

Agenda, November 20

Welcome, Introductions: Chuck Bean, <https://vimeo.com/481707086>

Leaning In to 2021:
More Equitable, More Resilient



Featuring:
Prof. Jim Johnson, UNC
Prof. Jeanne Milliken Bonds, UNC

Metropolitan Washington Council of Governments

Virtual Town Hall Series

A Message from
Washington Gas President Blue Jenkins



Washington
Gas

Agenda (continued)

Ann Wheeler, Will Jawando

Overview – “Our Roadmap so far: Connecting Certain-Uncertainty to Reputation Equity to Whole Community Health”

Small Group Discussion: A Whole Community Health Approach to Sustainable Community Development

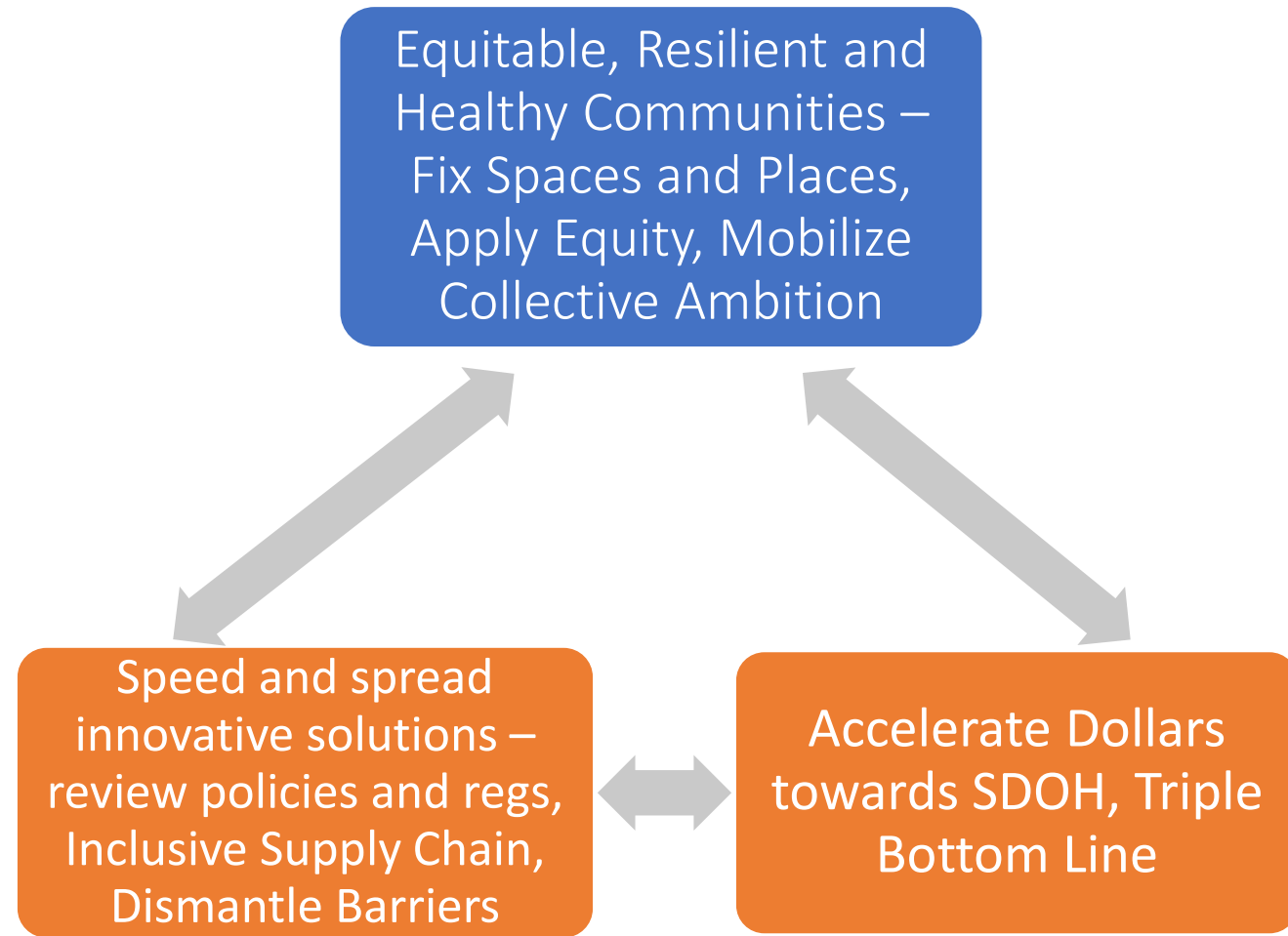
Identify existing barriers to resilient, equitable, and inclusive community development

Presentation: An “inclusive and equitable development toolkit” —a portfolio of policies, practices, and procedures—that can be leveraged across this cohort of cities to execute on a “New” New Deal for their communities

Derrick Davis

The Elements of Equity and Resiliency: A “new” New Deal

- Fixing Places and Spaces – infrastructure, sick buildings, broadband
- Review existing federal, state and local government policies and regulations governing land-use as well as all types of development (residential, retail, commercial, etc.)
- Equity as a Tool
- Inclusive supply chain management system that levels the playing field
- Dismantle barriers to economic participation in the American enterprise system.
- Mobilize collective ambition to successfully execute
- Finance using “Triple Bottom Line”



Our Roadmap

- Data and Skills to Address “Certain-Uncertainty” ✓ (Migration Fields Attached to end of Presentation) <https://kenaninstitute.unc.edu/wp-content/uploads/2020/08/Leading-Managing-and-Communicating.pdf>
- Reputation Equity ✓ <https://kenaninstitute.unc.edu/wp-content/uploads/2020/11/Reputational-Equity-V2.pdf>
- Whole Community Health (Equitable and Inclusive) ✓
- Collective Ambition - December
- Investing to Sustain - January

Groups

- What barriers currently exist in your community that constrain resilient and equitable development? (Be specific)
- What is the pulse of the community – business, government, key stakeholders – to address those barriers?

