

# CITY ALIVE ACTION TABLE MEASUREMENT TARGETS AND STRATEGY SNAPSHOT

*The information below was synthesized from internal City Alive documents from 2014–2015. This can give readers a sense of how the initiative was articulating the initial measurement and strategic focus for each of the action tables. Please note this is not all of the tables that were created in the initiative but rather a snapshot of the initial tables. Some of these tables merged with others and also new tables were created as the strategy evolved and was refined over time.*

## Talent & Skill Development Table

<p><b>ASSUMPTION</b></p>	<p>A talent and skill problem exists because the city has struggled with developing a talent pipeline because Albuquerque (ABQ) has many different subsets of populations who need skill-up opportunities specific to their situations.</p>
<p><b>HYPOTHESIS</b></p>	<p>If we build on existing assets and leverage partnerships, then more people will have the skills and resources to start a business or become employed in a high-wage job.</p>
<p><b>STRATEGY</b></p>	<p>If we provide population-specific training or educational opportunities, more people will have the skills and resources needed to start a business or advance in/into a high wage job.</p>
<p><b>PROGRAMS, INITIATIVES &amp; POLICIES</b></p>	<ul style="list-style-type: none"> <li>• Match job needs with skills and assets to supplement degrees and credentials, creating better alignment between employer-identified skills and higher education to create more efficient accelerated education pathways that lead to in-demand jobs.</li> <li>• Leverage resources across the talent/skill continuum to create stackable skill development and credential attainment opportunities that provide individuals the skills needed to start and grow a business.</li> </ul>
<p><b>KEY TARGETS</b></p>	<ul style="list-style-type: none"> <li>• # of entrepreneurs assisted</li> <li>• # of students enrolled at the Innovation Academy</li> <li>• # of entrepreneurial mindset program graduates</li> <li>• # of career exploration opportunities</li> </ul>



## Tech & Business Development Table

<p><b>ASSUMPTION</b></p>	<p>A business development problem exists because moving an invention from the lab to the marketplace is slow and daunting, with existing practices to commercially exploit research varying widely.</p>
<p><b>HYPOTHESIS</b></p>	<p>If we facilitate/support technology commercialization, then there will be more start-up companies.</p>
<p><b>STRATEGY</b></p>	<p>Intentionally commercialize laboratory-generated research for the purpose of expanding entrepreneurial opportunities in ABQ.</p>
<p><b>PROGRAMS, INITIATIVES &amp; POLICIES</b></p>	<ul style="list-style-type: none"> <li>• Develop a Scientific Community Navigators within the Labs to help translate the needs of the Lab to the Community, to communicate the Community's needs to the Labs, and to assist Lab personnel in accessing the entrepreneurial services and programs within the community.</li> <li>• Increase the "entrepreneurial accessibility" of laboratory technologies through the "Lab2Venture Methodology," run by trained, locally crowd-sourced cadres of retirees, researchers, students, and entrepreneurs.</li> <li>• Lower the full-cost recovery burden placed on small businesses that seek to work with the Labs.</li> <li>• Develop Innovate ABQ incubator to scale up the growth of high-tech/ high-growth companies.</li> </ul>
<p><b>KEY TARGETS</b></p>	<ul style="list-style-type: none"> <li>• % growth in revenue by entrepreneurs helped</li> <li>• # of businesses started by supported entrepreneurs</li> <li>• # of jobs created/added by assisted entrepreneurs</li> <li>• # Lab/university intellectual property licenses</li> </ul>



