

Economic Development Policy Update: Community Engagement Summary Report

Economic Development Policy Community Leader Session

Wednesday September 6, 2017 8:15am – 2:30pm, Workforce Solutions, Lone Star Room: 6505 Airport Blvd. Austin, TX 78752

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Session Summary

Attendees:

Leaders in the Austin community who interact with economic development priorities in their work, such as chambers of commerce, community colleges and universities, financial institutions, creative community representatives, real estate professionals, (*See Appendix E for full Attendee List)

Host/Speakers:

The session was hosted by the Global Business Expansion (GBE) Division of the City of Austin Economic Development Department (EDD). Speakers included David Colligan, GBE Manager; Julia Campbell, GBE Business Development Program Manager; Chris Schreck, CAPCOG Director of Planning & Economic Development; Lara Foss, City of Austin Corporate Communications Marketing Consultant; Mike Rollins, Greater Austin Chamber of Commerce President; Tamara Atkinson, Workforce Solutions Capital Area Executive Director; and David Steinwedell, ULI Austin Executive Director.

Session Goal:

This session is the second phase of stakeholder engagement in response to [Resolution No. 20170302-034](#). We invited economic development community leaders to learn about the feedback gathered in the first phase of outreach, determine the validity and applicability of that feedback, fill in any gaps, and then prioritize those results. This session served as the vehicle for subject matter experts to weigh in and sort through the vast amount of feedback received during the first phase of community outreach. The goal of the session was to clarify community priorities, develop a realistic and achievable new set of economic development values and test the concept of seven different forms of work.

Session Summary:

50* individuals were invited to participate in the session via personal invitation from the Hosts (*See Invitee List, Appendix D). 31* attendees (*See Attendee List, Appendix E) participated in the 6-hour workshop, either partially or entirely. Welcome and introductory remarks were provided by the City of Austin's David Colligan and Julia Campbell providing the backdrop of Chapter 380 policy in Austin, a review of the resolution, expectations for the session, and goals. A video* of Mayor Steve Adler (*See Mayor Adler's Video, Appendix F) conveyed the importance of this part of the engagement process and thanked the participants for contributing. Context was built further with "Speed Briefings" about Austin Demographics, Spirit of East Austin, Opportunity Austin, Master Community Workforce Plan and Place-Making strategy. Julia Campbell facilitated the work sessions, kicking off with an exercise to expand the definition of "Economic Development" beyond the traditional wins of jobs, investment and tax revenue. Attendees then focused their feedback on each of the subject areas of Business Recruitment, Business Expansion, Workforce Development, Real Estate, Small Business, Creative Sector and Social Enterprise. All feedback was captured in each participant's "Community Leaders Session Workbook"* (*See Appendix B). For each discipline area, staff asked the participants to review the community input from the first phase of community conversations, then asked if these elements applied. Participants then filled in missing elements and ranked the entire list in order of importance. A tour of the Workforce Solutions facility, breakfast, lunch and breaks were provided.

Feedback Analysis Methodology:

Session workbooks were collected at the close of the session. Staff compiled the responses in the workbooks. Each comment contained in the workbook was digitized and transferred into an excel workbook organized by exercise. The Economic Development Exchange Values were aggregated to produce a total priority "score", which was calculated by adding up the total ranking values with 1 being a lower ranking than 10. A higher "score" meant a higher aggregate ranking overall. Each discipline area was analyzed separately by first summing the total "Applicability" rate (how many participants agreed that the existing program value did indeed apply to the program we were trying to define.) Each missing comment was grouped by theme, and if the comment fit within an existing value, its ranking was aggregated with that existing total number. If the comment was a new value that hadn't appeared before and it carried a ranking, it was given its own group and added to the priority list in order of weighted priority "score". The highest priority score received the number 1 spot and decreasing scores followed in sequence. Unranked comments were mentioned in the "Findings Detail" section however were not aggregated as a part of the total ranking score.

Findings Summary: Economic Development Exchange Values

The tables below summarize the feedback and priority values uncovered in the Community Leaders Session. This roll-up culminates the input provided in Phase 1 of the community conversations and goes a step further by integrating missing elements and assigning priority rankings to each value.

Economic Development Exchange Values:

In this new Austin economy, jobs are no longer the top ranking “win” for economic development value, with community members clearly favoring the enhancement of their neighborhoods, activity corridors and creating community anchors while developing the existing workforce. There is a clear need for the new version of the Chapter 380 program to produce equity, affordability and community benefit over standalone prosperity.

The below list illustrates that the new Economic Development Value Exchanges that emerged were more expansive and better aligned with these overarching themes. Illustrative of this recalibration of priorities and expansion beyond traditional wins for economic development is the #1 and #2 spot on the Exchange Values list; “Place” and “Workforce”, respectively, are above even the generation of “Quality Jobs” at #3. Further down the list even, “City of Austin Revenue” at #7 ranks lower than “Equity and Diversity” meaning given the choice, the community would place greater value on a project that enhanced the community’s opportunity for equitable prosperity and diversity over net positive benefit to the city. In economic development, we know that in practice can mean paying outright for some projects that advance the ball in those areas. This is a brand new concept held against our current Chapter 380 policy and practice.

1) Place

2) Workforce Development

3) Quality Jobs

4) Equity & Diversity

5) Quality Investment

6) Transportation

7) CoA Revenue (Taxes & Utilities)

8) Hiring Practices

** Green indicates new/added priorities and values that were either previously missing altogether from the existing Chapter 380 policy or missing from the first phase of community outreach.*

Findings Detail: Economic Development Exchange Values

Total 25 respondents weighed-in on the definition of Economic Development Exchange Values. The conversation sought to answer the question: “What should the City of Austin ask for in return from companies/entities engaging in a Chapter 380 contract?” The existing definition of the traditional Economic Development “wins” were presented: 1) Quality Jobs, 2) Quality Investment and 3) City of Austin Revenue (Taxes & Utilities). Participants agreed these traditional values should remain in the definition, but the list needed to be expanded to capture new community values and the values need to be re-prioritized. Following a robust discussion to build context, participants identified missing priorities, then ranked the values, resulting in the final list (ranking highest priority first): 1) Place, 2) Workforce, 3) Quality Jobs, 4) Equity & Diversity, 5) Quality Investment, 6) Transportation, 7) CoA Revenue - Taxes & Utilities, and 8) Hiring.

1) “Place” refers to the value of impacting low opportunity areas of the city and prioritizing jobs in areas of high unemployment, activity corridors, existing spaces and connected to community anchors. “Place” was further defined as providing public access and use, being socially inclusive, and ensuring community fitness and cohesion. Preservation was a distinct theme, defined as amplifying neighborhoods, and retaining affordable housing and commercial space, including music and cultural venues, via subsidized rents. Community was a pronounced aspect of “Place”, including the inclusion of community oriented support groups, commitment to community partnership, support for co-working, incubators, accelerators, community-designed incubator spaces. Other substantive, yet not qualified, feedback included supporting accessible venues with current technology, adding cultural - music/arts spaces and focusing on environmental sustainability, especially water use.

2) “Workforce Development” refers to the creation and support of paid internships/apprenticeships, the development of quality skills training and work experience, expanding opportunities for career advancement, developing financial incentives for local, ongoing training and education, partnering with local educational institutions, and investing in front-end educational workplaces.

3) “Quality Jobs” (or projects that create a certain “Number of Jobs”) was an existing traditional economic development exchange. During this session participants agreed it is still considered to be a relevant and applicable measure for economic value, albeit at a lower priority level behind “Place” and “Workforce”.

4) “Equity & Diversity” was identified as a new exchange value, referring to the importance of promoting diversity and equity in these economic development partnerships, and continuing to engage HUB/MBE/WBE (Historically Underutilized Businesses/Minority-Owned Business Enterprise/Women-Owned Business Enterprise) opportunities in these agreements while widening the definition to include LGBT businesses. Equity and Diversity were also defined as continued investment in local organizations and minority chambers of commerce.

5) “Quality Investment” was an existing traditional economic development exchange and during this session participants agreed it is still considered to be a relevant and applicable measure for economic value, albeit at a lower priority level behind “Place”, “Workforce”, “Quality Jobs”, and “Equity & Diversity”.

6) “Transportation” as an exchange value refers to prioritizing projects that are accessible by transit, or otherwise promote affordable, efficient and public transportation solutions, resulting in mobility guarantees, enhanced transportation access, and/or reduced commutes.

7) “City of Austin Revenue - Tax & Utilities” was an existing traditional economic development exchange and during this session participants agreed it is still considered to be a relevant and applicable measure for economic value, albeit at a lower priority level behind “Place”, “Workforce”, “Quality Jobs”, “Equity & Diversity”, “Quality Investment” and “Transportation”.

8) “Hiring Practices” refers to valuing projects that focus on targeting job types and source employees locally, in underserved areas and graduates from programs prioritized in the Master Community Workforce Plan. Hiring focus should be placed on competitive employment terms, pay a living wage or higher, and encompass services needed by individuals with barriers to employment.

Findings Summary: Discipline Area Priorities & Rollout

The below table summarizes the feedback and priorities identified in the Community Leaders Session for each discipline area being tested for potential program development. Each session presented the feedback received in the first phase of community engagement, determined levels of applicability, filled in missing values and prioritized the values, ranking highest priority first.

