



WELCOME & INTRODUCTIONS

Mayor Kate Stewart, Takoma Park, MD

Joel Rogers, Director, COWS

Katya Spear, Managing Director, Mayors Innovation Project

WINTER
2022

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project

CREATING RESILIENT AND INCLUSIVE ECONOMIES

Corianne Rice, National League of Cities

Mayor Steven Reed, Montgomery, AL

Mayor Satya Rhodes-Conway, Madison, WI

Moderator: Mayor Kim Norton, Rochester, MN

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CREATING RESILIENT AND INCLUSIVE ECONOMIES

Corianne Rice, National League of Cities

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Creating Resilient and Inclusive Economies

Corianne Rice
Program Manager

NLC NATIONAL
LEAGUE
OF CITIES
CITIES STRONG TOGETHER



NLC

WHO WE ARE

The National League of Cities (NLC) is the voice of America's cities, towns and villages, representing more than 200 million people across the country.

OUR MISSION

To promote equitable economic growth in cities by facilitating the adoption of inclusive, entrepreneurship-led policies, programs and practices.

Business Ownership Equity Metrics, among America's 105 most populous cities

Population	Business Density (per 1,000 residents of same population)	Average Annual Sales	Representation of Firms in High- Wage Industries
Asian	34.7	\$1.3M	11.8%
Black	3.9	\$1.1M	13.8%
Latinx	6.1	\$1.4M	10.9%
BIPOC	7.7	\$1.3M	11.5%
White	27.5	\$2.8M	17.3%
Women	7.8	\$1.4M	17.5%
Men	23.9	\$3.0M	16.6%

- Social inequality
- Decline of economic dynamism
- Rise of ecommerce

Source: Nowak Metro Finance Lab's Small Business Equity Toolkit, analysis of 2017 American Community Survey and 2018 Annual Business Survey.

Note: Although this table uses the most comprehensive national dataset available, the chart does not account for the intersection of multiple identifies (e.g., Asian women) because of limitations in data collection. As such, it does not present a full picture of how entrepreneurs' identities factor into their experiences starting a business.

We ask city leaders to **make a commitment** to inclusive, entrepreneurship-led economic development.

NLC provides:

- 1** Access to a **peer network** of city leaders working on similar policy initiatives
- 2** Opportunities to apply for **implementation funding.**
- 3** Positive **recognition** and **PR**
- 4** Free light touch **technical assistance** from a best-in-class resource provider

OPPORTUNITY

Public Procurement

Reduce barriers to earning city contracts for BIPOC-and women-owned businesses.

Anchor Procurement

Increase the diversity of suppliers that local anchor institutions contract with.

Working with Startups

Rethink how your city solicits tech solutions for civic problems.

Leadership Diversity

Increase representation of women on economic development boards and commissions.

FUNDING

Microlending

Create a lending platform for entrepreneurs without access to traditional finance.

Equity Crowdfunding

Help local small businesses raise capital through equity crowdfunding.

Venture Capital

Help Black-owned, highly innovative firms raise venture capital.

Working with CDFIs

Connect entrepreneurs and small business owners with CDFI Financing.

SUPPORT

Informal Entrepreneurship

Transition informal entrepreneurs into the formal economy so they can access resources.

Hispanic/Latinx Entrepreneurship

Lower barriers Hispanic/Latinx entrepreneurs face to start, grow, and sustain their businesses.

KNOWLEDGE

Entrepreneurship Training

Equip aspiring entrepreneurs with the skills they need to start a business.

