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**Urban Land
Institute**

Memphis
Serving the Mid South

Disruptive Demographics, Vulnerable Populations, and City Competitiveness

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Overview of Presentation

- Snapshot of Memphis/Shelby County Demographics
- A Window on Persistent Inequality
- The Working Poor as a Propitious Opportunity
- Accelerating Inclusive/Equitable Development in Memphis/Shelby County
- Discussion

Absolute and Percent Population Change, 2010-2017

Area	2017 Population	Absolute Change 2010-2017	Percent Change 2010-2017
U.S.	323,127,513	16,668,362	5.4%
South	123,658,624	9,102,880	7.9%
Tennessee	6,708,794	353,493	5.5%
Shelby County	936,961	9,317	1.0%

Sources of Change, Shelby County, 2010-2017

Area	Total Population Change	Natural Change	Net Migration
Shelby County	9,278	42,058	-32,751

Migrant Types and Adjusted Gross Income, Shelby County, TN, 2015-16

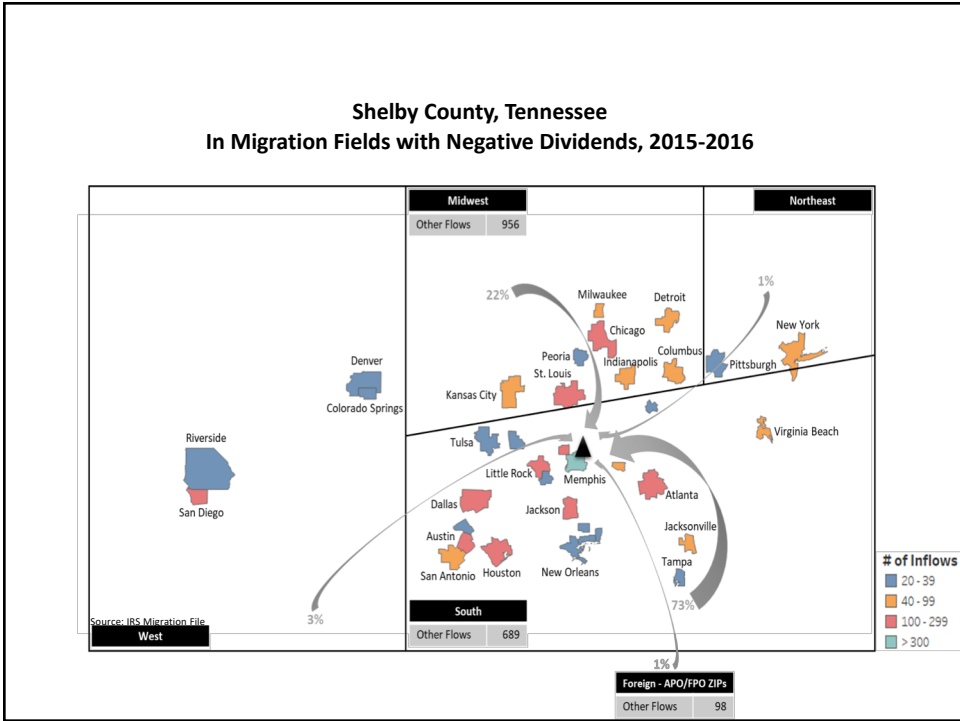
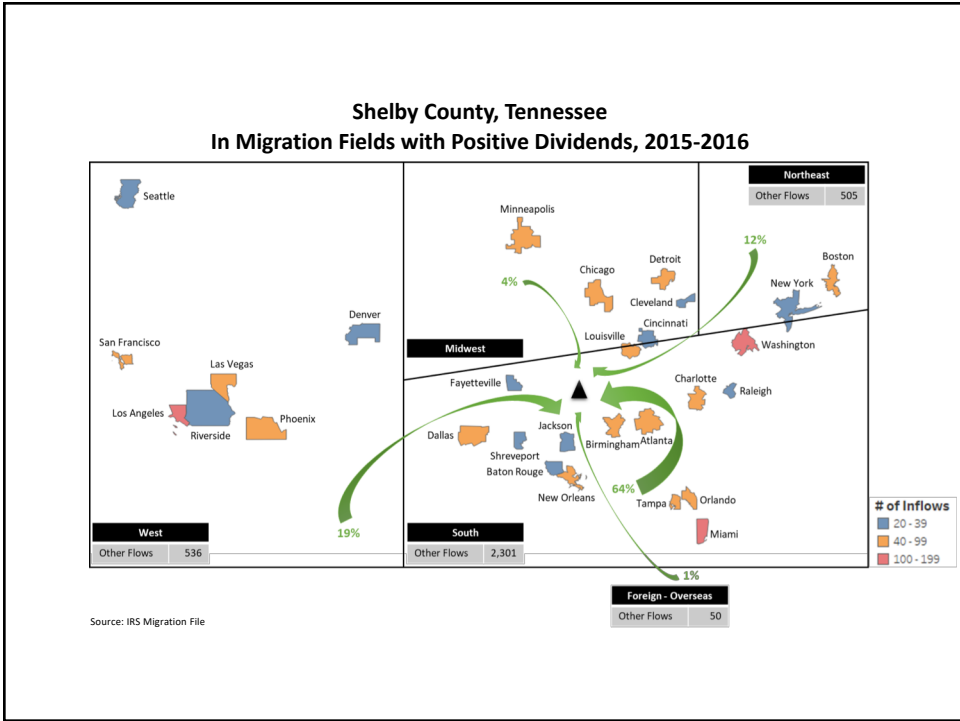
Migrant Household Type	Absolute Number	Per Capita Adjusted Gross Income
Non-movers	342,727	\$31,108
All interstate movers	11,796	\$27,561
Interstate Movers with positive dividends	4,994	\$35,496
Interstate Movers with negative dividends	6,802	\$21,920

