

Create It Make It Move It

Charlotte 2030: a Global Intersection of Commerce

An Economic Vision for Charlotte's Future

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Create it

Make it Move it

In every era, certain locations become the new intersections of commerce. In the modern era when the speed of transportation and data transmission erase distances, new locations will be chosen. Charlotte is one of them....an East Coast and Global intersection and hub of commerce. The academic foundation for this fact is laid out in two books which describe Charlotte's place as a rising hub.

- *Cities are organisms competing to survive and prosper (Human Ecology).*
- *Over time, new institutions and technologies evolve to take advantage of their settings with natural resources and geography put to their best use, *ibid*.*
- *As civilization becomes more complex, consumption and energy use rise and populations multiply, diversify, and migrate, *ibid*.*
- *Transportation and communication are the fast-acting catalysts for expansion and change, *ibid*.*
- *Charlotte is a catalytic hub.*
- *Cities grow fastest at points where access maximizes the flow of people, products, capital and knowledge, *ibid*.*
- *Urban development was always contingent upon access, the means by which space, time, and economic organization are inextricably interwoven, *ibid*.*
- *Cities are created not in units of distance but in units of time, *ibid*.*
- *Distance is not fixed, but flexible, a function of the time and energy required to transverse it, *ibid*.*
- *Throughout history, businesses have concentrated at the intersections of roads and routes, where the access is the greatest, *ibid*.*
- *They especially favor cities where there is multimodality, the more forms of transport of transport the better, *ibid*.*
- *Charlotte is developing the most efficient multimodality center in the United States organizing truck, train, sea, and airplane transportation resources into a seamless and efficient exchange of goods and people....that center is at her airport.*
- *Airports pick winners and losers among American cities adding jobs at seven times the pace of America's downtowns (Aerotropolis).*
- *The rise and fall of route centers is a familiar phenomenon to students of history; changes in route patterns alter the advantages offered by existing locations leaving some to recede into insignificance and sometimes extinction, and enabling others to rise to new heights of dominance, *ibid*.*
- *Charlotte is a rising new route center and growing global hub.*
- *Every city, region, and nation is in a Darwinian struggle from which a new world order will emerge and that process is today called globalization, *op cit*.*
- *To survive and thrive, regions are forced to compete for the most valuable links, innovators and incubators that are the ones most resistant to outsourcing someplace else, *ibid*.*
- *Charlotte has a high degree of "frictionlessness", or the unencumbered ability to move people, goods, and ideas in and out as quickly as possible, *ibid*.*

- *Frictionless is a product of a whole host of attributes, many of which are invisible: tariff-free trade zones, faster customs clearance, fewer and faster permits, a right to work workforce which knows what it is doing, ibid.*
- *The first step toward doing this is possessing state of the art connectivity, ibid.*
- *Charlotte possesses this as an energy, data, and transportation hub.*
- *Charlotte is a “superconductor, a piece of infrastructure promising zero resistance to anyone wanting to set up shop” here (Aerotropolis).*
- *This is efficiently exploited by an aerotropolis commercial center where you reduce time, costs, and space, ibid.*
- *Charlotte is a city and region on the rise.*

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An Economic Vision for Charlotte's Future

Charlotte: 4 Booms, 4 Busts, What's Next?

(a strategy to promote job growth)

VISION	CIMIMI: The Charlotte region intends to become the best place in America to create, make and move goods and services.
GOAL	Create a multi- business sector growth plan that provides family sustainable jobs for all who seek them.
PREMISE	The idea that the U.S. is a purely service sector economy is wrongheaded; we must be manufacture driven.
MOTIVATION	Mitigate local and national jobs meltdown.
FOUNDATION	OUR ASSETS: water, energy, doctors, roads, education, airport, money.
EMPHASIS	OUR ADVANTAGE: creating, manufacturing, assembly, shipping, and jobs.
EXECUTION	Plan and do those things which create an infrastructure to support the emphasis.
PERSPECTIVE	Think regionally and globally and plan locally.
PLANNING	If you plan it, they will help you build it instead of "if you build it, they will come."
DIRECTION	Focus on "people who create, make, and move things," be they tangible or intangible.

Executive Summary

Charlotte owes its existence to its location at the intersection of two local, ancient trading paths. Through time, the intersection gained prominence in the region, then the nation, and now the world. That location is going to leverage Charlotte into one of only a handful of global intersections of commerce.

Four booms and four busts (gold, military, textiles, banking) in Charlotte's business history resulted in some lumps along the way toward the vision. Each of these economic events made Charlotte stronger and provided a solid base for the future. Upon that base we will build an economic engine providing growth across many of the diversified sectors of business economy, not just one.