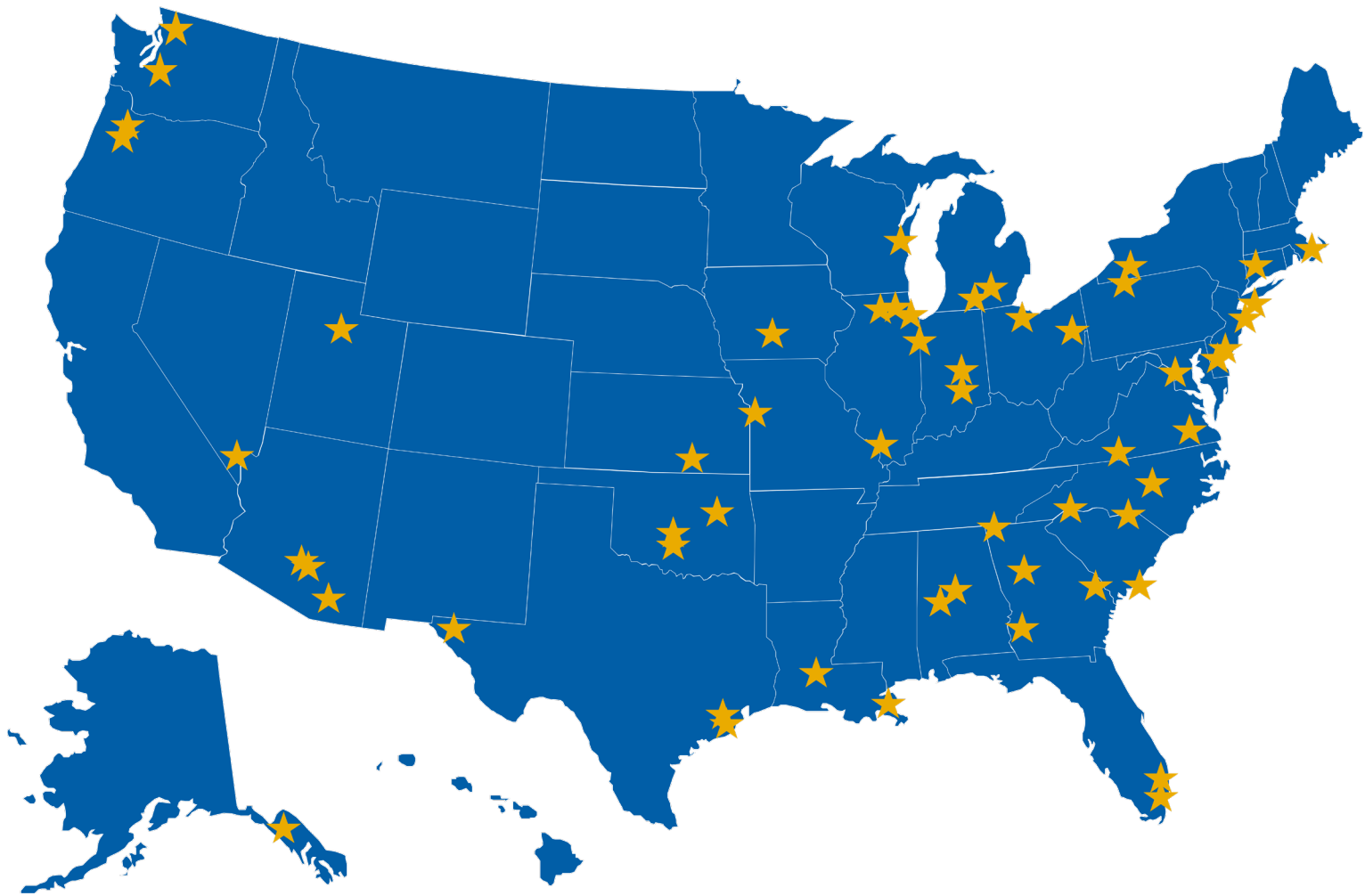
Mapping Resources

Catalog local resources available to entrepreneurs to streamline access.

Mayor LaChapelle in Easthampton, MA

- Committed to supporting entrepreneurs in the informal economy.
- Identified a key staff member to be the Implementation Lead.
- Worked with Program Expert, Rising Tide Capital, and local partners to achieve key outputs.
- Was awarded funding and by August 31, 2021, fulfilled the outcome of the commitment.





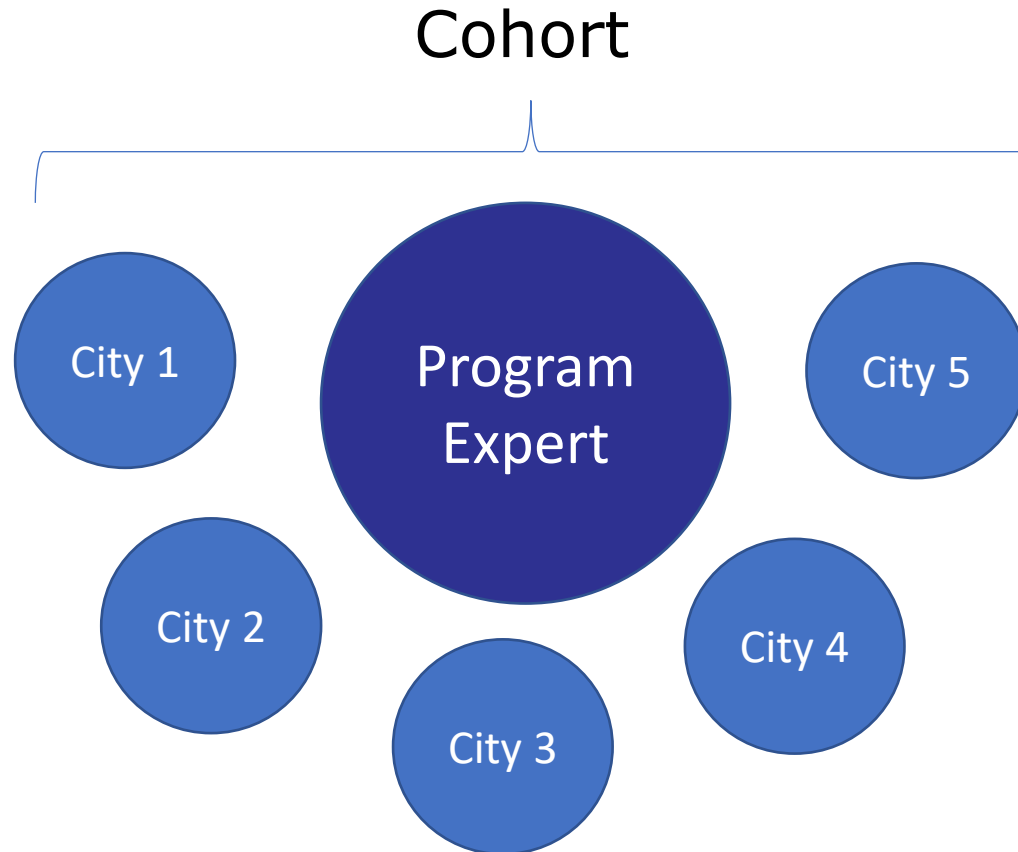
1. Capital is critical, but...
2. Build in equity
3. Asset mapping identifies linkages and gaps
4. Cities cannot do this alone

NLC NATIONAL LEAGUE OF CITIES

CITIES STRONG TOGETHER

[@LEAGUEOFCITIES](https://www.leagueofcities.org)





NLC

- Convenes **quarterly** meetings between city partners and Program Experts (PEs)
- Awards implementation funding
- Provides cities with recognition and PR

Program Experts (PEs)

- Leads cohort and provides **technical assistance** to cities.