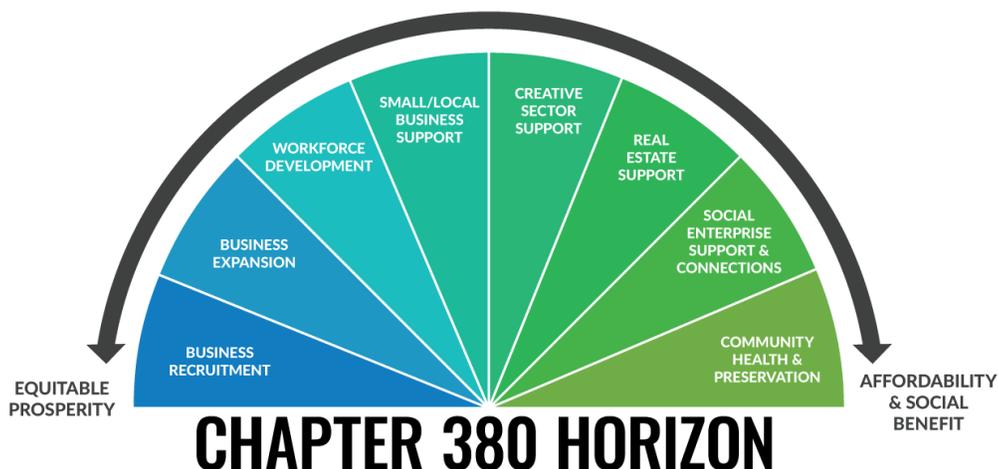
Discipline Area Priorities & Rollout Summary:

Rollout Priority 1	Rollout Priority 2	Rollout Priority 3	Rollout Priority 4	Rollout Priority 5	Rollout Priority 6	Rollout Priority 7
Workforce Development Program	Business Expansion Program	Small Business Program	Business Recruitment Program	Creative Sector Program	Real Estate Program	Social Enterprise Program
1) Training 2) Wraparound Services 3) Communication 4) Financial Incentives 5) Government Role 6) Equity 7) Education	1) Talent 2) Neighborhood Connection 3) Funding Needed 4) Coordinate Resources 5) Hiring 6) Alternative Space 7) Program Structure	1) Government Role 2) Financial Incentives 3) Collaboration 4) Communication & Cooperation 5) Affordability 6) Finances/ Funding 7) Program Structure	1) Community Benefits 2) Collaboration 3) Government Role 4) Equity 5) Industry & Business Diversity 6) Marketing & Communications 7) Benefits to Workforce	1) Affordability 2) Financial Incentives 3) Government Role 4) Communication & Cooperation 5) Talent 6) Collaboration 7) Community Benefit 8) Program Structure	1) Socially Beneficial 2) Communication & Efficiency 3) Government Role 4) Financial Incentives 5) Transportation 6) Affordability	1) Innovation 2) Government Role 3) Financial Connections 4) Communication & Cooperation 5) Collaboration

* Green indicates new/added priorities and values that were either previously missing altogether from the existing Chapter 380 policy or missing from the first phase of community outreach.

Merging Programs:

Interconnected themes and shared priorities across disciplines may be as important a take-away as any specific values uncovered during this session. Staff set out to engage stakeholders to explore the full potential of the Chapter 380 program and approached this task by compartmentalizing each discipline area (Business Recruitment, Business Expansion, Small Business, Creative Sector, Real Estate, Workforce and Social Enterprise.) Some overlaps were perceived in the first phase of community outreach, however the nature of interconnectivity emerged loud and clear in this community leader’s session. Each of the subject areas truly overlaps with others, further collapsing the original list of 7 disciplines areas into arguably fewer. While the number of rollout programs isn’t fully clear at this stage in the stakeholder engagement process (although staff asked the community leaders to rank the rollout order – see the top row of the Findings Summary Table), what is clear is that there exists some strong connective tissue that aligns with the themes called out in the council resolution and in conversations with stakeholders.



Findings Detail: Workforce Development Program

Total 23 respondents reviewed the existing 5 priorities identified in Phase 1 of the community conversations: 1) Training, 2) Government Role, 3) Wraparound Services, 4) Financial Incentives, and 5) Communications. An average 76% agreed these priorities were applicable to a Workforce Development Program. Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Training, 2) Wraparound Services, 3) Communication, 4) Financial Incentives, 5) Government Role, 6) Equity and 7) Education. Participants wondered which parties would engage in a Chapter 380 agreement like this, and questioned the City's ability to sustain, expand and meet market requirements conditions. Also mentioned was a direct connection between the Workforce Development Program through Chapter 380 and the Workforce Development Master Plan. Additionally, it was suggested that government needs to examine current workforce program allocation versus the resulting metrics on graduation rates and the resulting cost per certification. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) "Training" Not surprisingly, the top priority for a Workforce Development Program turned out to be Training. Phase 1 community conversations had already brought Training to the top of the list, stating that workers need more training to be able to take advantage of available job opportunities and that employers should support this training because they need more qualified Austin workers to fill mid-skill-level jobs. 91% of participants in this session agreed this was an applicable value and further clarified that "training" should match demand, be available for the formerly incarcerated, and include apprenticeship/internships/mentorships and more specifically paid mentor/internships for high school and formerly incarcerated individuals on work release.

2) "Wraparound Services" was an existing priority in Phase 1 and remained on the top of the list with the highest rate of "applicability" of all the priorities, at 96%. Participants agreed that in the current labor market, there is a mismatch between skills, workers and jobs. Training-related services, notably daycare and transportation, are necessary for those with limited incomes to be able to participate in the training. Inequity based on income, race, skill-level and geographic area, such as East Austin, need to be addressed as a part of this strategy.

3) Communication Only 65% of the participants agreed that Communication is an applicable priority in a Workforce Development Program. Although those who did agree reinforced the idea that effectiveness of this type of program would suffer from general lack of awareness, particularly among small businesses. Collaboration is needed between training entities and businesses who need them. In addition, public-private partnerships could provide a channel for highly visible tech employers to communicate their hiring needs into underserved communities to help break the ice.

4) Financial Incentives were generally agreed upon as an applicable part of a Workforce Development Program (75%). These incentives were originally defined as local government providing incentives to companies that help put people to work, but the focus should shift from large businesses to support small businesses. Participants in the session supported that shift, and added that government financial investment should focus on social service programs, primarily skills and training, but with offset costs for wraparound services such as childcare and transportation. Some questioned who would engage in these agreements, what parties would be involved, and what the benefits would be. Suggestions included using specific tools to incentivize large employers in high demand sectors, workforce development providers, colleges, universities, and local educational institutions such as ACC and AISD.

5) Government Role emerged as a prominent attribute for a Workforce Development program however it proved difficult for the community to envision and therefore define. Phase 1 community input concluded that government can support workforce training by directly matching firms and workers to mutually beneficial employment opportunities. About half of the session participants agreed that the government should play this role as connector, with some adding that the City should engage with the workforce development system to raise public awareness of industry-provided internships. Another suggestion was collaboration between Capital Metro and employers to address constraints on the workforce. The sentiment was shared that an inadvertent effect of the current Chapter 380 program has further disadvantaged racial minorities, lower-income individuals, and small/local business.

6) Equity was a theme threaded throughout the entire Workforce Development conversation in this session and was added as a new priority not previously called out as separate. Employment and income inequity present considerable challenges that could be addressed with a thoughtful and value-driven Workforce Development program as long as it remains inclusive of underserved minorities, creatives and youth. Additional "equitable" considerations for the workforce include digital literacy, access to internet and hardware, and online connectivity.

7) Education was included as a high priority for a Workforce Development program that was not prioritized in the first phase of community conversations. The participants suggested development of partnerships with local schools and universities, ACC STEM, STEAM and Project Einstein for pipeline building, noting that disconnects such as ACC's inability to fill slots in IT courses while having more Registered Nurse applicants than can be trained.,

Findings Detail: Business Expansion Program

Total 23 respondents reviewed the existing 5 priorities resulting from Phase 1 of the community conversations: 1) Talent, 2) Funding needed, 3) Neighborhood Connection, 4) Coordinate Resources, and 5) Alternative Space. An average 74% agreed these values were applicable to a Business Expansion Program, (worth mentioning were the outliers, with 96% agreement that “Talent” was applicable and only 57% agreeing that “Coordinated Resources” was applicable.) Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Talent, 2) Neighborhood Connection, 3) Funding Needed, 4) Coordinate Resources, 5) Hiring, 6) Alternative Space, 7) Program Structure. Other substantive feedback (however unqualified and unranked by the participants) included the role of government and business expansion effect on health outcomes. Participants discussed the alignment of the City of Austin budget priorities for similar and multiple organizations in the community, allowing qualifying new or expanding businesses to have a loan for utility upgrade expenses, ease of permitting. On the healthy outcomes front, participants mentioned promoting the creation of health care facilities and the goal to eliminate food deserts. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

- 1) “Talent”** was revealed as the number one priority for a Business Expansion Program. The Phase 1 community conversation made clear that business growth opportunity is dependent on training for existing talent (current employees), the availability of skilled workers for hire and extending the employee continuum. This leadership forum agreed with that sentiment with over 96% agreeing that Talent is applicable, and further expanded on this priority by offering up that the City should reward businesses that advance employee skills by offering a career ladder, internships, educational opportunities, and other training. Also important to the value of Talent is the creation of opportunities for low-income workers to up-skill to greater than 200% above the federal poverty line, currently \$19.63/hour per the Workforce Master Plan, via apprenticeships, paid internships, coop learning, work-study, etc. Other programs could include business investment in workforce such as tuition reimbursement programs, parental leave/childcare, coordination with colleges and community colleges, scalable entrepreneurship training, and workshop training.
- 2) “Neighborhood Connection”**, defined as small and local business growth that directly affects the neighborhood or community the business services by creating jobs proximate to workers, training opportunities for neighborhood residents and solidify the community identity, was a high-ranking priority in Phase 1 of community outreach. Over 68% of community leaders agreed a strong neighborhood connection is needed, but added that Neighborhood Connection should include communal green space and parks, amplification of Austin’s culture and requiring projects to provide a community benefit. Leaders also noted that business growth depends on the growth of the surrounding community.
- 3) “Funding Needed”** refers to resources needed for business expansion, training and marketing and the role of government in identifying grant funds available to businesses in need. 75% of the leaders agreed that needed funding is applicable to a Business Expansion program, including developing a payment plan for utility infrastructure as an incentive, providing funding stream and training for business resilience, offering “micro 380 agreements” for micro companies, and carving out funds for risk capital for businesses expansion into alternative spaces. Participants also suggested the City examine its retirement system investment portfolios to include local business investments.
- 4) “Coordinate Resources”** was a bit more specific than similar themes in the other sessions that amounted to “Collaboration”. Phase 1 of the community conversations on this subject pointed to a targeted need for government to identify a variety of training opportunities and connect corporations and small businesses within the same industries to share knowledge. Just over half of the participants in this forum agreed with this sentiment. Participants shared some additional ways resources could be coordinated such as looking beyond funding mechanisms to specific need to support the businesses and local community, e.g. Alternative space, training, site/permitting/infrastructure. Other coordinated efforts could include facilitating clustering for industry-specific resources, connecting markets, connecting small business to City of Austin resources (such as Austin Energy, SBP, etc.), developing an all-encompassing resource directory, and identifying business associations that already exist to connect businesses within the same industry.
- 5) “Hiring”** was added as a new priority, separate from Talent and workforce development, to encompass the hiring practices that these expansion projects will utilize to ensure equitable employment opportunities. This includes equity, a focus on hiring members of difficult to employ groups, targeted hiring of community members (encouraging hiring from underrepresented groups), recruiting practices that promote a diversity of skills, competitive employment (high-demand jobs paying a living wage or higher), paid internships, and pathways to high-demand jobs. A few stronger sentiments arose asking to require a racial/gender equity statement for all organizations/businesses seeking 380 support, and to democratize entrepreneurship to underserved communities, especially for the creative sector.
- 6) “Alternative Space”** 65% of the session participants agreed that alternative space options were an important value for a Business Expansion program. Phase 1 feedback pointed to business growth happening in multi-use spaces, such as co-working, library, showroom, pop-up and unused retail spaces. The session participants suggested that this should include partnerships between incubators/accelerators with universities and ACC.
- 7) “Program Structure”** was a new priority brought forward by this group as a missing piece of the Business Expansion Program. Many suggested that Business Expansion criteria and values be synched with the Business Recruitment values; Business Expansion funding should be tied to the potential return on investment to the City (in either the form of financial return or the return of community values.) Success of the program should be measured as a percent of impact per investment, meaning there may be multiple micro impacts that result in a massive overall impact and amplified culture. The program should contain a component of acknowledgement of compliant businesses already here. Another suggestion was to remove excessive prescription with city values or other criteria to give city staff tools to make good decisions.