Gross and Net Migration Flows, Shelby County, Tennessee, 2015-2016

County of Origin Type	Number of Counties	In Flows	Out Flows	Net Flows
All Counties	109	7,498	8,272	(774)
Positive Dividend Counties	40	1,652	2,027	(375)
Negative Dividend Counties	69	5,846	6,245	(399)

Per Capita Adjusted Gross Incomes of Migrants , Shelby County, Tennessee, 2015-2016

County of Origin Type	Number of Counties	In Flows	Out Flows	Difference
All Counties	109	\$25,099	\$26,472	(\$1,373)
Positive Dividend Counties	40	\$41,793	\$36,617	\$5,176
Negative Dividend Counties	69	\$20,632	\$23,447	(\$2,815)



SHELBY COUNTY POPULATION CHANGE BY RACE & ETHNICITY, 2010-2017

Race	2017 Population	Absolute Change 2010 - 2017	Percentage Change 2010 - 2017
Total	936,961	9,317	1.0%
Non-Hispanic	877,390	1,838	0.2%
White	335,966	-23,848	-6.6%
Black	502,118	19,989	4.1%
AI/AN	1,486	-338	-18.5%
Asian	24,795	3,212	14.9%
NH/PI	170	-115	-40.4%
Hispanic	12,855	2,938	29.6%