# Capital Development Table

<p><b>ASSUMPTION</b></p>	<p>A capital development problem exists because New Mexico has few sources of capital and faces a philanthropic divide.</p>
<p><b>HYPOTHESIS</b></p>	<p>If we attract more dollars, improve availability of funds for capital for entrepreneurs, and develop alternative means of financing, then people will have the funding they need to launch/expand their business.</p>
<p><b>STRATEGY</b></p>	<p>Democratize entrepreneurship by ensuring that access to capital is available for the entire range of entrepreneurs.</p>
<p><b>PROGRAMS, INITIATIVES &amp; POLICIES</b></p>	<ul style="list-style-type: none"> <li>• Utilize Navigator initiative to start, expand, grow, and recognize the potential for scalable businesses in the deal flow.</li> <li>• Cooperative Capital Fund that is the “alternative to the alternative” lender by changing the role of who does underwriting, origination, and collateralization.</li> <li>• Create a \$50M-\$100M fund for new ventures, either thru or facilitated by Innovate ABQ.</li> <li>• Attract additional investment into the early-stage funds in the Albuquerque startup ecosystem to reduce the 10X difference in opportunity vs. actual investment.</li> <li>• Enhance current Gap Funding opportunities to bridge the gap between government-funded research and company/investor capital.</li> <li>• Create a public/private Technology Commercialization Fund that can provide primary and/or matching capital to local small and medium enterprises for the investigation and maturation of technology developed inside the labs/universities.</li> </ul>
<p><b>KEY TARGETS</b></p>	<ul style="list-style-type: none"> <li>• # of loans provided through co-op capital</li> <li>• Perception of access to capital</li> <li>• \$ loaned through co-op capital</li> <li>• % growth in revenue by entrepreneurs helped</li> </ul>



## Community Development Table

<p><b>ASSUMPTION</b></p>	<p>A community development problem exists because downtown Albuquerque is not perceived as a desirable or viable place to start or expand a business.</p>
<p><b>HYPOTHESIS</b></p>	<p>If we make downtown Albuquerque an attractive place to do business, then more innovators and attractors will locate there.</p>
<p><b>STRATEGY</b></p>	<p>Bring 21st century amenities to a live-work-prosper environment along the Central Avenue Corridor.</p>
<p><b>PROGRAMS, INITIATIVES &amp; POLICIES</b></p>	<ul style="list-style-type: none"> <li>• Implement Bus Rapid Transit System and improve transit availability and access, and position services near transit nodes.</li> <li>• Utilize Innovate ABQ Design Framework to develop the Innovation Ecosystem for Downtown Albuquerque (physical, economic, and networking assets).</li> <li>• Identify and implement innovative city policies that facilitate business growth.</li> <li>• Optimize and integrate existing assets within downtown by providing a mix of low-cost, flexible use spaces for office, R&amp;D, and product development.</li> <li>• TREP in a Day (one day business licensing and procedures).</li> </ul>
<p><b>KEY TARGETS</b></p>	<ul style="list-style-type: none"> <li>• # of service providers participating in the Molino project</li> <li>• # of entrepreneurs utilizing services from multiple agencies</li> <li>• # of participants using TREP</li> <li>• # of Route 66 business/vacancies</li> </ul>



## Molino Table: Culture of Entrepreneurship and Inclusion Development

<p><b>ASSUMPTION</b></p>	<p>This entrepreneurship culture and inclusion problem exists because Albuquerque has been promoted as “Anywhere, USA” and a blank slate, instead of developing what makes the city unique, which has driven an over-reliance on “anywhere” public sector jobs.</p>
<p><b>HYPOTHESIS</b></p>	<p>If we embrace, celebrate, and support those things that make Albuquerque unique and provide direct opportunities for economic engagement, especially in underserved parts of the city, more people will be empowered to start, expand, and support local businesses.</p>
<p><b>STRATEGY</b></p>	<p>Create a culture of entrepreneurial energy using best practices to sustain each business and by using alternative means that enable historically marginalized people, families, and communities to participate in the entrepreneurial process.</p>
<p><b>PROGRAMS, INITIATIVES &amp; POLICIES</b></p>	<ul style="list-style-type: none"> <li>• Engage the public at large to make entrepreneurship the aim that every Albuquerquean can say “this is what we’re working on.”</li> <li>• Entrepreneurial mindset training for City employees and other entities.</li> <li>• Support the development and expansion of social enterprises, employee-owned cooperatives, and other alternative business models.</li> <li>• Continue to enhance feedback loops with entrepreneurs from disadvantaged communities using community engagement.</li> </ul>
<p><b>KEY TARGETS</b></p>	<ul style="list-style-type: none"> <li>• # of people from disadvantaged sub-populations engaging in entrepreneurial events</li> <li>• # of events in disadvantaged communities</li> <li>• # of businesses started by disadvantaged entrepreneurs</li> <li>• # of entrepreneurs assisted</li> </ul>

