



CITY ALIVE
THE FUTURE IS OURS
AN OVERVIEW

SEPTEMBER 2018



FOCUSING ON OUR HOMEGROWN ECONOMIC DEVELOPMENT ECOSYSTEM

We are changing systems to better support people and our economic future.

To truly adapt to new economic realities, we are focused not only on improving upon or changing existing systems. We are doing so in a way that also addresses the racial inequities and historical marginalization that exist within them.

City Alive engages leaders and service providers and gathers community input and data to align work around best supporting entrepreneurs, customizing strategies to four types of entrepreneurs that reflect Albuquerque’s history, economy, diversity, and potential:



Innovation Led

High-tech, biotech, and serial entrepreneurs



Microenterprise

Small businesses and single owner operators



Main Street

Businesses with employees (e.g., restaurants, retail, and business services)



Second Stage

Established companies looking for new markets, ready to take growth to the next level

WHO WE ARE

City Alive, a 10-year, collective impact initiative supported by Living Cities, is leveraging the diversity and assets of our community to build a better Albuquerque

Philanthropy and Banks



Institutions / Anchors



Community



City Alive is the only convening body “connecting the dots” between the pillars of the local economic development ecosystem, creating unique and lasting partnerships to ensure that economic development efforts are advancing and coordinating shared outcomes across Albuquerque

OUR MISSION AND VISION

Our mission

Accelerate job creation and economic mobility through supporting and growing innovation and entrepreneurship in Albuquerque.

Our vision

An Albuquerque that is a desirable place to live, work and prosper – for everyone.

Our values

Alter racial, social and economic inequities.

Advance full racial and economic inclusion.

Ensure equity and opportunity, especially in systems that have created historical and systematic barriers to entry.

Respond urgently to issues that disproportionately affect key populations such as immigrants, women, and people of color.

Connect our work to larger systems change and collaboration specific to jobs, income and wealth.

HOW WE WORK TOGETHER

City Alive connects Albuquerque's community leaders and stakeholders to **create homegrown jobs** and **increase economic mobility**:

Goals to tackle our shared priorities

Cultivate and encourage
small business
development

Build a **culture**
of
entrepreneur-s
hip and
inclusion

Create a more
user-friendly
support
ecosystem

Develop
alternative
ways for
businesses to
access capital

Develop **talent**
and skills
needed for
next-generation
leaders and
workers

How we work together

Identify and agree on a **shared agenda and shared target outcomes**

Synthesize data to establish common understanding on current state and our progress

Continuously assess our strengths and gaps as a community

Allocate and deploy resources and assets in coordination to maximize effectiveness

Reform policy and remove barriers and bureaucratic obstacles

Procure funding from local and national partners

OUR SHARED GOVERNANCE STRUCTURE

Our five Leadership Tables drive collaboration and strategy, designing and executing on new initiatives that advance our goals, with supportive shared governance from an Executive Leadership Committee

Executive Leadership Committee

Convenes monthly to share progress, discuss best practices, and troubleshoot challenges, with representation from each of the Leadership Tables

Tech Table

Organize and build connections between the startup / business community and tech transfer offices to foster greater technology transfer and commercialization

Capital Table

Increase capital access in the ecosystem through improved financial literacy and innovative capital offerings

Molina Table

Build bridges to and plan new efforts for business owners / entrepreneurs who are disconnected from existing ecosystem resources, and create inroads for the next generation

Venture Table (SU³ - Start up, stay up, scale up)

Convenes monthly to progress towards establishing a venture fund for local entrepreneurs of color

Diet Table (Data and Metrics)

Evaluate outcomes, tracking progress against goals

RULES OF ENGAGEMENT

We follow a set of unified rules to guide how our process and how we engage and collaborate effectively among a diverse mix of stakeholders

An evolving partnership: Build shared knowledge, assume the positive intent of others, and pivot over time.

Communicate clearly: Don't assume, ask.

Create forward motion: Make decisions at meetings, and continue conversations that we start.

Disseminate best practices: Promote best practices driven by data and results.

Ownership and responsibility: We will only be successful if everyone takes responsibility for their work.

