Creating Inclusive and Sustainable Leadership for Communities

Baltimore, MD
October 1st 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:

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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 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.
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

- **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
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: 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