



Sacramento

Peer Exchange Panel

November 2017

Equitable Economic Development Fellowship



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:

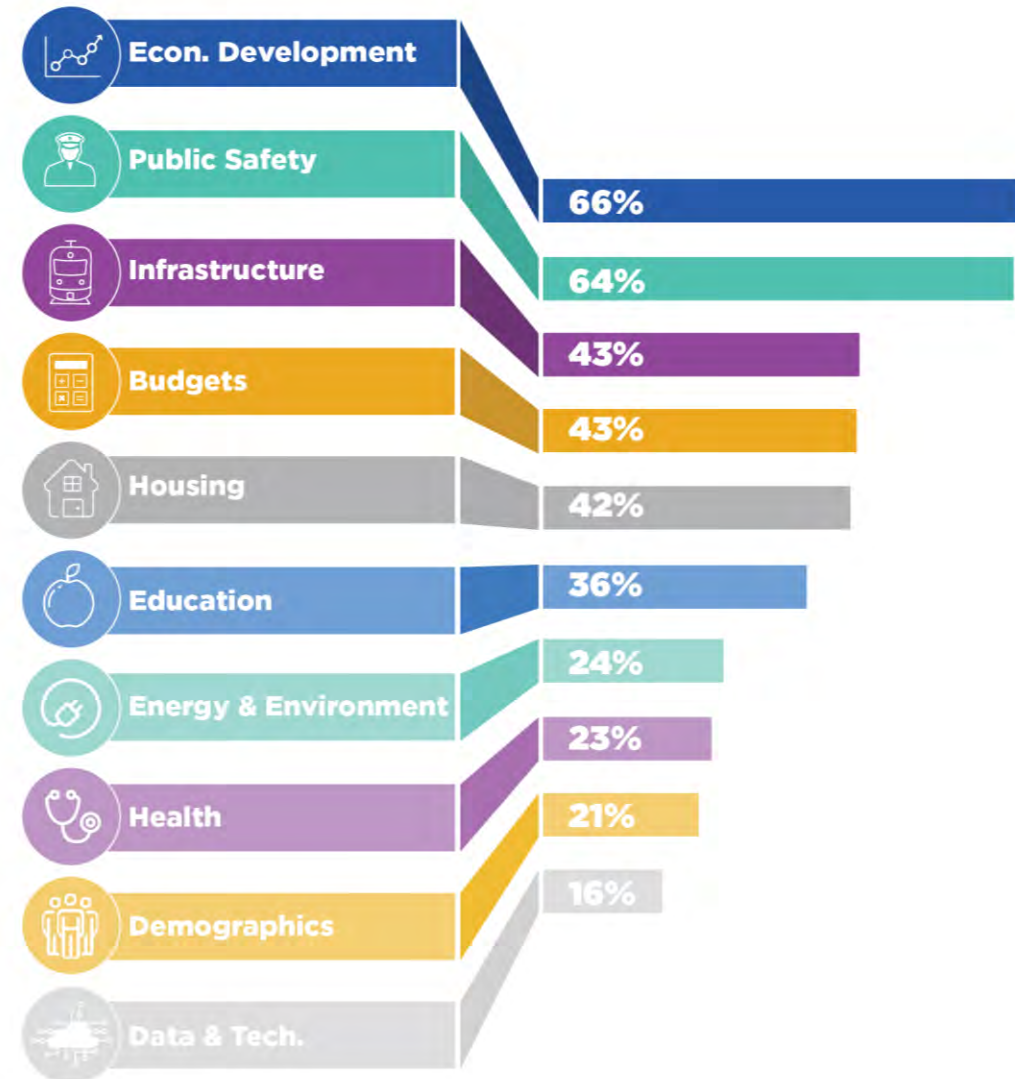


The **Surdna Foundation** seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies, and thriving cultures.

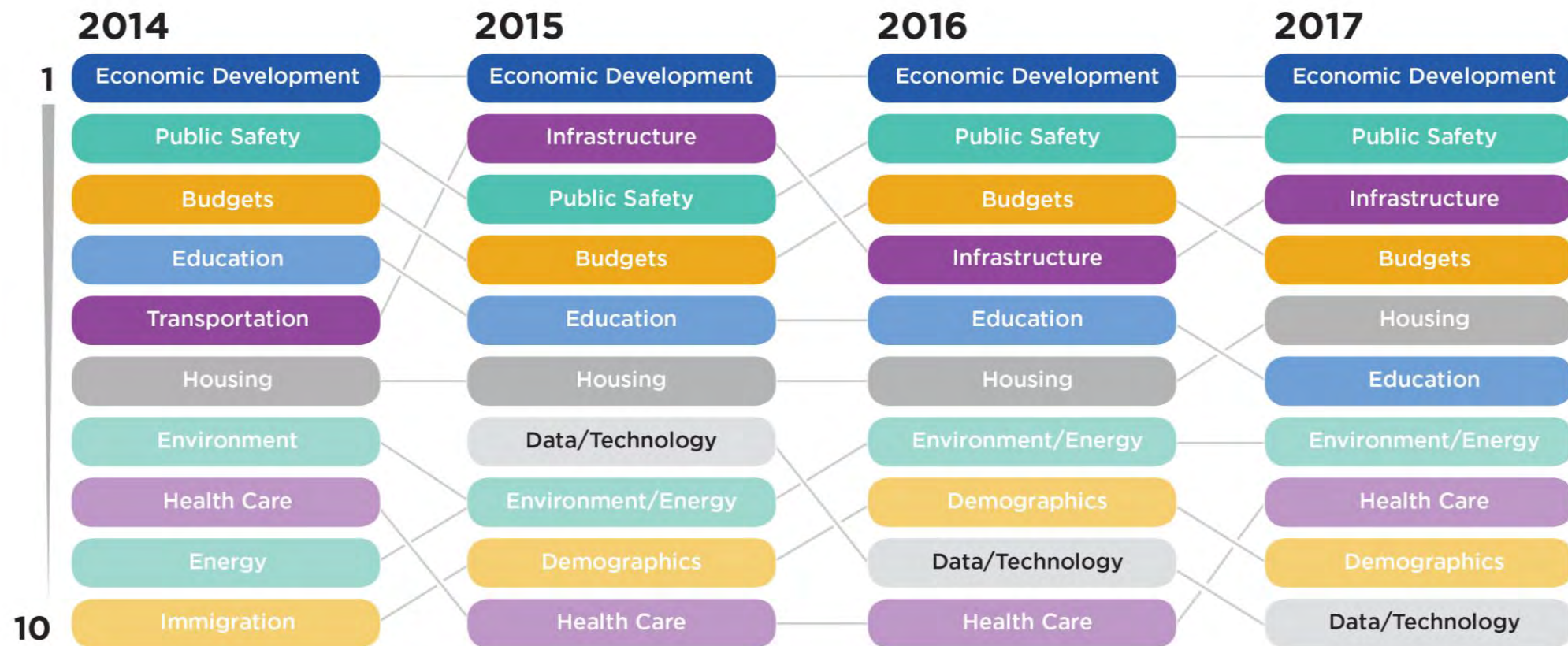


The Open Society Foundations work to build vibrant and tolerant societies whose governments are accountable and open to the participation of all people.

