

B R I E F

FALL - WINTER 2016



LIVING CITIES
INNOVATE • INVEST • LEAD

Envisioning the future of our city



Albuquerque Living Cities
Integration Initiative

▶ **TABLE OF CONTENTS**

Quick FAQ	3
The five things you need to know	3
Why Albuquerque?	4
The History	5
A Unique Moment in Albuquerque’s Recent History	5
An Opportunity to Grow Jobs and Increase Economic Mobility	5
Understanding & Harnessing Albuquerque’s Inherent Strengths & Underutilized Assets	6
Planning Year Results	8
Implementation	9
A multi-year collective impact process	9
A Last Note	11

QUICK FAQ

1) Albuquerque was one of five cities selected nationally by Living Cities in 2013 to receive investment as an Integration Initiative.

Albuquerque was first engaged in a planning year, which lined up leadership, priorities and strategies for this collective work. Our engagement with Living Cities is now in a three year implementation period.

2) Living Cities is an initiative backed by 22 of the world's largest foundations and financial institutions.

Living Cities works with cross-sector leaders in cities across the country to develop and scale new approaches geared at achieving dramatically better results for low-income people. The [Living Cities Integration Initiative](#) is a 9-site effort supporting cities that are reshaping programs, policies and resource allocation. [Albuquerque is a Living City.](#)

3) Albuquerque's Integration Initiative shares a vision: working to accelerate job creation and economic mobility through innovation and entrepreneurship to help our city reach its full potential as a desirable place to live, work and prosper.

We are focusing on four quadrants of entrepreneurs including: Innovation Led, Mainstreet, Microenterprise and 2nd Stage Entrepreneurs.

4) The Initiative is supported by over 150 volunteer leaders and is led by a steering table comprised of the Mayor's Office at the City of Albuquerque, the University of New Mexico and Nusenda Credit Union.

150 leaders from across Albuquerque have volunteered to leverage innovation, remove barriers and create an environment for success through homegrown solutions to align contributions toward Albuquerque's vision for job creation and economic mobility.

5) Now is Albuquerque's pilot phase, where we are testing informed strategies and collecting data and learnings to track impact and results toward our shared vision. Like any startup there are risks.

Why Albuquerque?

Albuquerque was selected as a Living Cities Integration Initiative site based on some of the following criteria:

A cross-sector table

Living Cities knows that complex problems require all hands on deck. They appreciated that Albuquerque was already engaged in cross sector collaboration between senior leaders from philanthropic, public sector, private sector, for profit and non-profit.

An understanding of policy and resources that can be creatively leveraged to achieve the desired result

Albuquerque identified some of the key public sector levers (e.g., resources, policies) and actors (e.g., local, regional, state) needed to achieve the desired result stakeholders with authority over critical resources have been involved and aligned with the collective action.

A public sector that is able to commit time and resources to systems change work

The City of Albuquerque committed to using systems change work to help drive modernization of operations relevant to desired results (e.g., modern data and structures, more effective use of public sector resources to leverage private sector dollars).

A willingness to explore how public, private and philanthropic funding and investment are currently being used to address the problem

Albuquerque has and will continue to explore how different funding and investment approaches can contribute to the shared vision for job creation and economic mobility.

A strong Initiative Director

Living Cities seeks initiative directors who have an ability to be a “boundary spanner” across sectors, institutions and organizations. In Albuquerque this is Robin Brulé.

► THE BACKGROUND

A Unique Moment in Albuquerque's Recent History

In February of 2012, newly appointed University of New Mexico (UNM) President Robert Frank took a team—including Mayor Richard J Berry, and UNM and economic development leaders—to the University of Florida's innovation hub, Innovation Square, which was successfully contributing to a dynamic and diversified economy and adding jobs in the state of Florida. Under new leadership, UNM was setting out to play a significant role in growing the regional economy. One of the primary focuses of this involvement was in the commercialization of UNM research. This was a unique moment in Albuquerque's recent history; through the emerging partnership between the private, public and philanthropic sector, Albuquerque demonstrated engagement in and dedication to changing the economy and furthering homegrown job creation through cross-sector collaboration and partnership.