Findings Detail: Small Business Program

Total 19 respondents reviewed the existing 4 priorities resulting from Phase 1 of the community conversations: 1) Government Role, 2) Financial Incentives, 3) Collaboration and 4) Communication & Cooperation. An average 83% agreed these priorities were applicable to a Small Business Development Program. Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Government Role, 2) Financial Incentives, 3) Collaboration, 4) Communication & Cooperation, 5) Affordability, 6) Finances/ Funding, and 7) Program Structure. Other discussion points worth mentioning that were not ultimately ranked as priorities included whether to place the burden on a small business to create a high number of quality jobs as a qualifier for participation in the Chapter 380 Small Business Program. Small Business real estate development (such as mixed use projects with space for small businesses) should focus on marginalized communities. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) “Government Role” was prioritized in the Phase 1 community conversation, where government was described as an inflexible taxing authority and the bearer of burdensome regulations and “red tape” that actively hinder small business growth. Community leaders agreed that the city lacks follow-through in its commitments to small businesses. Small businesses are perceived to require more visibility and it is the community’s view that government does not prioritize them during policy making. Since small businesses do not have a “seat at the table,” it should be the city’s job to amplify the voice of this sector to promote equity. Over 95% of participants agreed with that assessment and added some prescriptive tools such as creating an Ombudsperson role in Economic Development to help facilitate getting Chapter 380 agreements executed (a similar suggestion was provided during the Real Estate Development Program discussion). Participants also said it could be helpful, instead of incentivizing small businesses, to simply remove “disincentives”, by implementing consistent and standardized guidelines and rules. Community leaders would also rather see the expansion of existing classes and the promotion of small business resources already offered, and possibly creation of a complimentary program that includes expedited permitting and/or waivers of appropriate fees when economic values are achieved by the project. The government should assist with the complex, time-consuming permitting process for small businesses.

2) “Financial Incentives” provided by the City to qualifying small businesses should be as accessible as they are to large companies. Small businesses make up a large enough portion of the local economy that supporting this small business foundation leads to similar job creation measures as a single large company. 79% of session participants agreed Financial Incentives are applicable to a Small Business Program. Missing pieces included scaling the small business program with metrics tailored to smaller businesses, lightening up on prescriptive requirements and other qualification barriers. Micro and small businesses are different from one another, and the City should consider support based on actual need. It should also reward legacy businesses that have maintained a significant and steady economic and social impact.

3) “Collaboration”, defined as sharing of resources between businesses and the crosspollination among industries is a desired outcome of a successful Small Business program. 74% agreed that Collaboration was an applicable part of a Small Business Program. An element of the discussion was the role of government in facilitating this collaborative effort, for example setting up pathways and channels for business-to-business partnerships, cooperatives and other relationships to pool resources and access Chapter 380 participation.

4) “Communication & Cooperation” were considered separate from “Collaboration” as this refers to the government’s role in standardizing regulatory processes and communicating about existing resources to better educate small businesses on what’s already available to them. Small businesses are open to government involvement when it comes to promoting equity and welfare. 84% of participants in this session agreed this is an applicable part of the Small Business Program.

5) “Affordability” was brought forward as a new value for a Small Business Program. Participants mentioned the need for affordable space (specifically the government’s role in easing rent prices for small businesses) and the need to address the excessive cost of leasing in downtown and surrounding areas, in order to maintain the soul of the urban core.

6) “Finances/ Funding” was added as a missing value. The City should consider supporting Small Businesses by enhancing access to capital, financing for utility upgrades or construction expenses, and incentivizing local foundation support for non-profits.

7) “Program Structure” was referenced during this conversation, addressing the underlying unique needs of small businesses versus medium and large businesses that might engage with a traditional Chapter 380 program. The spectrum of business size is relevant to the support they receive (small businesses are different than “micro” businesses) and participants agreed that the 200 employee threshold may not address the diverse needs of businesses with fewer than 200 employees. Criteria for identifying small/micro businesses need to be as unique as the businesses are. Participants agreed the city program should not be too prescriptive to allow for flexible solutions and avoid burdening new businesses with the unmet needs of an entire city.

Findings Detail: Business Recruitment Program

Business Recruitment was defined as traditional, large companies entering the Austin market with large job-counts and/or large investment amounts in exchange for an incentive. Total 23 respondents reviewed the existing 6 priorities identified in Phase 1 of the community conversations: 1) Collaboration, 2) Equity, 3) Government Role, 4) Community Benefits, 5) Industry & Business Diversity, and 6) Marketing & Communications. An average 88% agreed these priorities were applicable to a Business Recruitment Program, (except for Marketing & Communications, where only 48% indicated this was applicable.) Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Community Benefits, 2) Collaboration, 3) Government Role, 4) Equity, 5) Industry & Business Diversity, 6) Marketing & Communications, and 7) Benefits to Workforce. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) “Community Benefits” was revealed as a priority during Phase 1 of the community conversations, however participants in this leadership session further amplified, clarified and expanded its definition beyond influencing affordability, transportation, infrastructure and zoning. A Business Recruitment program could benefit the community by working with local groups and non-profits to align with their values and needs, enhance local relationships and support local culture, create a stronger local community, develop neighborhood networks, promote industry diversity, encourage entrepreneurship and support small businesses. Other Community Benefits include sustainable building practices such as green building or LEED certification, public access to parks and greenspaces, mitigation of downtown pan-handling and other impacts of the homeless population on businesses, partnerships with local creatives, connections with the school districts and use of these community benefits as a marketing tool to recruit the company.

2) “Collaboration” rose to the top of many priority lists and was defined in this Business Recruitment Program context as needed businesses-to-business, business-to-community, government-to-business, and government-to-community collaboration. Collaboration is a key priority for a Business Recruitment Program that aims to fill industry gaps and result in new B2B opportunities for local businesses. Programmatic collaboration paves the way for introductions and partnerships, such as a business’s direct connection with local schools to develop a hireable workforce.

3) “Government Role” was one of the most uncontested priorities of the day. 91% of participants agreed that a stronger government role is needed in a successful Business Recruitment program. There is a dire need for efficiency in issuing permits and implementing zoning regulations. These processes are burdensome on Austin businesses, as are state, local and regional taxes. Government purview includes control over the living wage threshold that could help address underlying affordability issues.

4) “Equity” 83% of participants agreed that Equity should be a priority for a Business Recruitment Program. They agreed with Phase 1 community conversation feedback that favored projects that create a balanced economy, reduce poverty, and equalize income across demographic and other economic segregations.

5) “Industry & Business Diversity” 83% of participants agreed that industry and business diversity is an applicable factor in a Business Recruitment Program. Participants agreed that diversity is needed across industry type, business size, scale and revenue. Within the current economic climate and the need for affordability and equity, the Business Recruitment tool should include a focus on small businesses and existing business support, without sacrificing the ability to recruit large companies to the market. This could result in attracting needed venture capital to the market and improving economic diversity through the economic ripple effects of large businesses.)

6) “Marketing & Communications” Only 48% of participants agreed that Marketing and Communications would apply to an effective Business Recruitment program. Those that did prioritize it said that intentional branding and wide promotion of Austin is needed to maintain a competitive edge on the global stage. Other unqualified feedback on this subject included the sentiment that due to its size, public awareness and national rankings, Austin no longer needs active promotion and that continuing to invest in this as a part of Business Recruitment could be detrimental to the ability to control growth responsibly.

7) “Benefits to Workforce” was offered by participants as a missing element of the Business Recruitment Program priorities as a consideration that needs to be included as a component of projects seeking public investment. Elements of consideration include living wage, focusing hiring on local workers, ensuring employee benefits such as healthcare, inclusive HR policies and workforce development/training opportunities, enveloping and subsidizing wrap-around services such as parental leave/childcare/etc., quality of life enhancements for employees and their families and ensuring adequate parking spaces.