Top TEN ISSUES

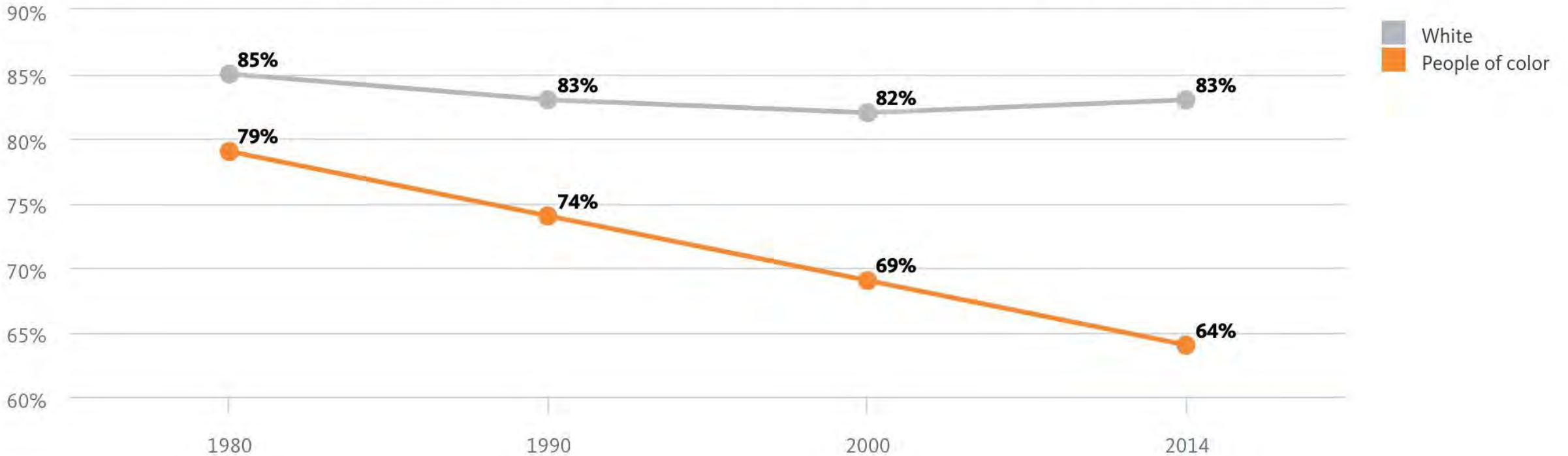


Top 10 issues over the last four years



Equitable Economy: The Challenge

Share of workers earning at least \$15/hour by race/ethnicity: Sacramento City, CA, 1980-2014

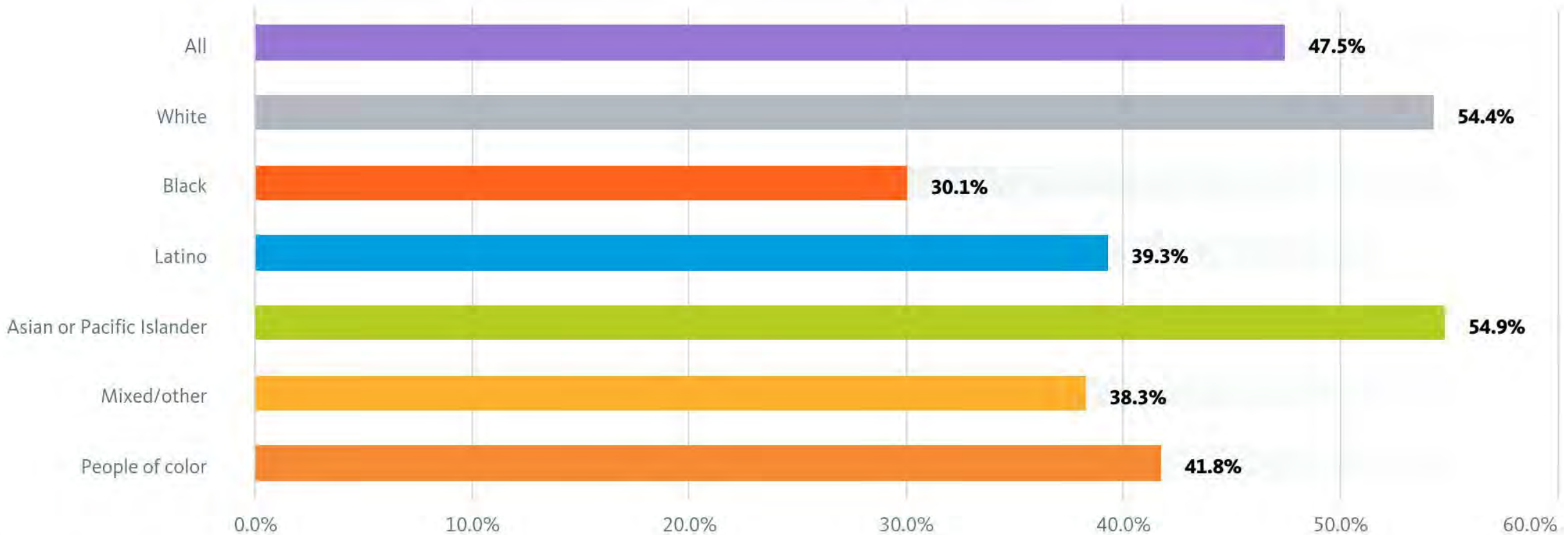


IPUMS

PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Equitable Economy: The Challenge

