Louisville
Peer Exchange Panel
October 2017

Equitable Economic Development Fellowship

NLC NATIONAL LEAGUE OF CITIES — CITIES STRONG TOGETHER

PolicyLink

ULI Urban Land Institute

NLC NATIONAL LEAGUE OF CITIES

CITIES STRONG TOGETHER

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

PolicyLink

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

ULI Urban Land Institute

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.

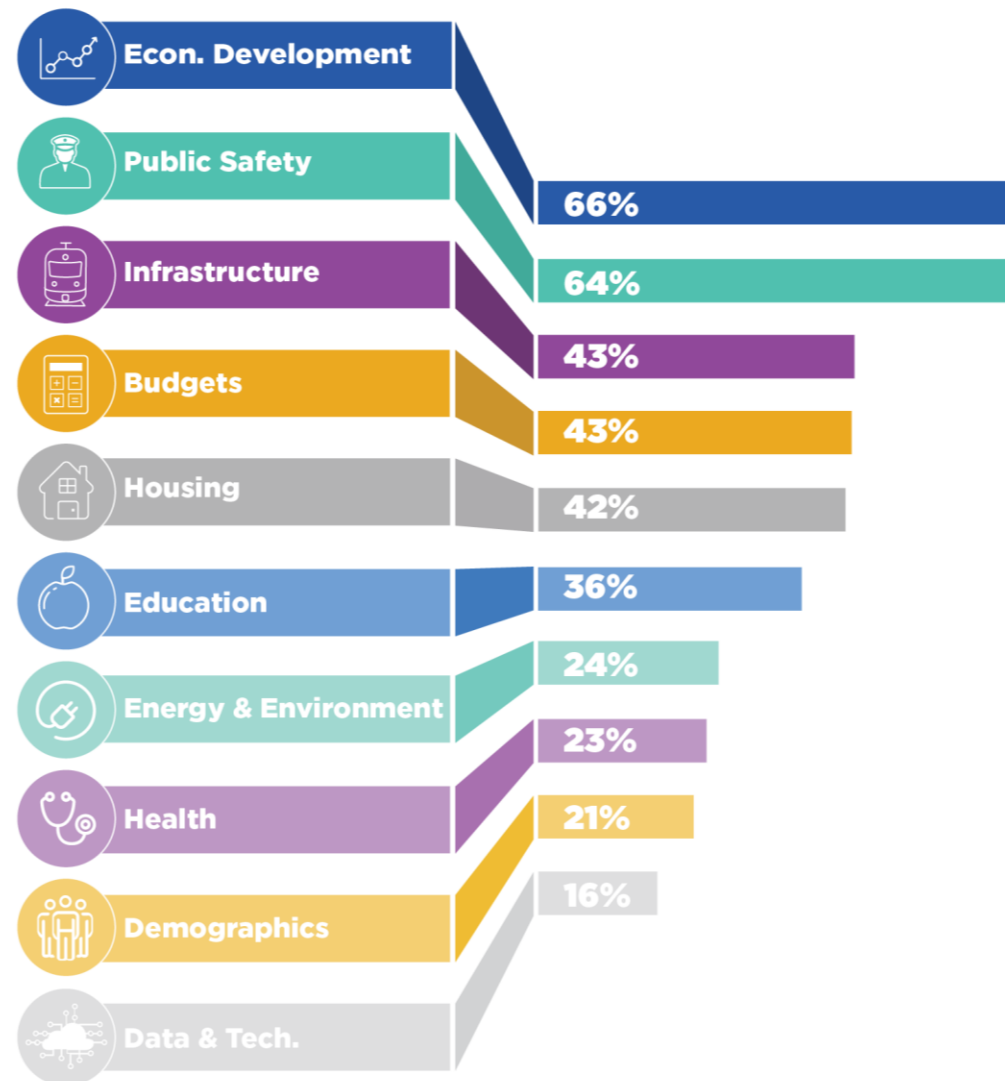# The EED Fellowship is made possible with support from:

State of the Cities 2017

NLC
NATIONAL
LEAGUE
OF CITIES

Top TEN ISSUES

Issue	Percentage
Econ. Development	66%
Public Safety	64%
Infrastructure	43%
Budgets	43%
Housing	42%
Education	36%
Energy & Environment	24%
Health	23%
Demographics	21%
Data & Tech.	16%

State of the Cities 2017

NLC — NATIONAL LEAGUE OF CITIES

Top 10 issues over the last four years

	2014	2015	2016	2017
1	Economic Development	Economic Development	Economic Development	Economic Development
	Public Safety	Infrastructure	Public Safety	Public Safety
	Budgets	Public Safety	Budgets	Infrastructure
	Education	Budgets	Infrastructure	Budgets
	Transportation	Education	Education	Housing
	Housing	Housing	Housing	Education
	Environment	Data/Technology	Environment/Energy	Environment/Energy
	Health Care	Environment/Energy	Demographics	Health Care
	Energy	Demographics	Data/Technology	Demographics
10	Immigration	Health Care	Health Care	Data/Technology

Equitable Economy: The Challenge

Percent owner-occupied households by race/ethnicity: Louisville, KY-IN Metro Area, 2014