Findings Detail: Creative Sector Program

Total 17 respondents reviewed the existing 5 priorities provided in Phase 1 of the community conversations: 1) Financial incentives, 2) Affordability, 3) Government Role, 4) Communication & Cooperation and 5) Collaboration. An average 75% agreed these priorities were applicable to a Creative Sector Program. Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Affordability, 2) Financial Incentives, 3) Government Role, 4) Communication & Cooperation, 5) Talent, 6) Collaboration, 7) Community Benefit, and 8) Program Structure. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) “Affordability” was a top concern in Phase 1 of the community conversation, and rose even higher in priority during this session, with 88% agreeing it was applicable to a Creative Sector Program. Originally defined as seeking relief from the ever-increasing cost of suitable and available space for local industry, the session participants added access to space and government assistance with real estate costs, providing space for community value-aligned non-profits, leveraging cooperative ownership models (as alternative to rent control), utilizing unused city space and permanent subsidized space for the creative sector.

2) “Financial Incentives” originally topped the list of priorities uncovered in the first phase of outreach, and while it moved below “Affordability” to the number two priority, the original definition captured 82% of the participants consent as defined by the lack of available funding as the main challenge in the creative sector. Effective incentives could take the form of rebates, grants, rent control, and property tax abatements alongside information about where to access funding opportunities.

3) “Government Role” was applicable to 76% of participants who agreed that the government is perceived as the facilitator of partnerships and connector between public-private, creative-non-creative, and peer-peer enterprises. The government should continue to support and promote the arts in this capacity. The government could help those in the creative sector acquire health care through non-profit partnerships or by creating a network. Session attendants identified a need for business plan development support and said the city government should be the “one-stop” resource for creatives.

4) “Communication & Cooperation” covered a broad swath of needs, generally capturing the community sentiment that the arts are not considered a priority in this community, part of which is rooted in a lack of understanding of the economic value and impact of the arts. Therefore, more recognition is needed of what is already being done; advocacy and direct marketing of impact could strengthen the sector. 76% of participants agreed that Communication and Cooperation is applicable to a Creative Sector program and they added that increased access to resources may educate the community about the economic value and impact of creatives and better connect creatives currently struggling with representation in local government and community engagement.

5) “Talent” was recognized as an important and missing value in this session. Participants offered the importance of creating a program that values and encourages retention of individual talent within the city, offering training, apprenticeships and mentorships to support early-career creatives. Additional training is needed for business development, entrepreneurship and scalability. These trainings could be built through partnerships with local schools & colleges. Incentives could be utilized to support creative workforce development in the same way as they could be used for other types of skilled jobs.

6) “Collaboration” is seen by some as a basic need and one that must be taken before any of the other measures can be achieved, but only 53% of the participants agreed it is applicable to the Chapter 380 program. This is due mostly to uncertainty about what that coalescing effort could look like that would engage a critical mass of the creative population. Session participants agreed that due to the lack of a centralized network within the creative sector, it is difficult to collaborate or have civic engagement therefore that may be the first problem that needs to be solved.

7) “Community Benefit” was identified by the leaders as a needed value in a Creative Sector Program. Community benefits include a focus on equity and diversity within the sector (via targeted funding toward under-represented groups). Value should be assigned to Community Benefits, and support should be provided to companies that have demonstrated longstanding commitment to local artists, and to companies who demonstrate affordable and inclusive practices in their business models. Reframing the measure by which government tracks creative sector accomplishments could include “export of culture” to bring recognition to the community benefit and impact of creatives.

8) “Program Structure” elements came to light during the conversation, including the recommendation to develop metrics as an alternative to traditional return on investment in the creative sector. The discussion included the possible financial net loss on some of these projects, however the measurement extends beyond financial gain and into economic impact and community benefit of the creative sector.

Findings Detail: Real Estate Program

Total 20 respondents reviewed the existing 5 priorities provided in Phase 1 of the community conversations: 1) Government Role, 2) Socially Beneficial, 3) Financial Incentives, 4) Communication & Efficiency, and 5) Transportation. An average 85% agreed these priorities are applicable to a Real Estate Development Program. Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Socially Beneficial, 2) Communication & Efficiency, 3) Government Role, 4) Financial Incentives, 5) Transportation, and 6) Affordability. Other discussion points worth mentioning that were not ultimately ranked as a priority included considering the encouragement of cooperative ownership models and soliciting feedback from the private developer community to weigh-in on this conversation. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) “Socially Beneficial” Real Estate Development Program was the theme of the discussion. In Phase 1 of the community outreach, social benefit for real estate development was defined as an inclusive program resulting in both cultural and economic diversity. Real Estate development should benefit the economy, the community, provide social equity and protect the environment. 80% of the session participants agreed social benefit is a key ingredient to incentivizing real estate projects. They further clarified this as engaging and collaborating with non-profits, prioritizing the development of mixed-use spaces, flex/co-working spaces and spaces for public use or community purposes. Real estate projects should reflect the community’s focus on equity, diversity and inclusion. Target nodal development is a priority to enhance neighborhoods and retain Austin’s integrity, integrating open space, park space and green space.

2) “Communication & Efficiency” was a top priority uncovered during the first phase of community engagement. Originally defined as providing public forums and access to information on available programs to improve project efficiency and effectiveness. Currently, the lengthy permitting process holds back the completion of socially responsible projects, and local government needs to address this immediately. 80% of the session participants agreed these were applicable priorities. They added that to achieve other community benefits, city real estate could be leveraged or offering private projects expedited permitting. The suggestion was offered to create a knowledgeable Ombudsperson within the Economic Development Department that to assist qualifying projects to fast-track the permit process and integrate these priorities into business expansion and recruitment programs.

3) “Government Role” applied in this program, as 85% of participants agreed this was an applicable element, and conceded the definition of the role would include the responsibility of setting the overall strategy for the city, encouraging businesses and non-profits to invest, and educating home owners and commercial businesses. Government role could include protecting populations from poverty while improving neighborhoods. The session participants agreed, adding only that a stronger connection/integration of this strategy into CodeNext, Imagine Austin, and Create Austin would be beneficial.

4) “Financial Incentives” were specifically called out as a needed and applicable tool to achieve priority number six (“Affordability”). 85% of the session participants agreed that financial incentives play a role in deal-making and can promote the community’s economic goals through the subsequent generation of tax revenue, zoning and even encouraging sustainability. Session participants also added that incentives for developers to offer free/subsidized space to underserved & creative communities would help both an in-need sector and connect private projects with the community.

5) “Transportation” was seen as a necessary consideration in the first phase of community conversation. 90% of this sessions’ participants agreed that transportation-oriented development could provide integrated solutions for the city at large. Participants also mentioned “removing the I-35 divide” as a way to illustrate the potential connectivity of a more integrated and mobile city currently suffering from the physical East-West barrier.

6) “Affordability” was a stronger message in this session than it was in the first real estate development community conversation. In this discussion, it was mentioned in multiple categories, and ultimately justified the creation of its own category as a high priority. Specific calls for community centers or non-profits to locate in offices with below-market or free were discussed, and addressing underlying equity & affordability in residential, commercial & industrial spaces was of paramount importance.

Findings Detail: Social Enterprise Program

Total 18 respondents reviewed the existing 5 priorities provided in Phase 1 of the community conversations: 1) Government role, 2) Financial Connections, 3) Communication & Cooperation, 4) Collaboration, and 5) Innovation. An average 64% agreed these priorities are applicable to a Social Enterprise Program. The participants engaged in a brief discussion about what it means to be a “social enterprise” and how that influences their understanding of non-profit business tax status and non-profit business models.

Participants offered up missing priorities resulting in the final list (ranking highest priority first): 1) Innovation, 2) Government Role, 3) Financial Connections, 4) Communication & Cooperation, and 5) Collaboration. Other prioritized elements included promoting equity and diversity, and providing social enterprises with space to conduct operations for community benefit. Since discussion of what these priorities and tools could look like was limited by time available, they were not included in the top priority list. Other feedback that was not prioritized included access to training, improving the well-being of individuals and meeting the needs of the community as well as addressing unmet needs that are unique to public non-profit entities. Methodology Note: added/new priorities were collapsed into existing priority buckets where applicable.

1) “Innovation” refers to the Austin start-up culture and the benefits of shared co-working and incubator spaces for social enterprises. 78% of participants agreed that innovation is key to a Social Enterprise program, as is the need to ensure that community benefits are not lost in the next phase of business innovation.

2) “Government Role” according to participants, is to connect social enterprise organizations with each other, other sectors, public services, and directly with clients. 72% of participants agreed that this definition of a government role is applicable to a Social Enterprise Program. Government can serve as the centralized clearinghouse by administering a single web portal to better facilitate such connection or by piloting a directory of public-private/profit-non-profit partnerships. Government can also provide tax abatements or other incentives to businesses that support social enterprises that connect with community values, or contribute directly to those social enterprises that connect with community values. Non-profits and social enterprise organizations are interested in partnering with the City.

3) “Financial Connections” refers to connecting social enterprises with available grant money, assistance with grant applications and connections with for-profit businesses and other funders. 72% of participants agree this is a priority element of a Social Enterprise Program since social enterprises need more funding, whether from the City or private capital.

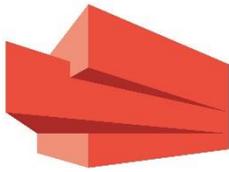
4) “Communication & Cooperation” in the other sessions has traditionally meant communication and cooperation within the industry, but in this case it refers to government’s responsibility of maintaining open and transparent lines to communicate information about existing resources to social enterprises. Centralized information about resources is perceived as currently missing from the social enterprise ecosystem. Additionally, there is the lack of understanding about services that are currently available, and a perceived lack of clear funding criteria. 67% of participants agreed this was an applicable priority of a Social Enterprise program.

5) “Collaboration” refers to the connection between local government and social enterprises in the community that play a direct role in shepherding the City’s community values. Only 44% of the participants agreed this priority was applicable to a Social Enterprise Program, but it remains on the list due to its priority rankings compared with other feedback that received no rankings.

Connective Tissue & Other Notable Session Findings:

- An Ombudsperson in the Economic Development Department could assist small businesses by shepherding projects through the city's burdensome regulations and processes.
- Avoid over-prescription of programs that seek to assist small, creative, and local businesses, and allow for unique needs to be met with flexible solutions
- Marketing & Communications resources are needed to promote these new and existing programs widely to the community.
- Business Recruitment and Business Expansion values are, and should be, linked, synched and overlapping.
- Some goals the community wants to achieve via financial support from the City of Austin may require outright purchase (projects that do not produce an immediate net benefit.)