Percent owner-occupied households by race/ethnicity: Sacramento City, CA, 2014

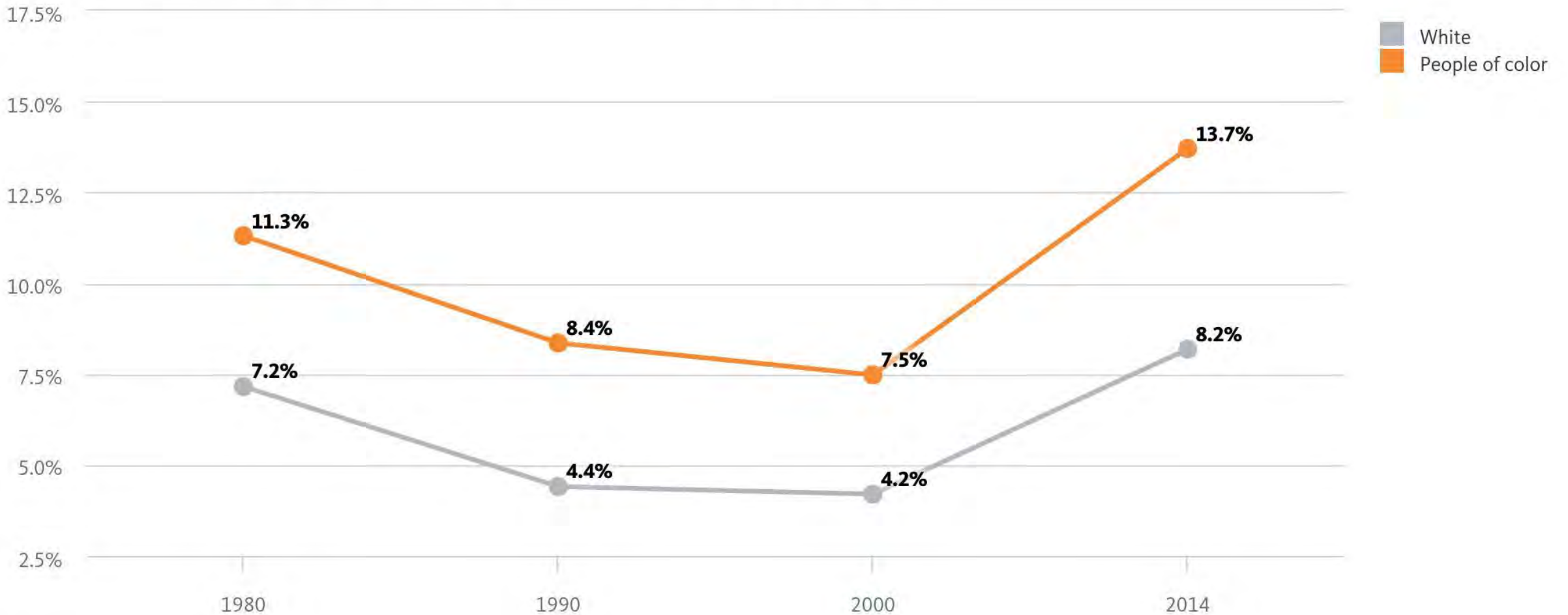


IPUMS

PolicyLink/PERE National Equity Atlas, www.nationalequityatlas.org

Equitable Economy: The Challenge

Unemployment rate by race/ethnicity: Sacramento City, CA, 1980-2014



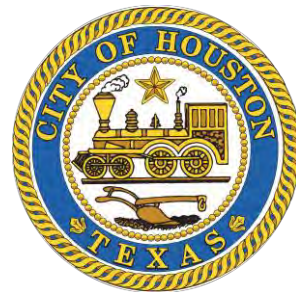


Equality

vs.



Equity







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

What are the specific strategies and priorities that the City should implement or invest in to stimulate private investment along distressed commercial corridors (Del Paso, Marysville, Franklin and Stockton Boulevards) to the benefit of the neighborhood residents and businesses?



The Panel

The Panel

- **Mike Higbee**, Founder/President, Development Concepts, Inc., Indianapolis, IN
- **Julie Day**, Chief of Staff – Acting, Baltimore DHCD, City of Baltimore, MD
- **Melissa Devereaux**, Vice President, Purpose Built Communities, San Francisco, CA
- **Anne Gatling Haynes**, Director, Transformative Development, MassDevelopment, Boston, MA
- **Crystal German**, Principal, Prosperity Labs, Kansas City, MO
- **Ashford Hughes Sr.**, Senior Advisor Workforce, Diversity and Inclusion, City of Nashville, TN
- **James Lima**, President, JLP+D, New York, NY
- **Theresa Zawacki**, Senior Policy Advisor, Louisville Forward, City of Louisville, KY



Presentation Outline

1. **General Observations**
2. Economic Growth and Community Development
3. Organizational Alignment
4. Connect and Collaborate
5. Rapid Prototyping
6. Conclusions & Homework

General Observations



General Observations

- The vision for the city's Equitable Economic Development (EED) Fellowship project is still evolving (which means there is room to grow!).
- The City is positioned to capture significant economic growth and opportunity, but lacks an overall equitable economic development vision to guide future investment.
- Sacramento has the opportunity to define what equitable economic development means in its local context and how it will be different than traditional economic development.
- The significant change in City leadership (Mayor, City Manager, Police Chief, etc.) brings both creative energy and a unique opportunity to move forward in a different way.
- The study area corridors each provide unique challenges and opportunities.

General Observations



General Observations

- There is a need and opportunity to bring current data and metrics into future decision making.
- A practice of intentional and meaningful engagement and collaboration among stakeholders is essential and will require a culture shift at the City. The General Plan Update could provide one opportunity to engage residents and businesses.
- The partnership between the City and County is critical to a meaningful equitable economic development initiative and needs special attention.
- There is a need to establish more small business development tools given significant the inventory of small businesses that serve Sacramento's disadvantaged neighborhoods.

General Observations



General Observations

The following recommendations provide strategic guidelines for paradigm shift:

1. Integrate equitable economic growth and community development
2. Organizational alignment
3. Building a culture of connection and collaboration

AND

At least six ideas to pilot or rapid prototype in the next year.



Presentation Outline

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2. **Economic Growth and Community Development**
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General and Goal Statements



General and Goal Statements

General Statement

- Sacramento appears to be positioned for positive economic growth – the challenge will be to ensure that all residents benefit.

Goal Statement

- The City's economic development initiatives will be designed to create healthy communities of opportunity.

Citywide Objectives



Citywide Objectives

- Leverage Sacramento's unique assets and position in the region.
- Link potential economic investment to job training, education and employment for local residents.
- Citywide economic strategy should include place-making and quality of life initiatives.
- Engage neighborhood stakeholders in strategies for sectors, industries, and anchor institutions.



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COLLABORATIVE**

Building community wealth

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Publication

Hospitals Building Healthier Communities: Embracing the Anchor Mission

by David Zuckerman, with contributions from Holly Jo Sparks, Steve Dubb, and Ted Howard

The Democracy Collaborative's latest report, *Hospitals Building Healthier Communities*, provides an in-depth look at six hospitals in five cities that are rethinking their economic and community engagement strategies. These hospitals have recognized that health is more than just treating the patients that come through their doors and are beginning to adopt an "anchor institution mission" that can help build not only more prosperous, but also healthier communities.