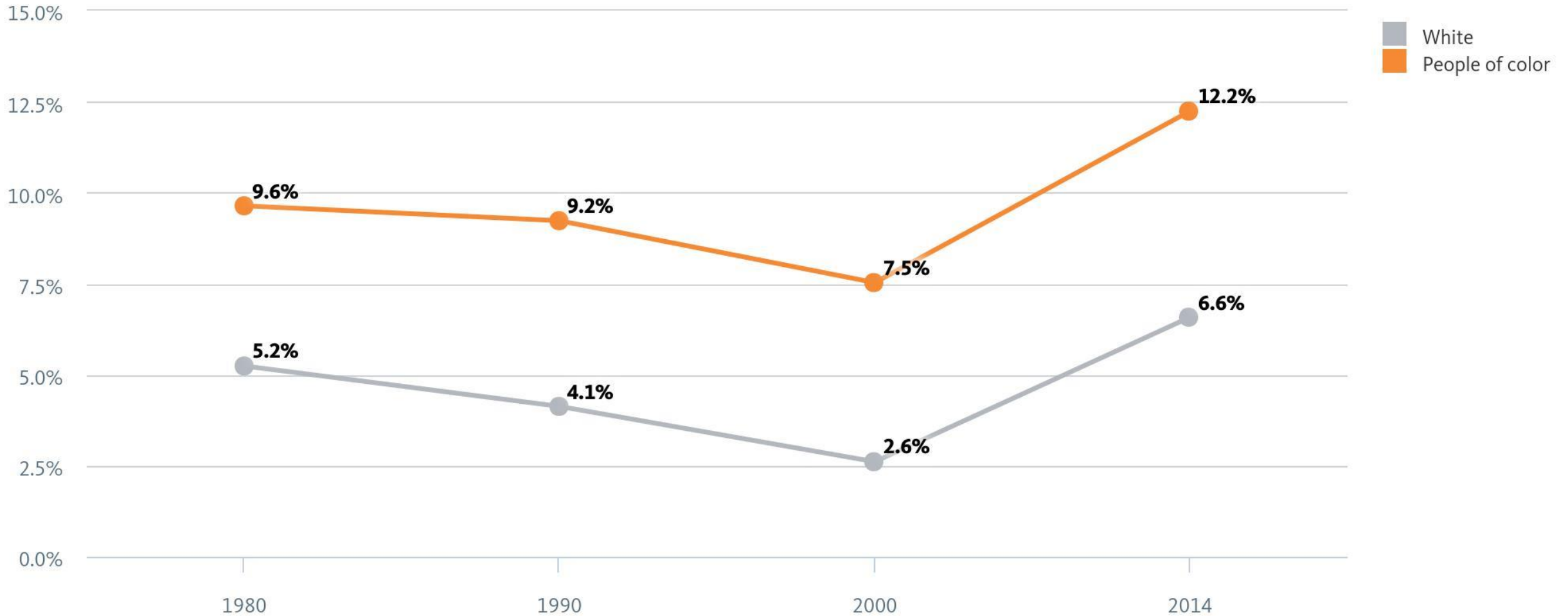| Category	Percent
All	67.3%
White	74.2%
Black	36.4%
Latino	40.1%
Asian or Pacific Islander	57.7%
Mixed/other	51.6%
People of color	39.5%

Equitable Economy: The Challenge

Unemployment rate by race/ethnicity: Louisville, KY-IN Metro Area, 1980-2014

Legend:
- White
- People of color

Year	White	People of color
1980	5.2%	9.6%
1990	4.1%	9.2%
2000	2.6%	7.5%
2014	6.6%	12.2%
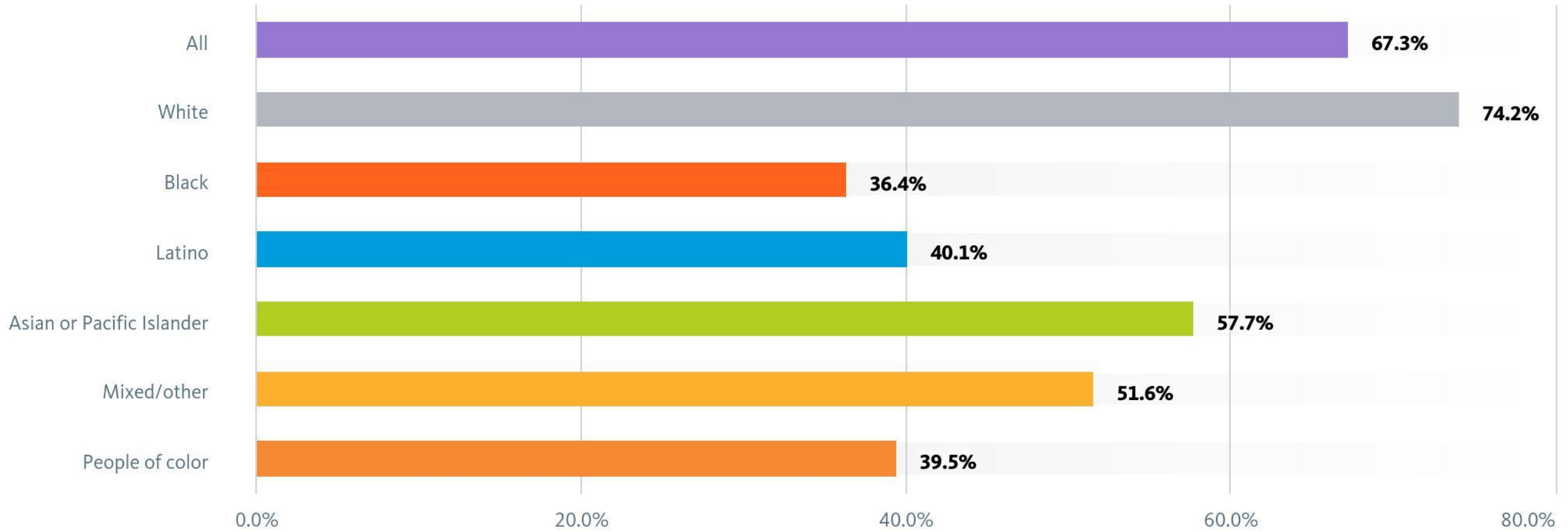
IPUMS
PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Equality _vs._ Equity

BOSTONIA. CONDITA A.D. 1630.

SICUT PATRIBUS SIT DEUS NOBIS. CIVITATIS REGIMINE DONATA A.D. 1822.

City of Memphis

CHARLOTTE

City of Milwaukee

CITY OF HOUSTON TEXAS

Minneapolis
City of Lakes

City of Austin — Founded 1839

Metropolitan Government of Nashville and Davidson County

City of Baltimore — 1797

City of Phoenix

Louisville — Jefferson County — 1778

City of Sacramento

What is Equitable Economic Development?

- Unlocks the full potential of the local economy by dismantling barriers and expanding opportunities for low-income people and communities of color.

- Through accountable public action and investment, it grows quality jobs and increases entrepreneurship, ownership, and wealth.

- The result is a stronger, more competitive city.

Definition developed by:

the EED Fellows in 2016

Problem Statement

Problem Statement

How can the City create a culture of entrepreneurship in Parkland and Russell and connect entrepreneurs in these neighborhoods to the broader regional economy?

Problem Statement

How can the City foster and expand social, professional and economic networks that make new and existing businesses successful?