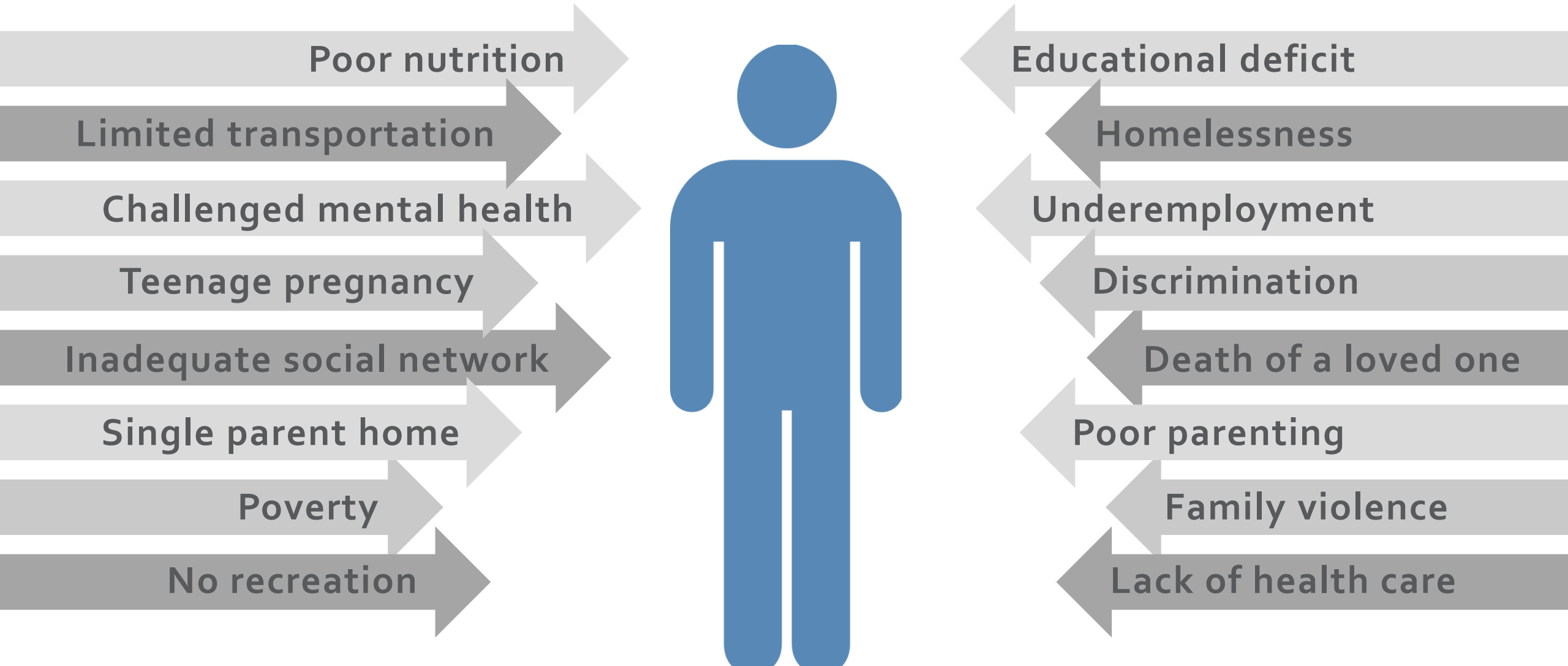
Inclusive and Equitable Development

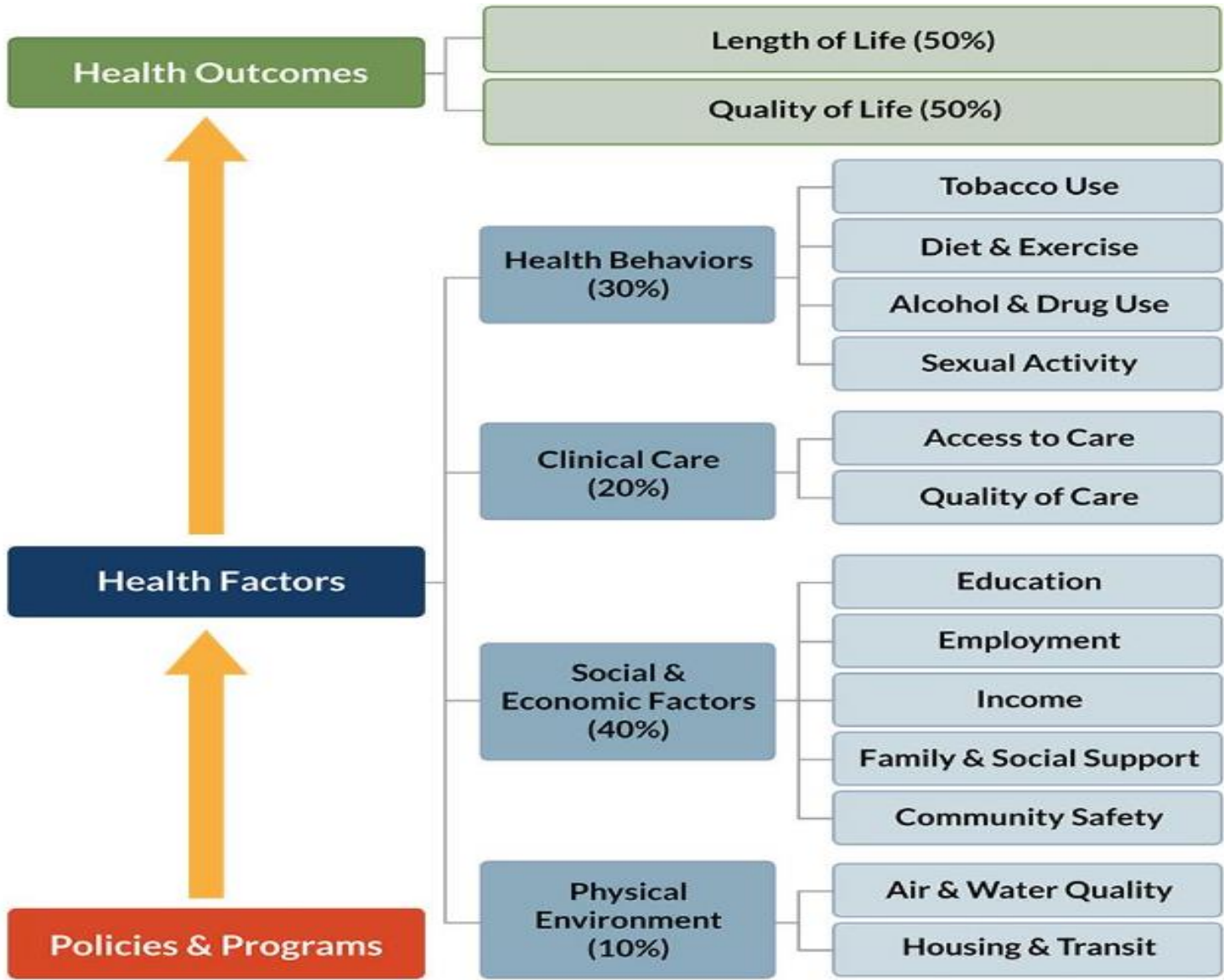
Jeanne Milliken Bonds
James H. Johnson, Jr.
Kenan-Flagler Business School
University of North Carolina at Chapel Hill

A Whole Community Health Approach to Sustainable Development

- (1) barriers to resilient, equitable, and inclusive community development
- (2) an “inclusive and equitable development toolkit” —a portfolio of policies, practices, and procedures—that can be leveraged across this cohort of cities to execute on a “New” New Deal for their communities.

