

# Creating Inclusive and Sustainable Leadership for Communities

Baltimore, MD  
October 1<sup>st</sup> 2018



The **National League of Cities (NLC)** is dedicated to helping city leaders build stronger, equitable, sustainable and inclusive communities.



**PolicyLink** connects the work of people on the ground to the creation of sustainable communities of opportunity that allow everyone to participate and prosper.



The **Urban Land Institute (ULI)** has a mission to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The EED Fellowship is made possible with support from:

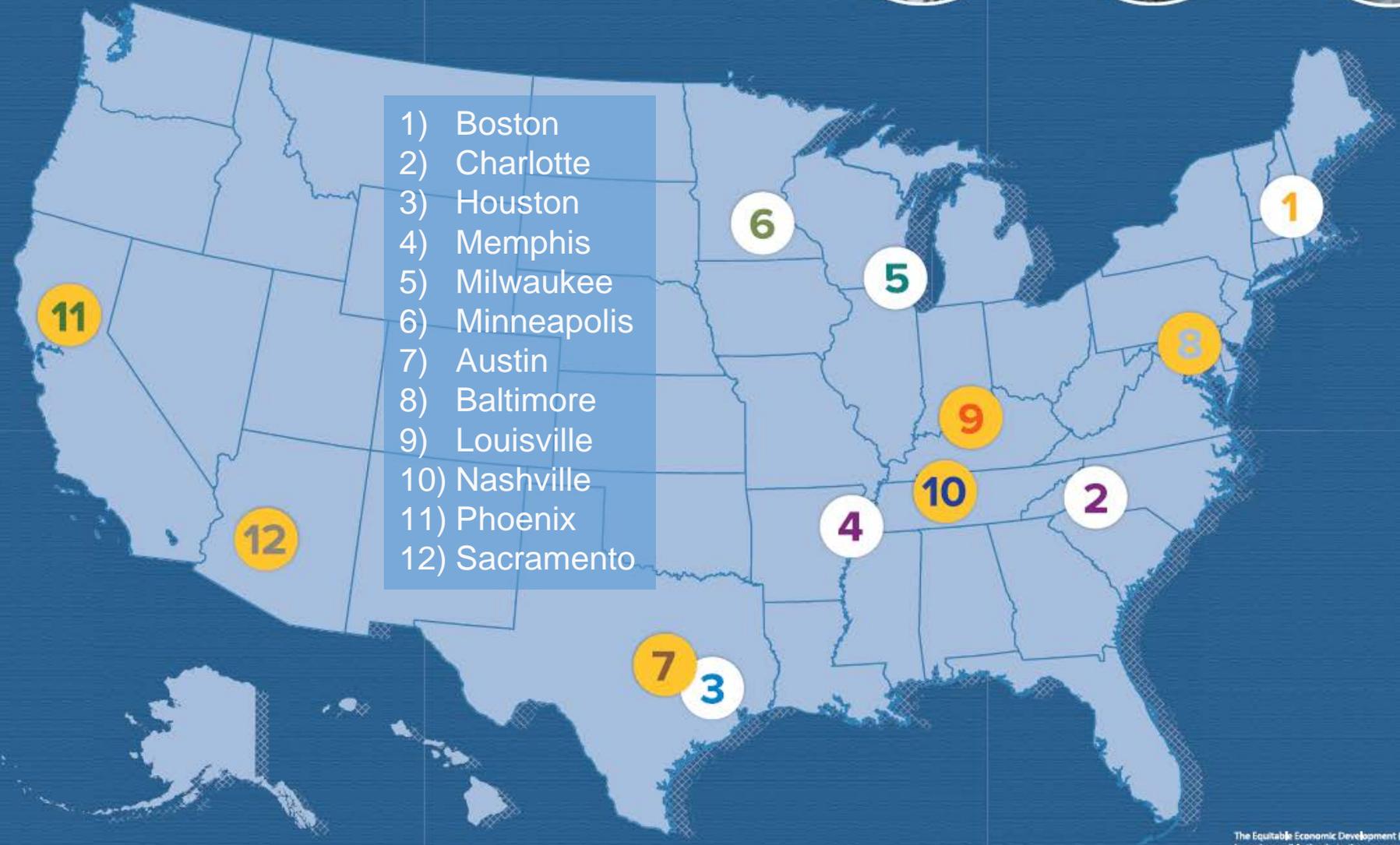


**SURDNA FOUNDATION**

*Fostering sustainable communities in the United States*

The **Surdna Foundation** seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

# The **EQUITABLE ECONOMIC DEVELOPMENT FELLOWSHIP**



- 1) Boston
- 2) Charlotte
- 3) Houston
- 4) Memphis
- 5) Milwaukee
- 6) Minneapolis
- 7) Austin
- 8) Baltimore
- 9) Louisville
- 10) Nashville
- 11) Phoenix
- 12) Sacramento



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## PEOPLE WE WORK WITH

The Rose Center works with public officials (elected, appointed and staff) who serve as fellows from cities participating in its fellowship programs, private-sector practitioners who serve as faculty advisers and guest experts, and has a professional staff based at NLC and an appointed advisory board.