Charlotte is located at one of those pivotal global intersections. Here, you can create, import, manufacture, assemble, ship, handle, and deliver just-in-time anything. And you can do it more economically and with a better margin of profit than anywhere else. Charlotte offers fertile soil in which business can grow and prosper.

Create it. Richard Florida, in his seminal work, *The Creative Class*, identified the importance of the innovators to the growth of a region. He studied the geographical patterns where these people worked and where they were moving. Charlotte was one of the emerging destination locations. The creative class is made up of people who turn ideas into realities. They are people who create the things which are made and moved!

Historically, Charlotte has always welcomed industrious people. You can set up a business and work hard and participate in the political and civic dialogue with few obstacles. Charlotte considers herself to be a meritocracy receptive to individual efforts and exemplary performance. This local value provides the opportunity essential for creative thinkers and innovators.

The economic vision for Charlotte's future is one of a global commercial hub, a great inland port city leveraging its manufacturing and logistical resources to world prominence. Charlotte is a place where your business must be located if you want to be relevant in the 21st Century.

CREATE IT, MAKE IT, and MOVE IT describes the economic vision. The world is connected by commercial trade lines on land, sea, and air. Where those lines intersect, commerce thrives. Those commercial lines intersect in Charlotte and allow it to move anything with mass to half the United States within 24 hours or less. That is the power of place.

We must capitalize on our assets of water, energy, doctors, roads, education, airport, and monetary resources which are critical to a realization of the vision. Good business leadership and good governance have assembled this solid and impressive infrastructure. Each of these resources is important and has a role to play in the vision. This is the capital upon which the vision will be realized.

Our collective ability to create, manufacture, assemble, and ship goods and services will thrive in this environment.

CREATE IT, MAKE IT and MOVE IT. A global inland port city and commercial hub astride an intersection of world trade routes with a vibrant economy that is Charlotte's future! That is the vision. Charlotte....Create It, Make It, and Move It.....nobody does it better.

Charlotte 2030: Create It, Make It, Move It

An Economic Vision for Charlotte's Future

Four Booms-Four Busts: a short business history of Charlotte from 1762 – 2030

To understand the future of Charlotte in 20 years, you need both a vision and a descriptive phrase. Envision Charlotte as the center of East Coast manufacturing and distribution as one of a number of international, job generating hubs. The operative descriptive phrase is: "creating it, making it, and moving it". Charlotte is one of the places where the jobs will be.

Is the future bright? Absolutely. The final bricks in a solid foundation for a future expansion have now been laid. The first ones were laid over the past two hundred and forty-two years. With that base, Charlotte is destined to become the East Coast center for manufacturing and distribution across a wide range of business sectors. Making it and moving it will provide jobs in the years ahead and support a truly diversified economy! Making it and moving it must make us the center of a job generating hub competitive with other such regions throughout the world.

To understand how this is going to happen and why we should facilitate it, one need only look at the history of Charlotte's business community from its founding.

Every geographical region features a people with a particular spirit who apply that spirit to wrest a living from the geography. The spirit of Mecklenburg and Charlotte makes this place unique. Charlotte sees herself as a work in progress always inventing and reinventing, never satisfied with the present, always seeking to reach out for something more just beyond her grasp. Each phase of her growth or challenge to it has provided lessons and building blocks to be used in the next step in her development.

The geography. Located astride an ancient crossroads near the center of a natural watershed, the Catawba basin and its many tributary rivers and creek, Charlotte was a place through which you had to go in order to move north or south, east or west. The immediate region had adequate water, gold, some iron, and land which could grow cotton.

1760s

The people. In 1762, Presbyterian dissenters sought to gain recognition as something more than a mere crossroads on an old Indian trade route. They wanted to become a legally-recognized town. They proposed as the name of their town that of the Queen of England, Charlotte, (a native of Mecklenburg-Streilitz, Germany). This certainly did not hurt promotional efforts. They were granted a charter which allowed them to lay out a town, sell lots, and build a courthouse. No longer was the crossroads a cluster of a few houses located in the back country of piedmont North Carolina.

1770s

By 1775, efforts to secure greater local control from the Crown failed and concurrent with the Battle of Lexington, Charlotte declared itself "free and independent". Its location on the Great Wagon Road stretching to Philadelphia and its good fords across the Catawba made it important during the Revolution as a supply center for the Patriot partisan and Colonial Army regulars. It was also one of three, rifle manufacturing facilities in the Colonies using iron from deposits in Lincoln County.