The Social Determinants of Health



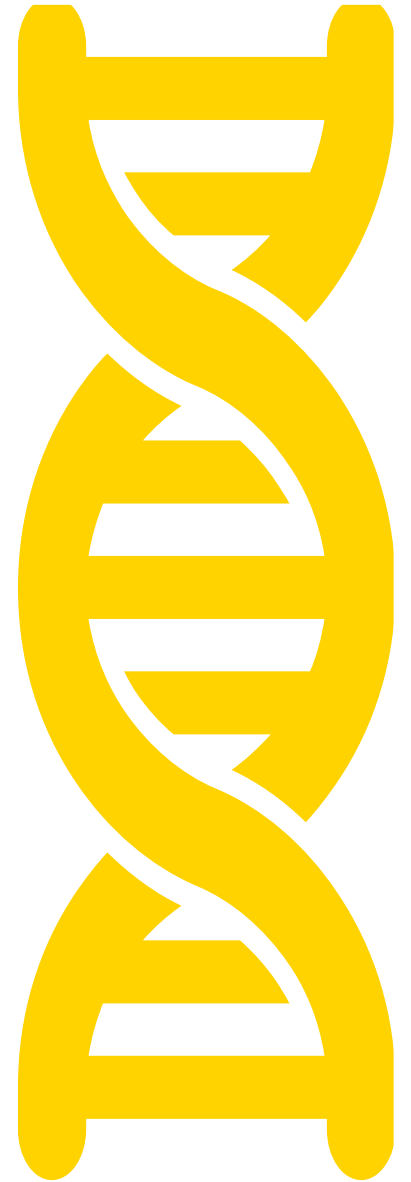


50 percent
Social and Economic
Physical Environment

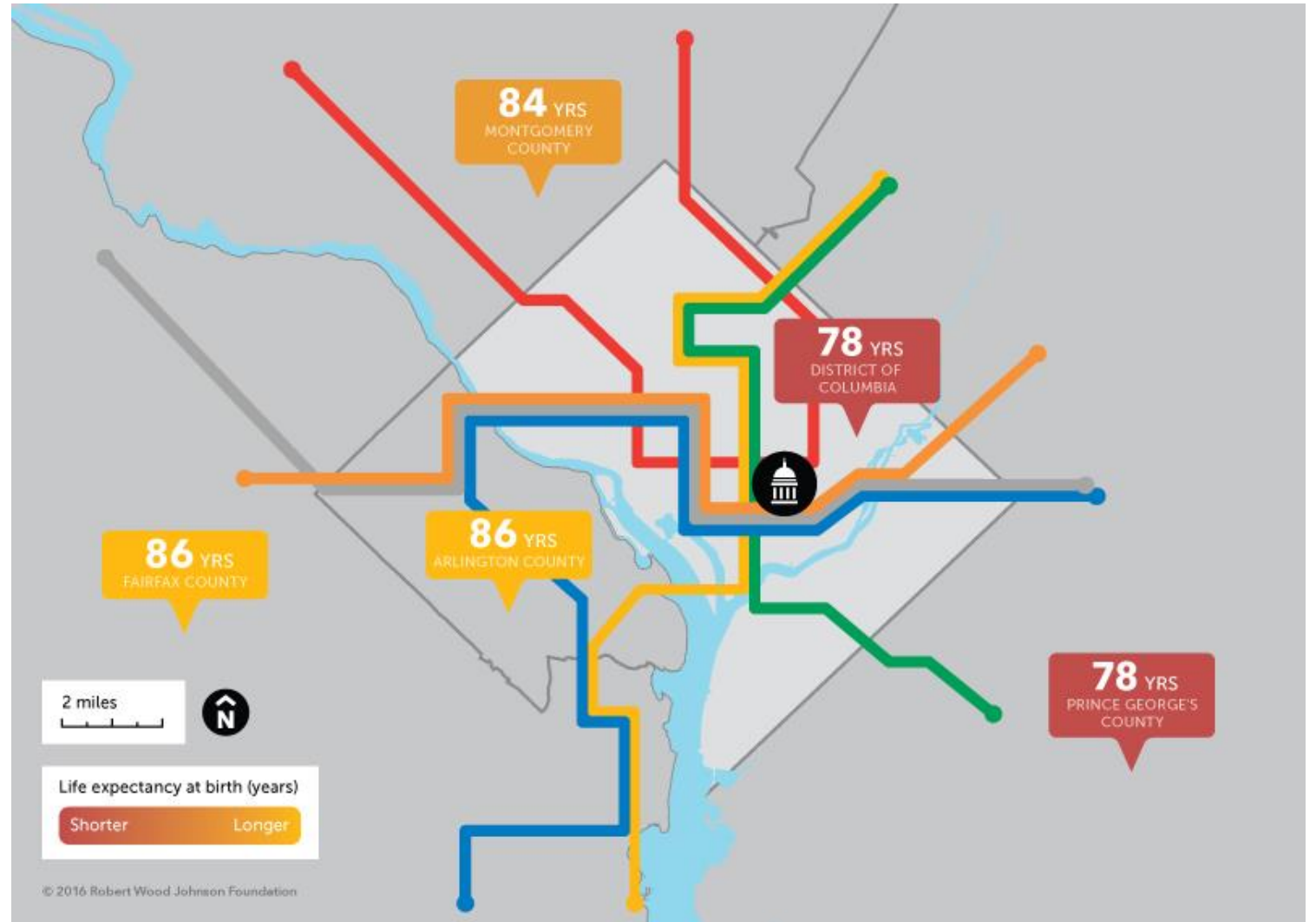
IN DETERMINING YOUR HEALTH...

200002

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Short Distances to Large Gaps in Health



Source: VCU Center on Society and Health

Three Overarching Development Concepts

➤ Equitable

➤ Inclusive

➤ Shared Prosperity

What is Equitable Development?

- Equitable 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 community.

Source: PolicyLink, 2017

What is Inclusive Development?

- Inclusive development ensures that all marginalized and excluded groups are stakeholders in development processes.

What is Inclusive Growth?

“... Growth that not only creates new economic opportunities, but also ...ensures equal access to the opportunities created for all segments of society, particularly for the poor...It focuses on increasing per capita income through economic growth and greater access to non-income aspects of wellbeing enhanced by proactive policymaking by the state and contributions from other actors...”

Source: Gupta, et. al. (2015)

What does the term “Shared Prosperity” mean?

According to the World Bank, “...shared prosperity...captures two key elements, economic growth and equity, and it...seeks to foster income growth among the bottom 40 percent of a country’s population. Without sustained economic growth, poor people are unlikely to increase their living standards. But growth is not enough by itself. Improvement in the Shared Prosperity Indicator requires growth to be inclusive of the less well-off.”

Source: <http://www.worldbank.org/en/news/feature/2013/05/08/shared-prosperity-goal-for-changing-world>

Key Driver of Equitable/Inclusive Community Economic Development #1

The City/County leads as an engine of opportunity.

- Serves as a model employer
- Dismantles barriers to economic participation
- Enacts policies, procedures & practices that promote equity, inclusion, and shared prosperity
- Expands services to support workers & job seekers

Comprehensive Youth Development



KIPP Academy, Washington D.C.



Neighborhood Centers Inc, Houston

Economic Inclusion & Equitable Development Tools

- Leverage economic power of anchor institutions & infrastructure investments
- Grow “high opportunity” industry sectors
- Repair existing infrastructure
- Contract with historically underutilized businesses
- Support worker cooperatives & employee-owned businesses

Inclusive & Equitable Workforce Development Tools

- Community Workforce Agreements
- Inclusive Hiring Policies
- Target Area Hiring Policies
- Local Hire Ordinances
- Community Benefit Agreements
- Workforce Training Agreements
- Project Labor Agreements
- “Ban the Box” Ordinances
- YIMBY Zoning Policies

Community Stabilization Policies

- Just cause eviction policies
- Rent stabilization
- Relocation protections & financial assistance for renters displaced by development
- Affordable housing preservation strategies
- Housing with Services
- Right of return policies <https://bpr.berkeley.edu/2018/06/01/how-portlands-right-to-return-is-indeed-right-to-return-housing-to-the-underrepresented/>
- Proactive code enforcement

Housing Coordinated with Services



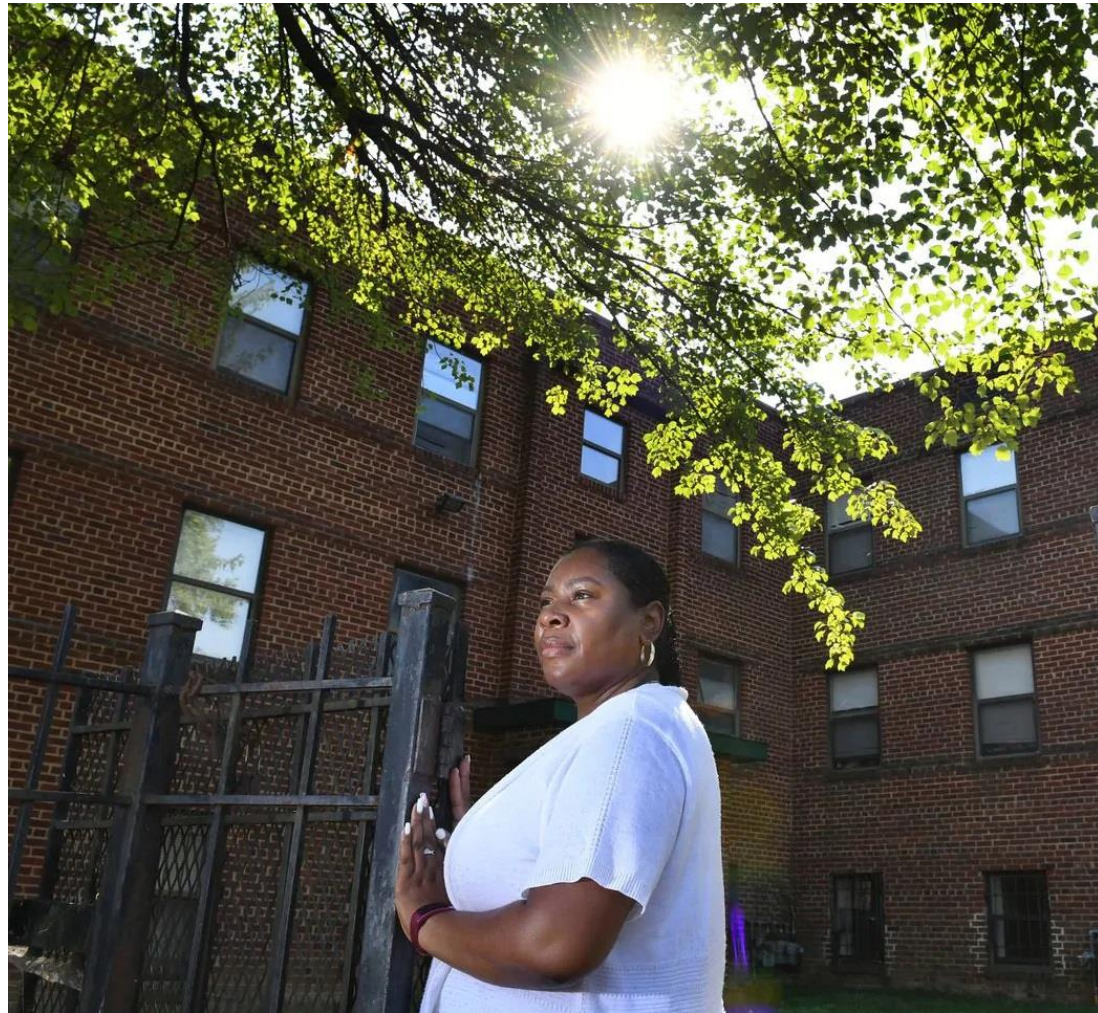
Solara, San Diego
Zero Energy Affordable Housing