Living Cities learned of Albuquerque shortly after the Florida Innovation Square trip through Robin Brulé—now the Senior Vice President of Community Relations at Nusenda Credit Union and the Chief Strategist of the Albuquerque Living Cities Integration Initiative. As an Annie E. Casey Foundation fellow, Robin had been contacted by Living Cities; they hoped to learn more about economic development and growth in Albuquerque. As they discovered more about the changes in leadership that were coalescing around a shift to support homegrown job creation through the commercialization of academic

research and laboratory technologies, their interest deepened, opening up an opportunity for Albuquerque to join a cohort of Living Cities Integration Initiatives across America.

► THE BEGINNING

An Opportunity to Grow Jobs and Increase Economic Mobility

Living Cities came to Albuquerque for a site visit in October of 2013 to meet with key stakeholders including UNM and Sandia National Laboratory leaders, Mayor Berry and Terry Laudick of Nusenda Credit Union. It was clear to Living Cities that Albuquerque had a unique opportunity to develop more intentionality around efforts for job creation. In December of 2013, Living Cities encouraged Albuquerque to apply to become a Living Cities Integration Initiative City.

ABOUT LIVING CITIES:

Living Cities was founded in 1991, and is backed by 22 of the world's largest foundations and financial institutions. **The Living Cities Integration Initiative** is a 9-site effort supporting cities that are reshaping programs, policies and resource allocation

► THE PLANNING YEAR

Understanding & Harnessing Albuquerque's Inherent Strengths & Underutilized Assets

In March of 2014 Albuquerque was officially announced as one of the five Integration Initiative cities to receive Living Cities planning support. This support was for multi-sector, multi-initiative efforts for economic development with an emphasis on entrepreneurship, job creation and economic mobility. Interest from Living Cities developed in part due to a concern that Albuquerque did not possess a diversified enough economy, and also due to the existing and currently underutilized research and laboratory assets and unique cross-sector partnerships developing between its public, private and philanthropic sectors.

Who was involved:

Collaborating leaders on the Steering Table included the Mayor's Office at the City of Albuquerque, the University of New Mexico, and Nusenda Credit Union. Each worked to bring together the best assets to further this initiative. The Planning Year convened over 150 volunteer leaders from across sectors in Albuquerque.

The Vision:

The Albuquerque Living Cities Integration Initiative set out on the Planning Year to draw on, understand and harness Albuquerque's inherent strengths and underutilized assets to invigorate Albuquerque's downtown. The original hypothesis driving Albuquerque's Integration Initiative was that by cultivating a "grow our own" mentality and a climate for building jobs from within, we would be able to capitalize on entrepreneurial energy and harness existing assets to create a more



We believe that dramatically improving the economic well-being of low-income people will require that our city tackle large social problems differently, incorporating the principles of collective impact, public sector innovation and capital innovation with collaborative, data-driven practice.

Robin Brulé

Chief Strategist

Albuquerque's Integration Initiative

dynamic economy that fosters the creation of business and rebuts under-education and underemployment.

Albuquerque's Planning Year established the Initiative's shared vision: **Accelerating job creation and economic mobility through innovation and entrepreneurship to help our city reach its full potential as desirable place to live, work, and prosper.** This shared vision remains unchanged. While the original focus was on bio and tech entrepreneurship, the scope expanded to include mainstreet, microenterprise and second stage entrepreneurs to respond to the local climate and needs identified throughout the collective impact process.



SOME HIGHLIGHTS:



Ben Hecht
@benhecht

Follow

No city has put in the effort to succeed in @Living_Cities Integration Initiative as #Albuquerque has, @MayorRJBerry #ABQLC

6:38 PM - 15 Jun 2015

8 9



Tynesia Boyea
@tyboyea

Follow

ABQ is doing something radically different trailblazing a path where other cities can follow #abqic @benhecht @Living_Cities

8:03 PM - 15 Jun 2015

2 4

The Strategy Framework:

As part of the Living Cities process, Albuquerque identified five key strategy areas that would lead to achieving the shared result of job creation and economic mobility. While the Planning Year brought many creative and innovative collective impact strategies into relief, Albuquerque's Integration Initiative worked together to focus in on the strategies that would most successfully reshape the programs, policies and systems that limit Albuquerque's economic growth and diversity.

► THE FIVE STRATEGY AREAS:

The five Strategy Areas lifted up through Albuquerque's Planning Year process included:

1) Business Development:

Take research and technology to commercialization.

