearly \$5 million over a three-year period.

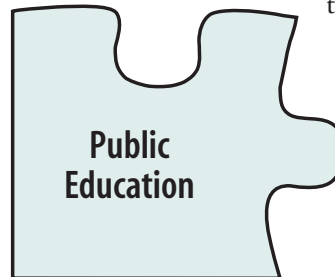
Proceeds from the fund already have been used to:

- ✓ stage a three-week summer camp for academic all-stars.
- ✓ recognize improvement with cash awards to schools and teachers.
- ✓ fund incentives to teachers who commit to teaching for a minimum of three years at schools impacted by poverty.

Grassroots groups are working to increase understanding and build support for public schools.

WHAT'S RECOMMENDED

- Creating an organization dedicated to supporting Guilford County Schools. The new organization would serve as a coordinating agency, assisting the many existing school-related groups and programs; help build public support; and create new public school initiatives. Wake, Durham and Mecklenburg counties already have similar organizations.
- Continuing fund-raising and expanded involvement for the Commitment to Excellence Fund.
- Continuing efforts to increase understanding and support for public schools.



Center City

A city's downtown is the most public and noticeable indicator of its overall economic health. Does it have a mix of retail stores and professional offices? Is it alive just during daytime business hours or after-hours, too? Do people live downtown? Do city residents as well as visitors flock to the downtown area to take advantage of all it offers?

Strides have been made to inject vitality into downtown Greensboro, but the Center City still falls far short of its potential as a hub of urban activity.

Action Greensboro envisions a dramatically reshaped downtown Greensboro that offers new opportunities for living, working and playing. The Center City of tomorrow will build upon existing strengths, such as the Museum District, and add features and attractions that will act as magnets for people and activities.

WHAT'S RECOMMENDED

- Revitalize Center City. Build on the strength of Elm Street, one of the finest surviving Main Streets in the South. Create two anchors: a northern concert hall and a southern ball park.
- Recognize that housing and mixed-use development are key to a Center City that is vital and alive seven days a week, 24 hours a day. Provide incentives to support this.
- Create five distinct downtown districts in the Center City. Each will be pedestrian-friendly and have a particular focus. The areas are:
 - ✓ Ballpark District, immediately south of the downtown retail district at the intersection of South Elm and Lee streets. A new minor league baseball field and home for the Greensboro Bats would be built here. Negotiations already are under way with property owners.
 - ✓ The existing Museum District, which includes the Greensboro Public Library, Children's Museum and Historical Museum, would be expanded to include new Freedom Square, downtown's centerpiece park. Situated at North Elm Street and Friendly Avenue, Freedom Square would feature a

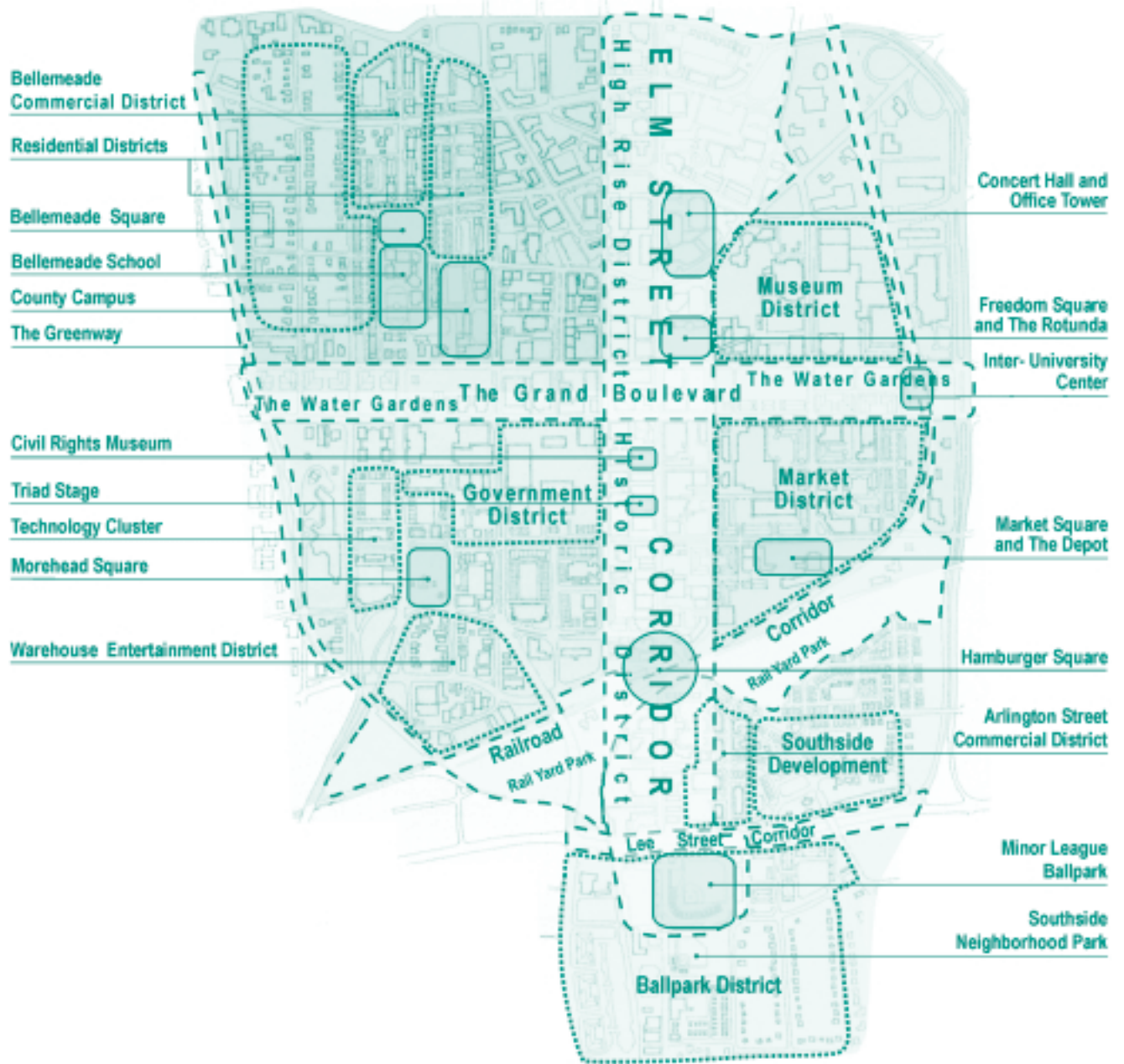
building suitable for meetings and festive events. Nearby, at the corner of North Elm and Bellemeade streets, a 2,200-seat concert hall has been proposed.