Cities

- Represented by **Implementation Leads**
- Participates in quarterly cohort calls
- Participates in quarterly 1:1 call with PE
- Achieves key milestones (outputs and outcomes)
- Eligible for \$15,000 in implementation funding

CREATING RESILIENT AND INCLUSIVE ECONOMIES

Mayor Steven Reed, Montgomery, AL



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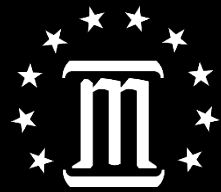
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CREATING A MORE EQUITABLE ECONOMY IN MONTGOMERY, AL



Brookings Montgomery Question



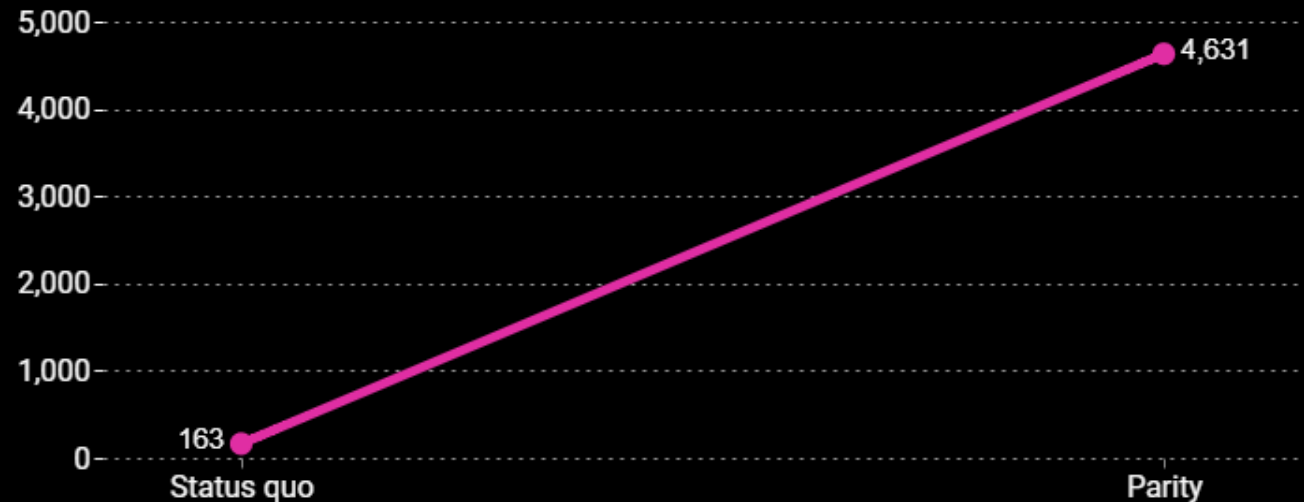
163 Black-owned businesses accounting for 3% of employer businesses.

What if Black businesses reached parity with all businesses?

If Black-owned businesses accounted for 46% of employer firms (equivalent to the Black population), then there would be

4,500 more Black-owned businesses in Montgomery

Number of Black businesses
Montgomery, AL Metro Area



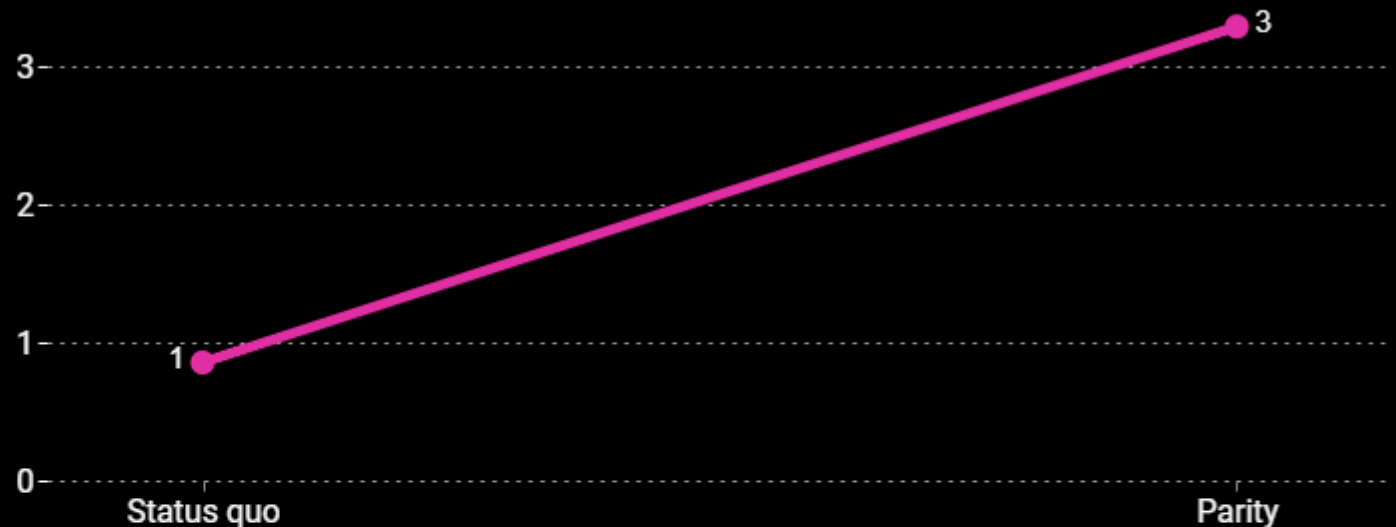
Brookings Montgomery Findings

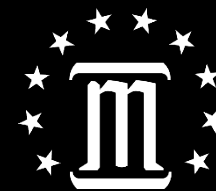


Black-owned businesses create an average of 5 jobs per firm, compared to 20 for all businesses.