SHELBY COUNTY POPULATION CHANGE BY AGE, 2010-2017

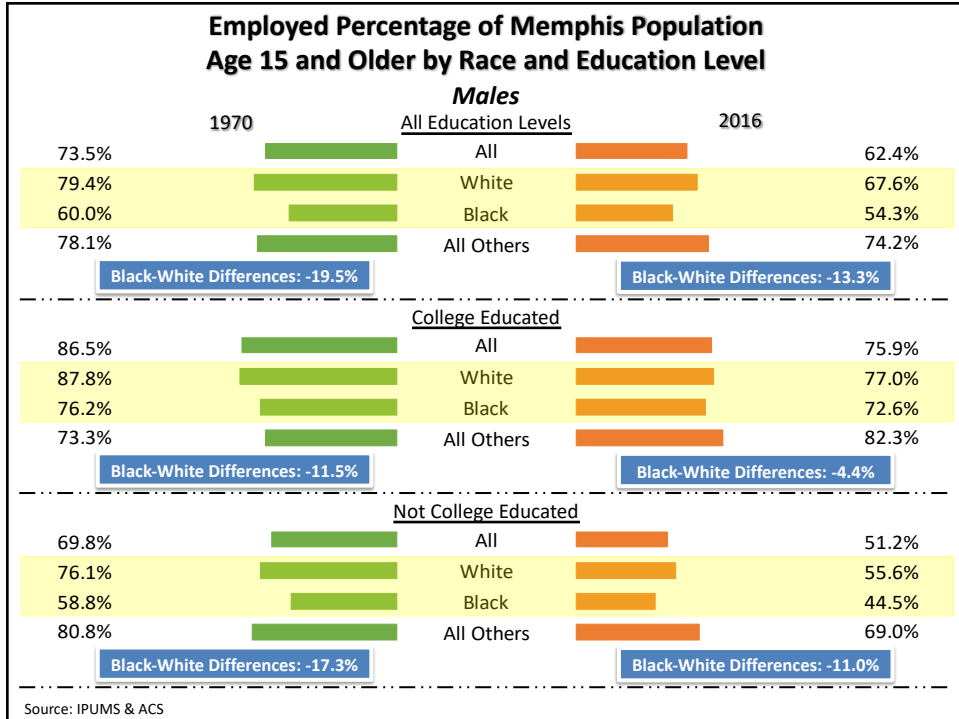
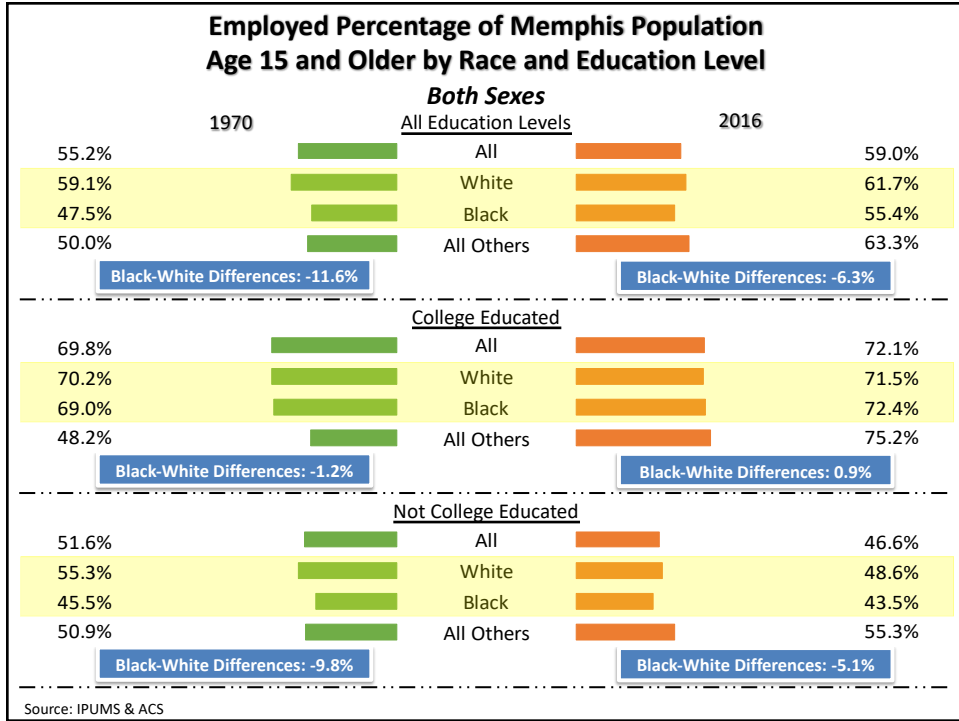
Age	2017	Absolute Change 2010 - 2017	Percentage Change 2010 - 2017
<25	322,717	-16,441	-4.8%
25-44	254,990	271	0.1%
45-64	236,337	-2,206	-0.9%
65+	122,917	27,693	29.1%
TOTAL	936,961	9,317	1.0%