The Panel

The Panel

- **Harold Pettigrew, Jr.,** Executive Director, Washington Area Community Investment Fund, Washington, D.C. (Chair)

- **Lynda Dodd,** Deputy Neighborhood Engagement Director, City of Phoenix, AZ

- **Darrene Hackler,** Consultant, City of Sacramento, CA

- **Sylnovia Holt-Rabb,** Assistant Director, Economic Development Department, City of Austin, TX

- **Kristina Williams,** Economic Development Officer, Baltimore Development Corporation, City of Baltimore, MD

- **April Anderson Lamoureux,** President, Anderson Strategic Advisors, LLC., Boston, MA

- **Malik Goodwin,** Managing Member, Goodwin Management Group, LLC, Detroit, MI

- **Sonia Moin,** Director of Urban Business Initiatives, ICIC, Roxbury, MA

- **Omar Muhammad, Intrapreneur & Director** Entrepreneurial Development & Assistance Center (EDAC), Morgan State University, Baltimore, MD

Presentation Outline

General Observations

- Strong leadership from Mayor Fischer and city government on revitalizing the Russell and Parkland neighborhoods

- Major challenges within the neighborhoods, including high levels of poverty, below average literacy rates, vacant properties, and lack of public investment in basic goods and services

- Opportunities to expand capacity in Russell and Parkland in terms of job creation, transportation networks and connectivity, entrepreneurship, and homeownership among local residents to build community wealth

- Highly engaged group of stakeholders looking to create a better and more equitable future for Parkland and Russell

- Deep networks and committed neighborhood residents with pride in their communities

Opportunities

- Talented and engaged city government staff who are committed to improving economic outcomes of Russell and Parkland
- Strong framework of city services in place with the opportunity to scale and to develop new programs specifically for Parkland and Russell
- Baseline health data to analyze trends and evaluate impact of programs
- City's effort to leverage external resources and support to drive change in West Louisville's communities
- Ensure the opportunities provided through cradle to career initiative are intentionally targeted to Russell and Parkland neighborhoods
- Cultivate a culture of neighborhood ambassadors to champion community engagement and progress
- Leverage and celebrate the historical, cultural and business legacy
- Build off of established compliment of strategic plans

Challenges

Challenges

- Limited funding and staff resources to fully execute established plans, deliver business services and introduce new approaches

- Inadequate efforts to effectively market and communicate existing business resources

- Silos in government have resulted in fragmented delivery of business services

- Limited city government structure for neighborhood level community engagement and capacity building

- Development goals do not align with current market realities (e.g. vacant properties, overall community perception, and safety)

Presentation Outline

1. General Observations
2. Knowledge Capital: Capacity Building and Encouraging Culture
3. Network Capital: Supportive Environment and Market Opportunities
4. City Assets and Regulatory Environment
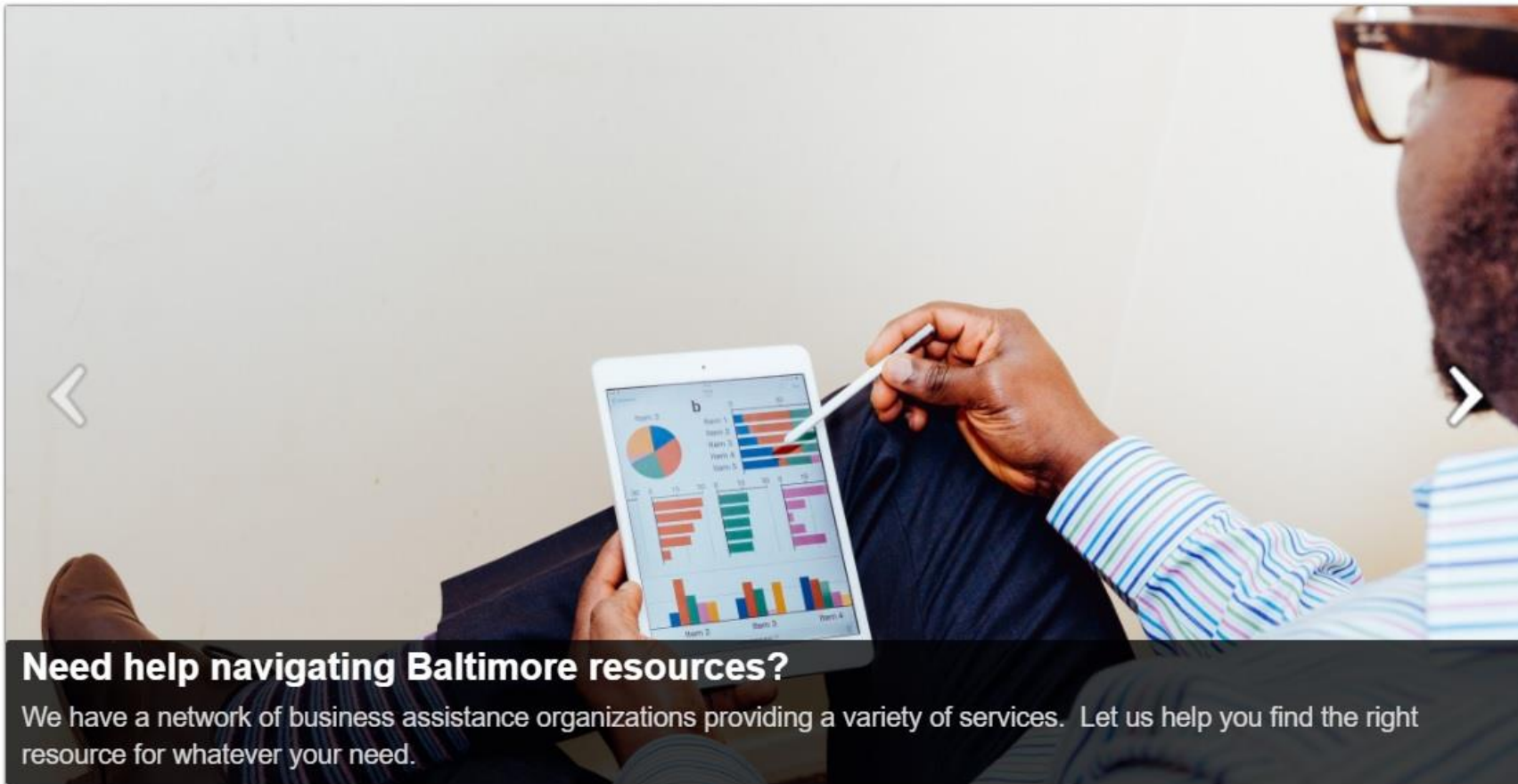5. Conclusions & Homework

Develop a Communication Strategy

- Create a marketing campaign to highlight existing businesses and foster entrepreneurship in Russell and Parkland neighborhoods

- Celebrate historical cultural significance of Walnut Street in Russell and 28th Street and Dumesnil Street in Parkland through branding initiative

- Encourage collaboration with City's Public Art Administrator to curate temporary art installations that highlight historical relevance in Parkland and Russell business districts

- Regularly convene nonprofits, business associations, service and resource providers to collect and disseminate information to businesses

- Develop an online tool for entrepreneurs to identify service providers and resources (Sourcelink; Locally Austin)

- Encourage neighborhood level communication that broadcasts information locally, statewide, and nationally

- Utilize existing radio outlets as well as develop other media to communicate business and entrepreneurial opportunities during events, festivals, and conferences

FOURTH AVENUE, LOOKING NORTH FROM WALNUT STREET.