If the average employees per Black-owned business reached parity, it would create approximately 2,438 new jobs

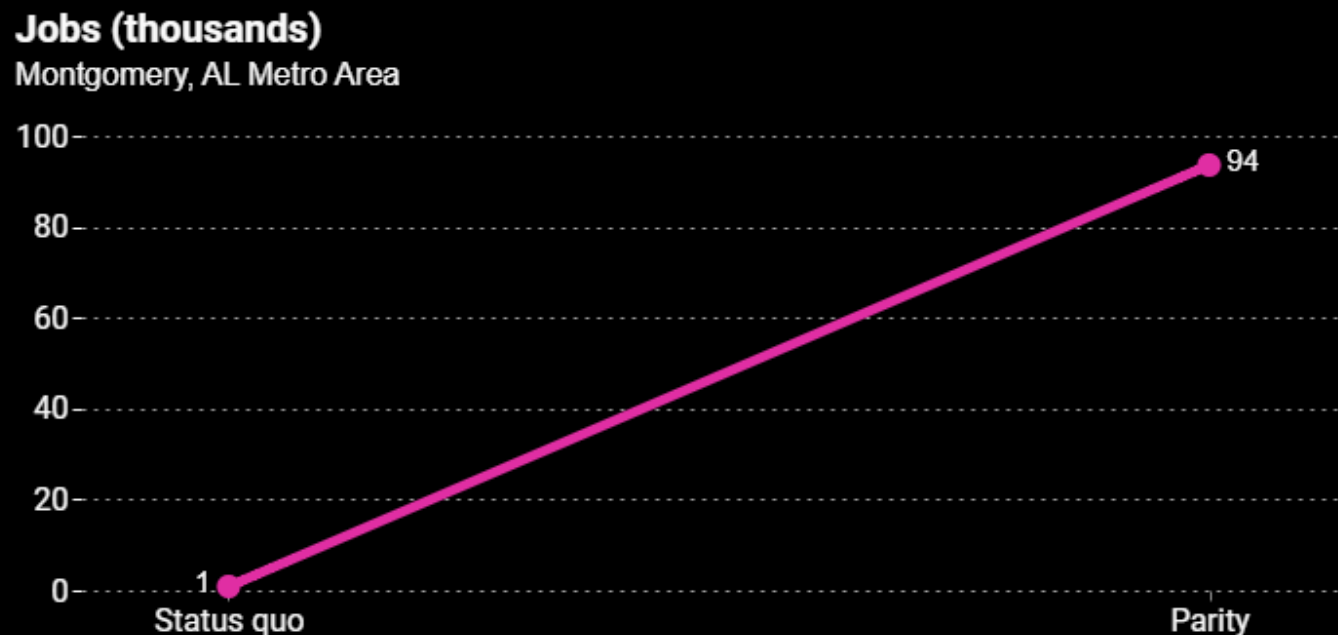
Jobs (thousands)
Montgomery, AL Metro Area





Brookings Montgomery Findings

If the number of Black-owned businesses matched population size and the employees per firm matched the average business, it would create **92,716 jobs.**



PRIORITY #1: Encourage Entrepreneurship & Empower Entrepreneurs

- **Remove Barriers**
- **Increase Access**
- **Implement Equitable Processes**
- **Improve Procurement Policies**
- **Prepare Next Generation for New Economy of Jobs**

CITY & COUNTY COMMIT TO INCREASING MINORITY-OWNED BUSINESS PARTICIPATION

- **Montgomery White Water Project**
- **Montgomery Public Schools' Capital Improvement Plan**
- **Listserv of Bidding Opportunities to Minority Business Groups**
- **Partnered with Consultant to Evaluate & Adopt New Processes**
- **Leverage Unique Assets for Private Sector Growth: Tech & IT**

TECHMGM

In 2018 Montgomery Area Chamber of Commerce launched the TECHMGM initiative—collaborative effort to provide economic, community, and workforce development strategies to advance Montgomery’s technical competitiveness

The purpose of the Chamber’s TECHMGM initiative is to coordinate the efforts of many diverse partners around developing the tech and innovation ecosystem in Montgomery

Vision: TechMGM is a Montgomery Area Chamber of Commerce initiative focused on growing Montgomery’s distinct economy by leveraging its local and regional industry and physical assets, cultural attributes and talent to pursue and promote technology advancements, inclusive growth and enhance access to capital.