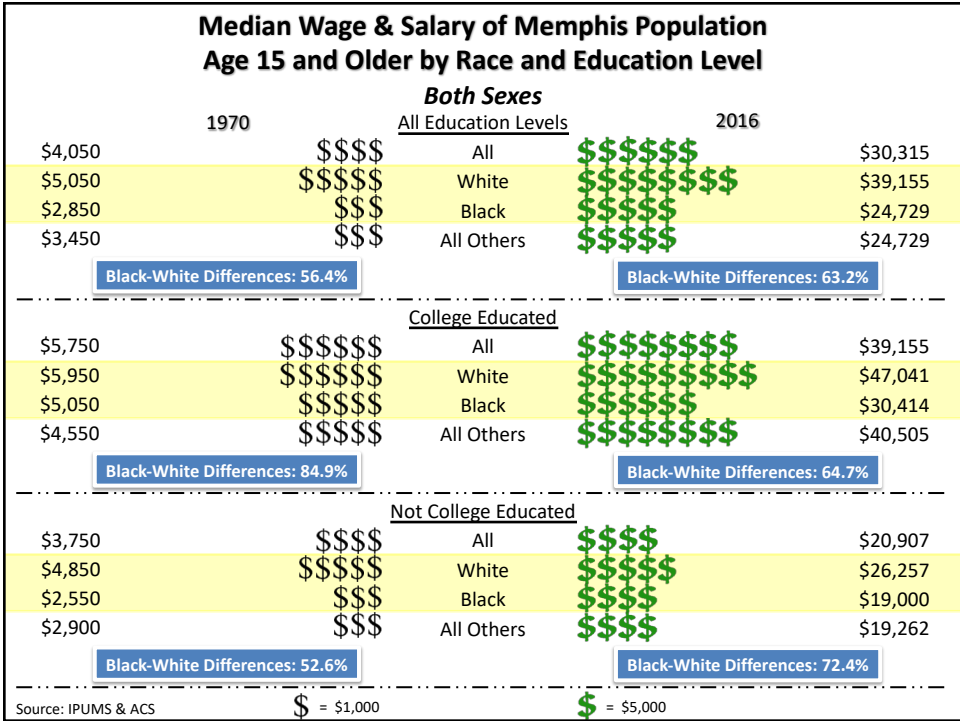
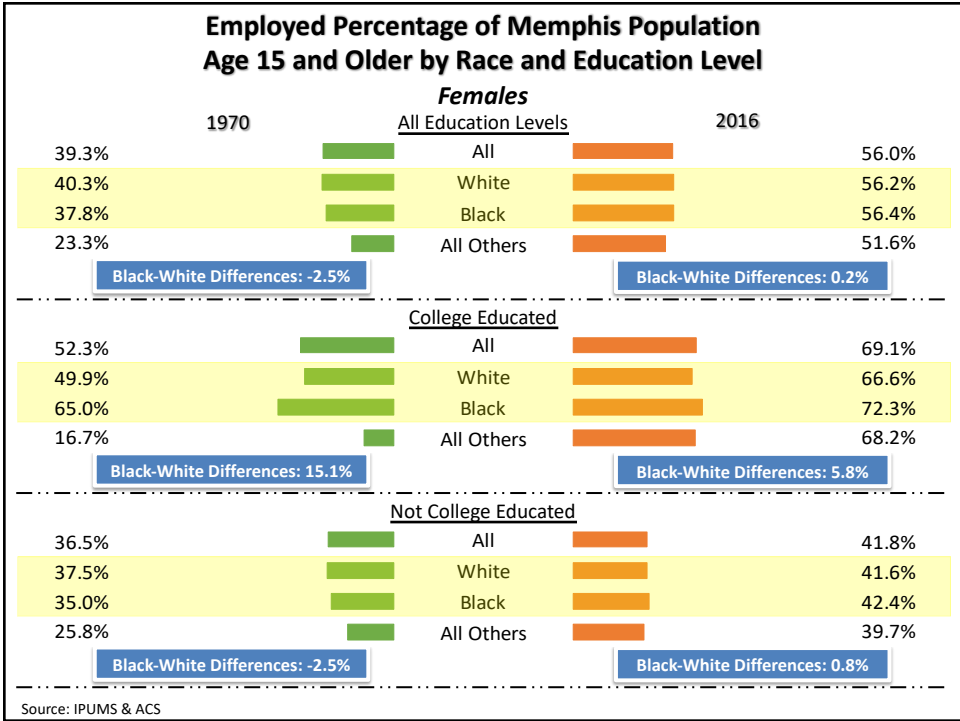
Median Age and Fertility Rates for Females in Shelby County, 2013-2017