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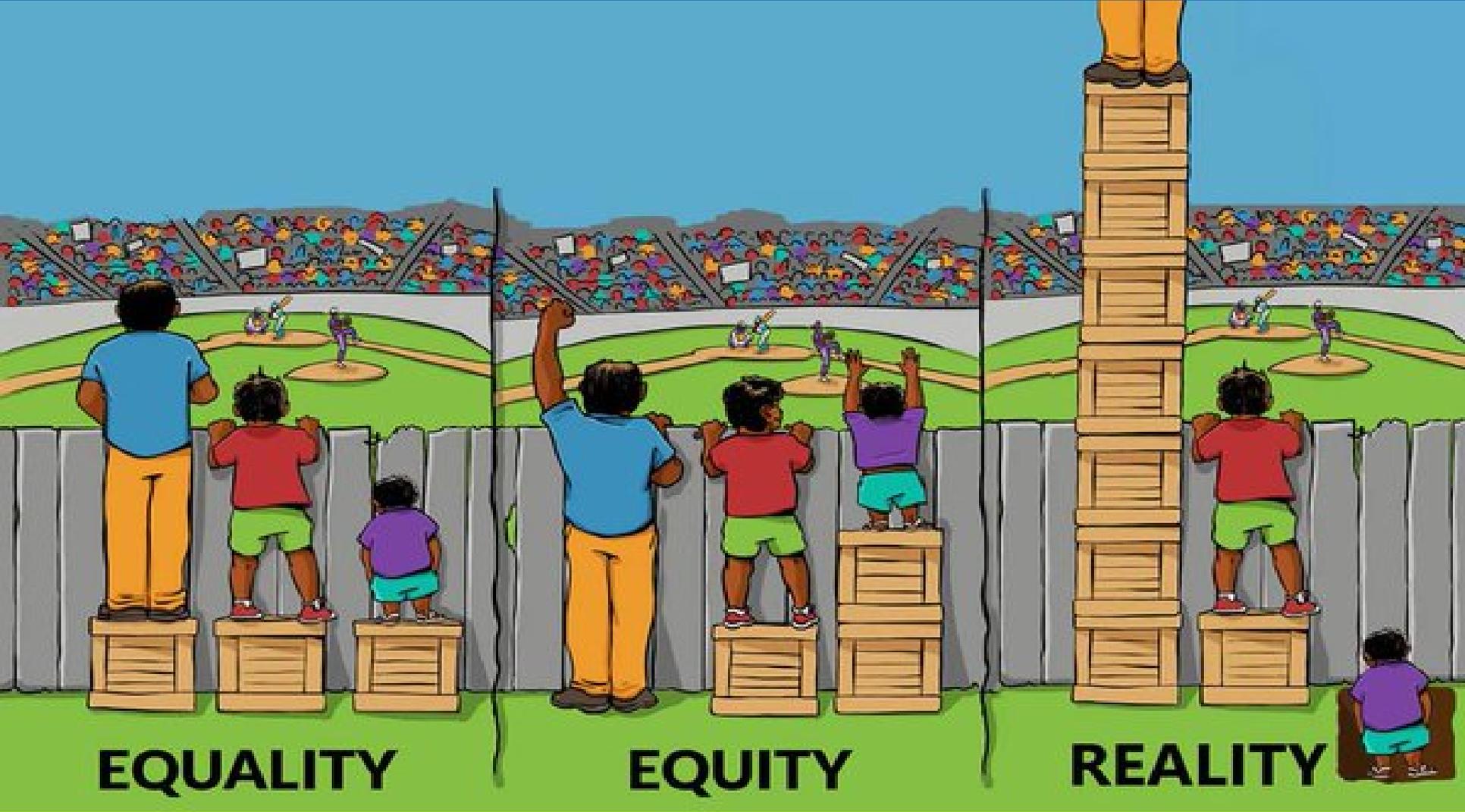
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