Appendix A: Session Agenda



**Global Business
Expansion**

CITY OF AUSTIN
ECONOMIC
DEVELOPMENT



Economic Development Policy:

Community Leader Session

Wednesday September 6, 2017 8:15am – 2:30pm

8:15am.....	Attendee Check-In
8:20am.....	Welcome & Introduction David Colligan, City of Austin EDD
8:30am.....	Speed Briefings Austin Demographics: Chris Schreck, Director of Planning & Economic Development, CAPCOG Spirit of East Austin: Lara Foss, Corporate Communications Marketing Consultant, City of Austin Opportunity Austin: Mike Rollins, President, Greater Austin Chamber of Commerce Workforce Study: Tamara Atkinson, Executive Director, Workforce Solutions Capital Area Place-Making: David Steinwedell, Executive Director, ULI Austin
9:45am.....	Work Session Framework Julia Campbell, City of Austin EDD
9:50am.....	Defining Economic Development David Colligan, City of Austin EDD
10:00am.....	Break
10:10am.....	Business Recruitment
10:50am.....	Business Expansion
11:30am.....	Workforce Development
-----WORKING LUNCH-----	
12:00pm.....	Real Estate
12:30pm.....	Small Business
1:00pm.....	Break & Tour of Workforce Solutions Facility
1:15pm.....	Creative Sector
1:45pm.....	Social Enterprise
2:15pm.....	Final Exercise
2:30pm.....	Closing Remarks & Next Steps

City of Austin

Public Participation Principles & Discussion Guidelines:

- Open-mindedness: Listen to and respect all points of view
- Acceptance: Suspend judgment as best you can
- Curiosity: Seek to understand rather than persuade
- Discovery: Question old assumptions, look for new insights
- Sincerity: Speak for yourself about what has personal heart and meaning
- Brevity: Go for honesty and depth, but don't go on and on

Accountability and Transparency

The City will enable the public to participate in decision-making processes by providing clear information on the issues, the ways to participate, and how their participation contributes to the decision.

Fairness & Respect

The City will maintain a safe environment that cultivates and supports respectful public engagement and will expect participants to do so in turn.

Accessibility

The City will respect and encourage participation by providing ample public notice of opportunities and resources and accommodations that enable all to participate.

Predictability & Consistency

The City will prepare the public to participate by providing meeting agendas, discussion guidelines, notes, and information on next steps.

Creativity & Community Collaboration

(Inclusivity and Diversity)

The City will use innovative, proven, and customized engagement solutions that are appropriate to the needs of the projects and the participants.

Stewards of Resources

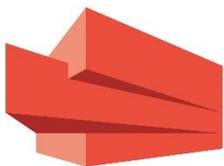
The City will balance its commitment to provide ample opportunities for public involvement with its commitment to delivering government services efficiently and using City resources wisely.

SESSION WORKBOOK

City of Austin: Economic Development Policy

Community Leader Session: Wednesday September 6, 2017

Record your feedback through exercises in this workbook.
Please turn in this workbook at the end of the session.



**Global Business
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DEVELOPMENT



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Agenda

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Defining Economic Development

A. 380 Definition:

Sec. 380.001. ECONOMIC DEVELOPMENT PROGRAMS. (a) The governing body of a municipality may establish and provide for the administration of **one or more programs**, including programs for making **loans and grants of public money** and providing personnel and services of the municipality, to **promote state or local economic development** and to stimulate business and commercial activity in the municipality.

B. Community Values:

A revised Chapter 380 program reflects the following overarching values as outlined by the community:

- 1) Government Role: Connector, Investor, Path-Clearer
- 2) Focus on Equity: Employment Opportunities for All
- 3) Unify the Community Through Collaboration
- 4) Train, Recruit and Retain Local Workforce and Talent
- 5) Support Austin's Culture, Creative Sector and Community Identity
- 6) Incentivize, Support, Staff and Train Small Businesses
- 7) Build Affordable, Livable and Accessible Development
- 8) Impact Business Growth
- 9) Control Affordability
- 10) Economic Diversity

C. How do we want to define Economic Development?

i. Traditionally, Economic Development provides these exchange values:

- _____ Quality Jobs
- _____ Capital Investment
- _____ COA Tax Revenue (taxes & utilities)

ii. What's missing?:

iii. Prioritize these exchange values in the space provided.

Business Recruitment

Purpose: Recruit for new businesses and industries in Austin

Values: Ensure steady net new job growth and investment in Austin

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Business Recruitment Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Business Recruitment Program under Chapter 380?

Exercise 3: In the space provided, what's missing? Insert values you believe are missing from this list that would be critical to the success of a Business Recruitment Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Community benefits (Projects provide economic relief for affordability, infrastructure improvements, transportation, zoning and commercial equity.)		
Collaboration (Businesses partnering with each other and with local schools to develop the city's workforce.)		
Government role (Increasing efficiency with issuing permits, implementing zoning regulations and taxes, which are burdensome on Austin businesses. Living wages and address underlying affordability.)		
Industry and business diversity (Tool should focus on small businesses, attracting venture capital and improving economic diversity through large businesses.)		
Equity (Projects create a balanced economy that reduces poverty, income inequality, and other economic segregations.)		
Marketing and communications (Intentional branding and wide promotion is needed.)		
EXERCISE 3: What's Missing?:		

Business Expansion

Purpose: Support existing businesses in Austin.

Values: Ensure steady net new job growth and investment in Austin.

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Business Expansion Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Business Expansion Program under Chapter 380?

Exercise 3: In the space provided, what's missing? Insert values you believe are missing from this list that would be critical to the success of a Business Expansion Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Talent: (Business growth opportunity is dependent on training for existing talent, availability of skilled workers for hire and extending the employee continuum.)		
Coordinate resources: (The government should identify a variety of training opportunities and connect corporations and small businesses within the same industries to share knowledge.)		
Neighborhood connection: (Small and local business growth can directly affect the neighborhood or community the business services by creating jobs proximate to workers, training opportunities for neighborhood residents and solidify the community identity. Conversely, business growth depends on the growth of the surrounding community.)		
Alternative space: (Business growth can happen in multi-use spaces, such as co-working, library, showroom, pop-up and unused retail spaces.)		
Funding needed: (Funding is needed for business expansion, training and marketing. Government should also assist with identifying grant funds available to businesses in need.)		
EXERCISE 3: What's Missing?:		

Workforce Development

Purpose: Support employers and employees by developing the skills and productivity of the new and existing workforce.

Values: Connect skills with jobs and create real employment opportunities for the underserved community.

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Workforce Development Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Workforce Development Program under Chapter 380?

Exercise 3: In the space provided, what's missing? Insert values you believe are missing from this list that would be critical to the success of a Workforce Development Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Training (Workers need more training to be able to take advantage of available job opportunities. Employers widely support this training because they need more qualified Austin workers to fill mid-skill-level jobs.)		
Government role (Government can support workforce training by directly matching firms and workers to mutually beneficial employment opportunities. An inadvertent effect of government's current involvement has further disadvantaged racial minorities, lower-income individuals, and small/local business.)		
Wraparound Services (In the current labor market, there is a mismatch between skills, workers and jobs. Training-related services such as daycare and transportation are necessary for those with limited incomes to be able to participate in the training. Inequity based on income, race, skill-level and geography such as East Austin need to be addressed as a part of this strategy.)		
Financial incentives: (Local government should provide incentives that help put people to work, but the City has often used them to benefit big businesses over small businesses. Small businesses would also like an incentive program that helps support their workforce needs, but it would probably look different than the current 380 structure.)		
Communications: (Program suffers from general lack of awareness of workforce development programs, particularly among small businesses, hampers effectiveness.)		
EXERCISE 3: What's Missing?:		

Real Estate

Purpose: Create or support opportunity and access to physical space for innovation, incubate ideas, grow operations

Values: Serve as neighborhood connectors and centers for place-making

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Real Estate Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Real Estate Program under Chapter 380?

Exercise 3: In the space provided, what’s missing? Insert values you believe are missing from this list that would be critical to the success of a Real Estate Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Government role (Includes setting the overall strategy for the city, encouraging businesses and non-profits to invest, and educating home owners and commercial businesses. Government could protect populations from poverty while improving neighborhoods.)		
Socially beneficial (An inclusive program and there would be both cultural and economic diversity created as a result. Real Estate development should benefit the economy, the community, provide social equity and protect the environment.)		
Communication & efficiency (Public forums and access to information on available programs will improve efficiency and effectiveness. Currently, the lengthy permitting process holds back the completion of socially responsible projects, and local government needs to address this immediately.)		
Financial incentives: (Incentives can promote these economic goals through taxes or zoning and encourage sustainability.)		
Transportation: (Transportation-oriented development could provide integrated solutions.)		
EXERCISE 3: What's Missing?:		

Small Business

Purpose: Offer resources and support to small and local businesses that create jobs

Values: Sustain the Austin ecosystem and promote the success of small businesses in the overall economy

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Small Business Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Small Business Program under Chapter 380?

Exercise 3: In the space provided, what's missing? Insert values you believe are missing from this list that would be critical to the success of a Small Business Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Government role (Taxation, regulation and "red tape" in local government hinders small business growth. The city lacks follow-through in its commitments to small businesses. Small businesses require more visibility and perceive that government does not prioritize them during policy making. The government should assist with the speed and complexity of permitting for small businesses. Small businesses do not have a "seat at the table," and it should be the city's job to amplify the voice of this sector to promote equity.)		
Financial incentives (Incentives and attention should be paid to small business at a similar level to which city pays big and tech businesses. A successful small business program leads to job creation.)		
Collaboration (Collaboration, sharing resources and crosspollination among industries are all desired outcomes of a successful small business program.)		
Communication & cooperation (The government could standardize processes and communicate existing resources to better educate small businesses on what's already available to them. Small businesses are open to government involvement when it comes to promoting equity and welfare.)		
EXERCISE 3: What's Missing?:		

Creative Sector

Purpose: Provide backing and enhance the creative sector as a part of the Austin’s cultural and creative identity

Values: Reinforce Austin’s competitiveness, attractiveness, distinctiveness and strengthen the cultural economy

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Creative Sector Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Creative Sector Program under Chapter 380?