Plaza Apartments, San Francisco
Supportive Housing

Community Land Trust

Washington DC
Douglass CLT



Commercial Stabilization Policies

- Public mitigation funding for small businesses impacted by infrastructure improvements
- Technical assistance programs & access to low-cost capital for businesses in commercial districts experiencing rapid change

[Gentrification pushes out small businesses in Charlotte ...](#)

[Northgate Mall in Durham to close permanently, citing](#)

[...](#)

[Baldwin Hills Crenshaw Plaza: Developer backs out of deal](#)

[AUSTIN: East Riverside Gentrification Project for Luxury ...](#)

[A Gentler Way to Gentrify? - The New York Times](#)

Key Driver of Equitable/Inclusive Community Economic Development #2

*Create a more inclusive entrepreneurial/business
ecosystem*

- Understands deficiencies in the system that might suppress the potential success of historically under-represented businesses
- Rectifies situation by establishing a Contracting Equity Program

Characteristics of an Inclusive Entrepreneurial/Business Ecosystem

- Establishes quantifiable goals for utilization of historically underutilized businesses and holds *all* departments within city government accountable for demonstrating progress
- Transforms the existing procurement system into a fully automated supply chain management system
- Offers education, training, and technical assistance that is robust enough to serve a “pipeline” of potential vendors, ranging from start ups to Boomer-owned businesses
- Creates makers’ spaces in traditionally under-represented communities that provide ease of access to education, training, and technical assistance as well as networking opportunities
- Devises a multi-channel communication strategy to spread the word about (a) contracting opportunities; (b) available education, training, and technical assistance programs available to help DBEs/SBEs access those opportunities; and (c) diversity spend across all units of government

Contracting Equity Programs

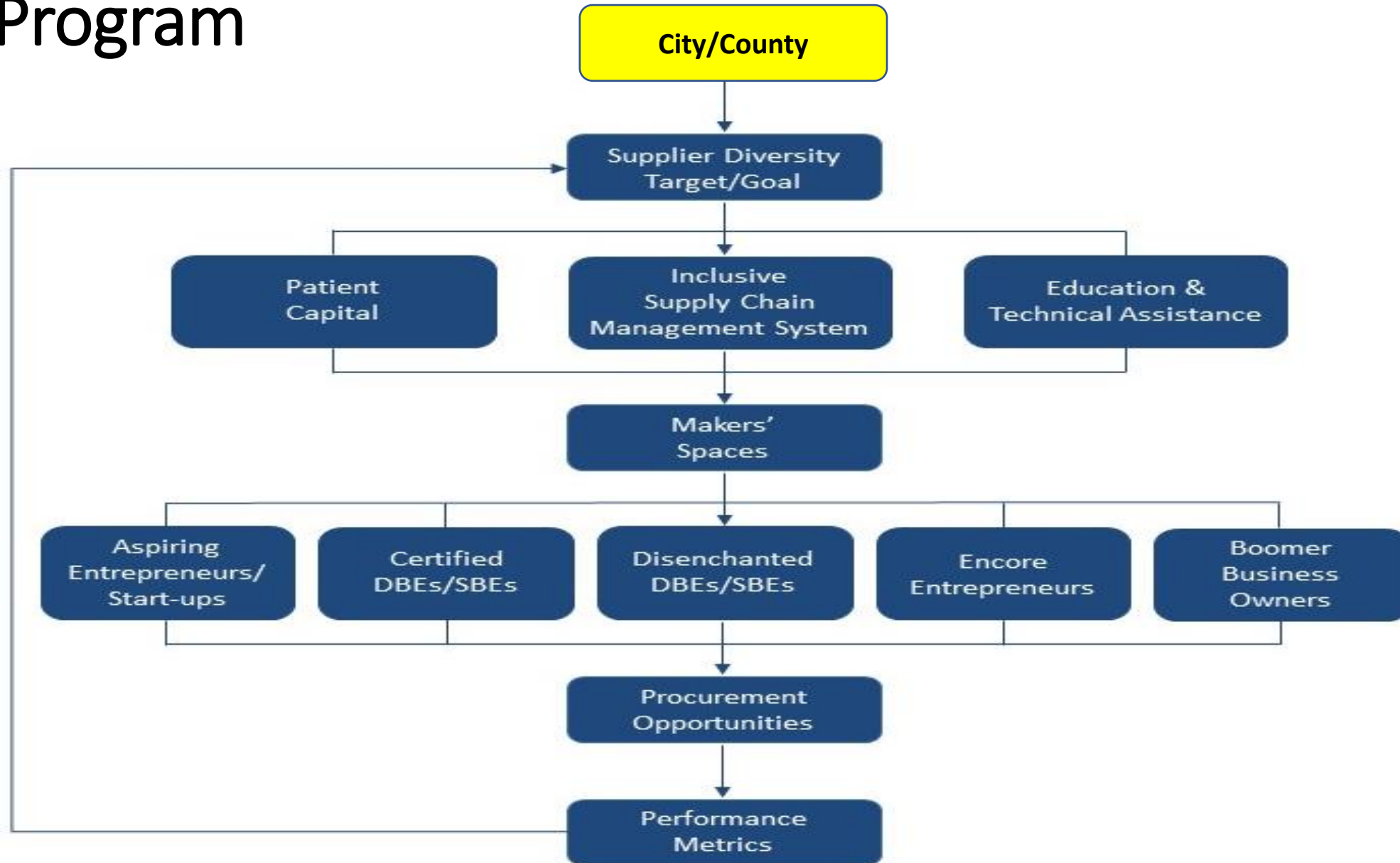
- Embraces multi-jurisdictional certification
- Creates clarity & collaboration on goal setting
- Commits to subcontractors at bid time
- Monitors contracts to the end
- Institutes extra prompt payment to subcontractors
- Established clearly defined repercussions for non-compliance
- Engages in capacity building
- Assists city departments with solicitation requirements & program participation
- Redefines master contracts
- Proactively helps with teaming of contractors and subcontractors process

Source: Lohrentz (2015)