- ✓ Market District, centered around The Depot, a multimodal transportation hub. A market area would provide convenient shopping for those living downtown, as well as for Center City workers and visitors.
- ✓ The Bellemeade District, a new residential development, north of Friendly Avenue and west of North Elm. As many as 1,000 residences are envisioned, along with shops, restaurants and a new school.



- ✓ The Morehead District, south of West Market Street and west of North Elm, would feature restaurants, clubs, theaters and other entertainment sites. Also proposed are offices and research and training sites for technology companies.
- Develop the major East-West thoroughfare – Friendly Avenue and Market Street between N.C. A&T State University and UNCG – as a grand boulevard with housing, a water gardens park and high-tech public transportation connecting east and west areas to the Center City.
- Incorporate new downtown features into Greensboro's park system, already known as one of the nation's finest.
 - ✓ Develop Rail Yard Park, a narrow, mile-long lake to be created just north of the Ballpark District on land now owned by Norfolk Southern Railway. The lake would become a focal point, especially attractive to pedestrians.
 - ✓ Create a new greenway system along unused rail lines extending west to the Rail Yard Park as well as eastward, for biking, jogging and walking. It would also connect to Greensboro's park system.
- Complete the International Civil Rights Museum
- Support the continued success of Triad Stage.

Center City Districts



Acknowledgments

ACTION Greensboro is grateful to the six foundations that have sponsored this effort to bring more and better paying jobs to Greensboro. In addition, Action Greensboro appreciates the commitment of Task Force

chairs, the Core Committee of business and civic leaders who have overseen development of the action steps and almost 1,400 volunteers who have supported this effort with time, energy and enthusiasm.

Core Committee

Member

John Bakane
 Dennis Barry
 Steve Bowden
 Mike Bumpass
 Tim Burnett
 The Rev. Howard Chubbs
 Sue Cole
 Henry Frye
 Shirley Frye
 Bill Hemphill
 Keith Holliday
 Randall Kaplan
 Van King
 Ed Kitchen
 Bob Klepfer
 Beth Lacey
 Lee Lloyd
 Bobby Long
 Frank Mascia
 Mackey McDonald
 Chuck McQueary
 Jim Melvin
 Richard Moore
 Bob Newton
 David Norbury
 Billy Nutt
 Marty Orłowsky
 Dennis Quaintance
 Dr. James C. Renick
 Norman Samet
 Walker Sanders
 Steve Showfety
 Lanty Smith
 David Stonecipher
 Dr. Patricia Sullivan
 Priscilla Taylor
 Dr. Craven Williams

Affiliation Task Force Co-Chair Post

Cone Mills
 Moses Cone Wesley Long Health Systems
 R. Steve Bowden & Associates
 GMA Center City
 Bessemer Improvement Co.
 Providence Baptist Church
 U.S. Trust of N.C.
 Brooks Pierce McLendon Humphrey & Leonard
 WFMY-TV2 Center City
 Retired (United Guaranty)
 Mayor
 Capsule Group Young Professionals
 News & Record Young Professionals
 City Manager
 Tannenbaum-Sternberger Foundation
 American Express
 Brooks Pierce McLendon Humphrey & Leonard Small Business
 Long Miller
 UnitedHealthcare Brand & Image
 VF Corporation Business & Industry
 Retired (General Dynamics) Public Education
 Joseph M. Bryan Foundation
 Weaver Foundation
 Moses Cone Wesley Long Community Health Foundation
 RF Micro Devices Business & Industry
 United Guaranty
 Lorillard Brand & Image
 Quaintance-Weaver Hotels & Restaurants Center City
 N.C. A&T State University
 Samet Corporation
 Community Foundation of Greater Greensboro
 Koury Corporation Business & Industry
 Soles Brower & Smith Small Business
 Jefferson-Pilot Corp. Public Education
 UNCG
 CEMALA Foundation
 Greensboro College