1830s – 1840s

In the 1830s and 1840s, as the pre-eminent gold mining town in the Eastern United States, Charlotte experienced her first boom. Until the discovery of gold in California in 1848, Charlotte was the leading gold producing center in the United States. It featured a national mint and manufactured mining supplies. Charlotte became a mining boomtown. Boom number one.

Cotton and water-driven cotton mills located along the regional rivers further stimulated commerce and created a market in Charlotte for the manufacture and distribution of this valuable agricultural product.

1850s – 1860s

In the 1850s Charlotte became a railroad center with two railroads. The NCRR had existed for years and had plans to extend their line to Charlotte but made no move to do so. Charlotte boosters raised money to build the Charlotte and South Carolina Railroad to Columbia. When the NCRR heard of these plans, and especially of the idea of extending

the C&S to Danville, Va., they realized they might lose all of the western NC business and quickly began to extend the line to Charlotte. Both railroads reached Charlotte and opened for business in 1856. They shared a platform and station but they ran on different gauges. Freight was moved from one line to the other by carrying it across the platform. The existence of two RR lines meant that a factor could sell his goods, primarily cotton, either to the north or to the south, wherever the price was better. Cotton factors sprung up, warehouses were built, and the population of Charlotte doubled between 1850 and 1860. This was the real beginning of Charlotte as a center of commerce.

During the Civil War, when the port of Norfolk was threatened by the Northern blockade in 1862, the Confederate government realized that they needed to move the navy yard. While a location on the coast was useful for a naval yard, the most important thing was a location on a railroad. If and when the North took Eastern NC severing the eastern rail line from Wilmington to Virginia, the fallback plan was the use of north-south railroad through Charlotte. The operation of the naval yard in Charlotte brought a large number of skilled machinists to the town. There was also an iron works which was appropriated to get them started. Throughout the war the Navy Yard turned out engine shafts for blockade runners and rams, cannon balls and gun shells, etc. Rail lines were extended from Greensboro to Danville, Va., This was the only connection left from Richmond to the rest of the South as Grant tightened his grip on Richmond.

1880s – 1890s

In the 1880s and 1890s, Charlotte and the region expanded cotton agriculture and its related businesses including ginning, brokering, thread making, and cloth manufacture. It began to adopt the newest technology, electricity. It lit its streets with lamps and built a few trolley lines and the first electric cotton mills were built.

The first decade of the Twentieth Century saw a number of new business endeavors.

1900s

In 1913, the snack food business came to Charlotte with the creation of Lance Packing Company, which manufactured and distributed snacks serving the textile plants throughout the region. It grew into the second largest snack manufacturing plant in the United States with a merger in 2011.

1910s

In 1916 NC experienced a disastrous flood. It took out every bridge from Old Fort to the sea and destroyed many mountain towns built on river banks throughout the Appalachians. James Duke offered to build flood control dams at no cost to the state if he could use them to generate electricity. This was the beginning of the energy business in the Carolinas and Charlotte became the center of the movement which led to damming the entire Catawba River Basin in North Carolina and many of the river basins in South Carolina flowing to Charleston.

In 1917 Charlotte leaders were successful in gaining a United States military base called Camp Greene. It housed 60,000 troops during World War I. The military payroll immensely benefited local banks. Charlotte became a military boomtown. Boom number two.

1930s

In the 1930s, Charlotte manufactured automobiles and continued to successfully operated textile companies at an operational cost which caused northern textile manufacturers to leave New England.

1940s

In the 1940s, World War II again saw Charlotte engaged in military ammunitions and equipment manufacture in the Steele Creek area in what came to be known as the Arrowood Industrial Park. The airport expanded and housed the 3rd Army Air Corp pilot training facility at Morris Field. That facility would ultimately become Charlotte-Douglas International airport.

1950s

Electrification was in full swing. Electricity found its way into all businesses and suburbs. By the 1950s Charlotte used the electricity to run textile mills throughout the two Carolinas, electrify businesses, and power up the region and create finished textile goods and clothing. New dams were under construction including Cowans Ford Dam behind which stretches Lake Norman. The trucking business continued to expand to accommodate more textile related businesses. The Cold War helped Charlotte gain a Douglas Nike Missile plant which employed over 5,000 people during its brief operation. Charlotte became a missile and cotton boomtown! Boom number three.

1960s

In the 1960s the building blocks of interstate highways, water, electricity and manufacturing drew recognition as national companies moved South. There was a continued nationwide movement to disperse manufacturing out of the big cities in the Northeast into the hinterlands. This started during WWII for fear of invasion from both coasts and continued in the Cold War era. The Eisenhower Interstate Highway System provided the new arrivals with improved access from small towns to the national highway grid and interstate commerce.