Exercise 3: In the space provided, what’s missing? Insert values you believe are missing from this list that would be critical to the success of a Creative Sector Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Government role (The government is perceived as the facilitator of partnerships and connector between public-private, creative-non-creative, and peer-peer. The government should continue to support and promote the arts in this capacity. The government could help those in the creative sector acquire health care through non-profit partnerships or by creating a network.)		
Financial incentives (Lack of available funding is the main challenge in the creative sector and effective incentives could take the form of rebates, grants, rent control, and property tax abatements alongside information about where to access funding opportunities.)		
Collaboration (Due to the lack of a centralized network within the creative sector, it is difficult to collaborate or have civic engagement.)		
Communication & cooperation (There is a general feeling that the arts are not considered a priority, part of which is rooted in the lack of understanding of the economic value or impact of the arts. Therefore, more recognition of what is already being done, advocacy and direct marketing of impact could strengthen the sector.)		
Affordability (Cost, availability and suitability of space is a major concern for the local industry.)		
EXERCISE 3: What's Missing?:		

Social Enterprise

Purpose: Support new and existing social enterprise organizations that align with the City of Austin’s strategic vision

Values: Focus on the members of the community and address practical needs

Exercise 1: Review the values the community provided. These are the values that the community have said are the most important aspects of a Social Enterprise Program under Chapter 380.

Exercise 2: In the column provided, check off the values you agree should apply. Do these/should these values apply to a Social Enterprise Program under Chapter 380?

Exercise 3: In the space provided, what’s missing? Insert values you believe are missing from this list that would be critical to the success of a Social Enterprise Program under Chapter 380.

Exercise 4: In the column provided, rank each value in order of importance (1-high importance).

EXERCISE 1: Review Community Input (Understand Values)	EXERCISE 2: Do these apply? (Check those apply)	EXERCISE 4: Rank Values 1-5 (1- most important)
Government role (Government can be important in connecting social enterprise organizations with public services, with other sectors, each other and directly with clients. Government can serve as the centralized clearinghouse or administer a single web portal to better facilitate such cooperation. Non-profits and social enterprise organizations are interested in partnering with the city.)		
Financial connections (Open to receive grant money, assist with grant applications and connect for-profit businesses and other funders. Social enterprises need more funding from the city and other sources.)		
Collaboration (Coordination between social enterprises and government is lacking and the feeling is the local government is not listening to all the voices in the community.)		
Communication & cooperation (Accessibility of information and existing resources is missing from the social enterprise ecosystem. Additionally, there is the lack of understanding services that are available, especially the lack of clear funding criteria.)		
Innovation (Innovation/ the start-up culture and shared co-working and incubator spaces are positively benefiting social enterprises.)		
EXERCISE 3: What's Missing?:		

Final Exercise:

Considering all aspects of today's conversation (Austin's current economic conditions, community feedback and values, practical application, identified priorities, pressing needs and the potential scope of a revised Chapter 380 policy) **please indicate the order in which each of these potential new programs should be rolled out (1 = first program, 7 = last program)**

_____ Business Recruitment

_____ Business Expansion

_____ Workforce Development

_____ Real Estate

_____ Small Business

_____ Creative Sector

_____ Social Enterprise

Anything Missing?: _____

APPENDIX A: COMMUNITY VALUES

Community Values Summary:

Overarching community values emerged during the Economic Development Policy Community Conversations (i.e., what's important for a revised Chapter 380 Incentive Policy.):

Value 1: Government Role: Connector, Investor, Path-Clearer: The government has the responsibility to ensure that growth is shared equitably. Government should provide a strong incentive program that services small businesses as well as large corporations, and that will allow Austin to remain competitive against other cities. Government should facilitate connections within the business community and provide connections for resources and services outside business industry. Government can promote economic equity by facilitating strong job training programs to fill mid-skill positions. The Austin music and arts community is mostly made up of small businesses, many of which are struggling, and the government must step in to support them to preserve community identity. The government should reduce the burden of zoning, permitting and expensive property taxes that business growth and prosperity.

Value 2: Focus on Equity: Employment Opportunities for All: Economic growth is contributing to inequality and economic segregation in the City of Austin, where the inequity issue is intimately related to the affordability issue. The government should ensure prosperity is accessible for all community members, emphasize tools and programs that serve vulnerable groups (small businesses, low-income residents, individuals living in poverty, unemployed, under-employed, etc.) Potential solutions for rising inequity in Austin include job training, job access, and family services to help individuals access that job training (specifically, the ability to take advantage of educational and employment opportunities is dependent upon being able to get to them.) In addition, real estate development should support all regions of the city and all residents equitably.

Value 3: Unify the Community through Collaboration: Austin businesses could better operate outside silos and benefit from the resulting cross-pollinating innovation. Businesses should have stronger relationships with school districts, Austin Community College and local colleges and universities. Non-profits need to connect better with funders. City government is the best positioned entity to make businesses, workers and nonprofits collaborate for the betterment of the economy and health of the community. Artistic and musical entities need help connecting and communicating with businesses. Dialogue between industry sectors, facilitated by the government, could help increase cooperative efforts, pool resources and solve problems across sectors.

Value 4: Train, Recruit and Retain Local Workforce and Talent: The lack of middle-skilled workers in Austin is a problem for both the labor force and employers. Businesses are turning down work for lack of middle-skill employees to carry out operations. Stronger job training programs could help businesses fill middle-skill positions and also address rising economic inequity within the city. Training programs in high schools could be enhanced to include partnerships with businesses and employers. Those who participate in job training programs need wraparound

services, particularly daycare and transportation. Employers should be able to hire local employees rather than seeking immigrant or outside talent.

Value 5: Support Austin’s Culture, Creative Sector and Community Identity: The arts are an economic engine in Austin, but are not always recognized as such. Creative enterprises are having real difficulty in affording space in which to produce their content. Music, art and theater is what makes Austin a desirable place to live and what brings business into the city; but these businesses drive costs up and threaten to push creatives out. The government should play a stronger role in supporting the creative class, at the risk of losing the very thing that causes prosperity in Austin. Rent is the most critical issue facing the creative sector and the government needs to put programs in place to help control rents or help businesses pay for them. Creative enterprises are often artistic first and businesses second and therefore require training, support, services and access to information to run efficiently.

Value 6: Incentivize, Support, Staff and Train Small Businesses: The local and small business community has significant economic impact. They keep neighborhoods vibrant and prosperous, provide employment, and support local community identity. However, the government does not engage with or support small businesses as it does large businesses. The government should provide incentive tools that small businesses can use for their specific needs and negotiate terms they can accept, thereby spending less on big business incentives and more on small business incentives that require a smaller stake and offer better ROI. In addition, small businesses need subsidized job training to achieve their business growth operations goals. Government programs can encourage local ownership and development of small businesses that meet the needs of neighborhoods and communities.

Value 7: Build Affordable, Livable, and Accessible Development: There is a need for a stable development market that includes affordable homes and small spaces to rent for local businesses, encourages walkable neighborhoods, and integrates public transport improvements to create connectivity. Permitting and zoning relief is needed for development efficiency and cost, as is property tax rate control. As development and housing costs rise, Austin could become more homogenous, therefore economic development policies need to actively support communities of color as they have support majority segments in the past. The government should address problems with segregation, diversity and negative effects of gentrification.

Value 8: Impact Business Growth: The government can clear a path for business growth by working with the community on property taxes, permits and zoning. The government could shift its role from allowing inspectors to shut down projects or businesses who are out of compliance to the role of a consultant, where they suggest and offer solutions for businesses to continue operations. The government can also assist in the growth of businesses by providing workforce training and a supportive environment for small businesses.

Value 9: Control Affordability: The rising cost of living is pushing people further outside the urban core and causing businesses to raise wages to maintain their workforce. Affordable space is scarce and threatens the longevity of social enterprises that seek to serve the community. Rising rents slow down the growth of existing businesses and prevent the creation of new businesses, therefore the government should institute rent stabilization to protect the economic base. The city should be focused on creating living wage jobs to ensure income matches living expenses.

Value 10: Economic Diversity: The focus on the tech industry threatens the economic diversity of the city, therefore the government focus should be to attract other growth industries, such as consumer packaged goods, that are capable of bringing a large number of mid-skilled jobs to Austin. The city should recruit a diverse range of businesses to hedge against future downturns and industry shifts. In addition, government programs should be targeted at populations not common in certain industries to encourage diversity and innovation (such as women in technology). Small businesses represent a large part of the economic base and should be supported, funded and retained to protect against big business contractions that affect employment. Residential neighborhoods should be economically diverse, offering a wide range of goods, services, representative industries, job functions, skill levels and wage ranges to support the integration of diverse communities.

“Prosperous Austin Economy” Community Values:

To Live Here:

- a. Economic **inequity** continues to widen the gap of prosperity in Austin.
- b. Decreasing **affordability** and the rising **cost of living** is an important risk factor for community members suffering from “sticker shock” and the inability to grow their businesses within the current cost climate. Affordable commercial and creative space are among the leading concerns that have the potential to erode the success of business enterprises both new and established.
- c. The **role of local government** can be defined as providing regulatory support, simplistic compliance structure, financial partnerships for programs that support the community and tools/programs that are accessible, well-publicized, and reflective of needs that may not necessarily include financial support.
- d. **Transportation** affects every aspect of the lives of citizens, businesses and neighborhoods. A comprehensive vision for the future of Austin’s transportation and transit infrastructure is needed to ensure the workforce can physically access jobs, enjoy a wide variety of transit modes and better connect a sprawling city to neighborhood centers.
- e. A new perspective is needed for **commercial and mixed use developments** to better unite where people work, play and live. **Housing** that is both affordable and plentiful is required to drive available supply up and push prices down to match income levels.