Detroit's "Big Three" are no longer Ford, General Motors, and Chrysler. Today, its three largest private employers are instead Henry Ford Health System, Detroit Medical Center, and Wayne State University. Detroit is but one example of a massive shift that is taking place: nonprofit universities and hospitals have become the dominant economic linchpins in many communities across the

HOSPITALS BUILDING HEALTHIER COMMUNITIES

Embracing the anchor mission

by David Zuckerman
with contributions from Holly Jo Sparks, Steve Dubb, and Ted Howard

The Democracy Collaborative at the University of Maryland
March 2013





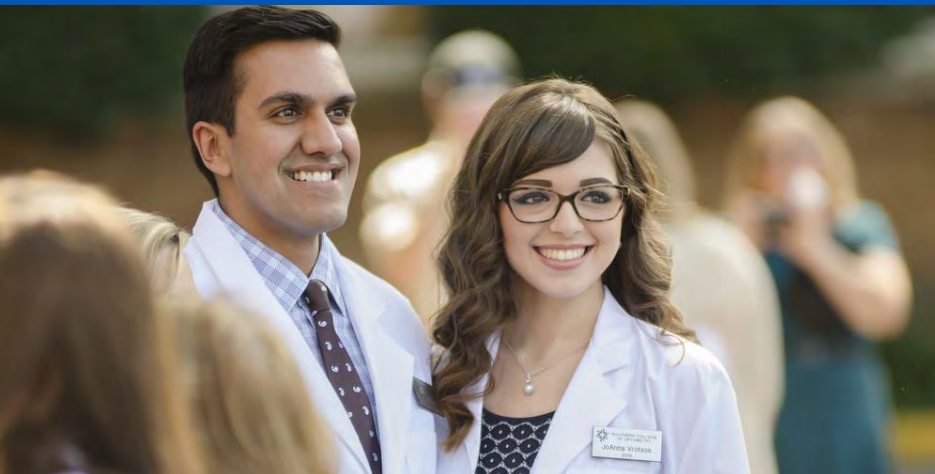
Live Local

- *Over 60 new residents incentivized to move to the neighborhood in first year of program*



Buy Local

- *Harness \$1.2 billion in purchasing and procurement, much of which is currently leaving the city*



Hire Local

- *5,000 jobs to be filled in the next five years*





THE WATER INSTITUTE
OF THE GULF

Corridors and Neighborhoods



Corridors and Neighborhoods

- Enhance underperforming corridors through public realm investments, improving the customer and business experience.
- Promote partnership strategies that increase entrepreneurship and social enterprises by and for residents of low income communities.
- Establish an expanded resource base for the PBIDs that provides greater small business support and spurs mixed-use development along corridors.

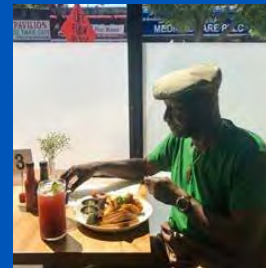
Strategy Implementation for Corridors

- Create resident and business working groups that focus on corridor and community economic development opportunities.
- Build local capacity to act on comprehensive community development strategies (e.g., new CDC, toolkit and resources for other CBOs).
- Relieve small business of regulatory burdens.

Job training and economic development enhance community agency and build the capacity of resident-led institutions.



BROWNSVILLE
COMMUNITY
CULINARY
CENTER





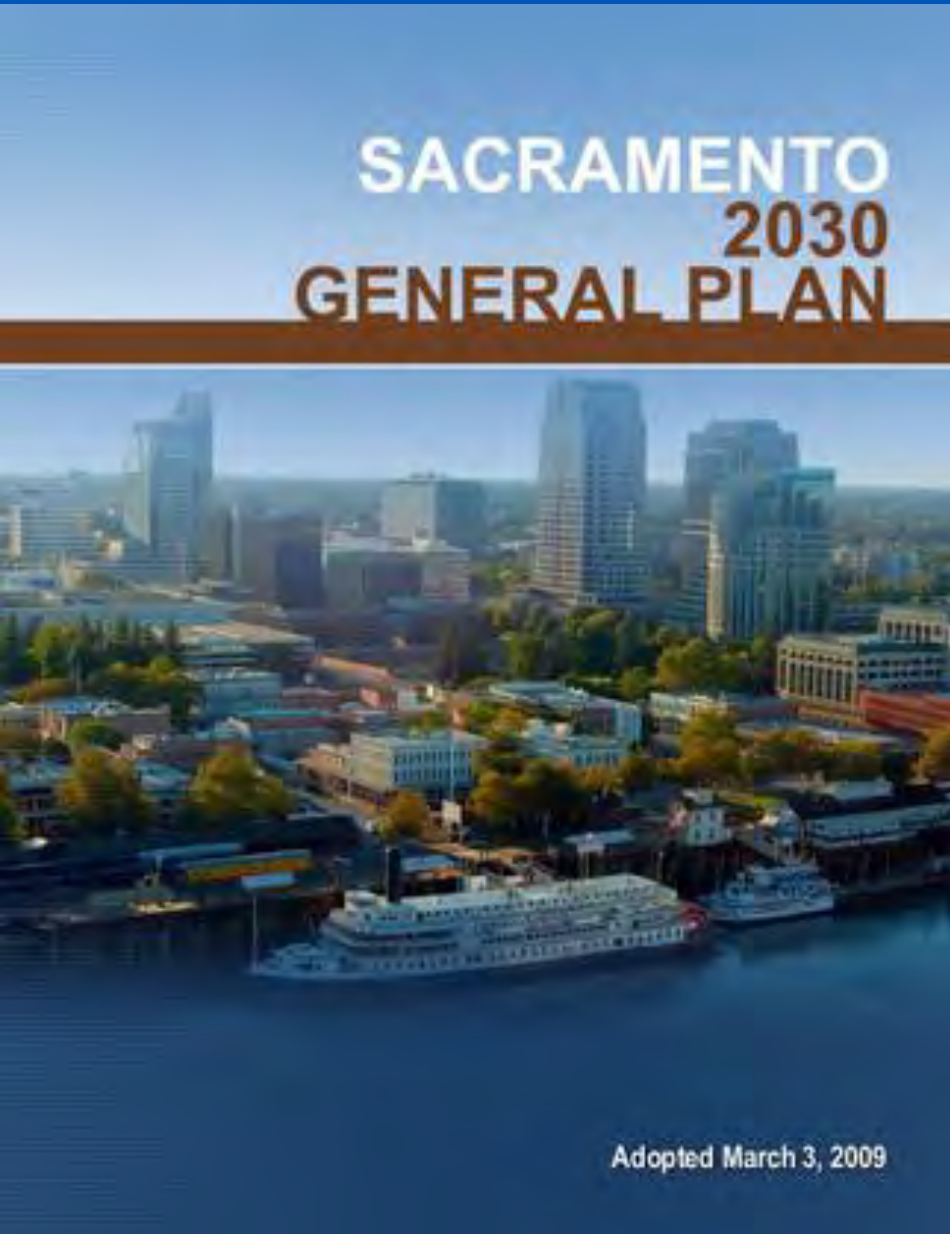
Fellows help make capital deployment decisions that push money and resources to areas where they are needed most.

Blended venture capital and merchant banking approach to make impact investments.

Portfolio



2018 General Plan Update



Use 2018 General Plan Update to:

- Connect placemaking and corridor planning to broader equity economic objectives.
- Identify the roles for city departments in implementing regulatory and land use neighborhood revitalization policies.
- Formalize equity objectives and identify appropriate indicators and metrics.
- Enhance prospects for grant opportunities.
- Deploy technology to engage community input.



Race and Social Justice Initiative (RSJI)

[About](#)

[City](#)

[Community](#)

[Home](#) / [City Workplans](#) / Seattle 2035: Draft Comprehensive Plan



Quick Links

[Racial Equity Fund](#) View 2016 RFP and 2015 grantees.