PHOTO BY HEART

Baltimore City
Source Link

A resource for small businesses

Sear

Home   Startup ▾   Growth ▾   Baltimore Resources ▾   Office Of Minority & Women-Owned Business   Calendar   Blog

Connect to Resources:

There are 80 providers waiting to help!

Area of Assistance

▼

Specific Need

▼

Zip Code or City, State

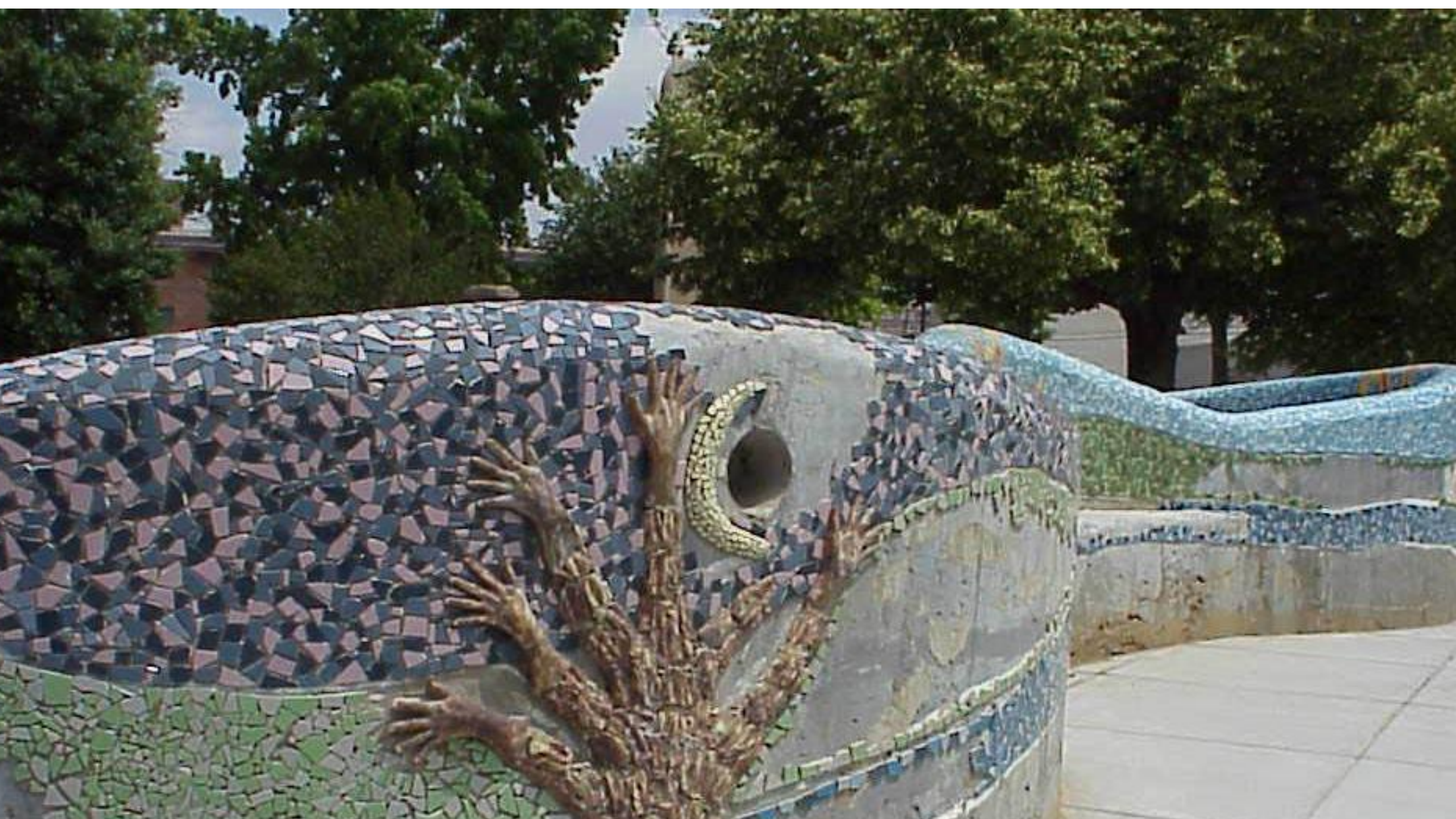**Business Stage**

▼

Industry

▼

Need help navigating Baltimore resources?

We have a network of business assistance organizations providing a variety of services. Let us help you find the right resource for whatever your need.

SEARCH

LOCALLY AUSTIN
=GET THE LOCAL EXPERIENCE & SUPPORT SMALL BUSINESS=

Coordinate Government Small Business Services to Strengthen Impact of Service Delivery

- Establish regular intradepartmental meetings within Louisville Forward to identify opportunities and any overlap within departments
- Map small business resources provided by Louisville Forward to understand what is being delivered and who is being served

Develop Small Business Services for Entrepreneurs

- Foster a network of culturally sensitive entrepreneurs that encourages an exchange of ideas and experiences
- Identify central hub for entrepreneurial networking and co-working to foster new and existing businesses, but not marketplace (Think Kentucky- EKU)
- Establish resources to assist existing businesses expand into Parkland and Russell neighborhoods (Motor City Match)
- Develop resources that help assist businesses at every level of the business cycle (continuum of services)

2 TRACKS TO APPLY

BUILDING OWNER

This track is for Detroit building owners looking to lease vacant space to a quality business– whether you are just starting the search or starting renovations for a new tenant. If you have a vision, we'll help you build it.

Tell Me More

BUSINESS OWNER

This track is for businesses looking for quality real estate opportunities, so they can start or expand in Detroit. Whether you have the next great business idea and are looking for a place to make it happen, or you've recently signed a lease and started building your dream, we'll help you do it in Detroit.