**Economic
Development**



**Workforce
Development**

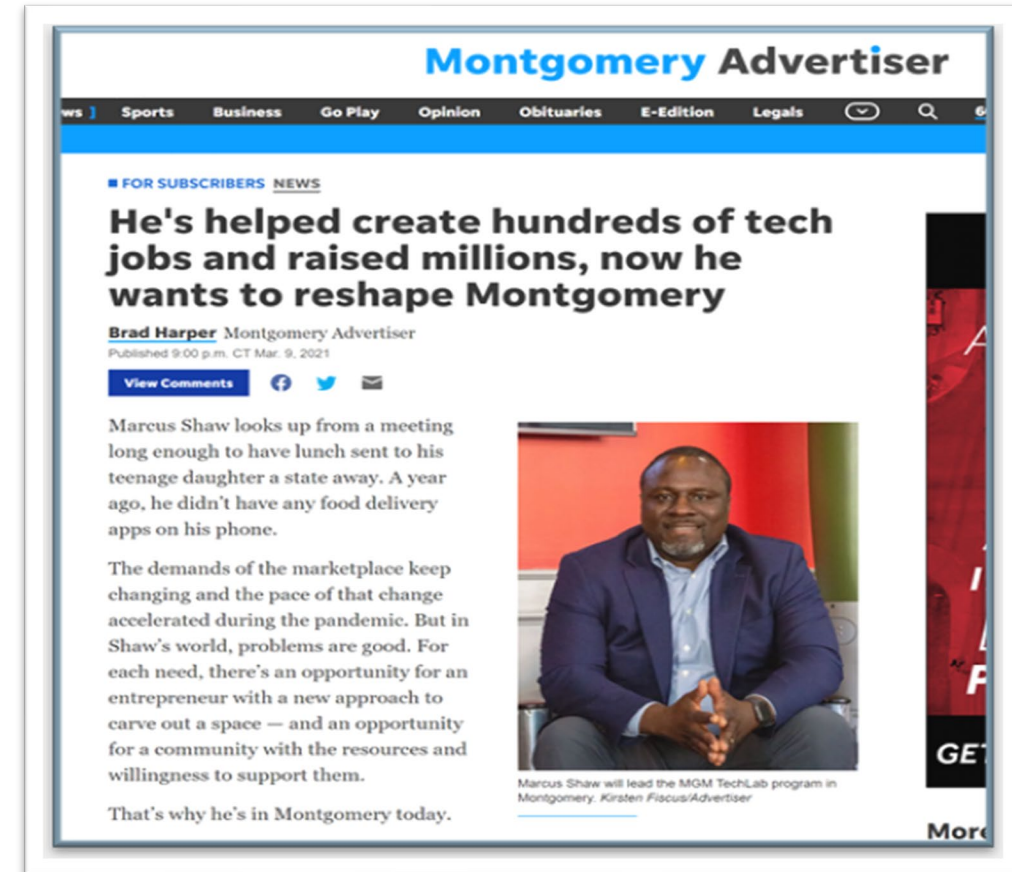


**Community
Development**

Leveraging our community’s most valued assets

Public Private Partnerships Drive Growth and Success

- Montgomery TechLab;
 - Investments made by City, County, IDB & Industry
 - 12-week tech accelerator program
 - 10 company cohort up to \$50K given to each
 - Half of startups minority or women owned
 - 3 of the companies opened offices in Montgomery
 - 4 of the companies have raised additional capital



Public Private Partnerships Drive Growth and Success

- Lab on Dexter;
 - Collaborative learning environment at the intersection of social and tech innovation
 - Tech and entrepreneurial training, additional emphasis on growing minority talent
 - Small business office suites and coworking spaces
 - Alliances with small business development center, government procurement centers and workforce development pipeline organizations

THE LAB on Dexter

MORE INFO



The Lab on Dexter

By DREW MARTIN

The Montgomery Area Chamber of Commerce hosted the grand opening of its newest facility, the Lab on Dexter, on Monday August 30th.

Located at 150 Dexter Avenue, the Lab is the third downtown technology innovation center and will be the new home of the Montgomery TechLab which is currently located in the MGMWrex building on Commerce Street.

"This facility is meant to be a collaborative learning environment," said TechMGM executive director Charrise Stokes.

Rashim McKinney from Montgomery TechLab added, "this is about using the resources we have on the ground to attract innovators to the region."

The Lab on Dexter is a public-private partnership between Montgomery Area Chamber of Commerce's TechMGM initiative, the city and county governments, Alabama power and the TechLab. It features small business suites, various sized meeting rooms and event space. Also meant to attract tenants to the facility are conference rooms, access to a kitchen and high-speed Wi-Fi.

"If you're looking for a city on the cutting edge Montgomery is it," said County Commission Vice Chair Doug Singleton.

Mayor Steven Reed spoke about the need for the city to have a "knowledge-based economy" going forward. "As the home of five universities we certainly have a pool of talent," he said.

As part of the grand opening ceremony the Lab held an official lease signing with its first tenant Analog Team. The software company has facilities worldwide but will now be making Montgomery their corporate home. "We are looking to recruit talent in town," said company representative Yao Adantor.

Public Private Partnerships Drive Growth and Success

- EdFarm;
 - Apple backed program for students, teachers and community
 - Equipment and training provided at ZERO cost
 - Coding for students and adult learners
 - Partnerships with low income and low performing schools, 90% minorities
 - Local presence with equipment rentals and community based training to upskill minorities



Public Private Partnerships Drive Growth and Success

- The Alabama Collective;
 - Montgomery and Birmingham based tech and entrepreneurial organizations
 - Elevating minority tech talent and entrepreneurs
 - Hosted a series of community conversations alongside HBCU Classic Events; talent recruitment
 - Highlighted Transcendence during Black History Month and Excellence in Women's History Month

THE ALABAMA COLLECTIVE

A COMMUNITY CONVERSATION
ELEVATING MINORITY TECH TALENT AND ENTREPRENEURS

DEON GORDON
CEO, TECHBIRMINGHAM

STEVEN REED
MAYOR, CITY OF MONTGOMERY

CHARISSE STOKES
EXECUTIVE DIRECTOR, TECHMGM

BRIG GEN. ADAMS
MILITARY DEPUTY DIRECTOR OF CONCEPTS AND STRATEGY, AIR FORCE FUTURES, USAF

NICHOLE THOMPSON
EXECUTIVE DIRECTOR, THE LAB ON DEXTER

RASHIM MCKINNEY
INNOVATION DIRECTOR, MONTGOMERY TECHLAB

ANTHONY ONI
MANAGING PARTNER & CEO, EIP ELEVATE FUTURE FUND / FOUNDER CLOVERLY

Central in the Alley
129 Coosa Street
Montgomery, AL 36104
November 24, 2021 11:00 AM