To Work Here:

- f. **Economic diversity** insulates Austin against future downturns by supporting a wide range of business sizes and industries to offer a balanced, diversified economic base. Increased support is needed for **small and local business** in the form of city partnerships, access to funding, training, and fostering stronger collaboration. This also points to the need for a wider range of wages and job types to include more middle-skill and middle-income roles to help close the equity gap.
- g. **Culture** and the strength of the **creative sector** run deep within the Austin success story and should be a growing, not shrinking, part of the Austin economy as the market expands. This includes the need for the public to access the creative community that is well weaved within the culture, economy and job base.
- h. **Talent** and **workforce** investment programs that are accessible, attractive and meet both employer and community demands are necessary in narrowing the prosperity gap.
- i. **Cooperation** and **collaboration** are needed on a macro-level (city) and micro-level (business/industry). The city should focus on honing its strategic vision to unify the

needs of citizens, businesses and neighborhoods. Businesses and community members could benefit from an improved organized effort to collaborate, share ideas and pool resources.

APPENDIX B:

SESSION SUMMARIES

- **Business Recruitment/Business Expansion Program:**
 - **Purpose:** Recruit new and support existing businesses in Austin
 - **Values:** Ensure steady net new job growth and investment in Austin
 - **Community Input (Business Expansion):** Public input for business expansion emphasized the risks for business contraction and opportunities for business growth, the role of government, talent and workforce development, collaboration within the sector, local business support, the role of communities and neighborhoods, and government subsidies. Business growth opportunity is dependent on training for existing talent, availability of skilled workers for hire and extending the employee continuum. The government should identify a variety of training opportunities and connect corporations and small businesses within the same industries to share knowledge. Small and local business growth can directly affect the neighborhood or community the business services by creating jobs proximate to workers, training opportunities for neighborhood residents and solidify the community identity. Conversely, business growth depends on the growth of the surrounding community. Business growth can happen in multi-use spaces, such as co-working, library, showroom, pop-up and unused retail spaces. Funding is needed for business expansion, training and marketing. Government should also assist with identifying grant funds available to businesses in need.
 - **Community Input (Business Recruitment):** Public input for business recruitment included community benefits of recruitment projects, collaboration, equity, transportation, and marketing and communications. Attributes of projects that are beneficial to the community include affordability, infrastructure improvements, transportation/zoning and equity. Collaborative efforts should take the form of businesses partnering with each other and with local schools to develop the city's workforce. The government needs to focus on increasing efficiency with issuing permits, implementing zoning regulations and taxes, which are burdensome on Austin businesses. The government needs to focus on living wages and address underlying affordability issues to better attract businesses to the community. Business recruitment tools should focus on small businesses, attracting venture capital and improve economic diversity through large businesses. Business recruitment efforts should help create a balanced economy that reduces poverty, income inequality, and other economic segregations. An effective business recruitment program would be intentionally branded and promoted widely.
- **Small Business Program:**
 - **Purpose:** Offer resources and support to small and local businesses that create jobs

- **Values:** Sustain the Austin ecosystem and promote the success of small businesses in the overall economy
- **Community Input:** Public input for a small business program concentrated on role of government, the impact of local and small businesses, communication and dissemination of existing support programs. Taxation, regulation and “red tape” in local government hinders small business growth. The city lacks follow-through in its commitments to small businesses. Small businesses require more visibility and perceive that government does not prioritize them during policy making. The government should assist with the speed and complexity of permitting for small businesses. Small businesses do not have a "seat at the table," and it should be the city's job to amplify the voice of this sector to promote equity. Incentives and attention should be paid to small business at a similar level to which city pays big and tech businesses. A successful small business program leads to job creation. Collaboration, sharing resources and crosspollination among industries are all desired outcomes of a successful small business program. The government could standardize processes and communicate existing resources to better educate small businesses on what’s already available to them. Small businesses are open to government involvement when it comes to promoting equity and welfare.
- **Creative Sector Program:**
 - **Purpose:** Provide backing and enhance the creative sector as a part of the Austin’s cultural and creative identity
 - **Values:** Reinforce Austin’s competitiveness, attractiveness, distinctiveness and strengthen the cultural economy
 - **Community Input Summary:** Public input for the Creative Sector development program highlighted the importance of the role of government, available subsidies, collaboration, development of technology and infrastructure, marketing and communication, and affordability. The government is perceived as the facilitator of partnerships and connector between public-private, creative-non-creative, and peer-peer. The government should continue to support and promote the arts in this capacity. The government could help those in the creative sector acquire health care through non-profit partnerships or by creating a network. Lack of available funding is the main challenge in the creative sector and effective incentives could take the form of rebates, grants, rent control, and property tax abatements alongside information about where to access funding opportunities. Due to the lack of a centralized network within the creative sector, it is difficult to collaborate or have civic engagement. Cost, availability and suitability of space is a major concern for the local industry. There is a general feeling that the arts are not considered a priority, part of which is rooted in the lack of understanding of the economic value or impact of the arts. Therefore, more recognition of what is already being done, advocacy and direct marketing of impact could strengthen the sector.
- **Workforce Development Program:**

- **Purpose:** Support employers and employees by developing the skills and productivity of the new and existing workforce
- **Values:** Connect skills with jobs and create real employment opportunities for the underserved community
- **Community Input:** Public input for Workforce Development emphasized the role of government, availability of training, the importance of equity, government subsidies, small business workforce, and marketing and communications. Workers need more training to be able to take advantage of available job opportunities. Employers widely support this training because they need more qualified Austin workers to fill mid-skill-level jobs. Government has an important role to play regarding workforce training by directly matching firms and workers to mutually beneficial employment opportunities. However, an inadvertent effect of government's current involvement has further disadvantaged racial minorities, lower-income individuals, and small/local business. In the current labor market, there is a mismatch between skills, workers and jobs. Training-related services (such as daycare and transportation) are necessary for those with limited incomes to be able to participate in the training. Inequity based on income, race, skill-level and geography (East Austin) need to be addressed as a part of this strategy. Local government should provide incentives that help put people to work, but the City has often used them to benefit big businesses over small businesses. Small businesses would also like an incentive program that helps support their workforce needs, but it would probably look different than the current 380 structure. A general lack of awareness of workforce development programs, particularly among small businesses, hampers their effectiveness.
- **Real Estate Program:**
 - **Purpose:** Create or support opportunity and access to physical space for innovation, incubate ideas, grow operations
 - **Values:** Serve as neighborhood connectors and centers for place-making
 - **Community Input:** Public input for the Real Estate development program highlighted the role of government, equity, investing in socially beneficially and equitable real estate projects, marketing and communications, government subsidies and transportation. The role of government includes setting the overall strategy for the city, encouraging businesses and non-profits to invest, and educating home owners and commercial businesses. Government could protect populations from poverty while improving neighborhoods. A successful real estate development program would be inclusive and there would be both cultural and economic diversity created as a result. Real Estate development should benefit the economy, the community, provide social equity and protect the environment. Public forums and access to information on available programs will improve efficiency and effectiveness. Currently, the lengthy permitting process holds back the completion of socially responsible projects, and local government needs to address this immediately. Incentives can promote these economic goals through taxes or zoning and encourage

sustainability. Transportation-oriented development could provide integrated solutions.

- **Social Enterprise Program:**

- **Purpose:** Support new and existing social enterprise organizations that align with the City's of Austin's strategic vision
- **Values:** Focus on the members of the community and address practical needs
- **Community Input:** Public input for the social enterprise program focused on government role, cooperation in and outside the industry, available subsidies, funding, resources, marketing, development of technology and data collection, innovation/entrepreneurialism, talent/workforce and education. Government can be important in connecting social enterprise organizations with public services, with other sectors, each other and directly with clients. Government can serve as the centralized clearinghouse or administer a single web portal to better facilitate such cooperation. Non-profits and social enterprise organizations are interested in partnering with the city. They are also keen to receive grant money, assist with grant applications and connect for-profit businesses and other funders. Coordination between social enterprises and government is lacking and the feeling is the local government is not listening to all the voices in the community. Social enterprises need more funding from the city and other sources. Accessibility of information and existing resources is missing from the social enterprise ecosystem. Additionally, there is the lack of understanding services that are available, especially the lack of clear funding criteria. Innovation/ the start-up culture and shared co-working and incubator spaces are positively benefiting social enterprises.

CreativeSector

		Responses: 17													Max Score 170																										
		Applicable?																																							
		Y	W	V	U	S	R	Q	P	O	N	M	L	K	I	G	F	C	Sum	Rate	Priority (weighted)													% of max score	Raw	Rate	Rank				
		1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14	82%	Y	W	V	U	S	R	Q	P	O	N	M	L	K	I	F	C	Score	34%	8	47%	2
Financial Incentives	Affordability	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	15	88%	5	5	5	3	5	2	5	5	3	4	3	2	5	7	53	5	29%	1			
Government role	Government role	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	76%	3	4	2	2	5	1	3	2	1	5	5	3	8	38	4	24%	3					
Communication & cooperation	Communication & cooperation	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	76%	5	2	2	1	5	3	4	1	4	2	4	3	3	19%	2	12%	4					
Collaboration	Collaboration	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	9	53%	1	4	1	4	5	3	2	4	3	2	4	3	2	13%	1	6%	6					
Collaborate with small business eco-system	Collaborate with small business eco-system	1																1	6%																						
Communication & Cooperation	Resource access																	1	6%																						
Affordability	access to space / real estate assistance	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4	24%														5	1	6%	7					
Affordability	Space for non-profits	1																1	6%															1	6%	7					
Affordability	Cooperative ownership (not rent control)																	1	6%																						
Affordability	Long-term affordability business & residential	1																1	6%																						
Affordability	unused city space to be made available																	1	6%																						
Affordability	permanent subsidized space																	1	6%																						
Financial Incentives	Tax abatement for ind & corp	1																1	6%														72	42%							
Government Role	Business plan development																	1	6%																						
Government role	One-stop resource for creatives																	1	6%														4								
Program Structure	Develop metrics as an alternative to traditional ROI																	1	6%																						
Program Structure	Make the case: develop an ROI showing investment in creative sector drives eco development																	1	6%																						
Community Benefit	Equity & diversity																	1	6%																						
Community Benefit	Community benefit / value																	1	6%																						
Community Benefit	Support companies that have shown longstanding commitment to local artists, commitments to affordable & inclusive practices																	1	6%																						
Community Benefit	Measuring value as export of culture / Recognition of community benefit																	1	6%																						
Community Benefit	Targeted funding toward under-represented groups																	1	6%																						
Talent	Talent retention (individual)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	4	24%														3	2	5	12	7%	1	6%	7	
Talent	Train, apprentice, mentor talent	1																1	6%														4			10		1	6%	6	
Talent	Business development / entrepreneurship / scalability training																	2	12%														1			4					
Talent	Partnerships with schools & colleges																	1	6%																	1					
Talent	Incentives for workforce development																	1	6%																	3					
																		5																		22	13%			5	