Worksheet for Breaking New Ground

With action steps in hand, it is time to implement. The list below is a worksheet to help concerned citizens and Action Greensboro find champions for these projects, raise moneys to support them, and set schedules and deadlines for breaking ground.

signed to create an environment for creation of higher paying jobs. As time moves forward, we anticipate additional action steps being added to the recommendations. For example, much work remains to be done by the Business Retention & Recruitment Task Force. Also, as champions are identified (or as these posts go unfilled), actions steps may move up or down from Phase I to Phase II to Phase III.

We don't want to lose ground; we want to break ground. Time is of the essence as we work together on these interrelated strategies de-

Action Step	Phase I / 2001 / Estimated Costs	Phase I / 2003-4 / Estimated Costs	Phase II / 2005-7 / Estimated Costs	Champion	Schedule
Small Business Development and Entrepreneurship					
Triad Entrepreneurial Initiative (TEI)	\$200,000	\$800,000			
Nussbaum Center for Entrepreneurship Third-Floor Expansion	\$425,000				
Nussbaum Center / Assistant Director	\$75,000	\$150,000			
N.C. A&T Technology Transfer Outreach Initiative	\$165,000	\$330,000			
Inclusive Capitalism Partnership Program (ICP)					
Mentoring and Networking / ICP – Contractor's College	\$25,000	\$50,000			
ICP – Project Plans Room	\$70,000	\$60,000			
Subtotal Small Business and Entrepreneurship	\$960,000	\$1,390,000			
Business Retention & Recruitment					
Economic Development Funds / Contingent on Restructuring	\$300,000	\$700,000			
Young Professionals					
Administrator of Young Professionals Council	\$80,000	\$160,000			

Action Step	Phase I / 2001 / Estimated Costs	Phase I / 2003-4 / Estimated Costs	Phase II / 2005-7 / Estimated Costs	Champion	Schedule
Brand/Image					
Staff; Management and Promotion of Brand	\$75,000	\$150,000			
Logo and Graphics Standard Manual	\$30,000				
Ad Campaign and Collateral Materials	\$95,000				
Web Site	\$30,000				
Kick-off Event and Launch of Image	\$25,000				
Internal Media Campaign	\$255,000	\$250,000			
External Public Relations Campaign	\$30,000				
Subtotal Brand/Image	\$540,000	\$400,000			
Public Education					
Commitment to Excellence Fund	\$2,000,000				
County Education Network Operations Staff	\$150,000	\$300,000			
Subtotal Public Education	\$2,150,000	\$300,000			
Center City					
Freedom Park – Center Piece Square and Rotunda	\$12,000,000				
Ballpark	\$8,500,000				
Concert Hall – Planning and Design, Phase I.					
Construction, Phase II.	\$200,000				
Civil Rights Museum	\$4,000,000				
Triad Stage	\$250,000				
East-West Thoroughfare – Planning and Design, Phase I					
Construction with Federal Match in Phase II	\$200,000				
Greenway System	\$2,000,000				
Housing Incentives	\$1,500,000				
Land Banking	\$1,000,000				
Marketing GSO - Promote Center City Investment	\$25,000	\$50,000			

Action Step	Phase I / 2001 / Estimated Costs	Phase I / 2003-4 / Estimated Costs	Phase II / 2005-7 / Estimated Costs	Champion	Schedule
Rail Yards Park - Major Water Feature					
Freedom Park - Festival Park, Conservatory					
Bellemeade Square					
Bellemeade School					
Children's Museum Expansion					
Arts Park					
Imax/Exploratorium					
Subtotal Center City	\$29,675,000	\$50,000			
Total	\$33,705,000	\$3,000,000			
Grand Total, Phase I 2002-4	\$36,705,000				
Other					

The Sponsoring Foundations

Joseph M. Bryan Foundation
E. S. (Jim) Melvin, President

CEMALA Foundation
Priscilla P. Taylor, Executive Director

Community Foundation of Greater Greensboro
H. Walker Sanders, President

Moses Cone Wesley Long Community Health Foundation
Robert L. Newton, President

Tannenbaum-Sternberger Foundation
Robert O. Klepfer, Jr., Executive Director

Weaver Foundation
Richard L. Moore, President



317 South Elm Street
Phone 336-379-0821
Fax 336-379-9719

www.actiongreensboro.org

Susan S. Schwartz, *Executive Director*
Nathan Jameson, *Assistant Director*
Julia Morton, *Office Manager*