Local banks encourage the movement of businesses into the region. As one example, Lundy Electronics of Long Island built a plant in Charlotte near the airport in 1968. They built check processing machines for IBM, NCR and the retail market. Over the years they expanded to produce a variety of computer products and systems for the banking and other industries. When IBM built their plant here it was to build banking systems. There were lots of spinoffs in the Charlotte area from these companies which helped support a growing financial community.

Foreign companies made Charlotte home. Because of good transportation, a convenient East Coast location, a favorable labor environment, and good air connections, Charlotte attracted sales offices for many European companies, especially from Germany. These turned into US headquarters, then import warehouses, then manufacturing, and then, a number of manufacturing plants. Germany recognized the economic benefits of doing business in this region. Its companies continued to expand their presence in Charlotte and the region opening a variety of manufacturing facilities including an automotive plant in Greenville, S.C.

1970s

By the 1970s Charlotte began its march toward becoming a major medical and educational center with increasingly strong contributions from UNC Charlotte and Central Piedmont Community College, Queens, Davidson, and JCSU. Branches of other universities expanded their reach to create a knowledge-based community and continue to successfully operate facilities in the city. Johnson and Wales is one such example.

1980s – 1990s

During the 1980s and 1990s Charlotte's financial community created a banking model and strategy which was used to consolidate the entire national banking system. Charlotte became the number two banking center in the United States through the entrepreneurial spirit of the local leaders in the financial community. NationsBank, American Credit, Wachovia, First Union, and others grew and merged into even larger entities. By the early Twenty-first Century, Charlotte became a banking boomtown! Boom number four.

The importance of transportation and its sporting side provided impetus for NASCAR and Speedway Automotive to create a huge entertainment franchise with Charlotte as the center of a hugely successful racing business. NASCAR and the Speedway with Sonic Automotive recognized the genesis of the move of the automotive industry from the Mid West to the Carolinas just as the textile business moved south in the early part of the Twentieth Century.

2000s

At the beginning of the 21st Century, Charlotte was on its way to becoming a major air transportation hub, too, with a growing number of flights and connections both domestic and foreign. Light rail made its appearance. And Charlotte featured a growing arts community and recreational opportunities accessible from the mountains to the sea. It attracted an educated, productive workforce of an average age of 33. And the population was served by astute, local retailers such as Belk, Family Dollar, Cato Corporation and representatives of national franchises locating into regional malls. And Charlotte became the national headquarters for international businesses.

The national shocks of 9/11 and the financial recession beginning in 2008 ended the fourth boom. It was time to reflect and reinvent.

At the end of the first decade of the 21st Century, Charlotte had created an asset base featuring developed infrastructure and resources conducive to business including interstate highways, ample water, electricity, major medical services, financing, higher education, employee training, land for expansion, data pipelines, an emerging biotech presence, and an integrated truck, rail, and air transportation hub called an intermodal center. That center provided incredible access to all national and international markets.

2010

During the second decade of the 21st Century, Charlotte realized that these powerful, natural resource and infrastructure elements could leverage its location to support a vision of the city as pre-eminent in "making it and moving it". Recognition was given to people who had technology, engineering, and manufacturing skill sets. The goal was a diversified economy, not one based on a single business sector.

In Charlotte, you could manufacture, assemble, or make and then move anything with mass to half of the United States within 24 hours by truck. This production could be done faster and cheaper than in any other location on the East Coast adding a competitive profit margin. The huge airport intermodal complex was comparable to that of Houston, Texas in its ability to handle the large containers and rail cars developed for use in the regional port of Charleston. Raw materials, parts, and finished goods could move in and out efficiently and economically via air, rail, truck, or ship. The region surrounding the intermodal center became the East Coast hub for manufacturing, warehousing, and assembly complex extending into adjacent counties in both North and South Carolina.

This integration of logistics and manufacturing gave the region the same edge which the Chinese in the Pearl River Basin recognized and have used for several decades to provide additional profit margins and gain international market share. Charlotte has a similar advantage because of her location at the junction and pivot point of two high-skilled and creative-manufacturing regions in North and South Carolina.

One region is geographically described by the rectangle bordered by Statesville, Hickory, and Gastonia on Interstates 40 and 85, bisected by Interstate 77, and four lane intrastate highways NC Highway 16, and NC Highway 321. This rectangle adjacent to the Catawba River basin features excellent highways and tracts of land available for commercial development.