SocialEnterprise

Responses: 18	max score	Applicable?												Sum Rate	Sum Rate	Score	#1 Priority	Raw Rank	Rank				
		Priority (weighted)																					
		Y	W	V	U	T	R	Q	P	O	N	M	L							K	J	I	G
Government role	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	72%	50	4	22%	2
Financial connections	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	13	72%	48	4	22%	3
Communication & cooperation	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	12	67%	38	2	11%	4
Collaboration	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	8	44%	33	2	11%	5
Innovation	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14	78%	56	2	11%	1
Capital	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6	64%	6	1	6%	8
Directory of public-private/profit/non-profit partnerships	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6	6%	6	1	6%	8
Tax abatement or other incentives for supporting businesses	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6	6%	6	1	6%	8
Direct contribution	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6	6%	6	1	6%	8
Co-ops	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	2	11%	56	31%	31%	
Equity & diversity	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	9	50%	21	2	11%	6
Space / real estate	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	17%	10	1	6%	7
Training	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6%				
Improve the well-being of individuals & meeting a need for the community	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6%				
Addressing unmet need provided by uniquely private or public non-profit entities	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	6%				

RollOut

Responses: 21	Priority (raw)																										Score	#1 Priority	Rank																	
	Y	W	V	U	T	S	R	Q	P	O	N	M	L	K	J	I	G	F	E	D	C	Priority (weighted)																								
	3	1	3	2	1	1	4	1	1	1	3	1	4	3	1	2	2	1	3	2	1	3	Y	W	V	U				T	S	R	Q	P	O	N	M	L	K	J	I	G	F	E	D	C
Workforce Development	3	1	3	2	1	1	4	1	1 <td>1</td> <td>3</td> <td>1</td> <td>4</td> <td>3</td> <td>1</td> <td>2</td> <td>2</td> <td>1</td> <td>3</td> <td>2</td> <td>1</td> <td>3</td> <td>5</td> <td>7</td> <td>5</td> <td>6</td> <td>7</td> <td>4</td> <td>7</td> <td>7</td> <td>5</td> <td>7</td> <td>4</td> <td>5</td> <td>7</td> <td>6</td> <td>6</td> <td>7</td> <td>5</td> <td>119</td> <td>9</td> <td>43%</td> <td>1</td>	1	3	1	4	3	1	2	2	1	3	2	1	3	5	7	5	6	7	4	7	7	5	7	4	5	7	6	6	7	5	119	9	43%	1			
Business Expansion	7	2	1	1	3	2	6	4	7	2	7	5	3	1	7	1	2	1	4	4			1	6	7	7	5	6	2	4	1	6	1	3	5	7	1	7	6	7	4	97	6	29%	2	
Small Business	1	5	2	2	5	2	2	3	4	4	3	2	6	3	6	3	2	1					7	3	6	6	3	6	6	5	4	4	5	6	2	5	2	5	6	7	97	2	10%	3		
Business Recruitment	6	7	7	4	3	7	3	7	5	6	3	5	6	1	2	2	3	1	4	5	2		2	1	1	4	5	1	5	1	3	2	5	3	2	7	6	5	7	4	3	6	79	2	10%	4
Creative Sector	2	4	4	5	6	4	6	3	3	4	5	2	2	6	7	4	7	6	3	5			6	4	4	3	2	4	2	5	4	3	6	6	2	1	4	1	2	5	3	72	0		5	
Real Estate	4	3	5	7	7	6	4	1	6	2	6	1	7	5	5	6	5	5	6	6			4	5	3	1	1	2	4	7	2	6	2	7	1	3	3	2	3	3	2	2	63	2	10%	6
Social Enterprise	5	6	6	4	5	7	5	7	5	7	6	4	7	4	4	5	4	7	7	7			3	2	2	2	4	3	1	3	1	3	1	2	4	1	4	3	4	1	1	1	46	0		7
What's missing:																																												21		
M1	X																																													
M2						X																																								
M3							X																																							
M4								X																																						
M5										X																																				
M6											X																																			
M7																																														
M8																																														
M1	Diversity Tourism																																													
M2	WF Dev should be a component of each																																													
M3	Matrix policy based on industry sector, corp/organization type, economic development need																																													
M4	Roll some of the values of programs 2-7 into 1																																													
M5	Shared vision/goals such as competitive employment or connecting local community members with high-demand careers																																													
M6	Require an explicit endorsement of principles of racial & gender equity for each application for a 380 agreement, regardless of the program																																													
M7	Recruitment & expansion include the four potential programs which could be added as possible points for the first 2 so that the program to recruit/expand is made broader & more flexible																																													
M8	Project Einstein! Support youth development in STEM & entrepreneurship																																													

Appendix D: Community Leader Invites

	First Name	Last Name	Company
1	Richard	Rhodes	ACC
2	Angelos	Angelou	Angelouconomics
3	Maria Luisa "Lulu"	Flores	Arts Commission
4	Jeff	Arnold	Austin Gay and Lesbian Chamber of Commerce
5	Edgar	Gierbolini	Austin Gay and Lesbian Chamber of Commerce
6	John	Thornborrow	Austin Impact Capital
7	Rebecca	Melancon	Austin Independent Business Alliance
8	Bob	Batlan	Austin Interfaith
9	Cathy	Jones	Austin Partners in Education
10	Ed	Latson	Austin Regional Manufacturers Association
11	Barbary	Brunner	Austin Technology Council
12	Victor	Lynette	BIGAustin
13	Brian	Marshall	Business & Community Lenders of Texas
14	Chris	Schreck	CAPCOG
15	Steve	Jackobs	Capital IDEA
16	Gary	Weaver	Catellus
17	Larry	Wallace	Central Health
18	Lara	Foss	City of Austin - PIO
19	Barbara	Scott	Colony Park Neighborhood Association
20	William	Tierney	Department of Population Health, Dell Medical School
21	Susan	Dawson	E3 Alliance
22	Al	Lopez	EGBI
23	Brad	Carlin	Fusebox
24	Marina	Bhargava	Greater Austin Asian Chamber of Commerce
25	Paul	Kim	Greater Austin Asian Chamber of Commerce
26	Tam	Hawkins	Greater Austin Black Chamber of Commerce
27	Mike	Rollins	Greater Austin Chamber of Commerce
28	Luis	Rodriguez	Greater Austin Hispanic Chamber of Commerce
29	Ana	Mejia-Dietche	Healthcare Workforce Alliance of Central Texas
30	Mandy	De Mayo	Housing Works
31	Colette	Burnette	Huston-Tillotson
32	Wayne	Knox	Huston-Tillotson
33	Ashley	Phillips	Impact HUB
34	Curse	Mackey	Mosaic Sound Collective
35	Gavin	Garcia	Music Commission
36	Dan	Graham	Notley Ventures
37	Gary	Lindner	PeopleFund
38	Jennifer	Millsbaugh	PhD from London College of Fashion
39	Alex	Bassett	Rude Mechs
40	Jenny	Larson	Salvage Vanguard
41	Geronimo	Rodriguez	Seton Healthcare
42	Kevin	Brackmeyer	Skillpoint Alliance
43	Hugh	Forrest	South By Southwest
44	Daryl	Kunik	Springdale General
45	Joe	Harper	Texas State University, Small Business Development Center
46	A.J.	Bingham	The Bingham Group
47	Diana	Ramirez	Travis County
48	Mark	Gilbert	Travis County
49	David	Steinwedell	ULI Central Texas / Affordable Central Texas
50	Tamara	Atkinson	Workforce Solutions Capital Area

Appendix E: Community Leader Attendees

	First Name	Last Name	Company
1	Charles	Cook	ACC
2	Maria Luisa "Lulu"	Flores	Arts Commission
3	Edgar	Gierbolini	Austin Gay and Lesbian Chamber of Commerce
4	Bob	Batlan	Austin Interfaith
5	Laura	Williamson	Austin Public Health
6	Brian	Marshall	Business & Community Lenders of Texas
7	Chris	Schreck	CAPCOG
8	Steve	Jackobs	Capital IDEA
9	Kerri	Davis	City of Austin - Austin Energy
10	Annemarie	Diaz	City of Austin - Austin Energy
11	Brad	Carlin	Fusebox
12	Marina	Bhargava	Greater Austin Asian Chamber of Commerce
13	Tam	Hawkins	Greater Austin Black Chamber of Commerce
14	Joshua	Washington	Greater Austin Black Chamber of Commerce
15	Tina	Cannon	Greater Austin Chamber of Commerce
16	Mike	Rollins	Greater Austin Chamber of Commerce
17	Ana	Mejia-Dietche	Healthcare Workforce Alliance of Central Texas
18	Colette	Burnette	Huston-Tillotson
19	Gary	Lindner	PeopleFund
20	Jennifer	Millspaugh	PhD from London College of Fashion
21	Alex	Bassett	Rude Mechs
22	Geronimo	Rodriguez	Seton Healthcare
23	Kevin	Brackmeyer	Skillpoint Alliance
24	Myrna	King	Small Business Festival
25	Joe	Harper	Texas State University, Small Business Development Center
26	A.J.	Bingham	The Bingham Group
27	Logan	Cheney	The Bingham Group
28	Diana	Ramirez	Travis County
29	Elliott	Smith	Travis County
30	David	Steinwedell	ULI Central Texas / Affordable Central Texas
31	Tamara	Atkinson	Workforce Solutions Capital Area

Appendix F: Session Photos, Audio File, Mayor's Video







Audio File is available for Speed Briefings, the first and second participant sessions. Please email Julia.B.Campbell@austintexas.gov for a copy of the audio file.



The Mayor's Welcome Video is also available by request. Please email directly Julia.B.Campbell@austintexas.gov for a copy of the video file.