2) Talent/Skill Development:

Ensure ABQ residents have the skills needed to thrive as an entrepreneur.

3) Community Development:

Bring 21st century amenities to a live-work-prosper environment along Innovation Central.

4) Entrepreneurship & Inclusion Development:

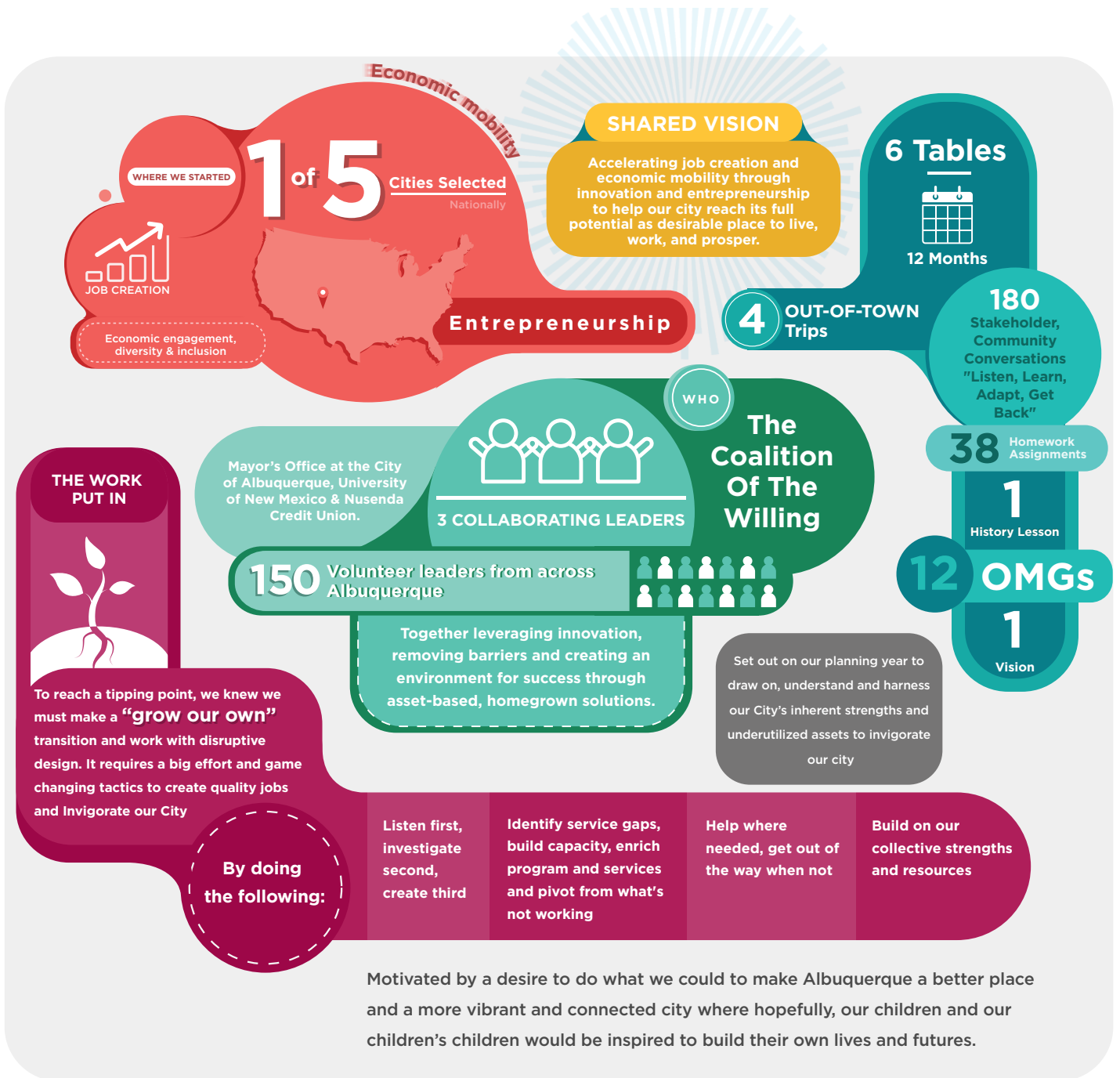
Create a culture of entrepreneurial energy using best practices to sustain each business.