Tell Me More

MOTOR CITY MATCH IMPACT-TO-DATE

763
Businesses Served

310
Spaces

2.5M
Real Estate SF

$3.9M
Grants

$24M
Leveraged

PARKLAND ★ LAUNDROMAT

thehive 2.0

home of innovators / visionaries / entrepreneurs

Develop Small Developers Programs

- Create Developer's College (technical assistance and capacity building, mentorship)
- Identify development ready properties
- Develop new capital products to support property acquisition, pre-development, construction and other development phases
- Leverage vacant property inventory for infill development with small developers
- Case studies: Milwaukee Commercial Revitalization Ownership Project, Detroit Developers of Color Program

Commercial Revitalization Ownership Project

CROP

Presentation Outline

1. General Observations
2. Knowledge Capital: Capacity Building and Encouraging Culture
3. Network Capital: Supportive Environment and Market Opportunities
4. City Assets and Regulatory Environment
5. Conclusions & Homework

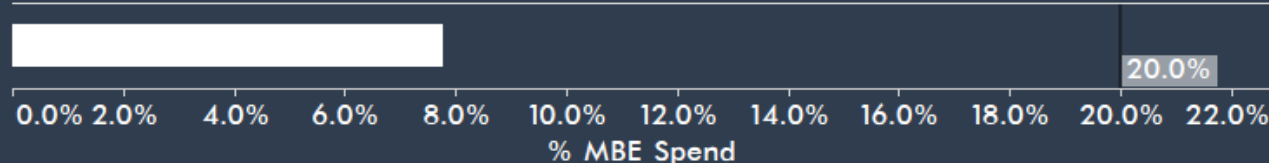# Government Contracting: Create Intentional Equity

Government Contracting: Create Intentional Equity

- Shift good faith efforts to performance targets (15% MBE, 5% WBE, 0.5% Disabled)
- Tie performance targets to staff evaluations based on utilization rates
- Publish goals & results → Transparency
- Incentivize procuring goods and services from Parkland & Russell (or West Louisville) businesses by adding preference points
- Identify frequency & how utilization will be monitored
- Unbundle larger contracts, increases competitiveness
- Streamline certification process to promote inclusion of small business. Increase outreach to small businesses (e.g. leverage relationships with faith-based organizations - train the trainer)
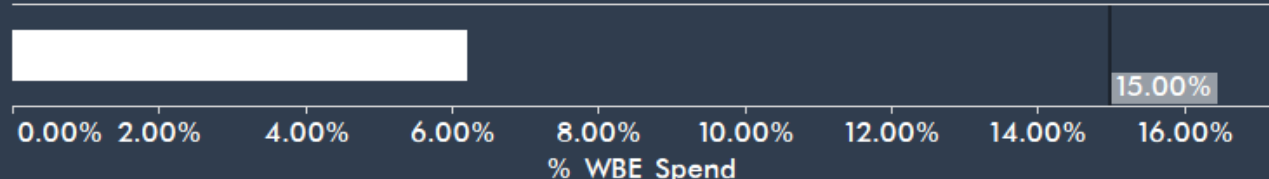
Vendor Diversity Executive Order Dashboard

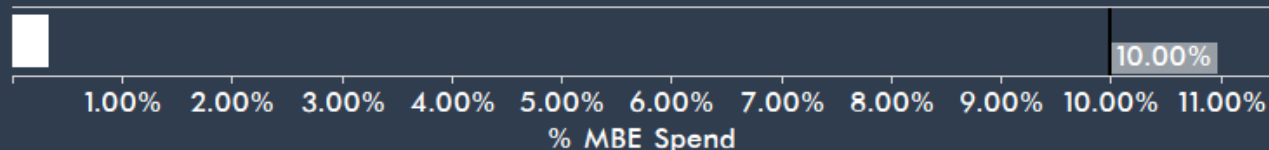## Progress Toward Executive Order Targets
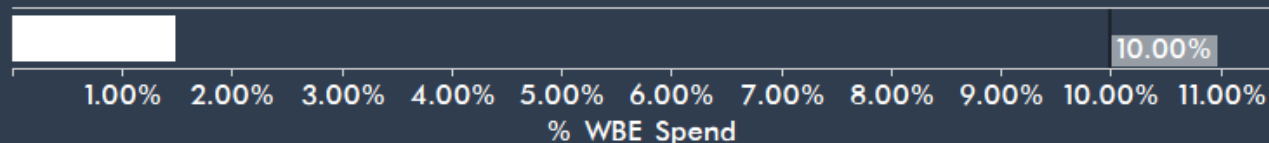
Percent MBE Spend (A&E)

20.0%

0.0% 2.0% 4.0% 6.0% 8.0% 10.0% 12.0% 14.0% 16.0% 18.0% 20.0% 22.0%
% MBE Spend

Percent WBE Spend (A&E)

15.00%

0.00% 2.00% 4.00% 6.00% 8.00% 10.00% 12.00% 14.00% 16.00%
% WBE Spend

Percent MBE Spend (Construction)

10.00%

1.00% 2.00% 3.00% 4.00% 5.00% 6.00% 7.00% 8.00% 9.00% 10.00% 11.00%
% MBE Spend

Percent WBE Spend (Construction)

10.00%

1.00% 2.00% 3.00% 4.00% 5.00% 6.00% 7.00% 8.00% 9.00% 10.00% 11.00%
% WBE Spend

Percent WBE Spend (PS)

0.29%

25.00%

0.0% 4.0% 8.0% 12.0% 16.0% 20.0% 24.0% 28.0%
% WBE Spend

Percent MBE Spend (PS)

0.20%

10.00%

0.0% 1.0% 2.0% 3.0% 4.0% 5.0% 6.0% 7.0% 8.0% 9.0% 10.0% 11.0%
% MBE Spend
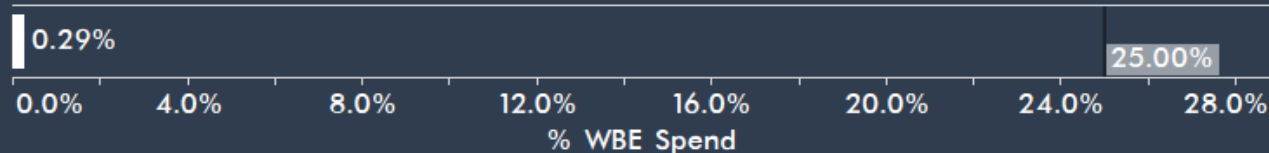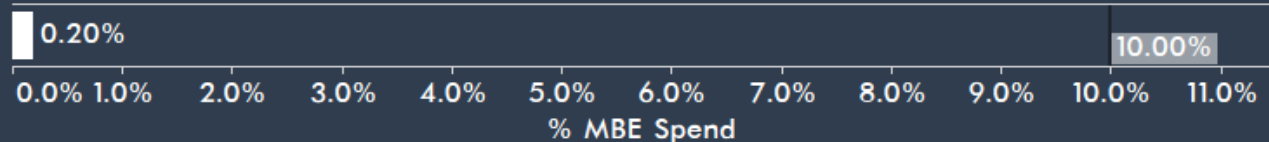
Citywide Statistics

Total Spend	All MWBE Spend	Total MWBE Vendors Paid
$622,048,488.78	$7,530,936.43	66