THEALABAMACOLLECTIVE.COM

PUTTING PEOPLE FIRST | City of Montgomery CAPITAL OF DREAMS | TECH BIRMINGHAM | TECHMGM | Ed Farm | THE LAB on Dexter | BRONZE VALLEY | MONTGOMERY TECHLAB



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CREATING RESILIENT AND INCLUSIVE ECONOMIES

Mayor Satya Rhodes-Conway, Madison, WI

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SUPPORTING LOCAL BUSINESSES OWNED BY PEOPLE OF COLOR & WOMEN



CITY OF MADISON PROGRAMS AND INITIATIVES

Building wealth for those who have been historically denied access

- Small Business Equity and Recovery Grants
- Pop Up Shops
- Commercial Ownership Assistance Program
- Healthy Retail Access Program
- Contracting and Procurement Equity Initiatives
- Targeted Business Enterprise Program



SMALL BUSINESS EQUITY & RECOVERY GRANTS

This marvelous program is a strong path to keep us alive in this very difficult time. Congratulations for this great initiative and again, again...and again thank you, thank you...thank you!

Not going to lie...I have a few tears in my eyes right now and feel a small sense of relief.

Thank you for all your help. Thank you for all the long hours of hard work for our Madison community. I am so grateful for the assistance. I too have been trying to pay it forward with a lot of extra work in the community.

- Focused on surviving and recovering from the pandemic
- Provided up to \$10,000 in grants to businesses owned by people facing historical inequities
- Received over 400 applications, funded over 355 businesses
- To date, we've disbursed over \$2,291,868



POP-UP SHOP PROGRAM

State Street Pop-Up Shop

- Short Term
- Low Cost
- Shared Space
- Vendor Support
- 100% POC
- 80% Women



POP-UP SHOPS OPEN ON STATE STREET

**GRAND OPENING: FRIDAY
OCTOBER 22ND FROM 4-9 PM AT
440 AND 444 STATE STREET**

**JOIN US AT 7:00PM AT LISA LINK
PEACE PARK FOR THE ANNOUNCING
AND RIBBON CUTTING!**

**FIRST 25 CUSTOMERS WILL BE OFFERED
GOODIE BAGS INCLUDING ITEMS FROM
THE SHOPS AND CHAMBERS!**



COMMERCIAL OWNERSHIP ASSISTANCE PROGRAM

Commercial Ownership Assistance

- Funding for underrepresented business owners to purchase and renovate commercial space
- Up to \$250,000 forgivable loans
- Helps to build generational wealth
- Four loans so far

Demographics

- 100% African American
- 25% LGBTQ+
- 25% Veteran
- 100% BIPOC
- 75% Female



HEALTHY RETAIL ACCESS PROGRAM

ALLIED DUNN'S MARSH | NEW IN THE NEIGHBORHOOD

Food desert no more as Luna's Groceries opens

Barry Adams | Wisconsin State Journal | Feb 12, 2019



Customers at Luna's Groceries wait at the meat counter as Carlos Almendarez serves up an order. The meat department is one of the highlights at the 2,300-square-foot store, which recently opened in the Allied Dunn's Marsh neighborhood.

Barry Adams, State Journal



2018-2019 – Luna's Groceries (NEW STORE)

\$157,735 HRAP Grant Award
>\$800,000 Total Project Cost

2019-2020 – Madison Oriental Market (REMODEL)

\$150,000 HRAP Grant Award
\$500,000 Total Project Cost

City funds, major upgrades will help Madison Oriental Market better serve its diverse customers

Lisa Speckhard Pasque | The Capital Times | May 18, 2019



Former Visions strip club site to be turned into community grocery store

Posted: May 12, 2021 3:41 PM

Updated: May 12, 2021 6:43 PM by Jamie Perez



3 VISIONS NIGHTCLUB TO BE TURNED INTO A GROCERY STORE **LOOKING AHEAD**
6:07 FORMER VISIONS STRIP CLUB TO BE TURNED INTO COMMUNITY GROCERY STORE **HQ** **FACTS YOU CAN TRUST CHANNEL3000**

2021 – Go-oh Groceries (NEW STORE)

\$125,000 HRAP Grant Award
\$195,000 Commercial Ownership Assistance Loan
\$1.27 million Total Project Cost



CONTRACTING & PROCUREMENT EQUITY INITIATIVES

City-wide initiatives to review, analyze and implement equitable policies that can increase opportunities for women and people of color.

- Community events to educate businesses owners and community members on government contracting and procurement
- Increase opportunities/awareness of RFP's and bids
- Added to our 3 quote requirement to include a quote from businesses targeted for equitable purchasing including businesses owned by women and people of color
- Created equitable purchasing resources page and guidelines
- Support for programs that train and support new entrepreneurs and commercial real estate professionals
- Workgroups to identify barriers and create new policies to help eliminate barriers



TARGETED BUSINESS ENTERPRISE PROGRAM

The Targeted Business Enterprise (TBE) programs work to ensure Small, Minority & Women Business Enterprises maximize their opportunity to compete for City contracting and procurement opportunities.