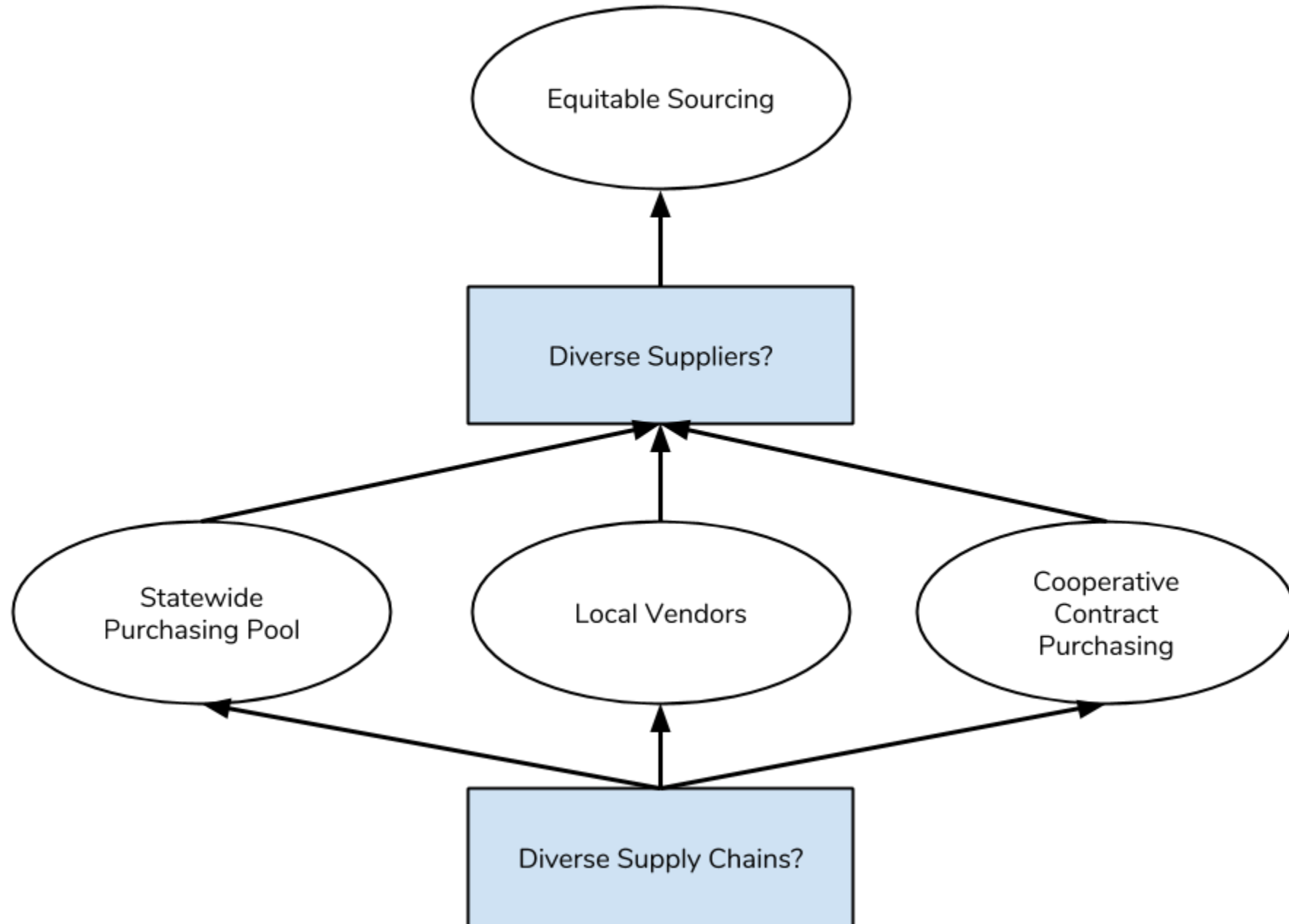
Diverse Supply Chain Management Systems

- Firms that embrace supplier diversity are more competitive with financial returns above national industry medians.
- Diverse suppliers create jobs and generate tax revenues that redound to the benefit of the local community.
- Unemployed and underemployed residents benefit from such systems.
- Communities that adopt diverse supply chain management systems are more attractive places to live and do business.

Core Elements of an Inclusive Supplier Diversity Program



Equitable Sourcing Model



Key Driver of Equitable/Inclusive Community Economic Development #3

Develop deep knowledge, understanding, and expertise, as well as an unwavering commitment to impact investing

- Primary investment vehicle to support growth and expansion of “home grown” historically underutilized businesses
- Support ventures that align with the triple bottom line of sustainability and retain population and economic diversity
- Opportunity to address both the “jobless poor” and “working poor” problems
- Leverages support from national and regional philanthropy and financial institutions who have embraced impact investing

Impact Investing Innovations from Around the Country

Impact investing refers to investments "made into companies, organizations, and funds with the intention to generate a measurable, beneficial social or environmental impact alongside a financial return." Impact investments provide capital to address social and/or environmental issues.

- Invest St. Louis
- Reinvestment Baltimore Democratizing Development
- NFG Chicago Community Loan Fund
- Invest Atlanta
- Invest Detroit
- Propeller Fund – New Orleans
- Inclusive Innovations Incubator – Washington, DC
- Bay Area Impact Investing
- Southern Impact Investing Alliance

Key Driver of Equitable/Inclusive Community Economic Development #4

Builds “Collective Ambition”

- **Definition:** A summary of how leaders and employees think about why they exist, what they hope to accomplish, how they will collaborate to achieve their ambition, and how their brand promise aligns with their core values

Source: Ready and Truelove, 2011)

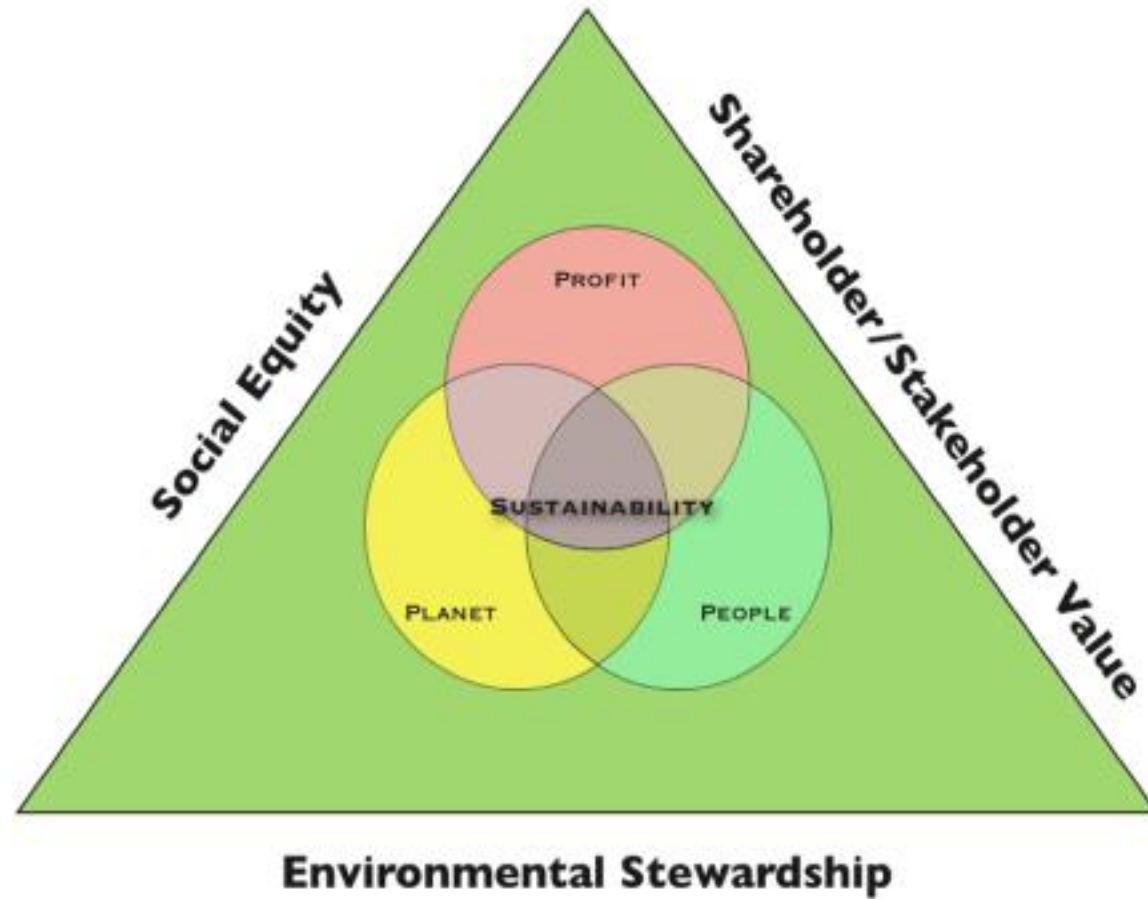
- **Goal:** Mobilize and garner support from diverse stakeholders and constituencies to achieve inclusive/equitable development

Key Driver of Equitable/Inclusive Community Economic Development #5

A sustainability scorecard

- A set of performance metrics to ensure that community economic development policies, procedures, and practices pass the triple bottom line of sustainability litmus test.

Triple Bottom Line Sustainability Model



Equitable Development Fund

➤ **MISSION**

- Primary investment vehicle to support growth and expansion of “home grown” historically underutilized businesses
- Leverages economic power of anchor institutions & infrastructure investments
- Optimizes support from national and regional philanthropy and financial institutions who have embraced impact investing

➤ **BENEFITS**

- Provides access and opportunity to resources
- Targets sources of capital specifically aimed inclusive diverse and equitable development

➤ **CRITICAL PARTNERSHIPS**

- Philanthropic Foundations
- Banks
- Government
- Quasi-Government Organizations
- Nonprofits

MATURE SECTOR WITH LARGE SCALE INVESTMENTS

Over \$200 Billion Dollars Annually Directed into Low-Income Neighborhoods

Federal/State Tax Credits & Grants

- Low Income Housing Tax Credit (LIHTC)
- New Markets Tax Credit (NMTC)
- Community Development Block Grants (CDBG)
- Healthy Food Financing Initiative (HFFI)

Community Reinvestment Act (CRA) Dollars

- CRA-motivated loans and investments from private, for-profit banks



58 affordable apartments
2,500 sq ft job training center



Community Health and Literacy
Center using NMTC \$\$

Key Drivers

- *The City/County leads as an engine of opportunity*
- *Create a more inclusive entrepreneurial/business ecosystem*
- *Develop deep knowledge, understanding, and expertise, as well as an unwavering commitment to impact investing*
- *Builds “Collective Ambition”*
- *A sustainability scorecard*