5) Capital Availability:

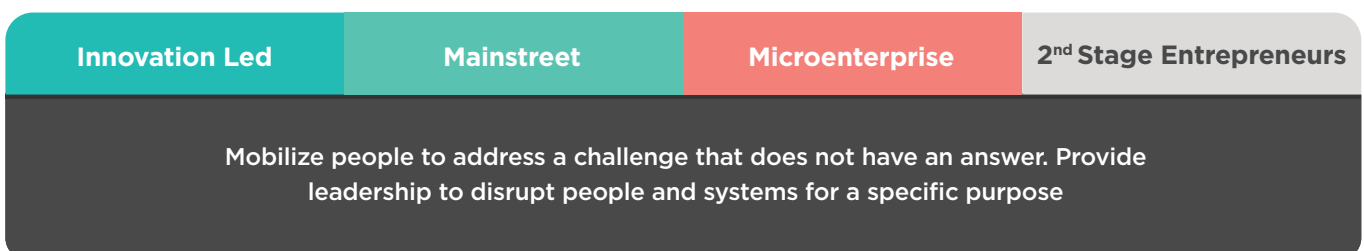
Democratize entrepreneurship by ensuring that access to capital is available for the entire range of entrepreneurs.

Within each Strategy Area the Albuquerque Living Cities Integration Initiative identified a series of actionable, measurable strategies. Albuquerque's strategies placed the city in the running for continued support from Living Cities to begin a multi-year implementation process to engage in systems change that can achieve large-scale results to vastly improve the lives of low-income people in Albuquerque.

▶ PLANNING YEAR RESULTS ◀



▶ WE ARE LOOKING FORWARD TO THE FUTURE | NEXT STEP IS IMPLEMENTATION ◀



► IMPLEMENTATION

A multi-year collective impact process

At the end of 2015, the Albuquerque Living Cities Integration Initiative was welcomed into a new phase, embarking on a multi-year, collective impact process with Living Cities to begin piloting the strategies uplifted through the Planning Year process. The implementation process, which is now underway, focuses on investigating and testing opportunities to reshape programs, policies and resource allocation to achieve the Initiative's shared vision of job creation and economic mobility.

Action Teams

Albuquerque's Integration Initiative is now convening and supporting several Action Teams that are focused on piloting Planning Year strategies. These teams composed of public/private partnerships are making meaningful progress toward Albuquerque's Integration Initiative goals over time by collecting and sharing data, identifying effective strategies and adopting best practices.

Measuring Progress through Results Based Accountability

At the close of the Albuquerque Living Cities Integration Initiative Planning Year, an evaluation mechanism by the name of RBA (Results Based Accountability) was introduced. This honed the Initiative's focus on the question, "Is anyone better off as a result of this work?" As Albuquerque's Integration Initiative engages in implementation, it deploys Results Based Accountability to measure impact and track progress toward the shared result. RBA is a method being used across the globe to help complex, community-wide efforts measure their cumulative impact, as well as improve the performance of each of the contributing organizations.

Racial Equity

Living Cities – through partner funders – included a racial equity component to the evaluation process in 2015 to understand not only how programs are addressing low-income people but also evaluating racial equity in programs. The Albuquerque Living Cities Integration Initiative has been given the opportunity to participate in a small cohort focused on data collection on racial equity in its implementation phase. Albuquerque's Integration Initiative seeks to ensure that our shared outcome of job creation and increased economic mobility is reaching low-income people and people of color.

THE ACTION TEAMS



Budget and Funding
Data Impact and Evaluation
Public Entities Integration
Capital Innovation
Innovation Led
Talent and Skill Development
Community Engagement (Molino)
Navigator Program

A woman with glasses is seated at a desk in a meeting room, writing on a document. She is wearing a watch and a bracelet. Other people are visible in the background, also seated at desks. The image has a blue tint.

**Our impact,
collective.
Our coalitions,
collaborative.**

➤ A LAST NOTE

The Living Cities process is not about reinventing the wheel, but building upon current successes, assets and combining ideas and institutions in new ways. This includes Albuquerque's research institutions, laboratories and community organizations. Being a Living City requires a renewed commitment to collaboration, real-time knowledge sharing and networking. It is about leaders and institutions, public and private, committing to accelerate the pace of change happening across the country - to an urgency of now.

Albuquerque Living Cities

Integration Initiative