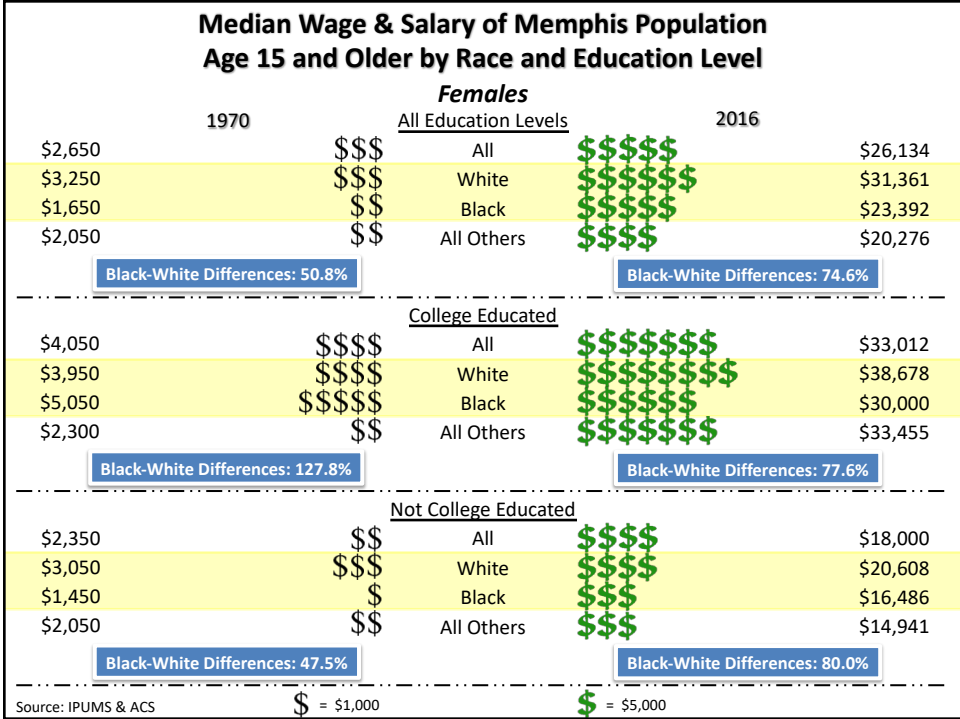
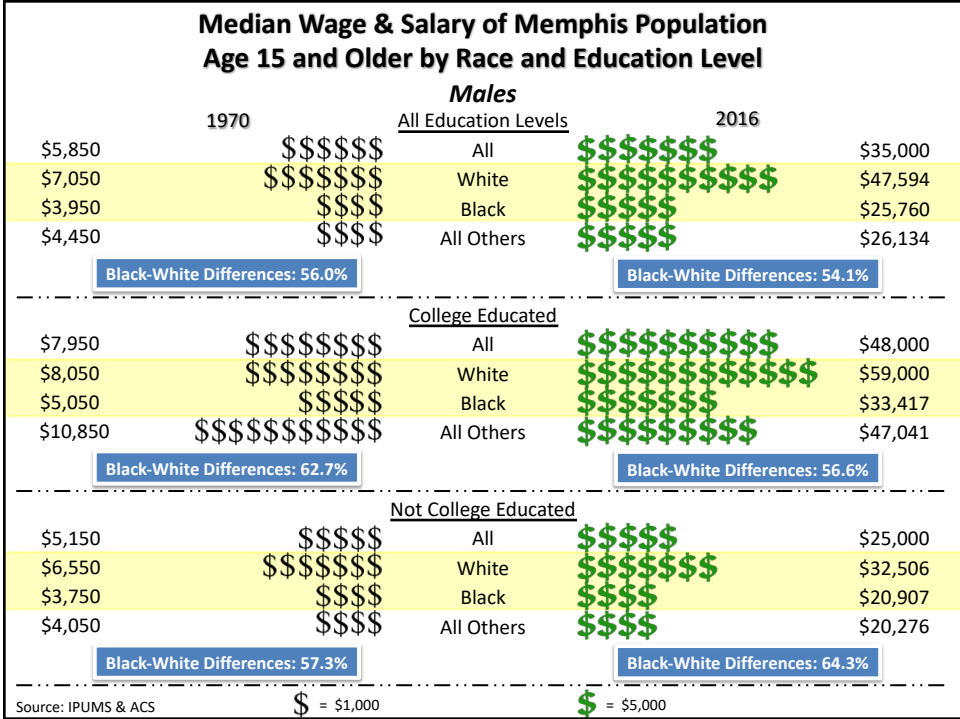
Demographic Group	Median Age	Fertility/1000 women*
All Females	37.0	57
White, Not Hispanic	45.4	51
Black	34.2	60
American Indian & Alaskan Native	30.8	NA
Asian	35.5	87
Native Hawaiian & Pacific Islander	NA	NA
Some other race	20.1	95
Two or more races	21.9	NA
Hispanic	22.5	79
Native Born	36.8	55
Foreign Born	38.8	78