STRATEGIES IN ACTION: HIGHLIGHTING PROGRESS-TO-DATE

We have made incredible progress over the past 3 years – while the initiatives below are not exhaustive of the work City Alive and its partners have accomplished, they illustrate just the beginning of what we can do together in a more inclusive and connected ecosystem:

Goals	Cultivate and encourage small business development	Build a culture of entrepreneurship and inclusion	Create a more user-friendly support ecosystem	Develop alternative ways for businesses to access capital	Develop talent and skills needed for next-generation leaders and workers
Sample initiative	Innovate ABQ	Emprendedores	Molino Project	Co-Op Capital	2+1+2 (UNM + CNM)
Initiative overview	Downtown Albuquerque's innovation district for researchers, inventors and entrepreneurs with a core site at Central and Broadway	Offers immigrant entrepreneurs and business owners hands-on, comprehensive entrepreneurial training and support in Spanish	App that connects entrepreneurs and small businesses with resources and services in their community that will help them sustain and grow their business	Allows borrowers to apply for loans through a trusted organization, which enables loans to be based on character and relationship rather than a credit report or collateral	Fast-tracks students to receive an associates, bachelors and masters degree in only five years
Initiative impact	\$15,000,000 leveraged in funding for construction from the public, private, and philanthropic sectors	300+ entrepreneurs served since 2014	50+ business support providers actively contributed data and information	\$600,000 in loans made to 280+ entrepreneurs \$500,000 PRI from Kellogg Foundation to expand reach in 2018	\$23,600 Average NM student savings in tuition and fees

FOCUSED EFFORTS WITH A LENS OF RACIAL AND INCOME EQUITY

City Alive is envisioning and testing new ways of supporting businesses and entrepreneurs from vulnerable and marginalized communities to better address entrenched economic disparities

Equity imperatives

Increasing economic engagement

Help shift long-term relationship with the economy by starting with youth, developing inspiring entrepreneurial experiences that inspire them, and inviting their families and communities to participate

Illustrative initiatives underway

Siembra Leadership High School: In partnership with the Native American Community Academy and the UNM Innovation Academy, Siembra Leadership H.S. is creating peer-mentoring relationships between college and high school students, offering dual-credit classes where students create real business enterprises

Increasing connectivity between ecosystem players to increase impact

Create a common language and frameworks with regard to entrepreneurs / entrepreneurship to facilitate making the ecosystem more navigable

Molino Project: Molino Project has worked to 1) develop shared language and frameworks with regard to development of entrepreneurs and entrepreneurship, and 2) create a database of resources to help entrepreneurs and small business owners find the right resources to grow their startups and small businesses

Meeting people where they are

Use high-touch interventions to develop relationships with entrepreneurs and support their efforts at success, including building alternative pathways to access capital

Navigators: Through a series of Navigator programs, City Alive has partnered with community leaders and organizations to roll out on-the-ground navigators and connect them to existing resources in the ecosystem

VC for Founders of Color: Through Living Cities, City Alive is working to start a fund focused specifically on investing in promising ventures led by founders of color

WHAT WE OFFER

City Alive leaders can engage with our collective impact efforts in a number of ways – the more our table is representative of Albuquerque’s community and institutional leaders, the stronger our work together will be

- **Agenda-setting:** Working together to establish goals for the city’s progress together
- **Moving resources together:** Allocating people, capital, and assets around a shared agenda and shared understanding of desired results
- **Collaborative grantwriting:** Shared problem-solving and coordinated efforts to secure external funding to test or scale initiatives with promise
- **Best practices of what works locally:** Case studies on where and how collective impact is working, how City Alive members are working together effectively
- **Data and evaluation:** Ongoing evaluation of gaps and challenges, as well as successes

APPENDIX

CASE STUDY: CO-OP CAPITAL

Co-op Capital offers an “alternative to the alternatives” pathway for access to capital