Spend by Vendor Type

- MBE: 19 Vendors $2,804,926.85
- MWBE: 2 Vendors $18,463.00
- WBE: 31 Vendors $4,707,546.58
- SBE: 20 Vendors $2,379,773.49
- SLBE: 26 Vendors $2,669,366.11

Spend by Department

- BPS: $1,220,368.13 0.50%
- DND: $481,820.93 1.24%
- DoIT: $295.00 0.00%
- Parks: $1,201,318.38 5.23%
- PCMD: $149,127.62 1.96%
- PWD: $1,697,190.07 1.49%
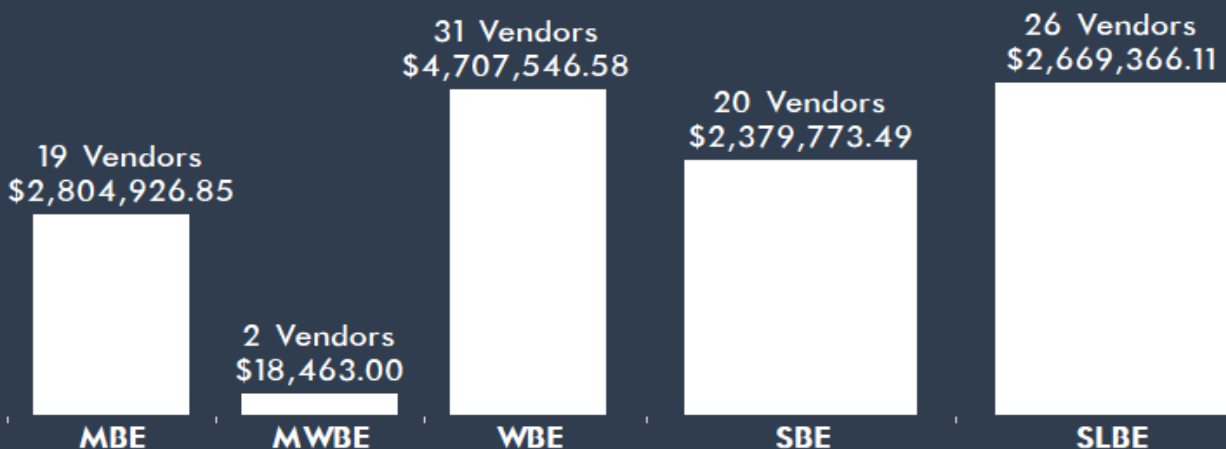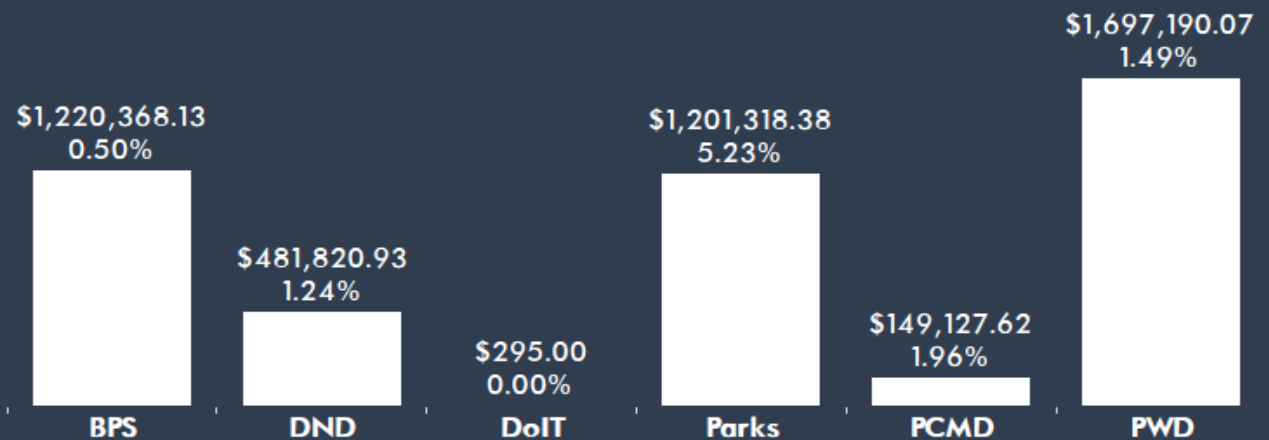
Vacant Spaces & City-Owned Properties

Pilot activation to promote community engagement:
- Promote entrepreneurship and small business and community empowerment.
- Identify anchor locations and community champions.
  - Example: Parkland Integrity Unit/Old Grocery building
  - Utilize parking lot, indoor space, and shut down S. 28th and Dumesnil Street.