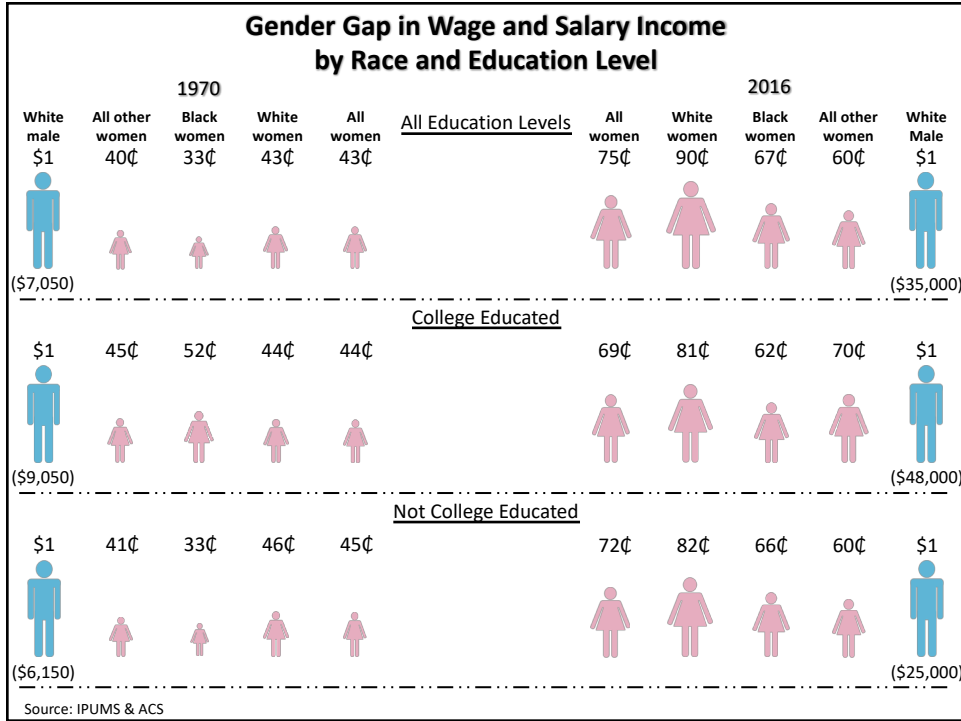
Source: www.census.gov
*Women 15 to 50 with births in past 12 months.