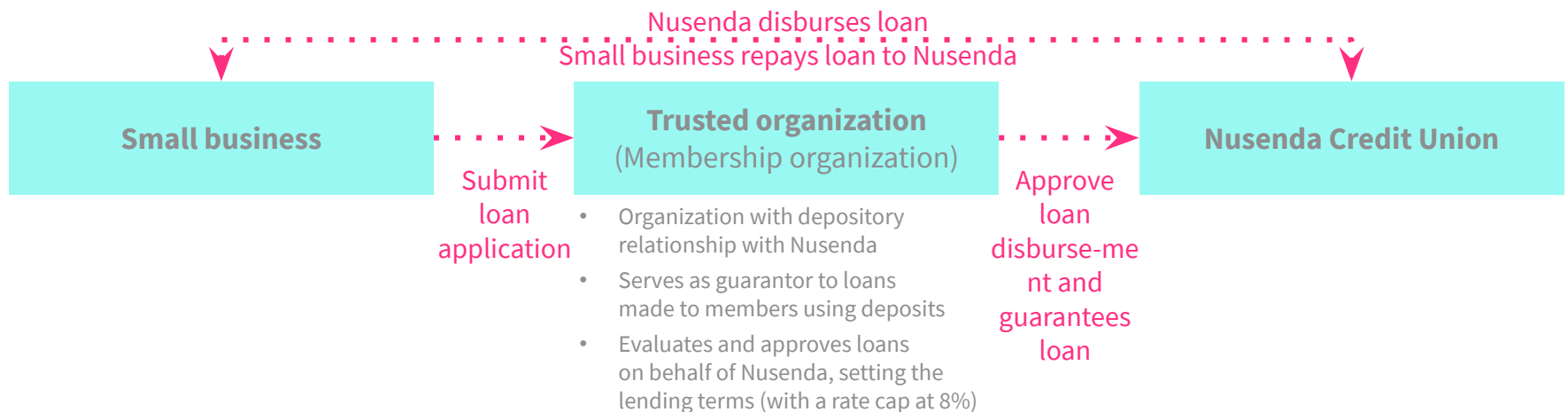
Context

- Many business owners cannot secure loans from traditional or alternative lenders – even alternative lenders typically require moderate credit, citizenship / state residency, collateral, and financial / tax documentation
- These challenges are particularly acute for entrepreneurs from historically marginalized groups that are more likely to have low or no credit, operate low collateral businesses, and have an aversion to debt

Impact

- Managed by Nusenda Credit Union, and funded by McCune, Annie E. Casey, Kellogg, and the Albuquerque Community Foundation, Co-Op Capital has made \$600,000 in loans made to 280+ entrepreneurs since 2012, with a delinquency rate of only 1%. Co-Op Capital transcends “business as usual” formulas for eligibility, unlocking opportunity for entrepreneurs by:
1. Enabling businesses to overcome the challenges of no / low credit and lack of collateral through relationships;
 2. Leveraging previously-untapped sources of collateral to encourage repayment;
 3. Helping business owners build an initial relationship with a financial institution to accelerate their growth

How it works



CASE STUDY: THE MAYOR'S INNOVATION PRIZE

The Mayor's Prize, funded by the Albuquerque Community Foundation and the Kauffman Foundation, awards grants and provides technical assistance to pilot and scale models to make Albuquerque a better place to start and grow ventures



History

- The Mayor's Prize was launched in 2015 to help expand and enrich the community of organizations supporting entrepreneurs. The Prize was designed based on City Alive's research on gaps in the entrepreneurial ecosystem, and asked entrepreneurial support organizations to focus on addressing key gaps in the ecosystem – serving the immigrant community, the high-tech sector, women entrepreneurs, and low-income entrepreneurs
- Since its start, \$600,000 has been granted to entrepreneurial support organizations around Albuquerque
- Additionally, Albuquerque Community Foundation restructured its priorities to include inclusive economic development

Impact

\$600,000 granted to entrepreneurial support organizations

100+ businesses supported or started

550+ jobs created or supported

1,300+ entrepreneurs engaged by grantees

Grantees leveraged funding to secure **\$350,000** in additional grants

\$670,000 raised from 101 individuals and local business gifts, many of whom made a first-time philanthropic gift

2017 Grantee Profile: WESST

WESST's La Escalera provides an accelerated pathway for immigrant entrepreneurs to: (1) formalize their business; (2) improve business skills in the areas of financial management, marketing and business compliance; (3) gain access to or improve use of banking services; and (4) join a network of support to start and grow their business.