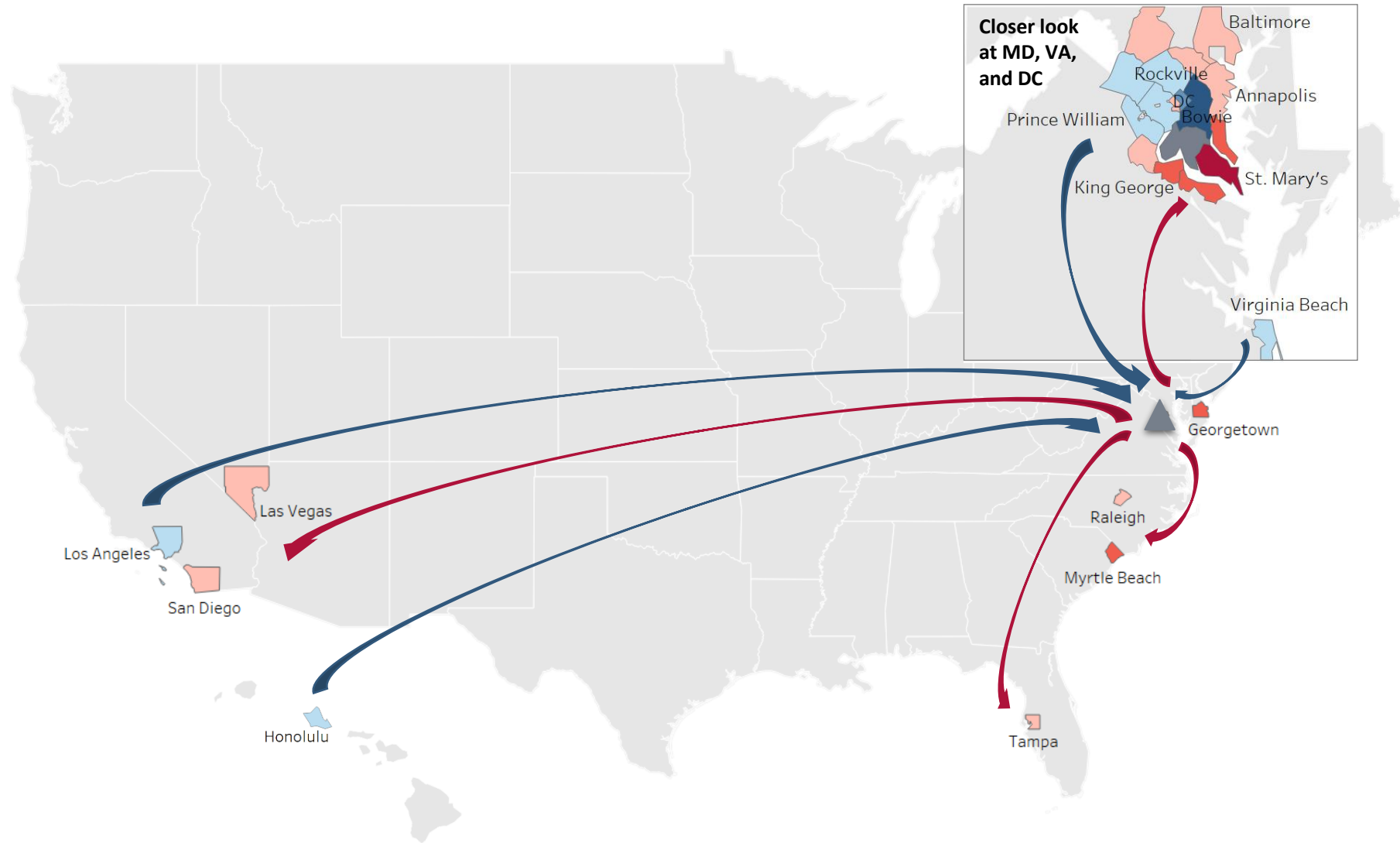
Anticipated Outcomes

- A more inclusive, equitable, and sustainable community
- Core values and performance metrics that demonstrate a commitment to inclusive and equitable development.
- An effective supply chain management system that support the growth and development of traditionally under-represented business enterprises.
- Investment that promotes shared prosperity that improves the living arrangements and overall quality of life of the working poor.