- Certify at no cost
- Connect businesses with opportunities
- 8% of our construction dollars in 2020
- Goal is to increase certifications – 19 new businesses in 2021

CITY OF **MADISON**
**MINORITY
OWNED**
Certified 2021

CITY OF **MADISON**
**SMALL
BUSINESS**
Certified 2021

CITY OF **MADISON**
**WOMEN
OWNED**
Certified 2021



ADVICE FOR MAYORS

- Reorient your purchasing – not just public works
- Support entrepreneurs and small businesses via education, training, and networking
- Support the ecosystem
- Owning property helps businesses control their own destiny and build wealth
- Leverage your funds to get multiple benefits





Mayor Satya Rhodes-Conway

mayor@cityofmadison.com

608-266-4611



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CITIES UNITED

Anthony Smith, Executive Director

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2022

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Cities United

Moving Towards Safe, Healthy &
Hopeful Communities For Young
Black Men and Boys, and their
Families



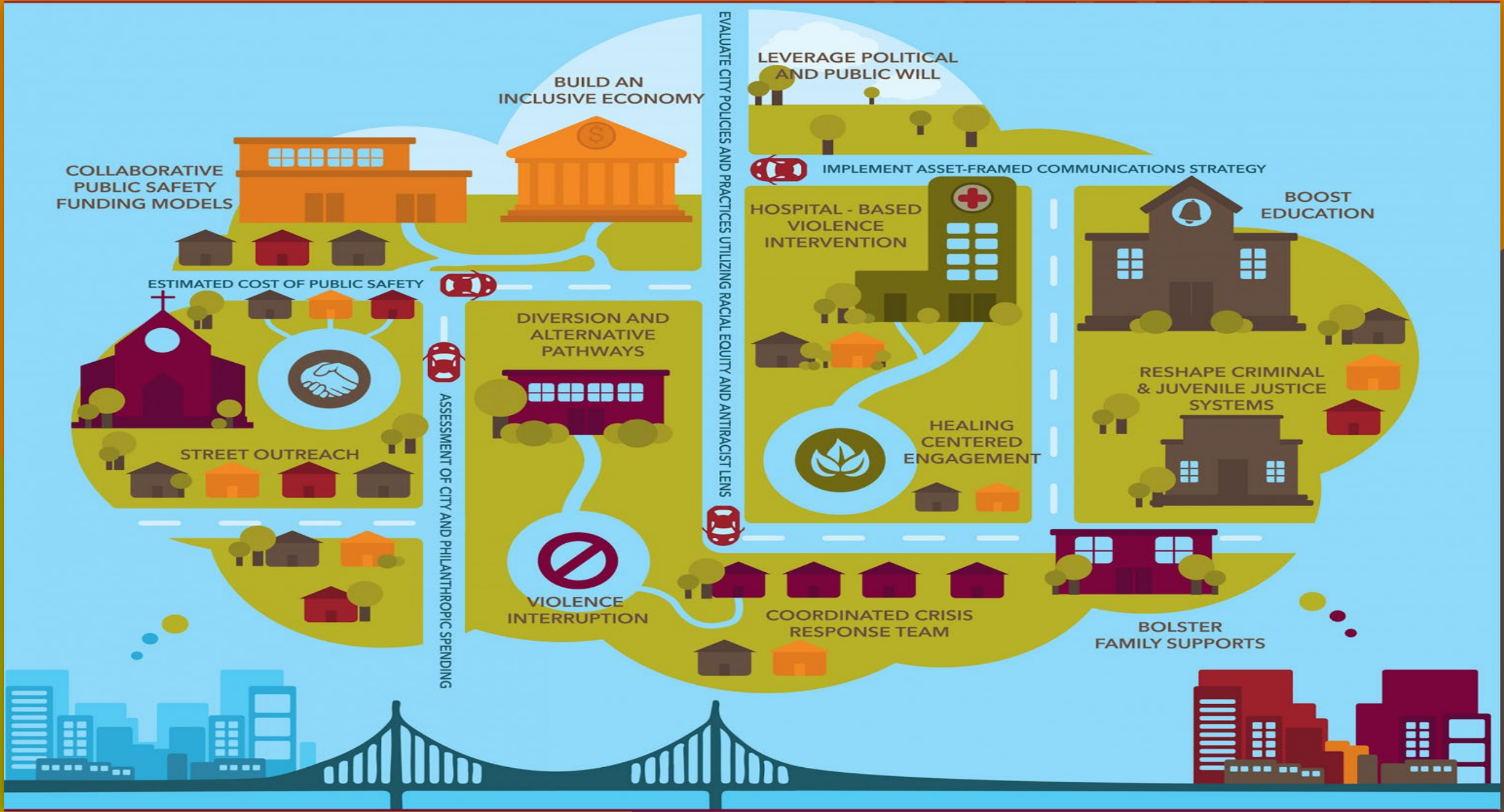
Our Vision

Safe, healthy & hopeful communities for young Black men and boys and their families.



