

Duke Energy Indiana Economic Development Strategy

Sharpening Our Focus

March 19, 2009

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A Need for Change

- Last 15 years, ED evolved from leader to leader/partner
- In 2006, included Business Relations Managers and Business Development Managers in ED strategy
- March 2008, began to assess ED organization, role and structure

A Vision for the Future

- Enhanced leadership role in Indiana
- Active involvement in ED projects
- More value for Duke Energy corporation
- More accountability for us and our partners
- Clearer focus and direction for Duke Energy ED
- Business attraction, retention and expansion
- Model for best practices in ED

Selected ED Mission Statements

- Catalyst for retention, development and attraction of quality jobs in the county
- Enhance the county's economic health and quality of life by attracting and retaining businesses that will create a strong tax base through the provision of high quality jobs and capital investment
- Contribute to building a world-class community ...by enhancing the quality of life of the citizens of our community and improving their economic opportunity and material welfare

Selected ED Mission Statements

- Enhance the quality of life by attracting and retaining quality jobs and promoting a diversified tax base
- Focused strategy to keep the region a dynamic and vibrant community... It helps to position the community for changes in the national and global economies while providing valuable assistance to our existing businesses.

A Mission for ED

- Be a leader in economic development and advance economic growth by fostering job creation & capital investment and enhancing key relationships

Key Functional Areas

- Business Attraction
- Business Expansion and Retention
- Local, Regional and State ED Engagement

Top Priorities

- Viable Duke Energy-served sites
- Additional targeted sectors: new energy sector and data centers
- State economic development policy
- Formalized business retention and expansion program
- Key Board participation on local, regional, state and national ED boards

Key Initiatives

- Establish ED PR plan to rebrand Duke Energy as an economic development leader
- Strategically leverage ED leadership and influence
- Develop and implement process to identify, solicit and market Duke Energy-served sites
- Formulate, promote and implement ED strategy for new energy sector

Key Initiatives

- Formulate, promote and implement ED strategy for data center sector
- Develop ED account plans for local, regional and state ED organizations
- Build a comprehensive Duke Energy Business Retention and Expansion program
- Leverage allies more effectively
- Rebuild Duke Energy marketing capabilities

BR&E Findings

- Formal program or day-to day:
 - 16 formal, 11 day-to-day, 5 none
- Designated employee and % of time:
 - 10 have designated employee at 45% to 100%, with one having 3 staff at 100%
 - 13 said it is a priority for Director and staff with estimated time ranging from 10% to 70%
 - 7 said no

BR&E Findings

- Use of canned BR&E program, why/why not:
 - 9 use Executive Pulse, 3 use Synchronist
 - Some for data collection and some in a region
 - 2 used Synchronist and now use their own
 - 13 cannot afford or do it on their own or there are too few manufacturers to justify the expense
 - 4 never looked into it

BR&E Findings

- Team visits with follow-up
- Roundtables, networking sessions
- Technical assistance, SBDC and Chamber services, workforce development assistance
- Industrial targets, some service sector
- CVB and Chamber target retail and tourism
- 5 to 100 visits per year, or at least once a year
- Target top 25 employers or every employer

BR&E Findings

- Address utility issues discovered in meetings
- Help conduct survey as another ED professional and to lend credibility
- Help fund purchase of software
- Devise a BR&E survey and simplify it
- Identify other BR&E efforts, especially for smaller organizations
- Pursue canned program with other utilities and offer at a discount to LEDO's
- Economic impact tool to demonstrate the value of existing company investments to justify incentives

BR&E Findings

- Help to design concise, 1-hour survey that is user friendly
- How to get in to meet with companies on a regular basis without scaring them with a survey to fill out

Community Relations and Economic Development (CR&ED)

- Mission of CR&ED is to enhance community vitality, ensure customer satisfaction and strengthen business interests through our leadership, engagement and management of key stakeholder relationships.
- Top priorities within CR&ED include Community Development and Economic Growth.