[2016 RSJI Community Survey](#)

[Equitable Development - Seattle 2035](#)

Seattle 2035: Draft Comprehensive Plan



Seattle 2035 is the City of Seattle's draft Comprehensive Plan for managing growth. The plan³⁹

Reinventing the General Plan

A Project of the California Planning Roundtable

With support from the American Planning Association, California Chapter

This incubator is designed to welcome browsing for good ideas.

Models

Each Great Model included in this incubator highlights exemplary practices and ideas from a California General Plan. The Great Models come from the General Plans of cities and counties, large and small. They are peer-reviewed by [California Planning Roundtable members](#) to ensure their quality and that we are bringing the commendable parts of these General Plans to your attention.

A [Catalog of Great Models](#) gives a quick overview of each of our current models. On the catalog page, users can also browse by tags to find models that are relevant to their type of community and/or concerns. This is more than just a list of good General Plans. Our goal is to delve into these Plans, specifically pinpointing their most innovative and compelling features.

The Great Models themselves are in a tab-based format for easy navigation. The first tab, called "Context", is common to each Model. Laying out the particulars of the jurisdiction and the Model, this tab pays special attention to the local challenges and opportunities that surrounded the creation of the Plan.



PORTUGALIA MARKETPLACE





Presentation Outline

1. General Observations
2. Economic Growth and Community Development
- 3. Organizational Alignment**
4. Connect and Collaborate
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Organizational Structure



Organizational Structure

- The structure of city government should be clearly defined and aligned to efficiently support an Equitable Economic Development strategy.
- Intentional inclusion of equity as a priority in all city functions must be evident and measurable.
- Create an environment of leading with yes – where problem solving is celebrated.

Organizational Structure



CULTURE OF YES

Organizational Structure

- Organizational structure, staffing and resource allocation must be designed to demonstrate to the community, regional partners, and city employees that EED is a city priority.
 - The concept of equity should be infused in all aspect of city operations, from job descriptions, RFPs, dashboards, and performance measurements.
- Agencies need to embrace equity as priorities and recognize the need for collaboration, to act and behave differently to achieve its goals.
 - Elevate position of Planning Director to be part of the team leading strategic coordination and collaboration among departments.
- Staff implementing the EED strategy should reinforce relationships with community members, partners, and stakeholders.
 - All staff that have direct contact with neighborhoods, based on their role, should be clearly identifiable and accessible by community members.

Organizational Structure: Metrics



Organizational Structure: Metrics

1. Connect metrics to program activity.
2. Consider adopting performance indicators that address job quality and business dynamics, where appropriate.
 1. Examples - among assisted residents : wage levels, benefits provided, occupations, skill development and career pathways. Among assisted businesses: churn indicators, basic year-over year summary business trends. Innovation, productivity or business expansion.
3. Report program-related outcomes as distinct from broader economic benchmark indicators.
4. Evaluate data source options, including the feasibility, quality, and availability of data when selecting indicators.
5. Determine which indicators can be used to understand economic inclusivity within the state's overall economic development portfolio. Report the data internally (even if not required for external reporting) to allow agency leaders to monitor how well it is doing in addressing inclusivity issues across programs.
6. Create a communication plan to drive productive use (and accurate dissemination) of economic development program outcome data.

Organizational and Performance Measurement Resources



Redefining Economic Development Performance Indicators For a Field Transition – Center for Regional Economic Competitiveness.

The Inclusive Economic Development Lab
Brookings Institution

BROOKINGS

Case Studies

King County serves all residents by promoting fairness and opportunity and eliminating inequities.

King County Strategic Plan-Fair And Just Guiding Principle



Affordable, safe, quality housing
Access to parks and natural resources
Equity in county practices
Access to affordable, healthy, local food
Equitable law and justice system
Community and public safety
Access to safe and efficient transportation
Access to health and human services
Healthy built and natural environments
Family wage jobs and job training
Early childhood development
Strong, vibrant neighborhoods
Economic development

DETERMINANTS OF EQUITY

The conditions in which people live, work and play are determinants of equity. Equal opportunity in these areas is necessary for all people to thrive and achieve their full potential regardless of race, income or language spoken.



OFFICE of EQUITY
and HUMAN RIGHTS
CITY OF PORTLAND
RACIAL EQUITY TOOLKIT

2. Collect and Analyze Data
3. Understand Historical Context
4. Engage Those Impacted



1. Set Racial Equity Goals

5. Refine Outcomes & Develop Equitable Strategies
6. Implement Changes
7. Evaluate and Report Back



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Value Statement

Critical to an integrated and equitable development strategy is an internal and external culture shift – supporting a culture of connectivity with intention – at the neighborhood, city, and regional leadership levels.

Prioritize and Practice



Prioritize and Practice

- Elevate equity as a priority conversation— Mayor should convene citywide community advisory committee, defining Sacramento's authentic definition (GARE).
- Connect the conversation on equity to the specifics at the neighborhood working group level.
- Shift culture of enhanced connectivity by starting internally—create City interagency working group (ED, CD, Planning, Neighborhood Services).
- Connect a 'science fair' of city/county agency representatives to the neighborhood working on committed regular basis—make these fun (yet informative) for the whole family.
- Neighborhood working group should focus on continuous community engagement, identifying achievable projects and creating working relationships with each other (designofwe).
- Connectivity and collaboration is enhanced when the various stakeholders co-invest resources towards shared goals. Consider using pilot money from city to incentivize other actors.

People and Places



People and Places

- Effective connecting has to be done by a person—deploy a community staff position working ‘boots on the ground’ with direct ties to government leadership.
- Connecting happens in accessible and visible places, with regular programming and opportunities for people to ‘drop in’ and contribute such as community innovation labs, farmers markets, pop up events.
- Build working relationships between leadership of major employers, universities, city/county/state to align parallel activities with ‘Sacramento priorities’ including equity goals, economic development goals and workforce.

People and Places



Resources



Resources

Equitable Framework

- http://racialequityalliance.org/wp-content/uploads/2015/02/GARE-Resource_Guide.pdf

Working shared vision

- <http://designingthewe.com>

Community space to connect and collaborate

- <http://www.makeitspringfield.org/>

Fellow

- <https://detroitfellows.wayne.edu/>
- <https://www.massdevelopment.com/what-we-offer/key-initiatives/gateway-cities/#tdi-fellows>

Resources



TOOLKIT

Racial Equity Toolkit

An Opportunity to Operationalize Equity



LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

RACIALEQUITYALLIANCE.ORG



Resources

WE

are a social impact design studio.