Vacant Spaces & City-Owned Properties

Program activities around entrepreneurs and small businesses.
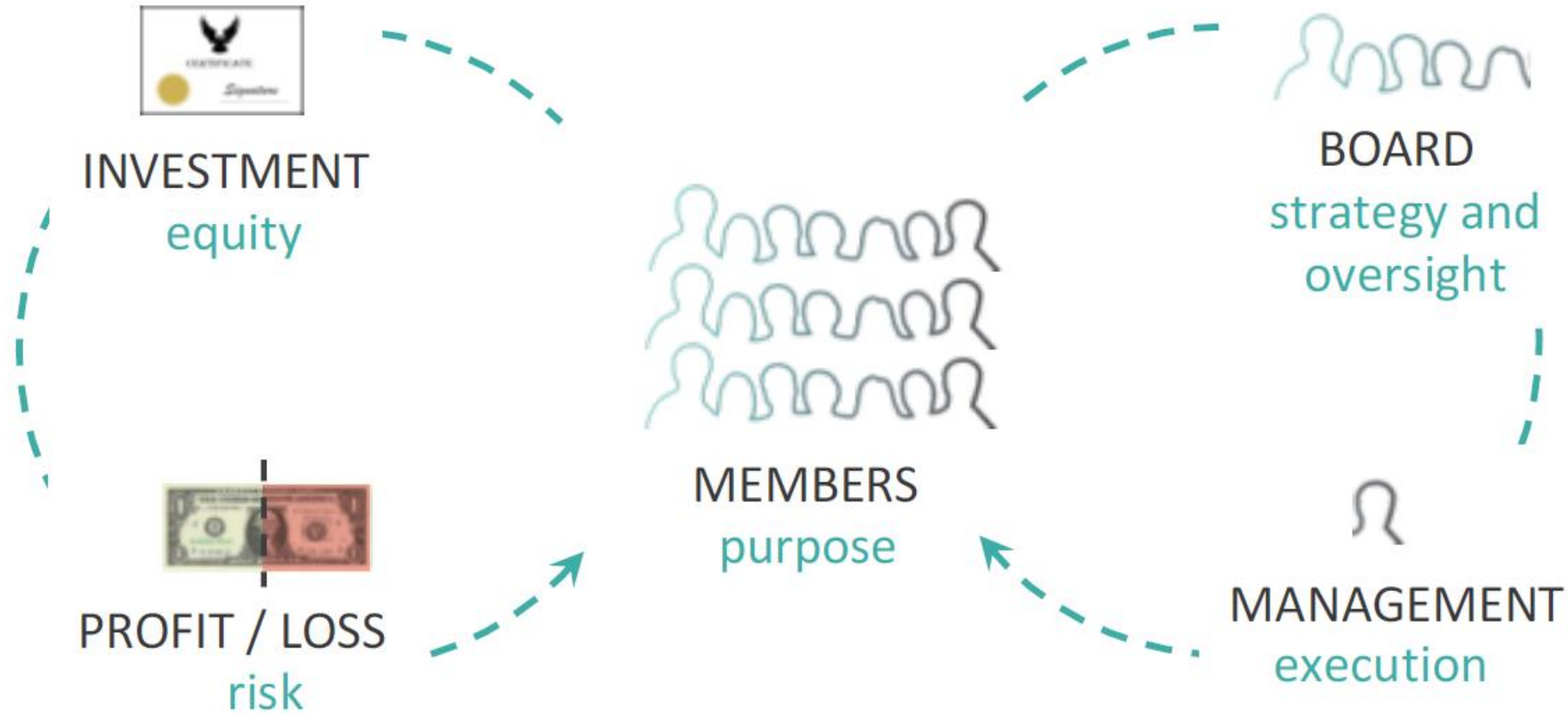
- Block Party/Street Fair with indoor option in winter
  - Highlight area attributes; e.g. food / garden
  - Selling, cooking, healthy eating demos from the garden
    - Outreach opportunity for the Health Equity Report
  - Rotating multiple industry focuses: arts, music, retail, professional services, Code Louisville start-ups
  - Youth-oriented activities & sports, family movie nights
  - Build ties to the police community resource officer
- Hosted by Mayor/ Council member in short term with goal of community ownership
- Partner with local small business (flyers, banners, table setups, maintenance & clean-up)
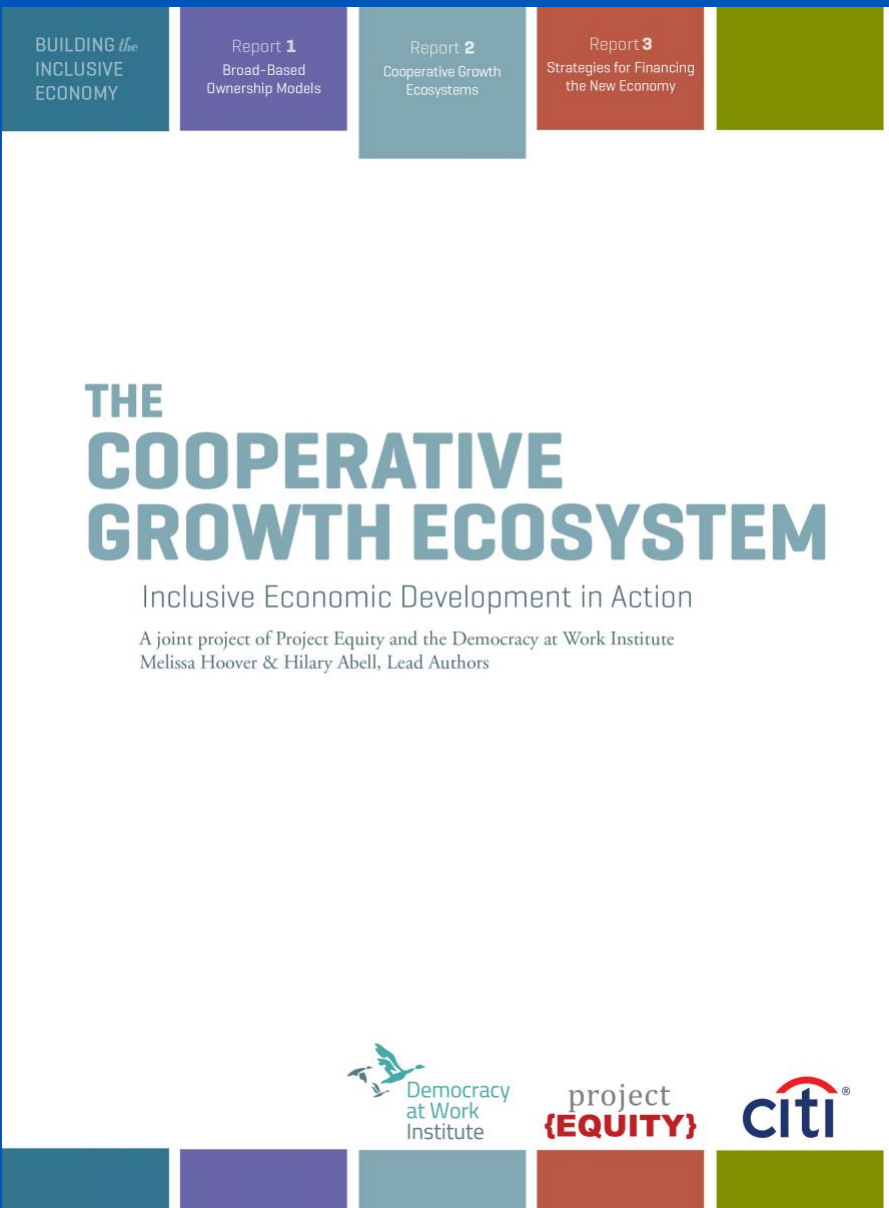
BREAKFAST
ALL DAY

Fried Potato
& Cheese

Grits

Oatmeal

Bacon &
Sausage
(Regular & Turkey)

SOUP
ALL DAY

Chili

White
Chili

Chicken
Noodle

Seafood
Gumbo

THURSDAY
HOT
SPECIAL

Sweet
Peach's

PARKLAND ★ LAUNDROMA

A business owned and controlled by the employees.

INVESTMENT
equity

PROFIT / LOSS
risk

MEMBERS
purpose

BOARD
strategy and oversight

MANAGEMENT
execution

Develop Worker-Owned Cooperative Ecosystem to Promote Community Ownership

THE COOPERATIVE GROWTH ECOSYSTEM

Inclusive Economic Development in Action

A joint project of Project Equity and the Democracy at Work Institute
Melissa Hoover & Hilary Abell, Lead Authors

- Promote community wealth building
- Opportunity to create new start-up worker owned businesses
- Opportunity to assist retiring business owners convert (sell) businesses to workers
- Leverage anchor institution and government purchasing for market opportunities
- Assess creation of Cooperative Development Center
- Assess existing city government programs to ensure accessibility of cooperatives
- Case studies: Minneapolis, Boston, New York, Madison, Indiana, Washington D.C.