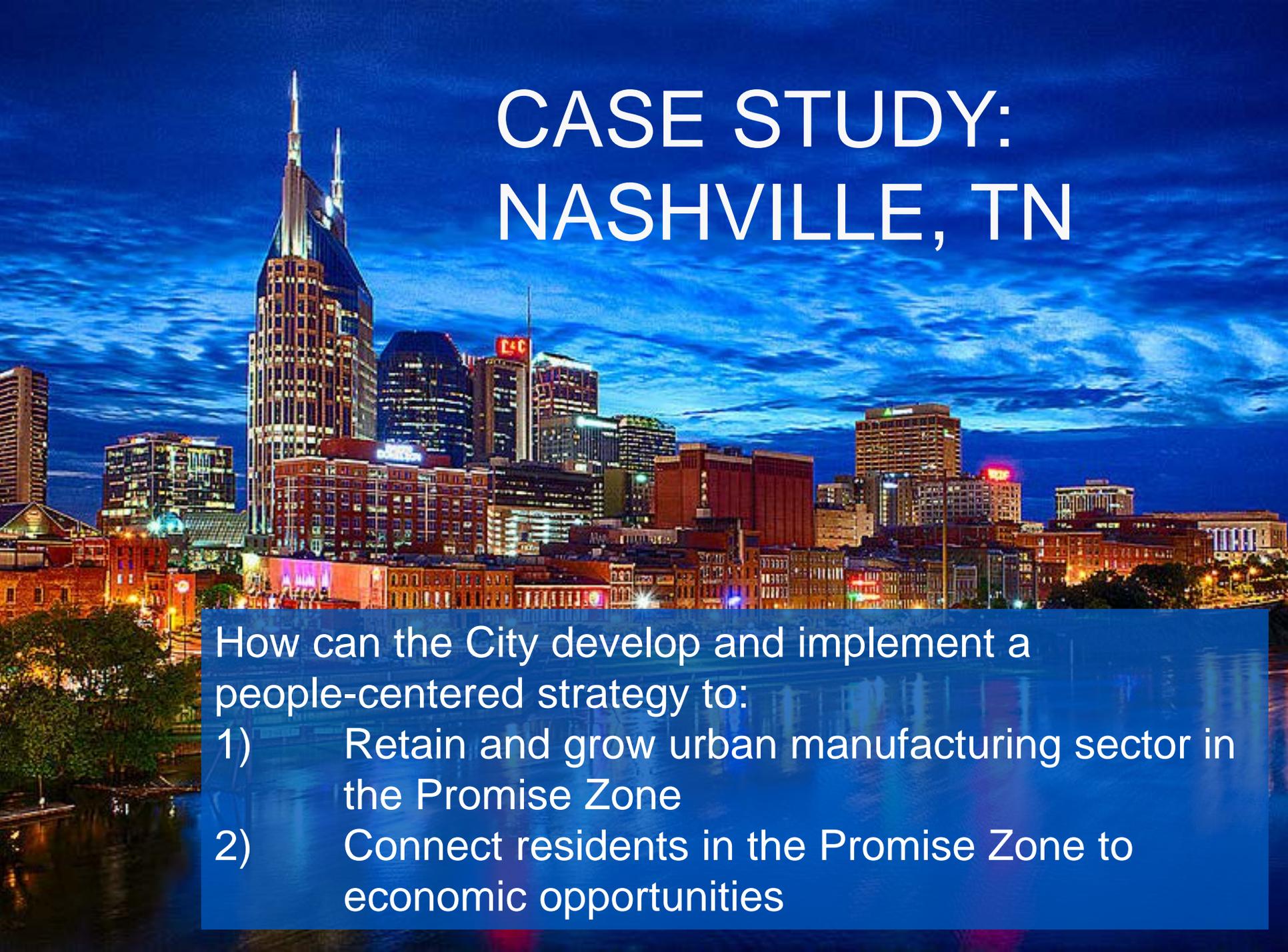
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**EQUALITY**