IRS Migration Fields

Dr. Jim Johnson
Jeanne Milliken Bonds
DMV Town Hall Series

Migration Fields of Charles County, MD



Origin Community
Net In-Flow

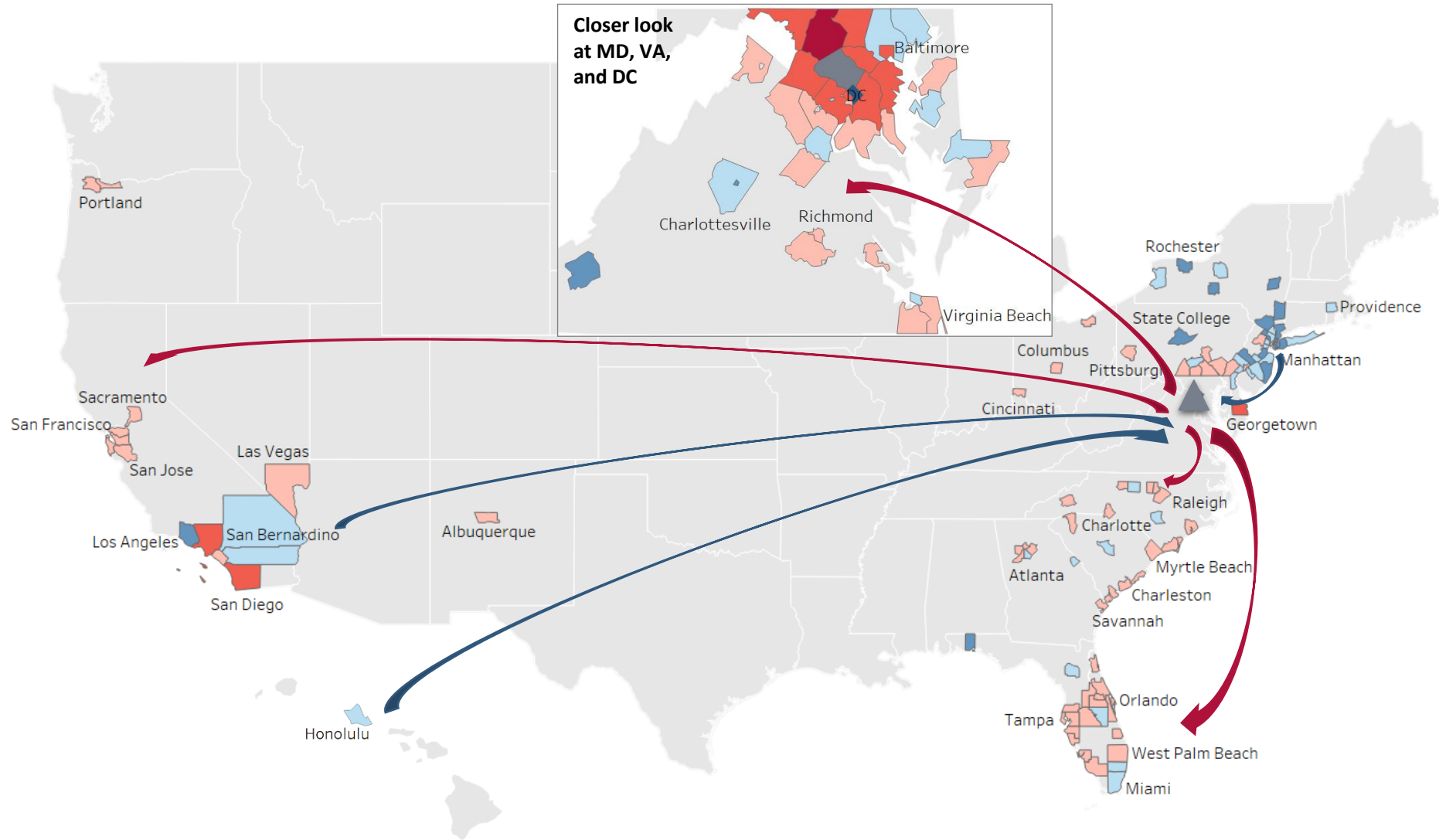
- 1,211
- 108
- 16 - 47

Destination Community
Net Out-Flow

- 193
- 30 - 50
- 6 - 29

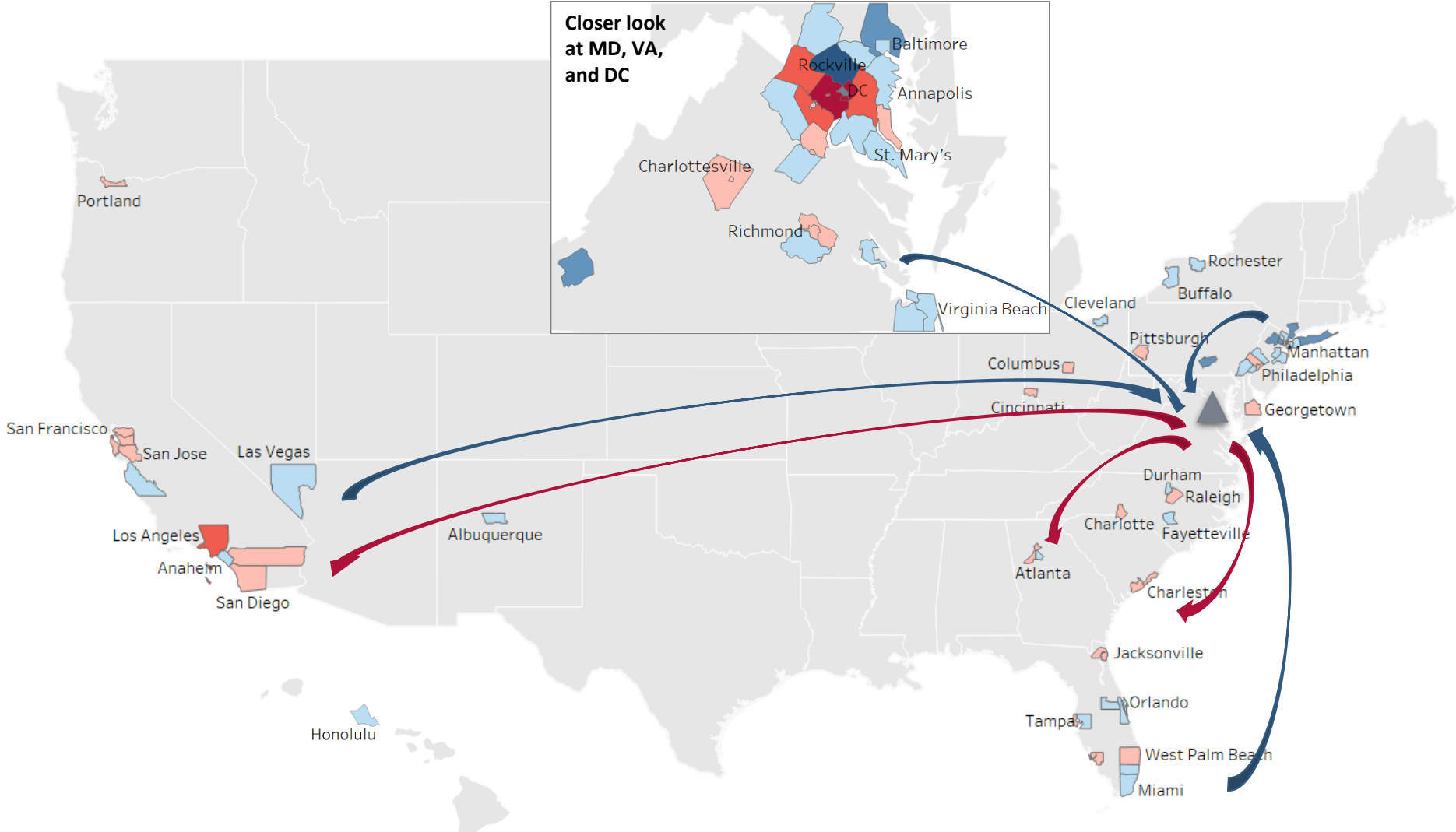
Source: IRS Migration File

Migration Fields of Montgomery County, MD



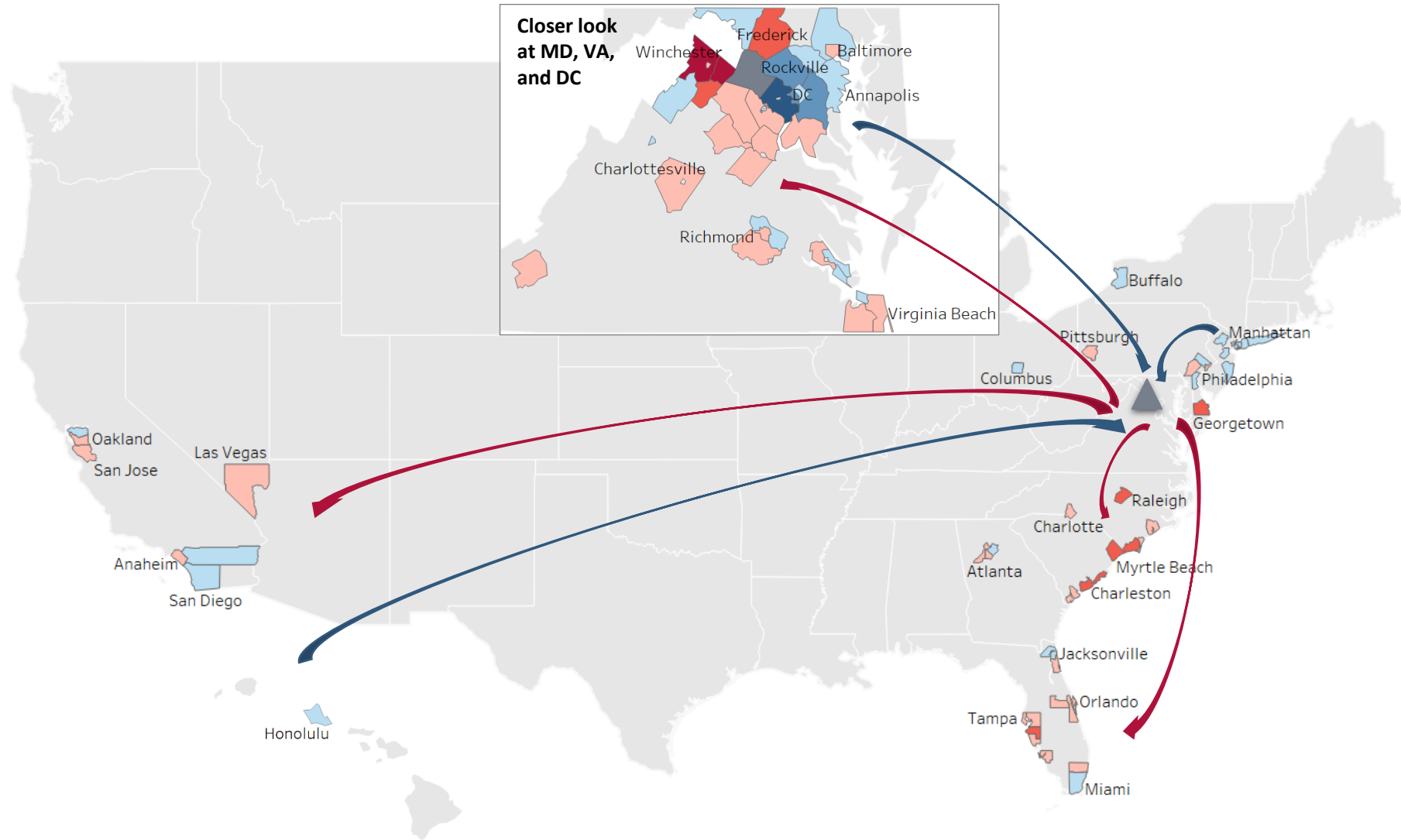
Source: IRS Migration File

Migration Fields of Arlington County, VA



Origin Community	Destination Community
Net In-Flow	Net Out-Flow
127	570 - 988
26 - 42	51 - 100
1 - 25	1 - 45