Persistent Inequality EMPLOYMENT AND WAGES





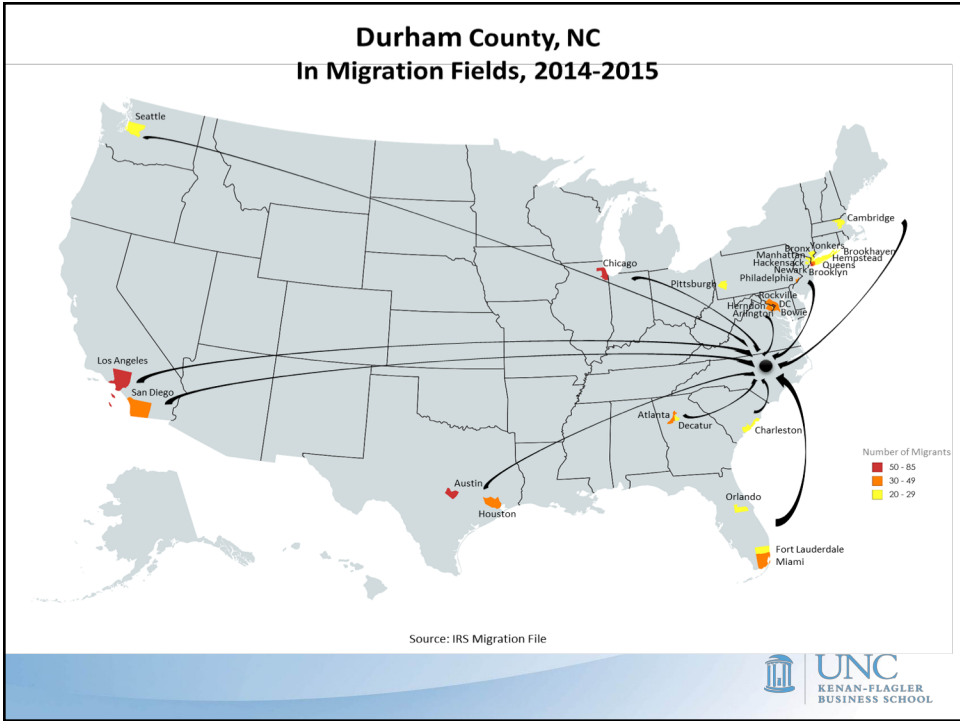


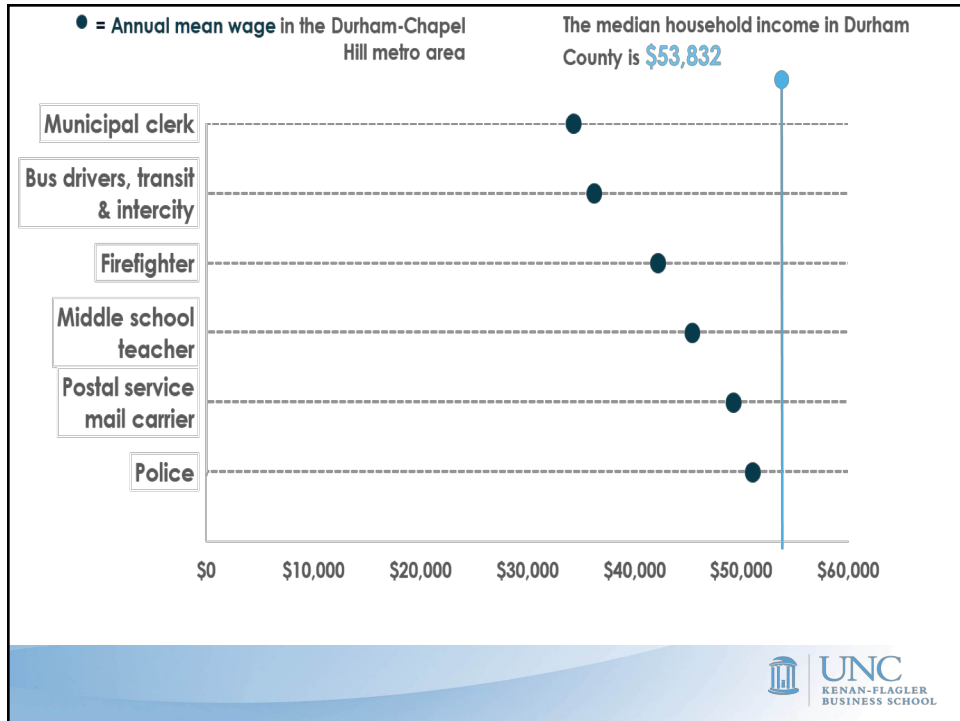