**EQUITY**

**REALITY**

A nighttime photograph of the Nashville, Tennessee skyline. The city is illuminated with various lights, and the sky is a deep blue with some clouds. The prominent building on the left is the AT&T Building, which has a distinctive spire. Other buildings of varying heights and styles are visible, some with lit-up signs. The foreground shows some trees and a body of water reflecting the city lights.

# CASE STUDY: NASHVILLE, TN

How can the City develop and implement a people-centered strategy to:

- 1) Retain and grow urban manufacturing sector in the Promise Zone
- 2) Connect residents in the Promise Zone to economic opportunities



The Panel

# The Panel

- **Nadine Fogarty**, Vice President / Principal, Strategic Economics, Berkeley, CA
- **Melissa Anguiano**, Economic Development Manager, City of Sacramento, CA
- **Bill Cole**, President & CEO, Baltimore Development Corporation (BDC), City of Baltimore, MD
- **Lori Collins**, Deputy Economic Development Director, City of Phoenix, AZ
- **James Crowder**, Senior Associate, PolicyLink, Oakland, CA
- **Delia Garza**, Council Member, City of Austin, TX
- **Mike Green**, Co-Founder, ScaleUp Partners LLC, Cleveland, OH
- **J. Jean Horstman**, CEO, Interise, Boston, MA
- **David Park**, Director, Resource Management, ULI, Washington, DC
- **Jerry Paytas**, VP Research and Analytics, Fourth Economy, Pittsburgh, PA
- **Katy Stanton**, Program Director, Urban Manufacturing Alliance, Madison, WI
- **Zen Trenholm**, Local Initiatives Organizer, Democracy at Work Institute, Oakland, CA

# General Observations

- **Nashville economy is booming** with unprecedented growth and private investment.
- **Not all communities are booming equally.** City economic success has not translated into equitable opportunities for all Nashvillians. Now is the time to ensure that all residents share the benefits.
- **Political challenges.** Misalignment between city and state priorities.
- **Leadership needs to be diverse.** The Nashville region is growing more diverse and leadership in government and civic sector could benefit from more diversity.
- **Small and Creative Businesses.** Nashvillians have a strong, positive commitment to buying local and supporting the arts. Makers and small businesses have played a vital role in Nashville's "It City" status.
- **Promise Zone.** Nashville's HUD Promise Zone includes a burgeoning, re-emerging industrial neighborhood with a variety of new small manufacturing businesses and coworking spaces.

# Conclusions & Recommendations

- Nashville can build on its economic success by expanding it to disconnected communities and sectors through a data-driven equity lens.
- The untapped potential for living-wage, urban manufacturing job creation lies within second-stage companies and companies that are on the cusp of becoming second-stage businesses.
- Prioritize public funding for equitable economic development
- Leverage partnerships with anchor and financial institutions, and the local chambers.
- Deliberate strategy to preserve affordable land and manufacturing space in the Promise Zone.
- Need targeted incentives that support smaller urban manufacturers and provide jobs for existing residents.
- Seek key stakeholder input in preparation for Chamber contract revisions to incorporate equitable outcomes.

# Renewed focus on inclusion and minority owned businesses

- **Chief Diversity, Equity, and Inclusion Officer**
  1. Workforce diversity in Metro
  2. Community/civic leadership
  3. Procurement and minority business engagement
  4. Racial equity
- **Minority Business Advisory Council**



# Small Business Progress

- **Direct Appropriation to Minority Chambers \$100K proposed in FY2019 budget.**
  - Focus is on cooperative programs, data, capacity building and procurement with Metro.
- **Funding obtained!**
  - \$68K to launch Zero Interest Loan Fund with Kiva for businesses in the Promise Zone– from state grant
- **Nashville Business Portal under development**
- **Small Business Incentives**
  - \$200K proposed in FY2019 budget
  - Strategic targeting to second stage urban manufacturers
- **NashvilleMade**
  - working with private partners to launch in the fall.
- **Piloted “Makers to Merchants” with Weebly**

# Proposed Workforce Development

- **PROPOSED: Re-envisioning of the Nashville Career Advancement Center (NCAC) to institutionalize EED**
  - NCAC to become Dept. of Workforce and Equitable Development
  - New Division of Equitable Development to implement equity strategy
- **Two Divisions**
  1. **Workforce Development Division (overseen by Workforce Development Board)**
  2. **Equitable Development Division (overseen by Equity Leadership Council)**



# Institutionalizing EED: Resilience

- **Resilient Nashville Strategy**

- **Preliminary Resilience Assessment – completed**

- **Discovery Areas**

1. **Foster Personal and Community Wellbeing**

2. **Build and Sustain Community Wealth and Empowerment**

3. **Harness Growth to Promote Equitable Economic Development**

4. **Prepare and Adapt Nashville's Physical Assets for the Future**

5. **Strengthen Inclusive and Effective City Systems**

# Institutionalizing EED: Long-Term

- **Mayor's Office of Economic & Community Development (ECD)**
  - Mission evolution to focus on inclusive development
  - Opportunity Zones- 18 tracts approved
  - Incentive reform
  - Reexamination of direct appropriations for ECD (chambers, EC)
- Relationship with local housing/redevelopment/development authority