The other region is geographically described as an interstate triangle of trade. To the Southeast, Charlotte looks to trade with Charleston through Columbia. This trade route is historical. Charlotte looked to Charleston for trade in the Eighteenth and early Nineteenth Century. This relationship is subject to renewal with the recognition of Charleston's potential as the prominent East Coast container port for European and Asian shipping. To the Southwest, Charlotte looks to Greenville-Spartanburg with its automotive and manufacturing corridor. Interstate 77, 26, and 85 create a triangle of trade with Charlotte at its apex. This triangle creates a symbiotic synergy essential for both domestic and foreign commerce which benefits workers in both states. Added to this triangle will be a future relationship with the great port of Savannah linked by rail to Charlotte and the intermodal airport center.

By 2030, Charlotte can and should realize its destiny as the center of the most economically diversified manufacturing and distribution economy on the East Coast with strong energy, healthcare, biotech, and financial services. Today, each of us should acknowledge and promote her role as the commercial capital of both Carolinas, to the mutual benefit of the citizens of both states, because nowhere on the East Coast should any business be able to *make it or to move it*, any better or economically. Policies and planning should focus on making it happen.

If you have any doubt about the likelihood of our prospects, check out this recent graphic noting the job postings per capita for the First Quarter of 2011. Charlotte is now in 5th place nationally. In 2009, we were 10th. And we are doing this without being a major sea port, being near the money doled out in the Washington metro area, or being located in Silicon Valley.

Job Postings Per Capita

For the 50 most populous metropolitan areas in the United States.
The bigger the dot, the more job postings per capita.



Rankings First Quarter 2011

50 most populous metro areas ranked by job postings per capita.

Rank (Last Qtr Rank)	Metropolitan Area	Job Postings Per 1000 People
1 (1)	San Jose, CA	204
2 (2)	Washington, DC	146
3 (3)	Baltimore, MD	118
4 (4)	San Francisco, CA	118
5 (9)	Charlotte, NC	98
6 (8)	Boston, MA	95
7 (5)	Cleveland, OH	94
8 (7)	Seattle, WA	94
9 (10)	Hartford, CT	90

Draft Marketing Campaign Outline (if needed)

- (1) Vision: Jobs are the wealth of a nation. Jobs are limited in number for a given time. There is fierce regional and global competition for jobs. There are winners and losers in this competition. Certain global geographical locations are job generating hubs. Charlotte is one. It position itself to maximize its unique opportunity to become the East Coast center of manufacturing and distribution. Making it and moving it... goods, data, and people.
- (2) Explanation of Vision: "Careers in the military are made on the killer slide" (T.P.M.Barnett),
 - a. The geography graphic: the killer slide
 - a. Explanation of the premise paper
 - b. See the job postings graphic
 - c. See the Time article
 - d. See the Chinese article
- (4) Materialization of the Vision: pebble splash in the pond
 - a. refining the message: Charlotte's commercial interests are in both states
 - i. polishing the presentation
 - A. additions/deletions/slides/etc.
 - B. focus on key constituencies: local and regional synergies
 - ii. good for the NC-SC region is good Charlotte: no commercial boundaries
 - b. strategic develop planning
 - i. identification of planning group
 - ii. timeline
 - c. identification of natural sales forces
 - i. Chambers
 - ii. recruiters: private sector, organizational, regional, local
 - iii. Real estate development
 - iv. Lenders
 - v. Communities
 - vi. Transportation businesses: logistics
 - vii. Hotel and entertainment businesses
 - viii. Community colleges
 - ix. Regional organizations
 - x. Other: World Affairs Councils, business groups, employer associations
 - d. marketing the message
 - i. brainstorming the concept
 - ii. expanding the scope
 - iii. business ecosystem software development team
 - A. need for universe solar system sector software package
- (5) Leveraging the Premise: ripples in a pond
 - a. identification of recipients of the message
 - i. locally
 - ii. regionally
 - iii. nationally
 - b. types of recipients
 - i. business
 - ii. development
 - iii. government
 - b. identification of business sectors (universes)
 - i. interaction of sectors
 - ii. components of sectors (solar systems)
 - c. development of sales teams to deliver the message
 - i. why locate here
 - ii. where to locate here
 - iii. synergies here

Chase Saunders is the former President of the Mecklenburg Historical Association. He is a practicing attorney and a former Prosecutor, Chief District Court, and Senior Resident Superior Court Judge in Charlotte. He held court in many North Carolina Counties, is a Charlotte native and has ancestors from South Carolina.