WE-ARE WE-DO WE-LAB PROJECTS

ALUMINUM • STAINLESS • STEEL
A R
Custom Fabrications, Inc.
Fabricating & Welding Services
TRUCK & TRAILER BODY REPAIRS
CUSTOMIZED ACCESSORIES
PROCESS EQUIPMENT
ph: 800-695-6227 fax: 800-6136
151 Taylor St. Trenton NJ 08638

1-888
JUNK
CARS



Resources

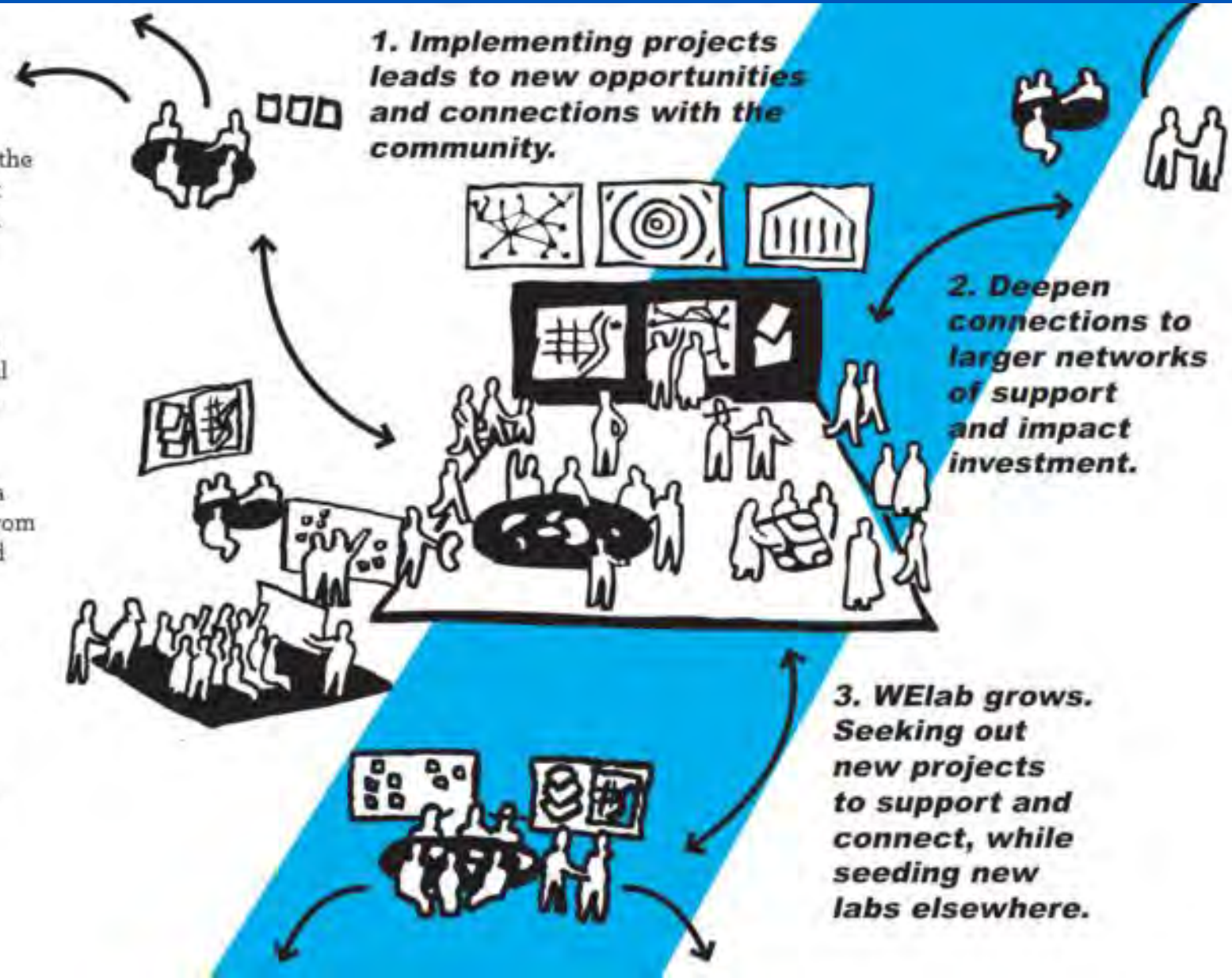
Phase 3: Implementing Our “WE” Time Frame, 1yr+

Phase three is the final cycle of a newly activated WElab. One of the main goals of phase three is to begin implementing social impact projects that have successfully attracted the necessary resources. Additional metrics are applied to these implemented projects to measure overall social impact.

In addition to connecting social change “investors” to the WElab space and impact projects, this phase also incorporates additional workshops, classes, and events to continue the momentum of the lab.

Also, in this phase, new interest to activate a local WElab within a different neighborhood zone is explored. Community members from the currently activated WElab assist in activating the new lab and facilitate many of the classes, workshops, and other activities.

The core success of the local WElab is now there is a local space that speaks to the local terrain. It is stewarded by community stakeholders committed to building a more just and equitable human experience. The open information that continues to be co-created, informs through a lens of shared values. It offers a connecting point for those seeking to define their place of value within the ecosystem of social change.



Resources

“Gain an understanding that progress in the city requires more than individual merit but rather collective benefit.”

Ritchie Harrison

Detroit Riverfront Conservancy

To apply, visit:

detroitfellows.wayne.edu

#WhyBeAFellow



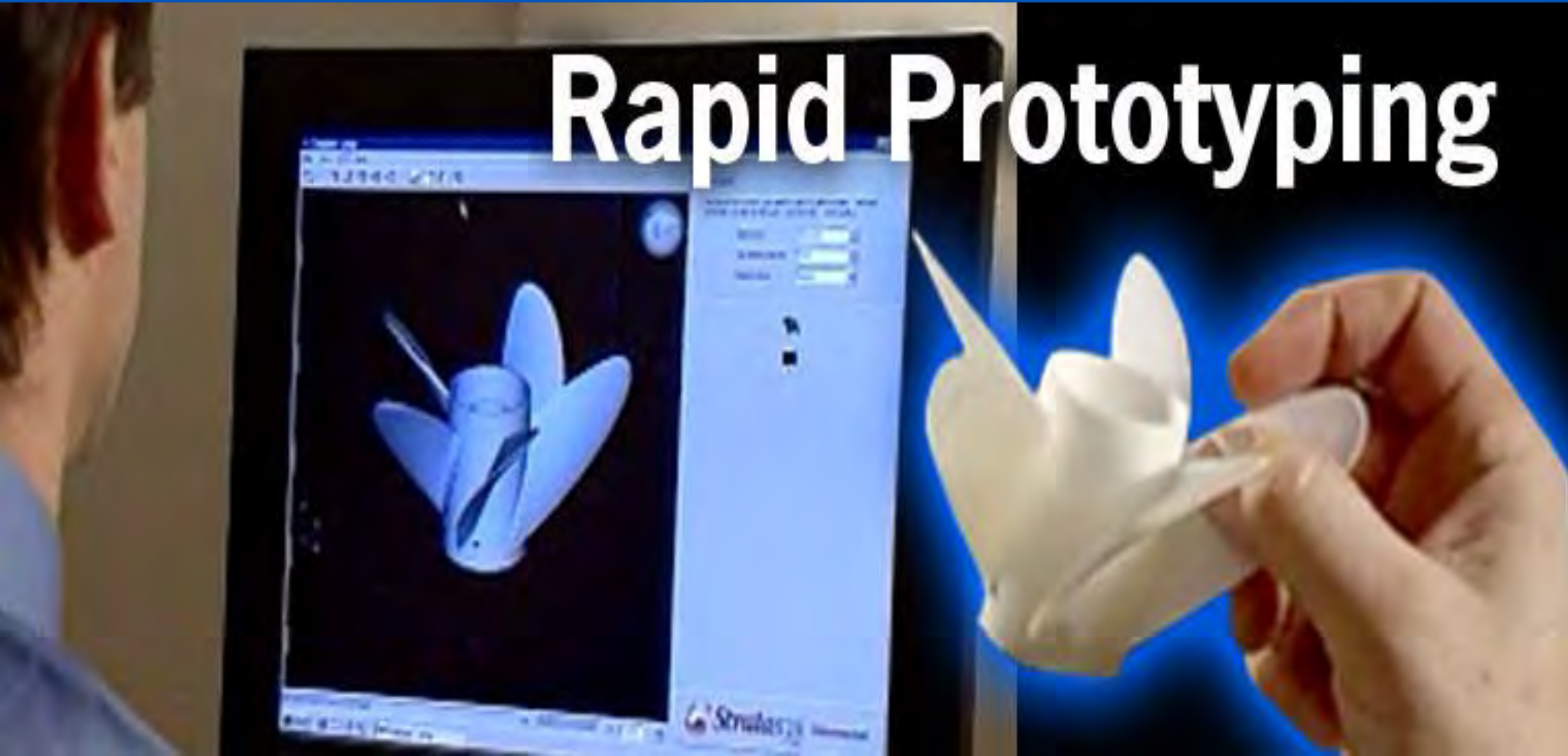


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General Observations

Rapid Prototyping



General Observations

Goal: In addition to making broader structural, cultural and organizational recommendations, we heard a desire for quick, inclusive action to:

- Demonstrate the city's commitment to neighborhoods.
- Highlight opportunities for longer-term development efforts.
- Energize all stakeholders and build community capacity.

Staffing in Community



Staffing in Community

- Create a pilot staff position: CAN – Community Advocate for Neighborhoods or Equity Fellow who is physically located in neighborhoods; ideally someone already seen as a network connector.
- Pilot in one or two neighborhoods
- Include following elements in position description:
 - Stop, Look, Listen, Act.
 - Empowered within the city to get things done quickly.
 - Responsiveness is watchword.
 - Builds trust with all community groups.
 - Informs the long-term work together with the community.
- Pay full-time, living wage.

CEO - Level Advisory Committee



CEO - Level Advisory Committee

- Convene corporate and anchor institution CEOs around strategic community and economic development issues ranging from workforce development, tech transfer, education, and access to capital with a focus on corridor development.
- Include neighborhood tours to expose members to areas of opportunity and community challenges, starting with identified corridors.
- Invite specific advice and observations, and TAKE ACTION, asking for participation where appropriate.
- Ask how the city can be helpful to them and TAKE ACTION to provide support.

Building our Blocks/Clean Sweep



Building our Blocks/Clean Sweep

- Pilot a concentrated, one-day neighborhood blitz that is data-informed (311, crime, and vacant property, and code enforcement)
- Engage all city/county agencies and select community partners
 - Fire, police;
 - Water, sewer district, power provider, health department;
 - Community health workers, community service providers (SNAP, WIC, etc.);
 - Library, parks department;
 - Vacant properties/code enforcement (friendly notice, not enforcement, with connections to resource providers if property owner needs support to correct violations);
 - Small business team if applicable;
 - Public Works;
 - Solid Waste.

Building our Blocks/Clean Sweep



Building our Blocks/Clean Sweep

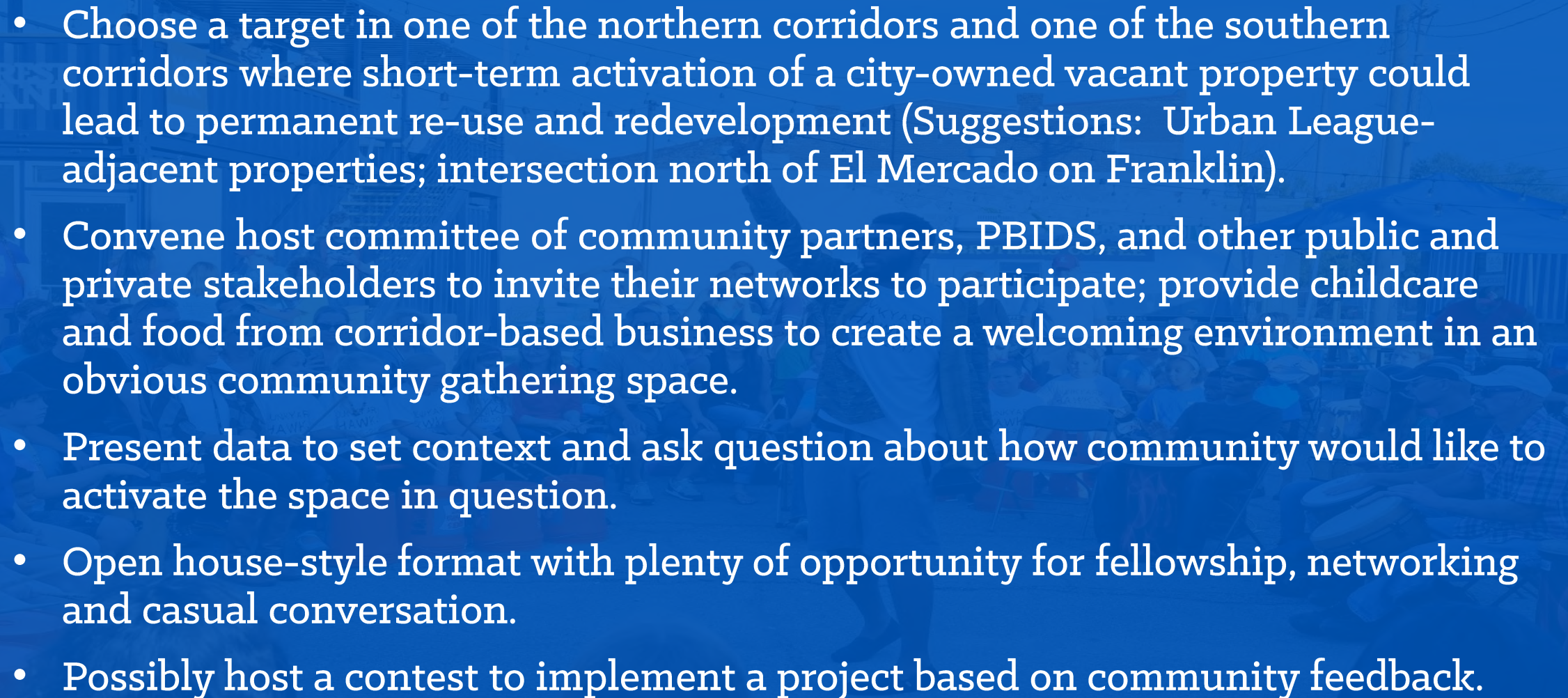
- Rotate neighborhoods to touch all council districts at least once each year.
- Work at concentrated block-level scale (e.g., 4-8 blocks per event).
- Collect data.