Migration Fields of Loudoun County, VA



**Origin Community
Net In-Flow**

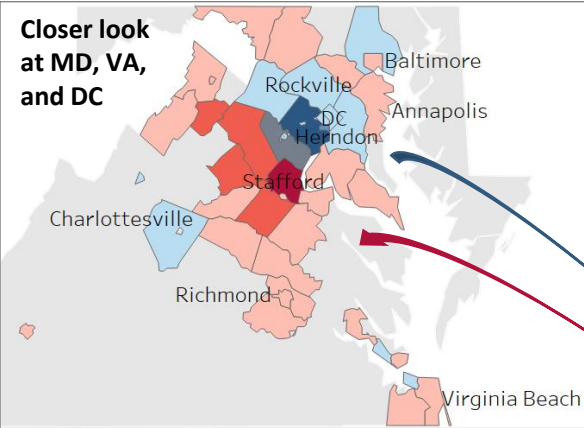
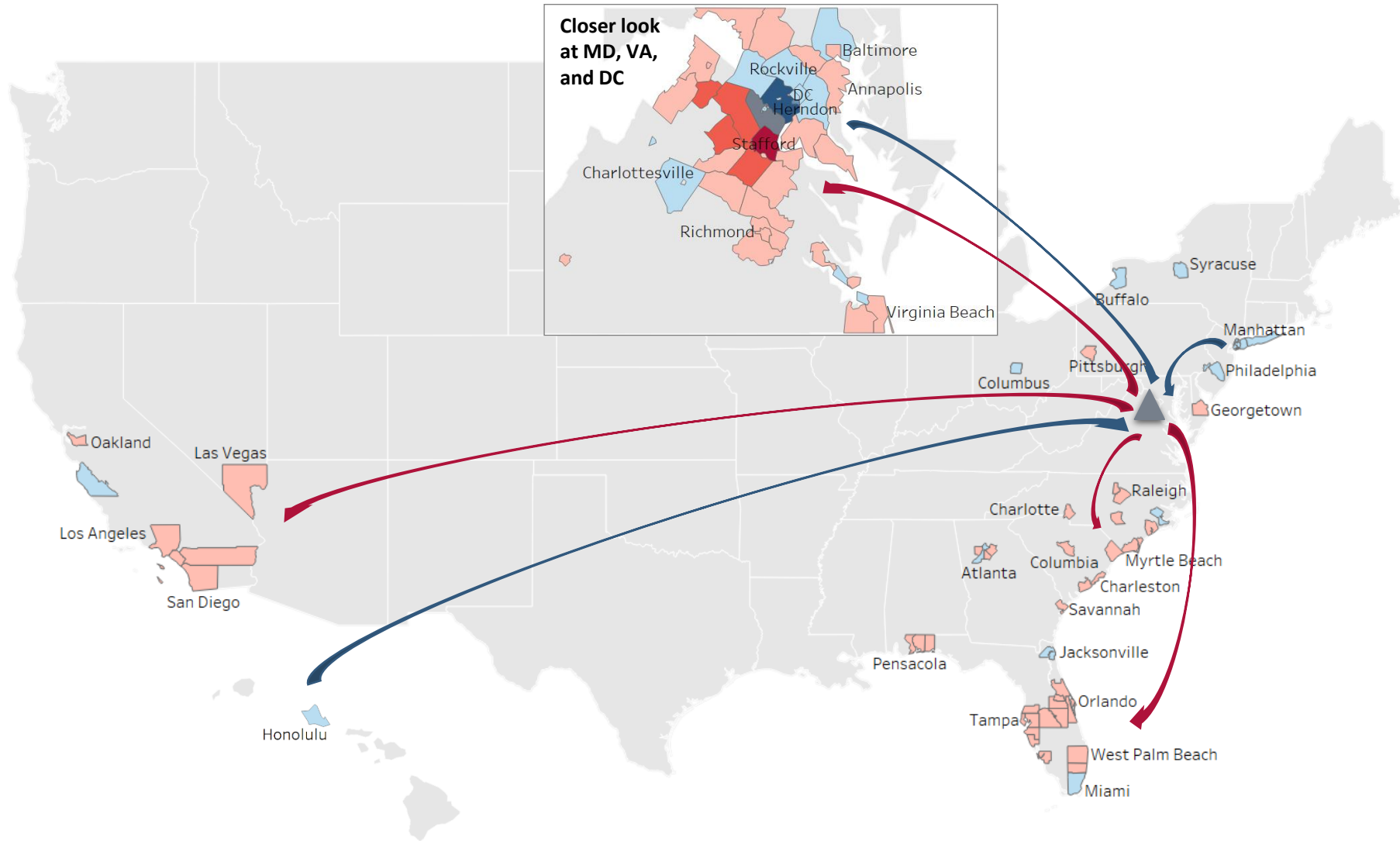
- 2,336
- 69 - 179
- 1 - 34

**Destination Community
Net Out-Flow**

- 106 - 204
- 35 - 68
- 1 - 30

Source: IRS Migration File

Migration Fields of Prince William County, VA



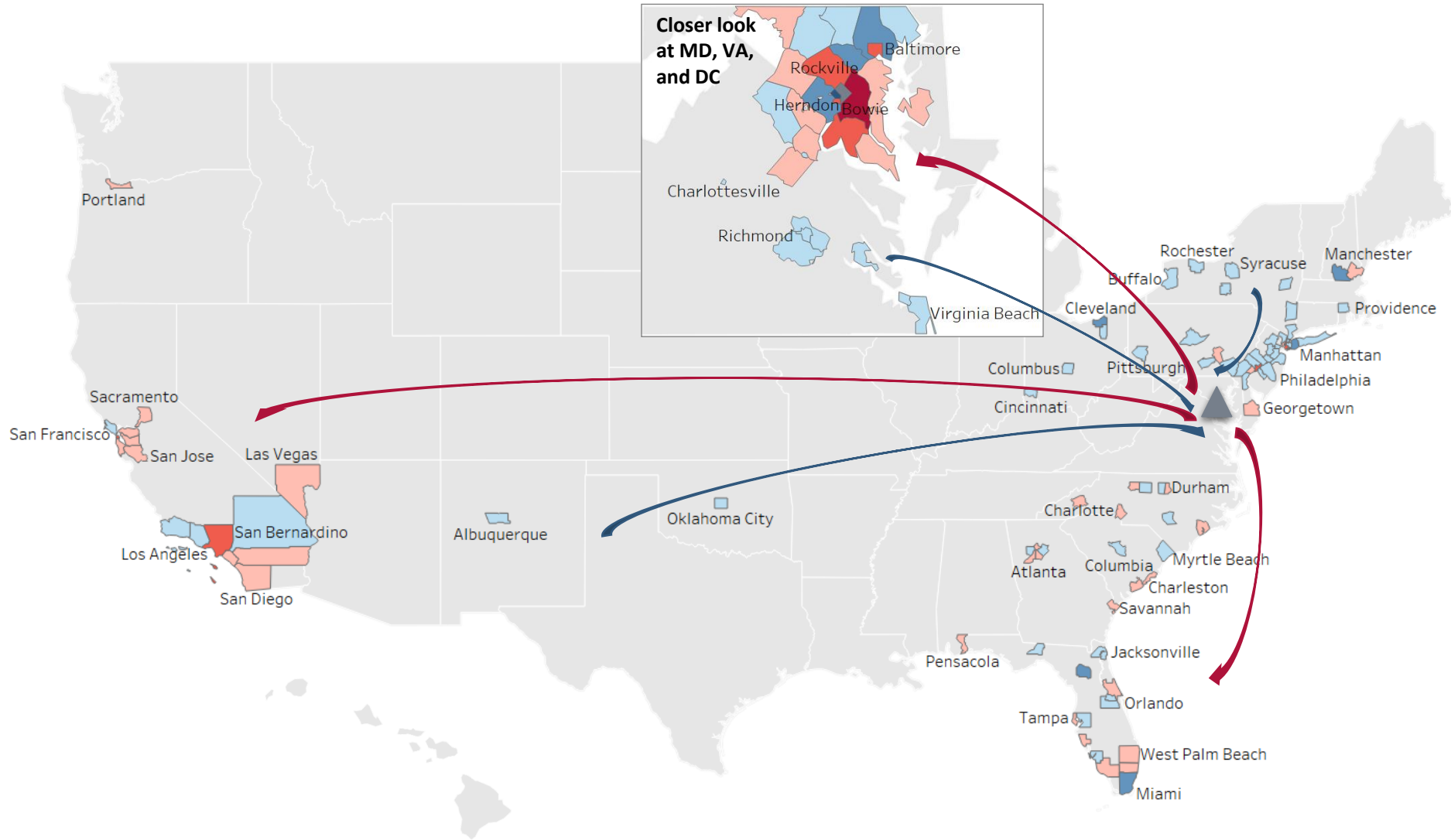
Origin Community
Net In-Flow

- 1,927
- 314
- 1 - 66

Destination Community
Net Out-Flow

- 859
- 103 - 333
- 2 - 61

Migration Fields of District of Columbia



**Origin Community
Net In-Flow**

- 635
- 30 - 48
- 1 - 28

**Destination Community
Net Out-Flow**

- 1,105
- 108 - 383
- 1 - 70

Source: IRS Migration File