Tightshift Laboring Cooperative

Tightshift Laboring Cooperative is a worker-owned laboring business in DC. Tightshift is DC's first worker-owned cooperative business founded by returning citizens, and provides Moving, Hauling, Residential and Commercial Cleaning, Landscaping, and Fencing.

Presentation Outline

1. General Observations
2. Knowledge Capital: Capacity Building and Encouraging Culture
3. Network Capital: Supportive Environment and Market Opportunities
4. **City Assets and Regulatory Environment**
5. Conclusions & Homework

Vacant Properties Strategies

- Execute initial phase of implementation targeted in the Vision Russell and Parkland Neighborhood Plans

- Activate underutilized commercial properties into productive use in areas showing signs of stability and growth

Vacant Properties Strategies

- Improve city processes to fast track the disposal of vacant residential properties, partnering with existing neighborhood stakeholders to stabilize targeted neighborhood areas

- Implement a carrot and stick approach to property maintenance

Business Development Financing Tools

- Establish a patient capital development fund that serves as gap financing for Parkland and Russell projects

- Provide loan guarantees or loan loss reserves to support community development projects and entrepreneurs in Russell and Parkland

Government Purchasing & Processes

- Set an annual spending goal for public procurement of goods and services to be directed toward suppliers in West Louisville

- View licensing and new business formation through the lens of an entrepreneur to identify process improvements

Build Human Capacity

- Establish a Russell and Parkland Ambassador Program to support and provide solutions to the local small business ecosystem

- Dedicate additional support personnel for business development and land redevelopment

Presentation Outline
1. General Observations
2. Knowledge Capital: Capacity Building and Encouraging Culture
3. Network Capital: Supportive Environment and Market Opportunities
4. City Assets and Regulatory Environment
5. Conclusions & Homework

Conclusions

- Equity focus allows for reform and changes to government procurement practices and business service delivery

- Focus on new and innovative communication strategies to focus on internal and external services

- City's historical challenges with inclusion present a platform for meaningful engagement and innovation with an equity lens

- Vigorous execution of vacant land reuse/ management practices, streamlined regulatory processes, and innovative financial tools can have a more immediate positive impact on West Louisville neighborhoods and small businesses

- Develop strategies to diversify investments in capacity building for local institutions

Homework - Next Steps

- Mapping of small business resources provided by Louisville Forward to determine where resources are being distributed and to whom

- Conduct a round table to assess needs of existing and aspiring small businesses in Parkland and Russell to determine service needs

- Activate vacant / underutilized properties to host the entrepreneurial market place

- Research the development of a Capital Development Gap Fund for Parkland and Russell, exploring the existing debt, equity, and free capital funding sources, as well as new ones

- Create a framework for Small Developers Program

- Conduct data assessment of procurement utilization of MWBEs

- Data assessment of current West Louisville businesses with city procurement potential

Next Check-in:
Fellowship Mid-Term Retreat: Los Angeles | January 24-26, 2018

Thank you to the following people for assisting our panel:

Honorable Mayor Greg Fischer | Mary Ellen Wiederwohl, Louisville Forward | Scott Herrmann, Louisville Metro Government | Daro Mott, Louisville Metro Government | Grace Simrall ,Louisville Metro Government | Brandy Kelly-Pryor, Louisville Metro Government | Aja Barber, Louisville Metro Government | Rashaad Abdur-Rahman, Louisville Metro Government | Bennett Knox, Louisville Metro Government | Gena Redmon, Louisville Metro Government | Anna Wallace, Louisville Metro Government | Tameka Laird, Louisville Metro Government | Kendall Boyd, Louisville Metro Government | Yvette Gentry, Louisville Metro Government | Ed Blayney, Louisville Metro Government | Jordan Turner, Louisville Forward | Ashley Parrott, Louisville Metro Government | Amy Neal, Metro United Way | Jonathan Lowe, Jefferson County Public School | Mary Gwen Wheeler, 55,000 Degrees | Eric Burnette, KentuckianaWorks | Syvoskia Pope, Louisville Metro Government | Christy Jarboe, Louisville Forward | Barbara Sexton-Smith, Councilwoman District 4 – Parkland | Jessica Green, Councilwoman District 1 – Russell | David Snardon, Concern Pastors | Chris Sanders, Empower West | Virginia Lee, James Graham Brown | Dan Hefferman, Community Ventures | Natasha Cummings, West Louisville Community Council | Andy Blieden, Butchertown Market Developments | Paul Costel, One West | Jeana Dunlap, Louisville Metro Government | Damon Duvall, Parkland Laundromat | Kevin Fields, Louisville Central Community Center (LCCC) |Rev. Vincent James, Louisville Metro Government | Manfred Reid, Louisville Metro Housing Authority | Donna McDonald, West Louisville Chamber | Seth Cohen, Louisville Free Public Library | Erin Waddell, Louisville Metro Government | Rebecca Fleischaker, Louisville Forward | Charles Booker, LIBA | Kellie Watson, Louisville Metro Government | Pedro Bryant, Metro Bank | Rider Rodriguez, KentuckianaWorks | Tameka Jackson and Chauncey Turner, Irma Dee's | Gary Dennis, Peanut Butter & Jelly Kinder College | Bill Gatewood, Metro Housing Resource Center | Harvetta Ray, Parkland Family Scholar House | Jamesetta Ferguson, MOLO Village | Aukram Burton, Kentucky Center for African American Heritage | Kwane Watson, West Louisville Dental Center | John Shaw-Woo, ecoHUB Arts Community | Charlotte Kerns, Kentucky Career Center | Micah Howard, Kentucky Career Center | Catrina Hill, Catrina's Kitchen | Laura Stevens, Catholic Charities and Common Gardens | Lucretia Thompson, Lucretia's Kitchen | Kentucky Taco | Victoria Benson, Community Ventures | Joseph Brown, Entrepreneur | Steve Miller | Lakesha Clark-Duvall | Bryant Benford | Wendy Bade, PNC Bank | Jake Brown, Marian Development | Mariah Gratz, Weyland Ventures | Todd Underhill, Underhill Assoc. | Kevin Dunlap, Rebound | Cathe Dykstra, Family Scholar House | Gloria Fuqua, Louisville Forward | Eric Friedlander, Louisville Metro Government | Scott Love, Louisville Forward | Theresa Zawacki,