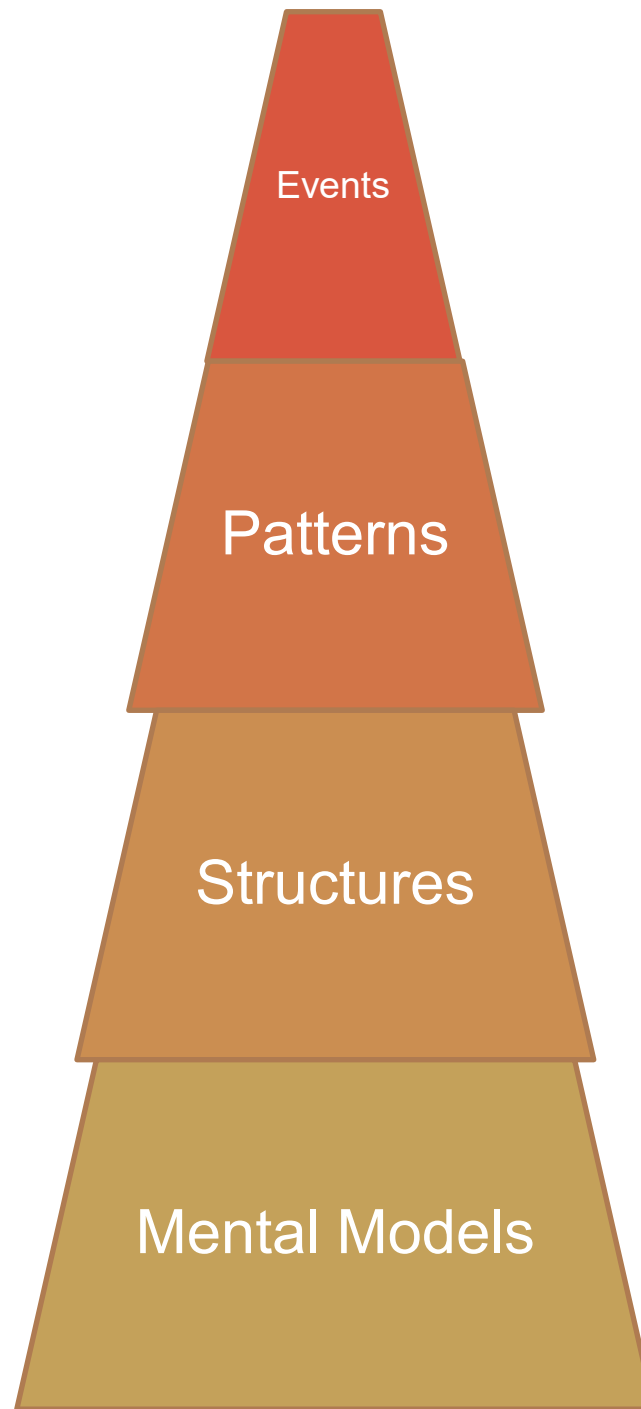
Our Mission

Cities United supports a national network of mayors who are committed to reducing the epidemic of homicides and shootings among young Black men and boy ages 14 to 24 by 50%.



Build An Inclusive Economy

“Building an inclusive economy is the investment in the people and communities that have been most impacted by systemic economic injustice. It includes removing the perceived lack of financial choices by working with individuals to understand their choices, define wealth for themselves and get on the path to legacy wealth, if desired” Dr. Pamela Jolly



Events

Expand access to financial capability supports. This includes activities such as financial education workshops, financial coaching, credit building and/or counseling, incentivized savings programs and/or asset ownership programs

Interrupt cycles of poverty. This includes reducing or removing predatory financial services in neighborhoods with history of disinvestment as well as increasing access to short term federal and state benefits

Support individuals and families with asset ownership. This includes assessing lending policies, requirements and expectations related to education, homeownership, small businesses as well as matched savings programs

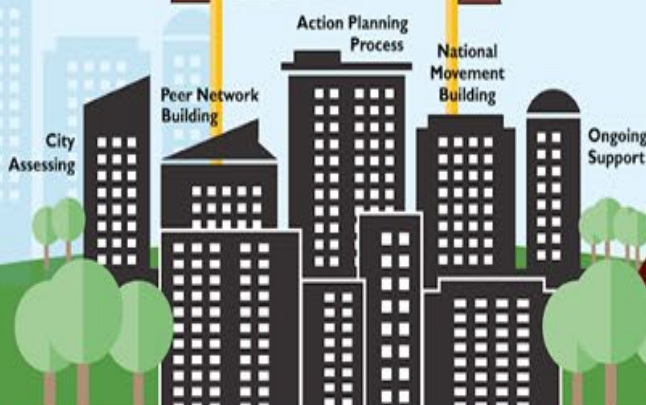
Promote opportunities for all to strive towards financial stability and wealth. This includes dispelling myths such as "only rich people do that", "I'm too broke to own a home", "you can't trust people of color to pay you back" or "if they weren't so lazy or irresponsible..."

Patterns

Structures

Mental Models

cities united



ACTION PLANNING

Prepare to Plan

- Build Political Will to Change
- Create a City-Wide Work Group or Local Leadership Team
- Engage Leaders in Areas Most Impacted by Violence
- Build Partnerships & Relationships
- Raise Awareness
- Connect City Leaders to National Network

Create Multi-Year Evaluation Plan & Data Plan

Develop Communication Plan

Align & Identify Evidence-Based Activities

Develop Multi-layered SMART Goals:
Education, Employment/
Workforce Readiness,
Community Engagement,
Family Support, and Criminal &
Juvenile Justice

Develop Balanced Approach based on PIER (Prevention, Intervention, Enforcement, Re-Entry) Tactics

Develop an Integrated Response Strategy

Create Sustainability Plan

Continuously Engage Philanthropy

Secure Sustainable Funding Streams

Identify & Move Policy Agenda (Organizational, Local, State)

Enhance & Grow Organizational Capacity

Identify & Secure Goal Owners & Activity Leads

Identify & Match Sustainable Resources

Implement Multi-Year Evaluation Plan & Data Plan

Implement a Multi-Year Plan of Action

Construct a Multi-Year Plan of Action

Communicate Successes & Activities

Annually Review & Update Multi-Year Plan of Action

Implement Community Feedback Mechanisms

Develop Community-Wide Integrated Governance Structure

Develop Continuous Improvement & Evaluation

A DIRECTION: ROADMAP TO SAFE, HEALTHY & HOPEFUL COMMUNITIES

6 KEY MILESTONES

1

Tell the story of community violence & the community assets. Elevate risk and protective factors

2

Engage leaders from across multiple sectors to build and leverage political will, develop leadership team and identify community needs

3

Collaboratively, identify common agenda i.e. mission, vision, goals and core activities

4

Draft oversight and accountability measures i.e. governance structure(s), evaluation and communication plan

5

Identify and secure necessary resources to implement plan by leveraging partnerships and strategic relationships

6

Edit, review and prepare for public dissemination



Anthony Smith
Executive Director
Anthony@citiesunited.org