Community-Led Activation



Community-Led Activation

- 
- A background photograph of a community event. In the foreground, several people are visible, some wearing purple shirts. In the background, a group of people is gathered around a table, and a man is playing a drum. The scene is outdoors, with a blue sky and some buildings in the distance.
- Choose a target in one of the northern corridors and one of the southern corridors where short-term activation of a city-owned vacant property could lead to permanent re-use and redevelopment (Suggestions: Urban League-adjacent properties; intersection north of El Mercado on Franklin).
 - Convene host committee of community partners, PBIDS, and other public and private stakeholders to invite their networks to participate; provide childcare and food from corridor-based business to create a welcoming environment in an obvious community gathering space.
 - Present data to set context and ask question about how community would like to activate the space in question.
 - Open house-style format with plenty of opportunity for fellowship, networking and casual conversation.
 - Possibly host a contest to implement a project based on community feedback.



Branding and Gateways



Branding and Gateways

- Establish clear gateways at key nodes indicating entry into specific areas of each corridor.
- Use public art, city infrastructure (poles, landscaping, etc) to create “brand” identity for the corridor.
- Make destinations that can be points of attraction for visitors.
- Work with the Sacramento Visitors Bureau to promote these areas to tourists and convention attendees/organizers.
- Consider creating a “passport” program to encourage patronization of international restaurants with small reward for completion of passport experience—Example: Urban Bourbon Trail.

Branding and Gateways



Small Business Funds



Small Business Funds

- Pilot this longer-term strategy by developing a set of business incentives aimed at supporting small business development and expansion in the corridors that could include
 - façade loan program,
 - microbusiness forgivable loans + training programs offered with community partner participation,
 - security camera/light loan programs.
- Base the available use of funds on data collected about actual business needs in the corridors.

Small Business Funds

- Invite community partners to chip in—participation lending or community investment trust.
- Identify best partner for administration of loans/forgivable loans, consider the benefits and drawbacks of multiple lending partners to administer the program.
- Collect interest to grow the funds over time.

Small Business Funds



WELCOME

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POPULAR TOPICS

Commercial Space
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Office of Economic
Development

QUICK LINKS

Business District
Associations
Business Licenses: New
Business License
Office of Economic
Development

WHAT'S NEW

Minimum Wage
Ordinance
Updates: Office of
Economic Development

RELATED LINKS

Office of Budget & Fiscal
Management
Animal Shelter
City Manager's Office

Select Language ▼

Translation Disclaimer

OFFICE OF ECONOMIC DEVELOPMENT

Office of Economic Development

Business Finance

The City of Berkeley can assist you in obtaining financing for business expansion and other business needs.

Berkeley Revolving Loan Fund

The City of Berkeley's Revolving Loan Fund (RLF) program can provide access to capital for businesses and entrepreneurs who seek to grow and retain/ create jobs, but do not qualify for a traditional bank loan. The RLF serves all commercial areas in the City. Loans are available for business expansion, purchase of fixed assets, tenant improvements and real estate.



Loan Amounts:

Up to \$35,000 (Loans greater than \$35,000 are up to the discretion of the Board)

Fixed Interest Rates:

WSJ Prime Interest Rate, at time of loan approval plus 2 percent.
For the current rates click on the following link: [Bank Rate.com](http://BankRate.com)

Loan Terms:

Up to 7 years

Loan Fees:



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Home... > Economic Development > For Businesses > Financial Assistance

For Businesses

Financial Assistance

Financial Resources

Advantage Stockton

Sales Tax Incentive Program

Downtown Infill Program

Lien Forgiveness

Use Tax Business Incentive

Contact Us

Hours of Service

Related Information

Economic Development Sitemap

Documents

Financial Assistance

Small Business Micro Loan

The City of Stockton's Small Business Micro Loan Program assists local businesses with financing needs by providing:

- Loans up to \$30,000 to entities located within Stockton city limits.
- Interest rates starting at current Prime Rate plus 2%, with maximum loan term of five years.
- Funds for operating capital, including permit and license fees, furniture, fixtures and equipment, rehabilitation, and manufacturing equipment.
- Non-refundable application fee of \$50.

Businesses receiving loan proceeds must create or retain at least one full-time equivalent job.

[Small Business Micro Loan Brochure](#)

[Small Business Micro Loan Brochure \(Spanish\)](#)

[Small Business Micro Loan Program Guidelines](#)



Commercial Façade Improvement Forgivable Loan Program



Commercial Façade
Improvement
Forgivable Loan

Downtown Financial
Incentive Program

On July 10, 2007, the Stockton City Council approved revisions to the City's Commercial Loan Program to better serve the needs of the Stockton business community. These revisions expand the program boundary beyond the downtown core and increase funding available to commercial property owners.

The City offers a Façade Improvement Forgivable Loan to enhance the exterior of commercial, nonresidential properties (including nonprofit groups) located within Downtown, South Stockton, North Stockton, and Midtown. Application fee of \$525.

[Commercial Façade Improvement Forgivable Loan Brochure](#)

[Façade Improvement Guidelines](#)

[Façade Improvement Forgivable Loan Application](#)

Design Review: [Brochure](#), [Guidelines](#), and [Application](#)



Presentation Outline

1. General Observations
2. Communication and Capacity Building
3. Community Investment
4. Connect and Collaborate
5. Rapid Prototyping
6. **Conclusions & Homework**

Conclusions

- Recent leadership changes provide an opportunity to re-engage institutional and neighborhood leaders to create impactful and equitable neighborhood development.
- The climate is ripe to establish a productive, equitable neighborhood economic development initiative. But there must be a well-defined link between City/Regional economic development initiatives and neighborhood economic development programming, especially in workforce development.
- There must be a paradigm shift both in and outside of City Hall.
- The study area corridors provide key opportunities to create new partnerships and approaches to equitable economic development.
- Good ideas bring resources – money is not the problem.

Homework – Next Steps

1. Incorporate the TA visit recommendation findings in the scheduled community meetings in January.
2. Establish a working group for each selected corridor (businesses and residents).
3. Create an inter-agency working group to define an equitable neighborhood economic development strategy and key objectives. (for later input from community).
4. Identify short-term corridor activities and initiatives to be undertaken with the public and community partners/stakeholders.
5. Identify CEO Advisory Group members and conduct introductory meeting.
6. Define key steps in activating paradigm shift per the 3 elements – Economic Growth and Community Development, Organizational Alignment, and Connect and Collaborate.
7. Identify parcel level geo-spatial data to inform decision making.

Next Check-in:

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



Equitable Economic Development Fellowship

NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER

PolicyLink



**Urban Land
Institute**

Thank You

Thank you to the following people for assisting our panel:

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