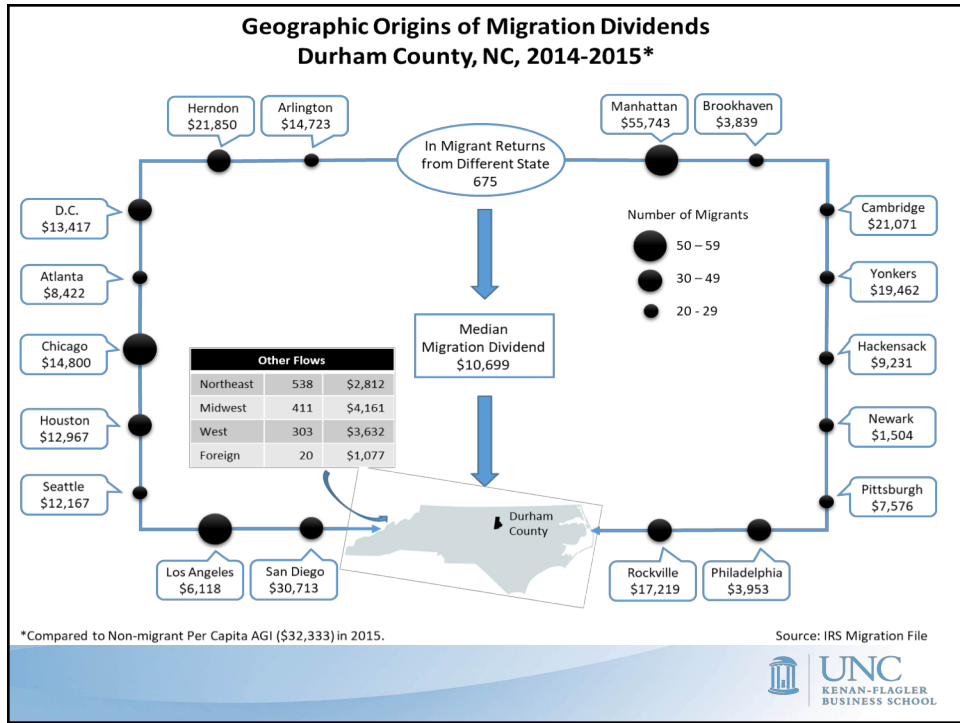


The Working Poor

A PROPITIOUS OPPORTUNITY

Durham County, NC

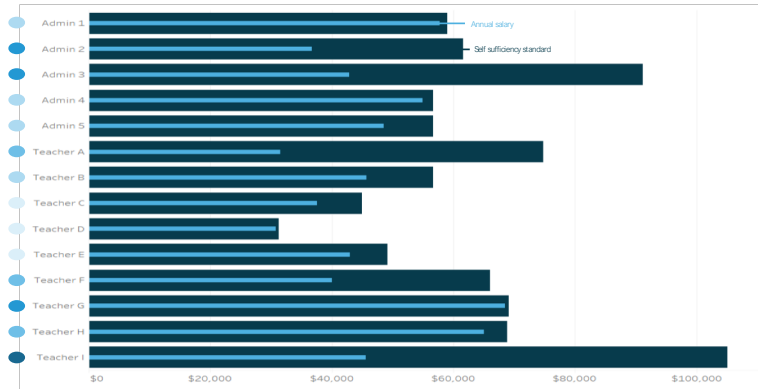


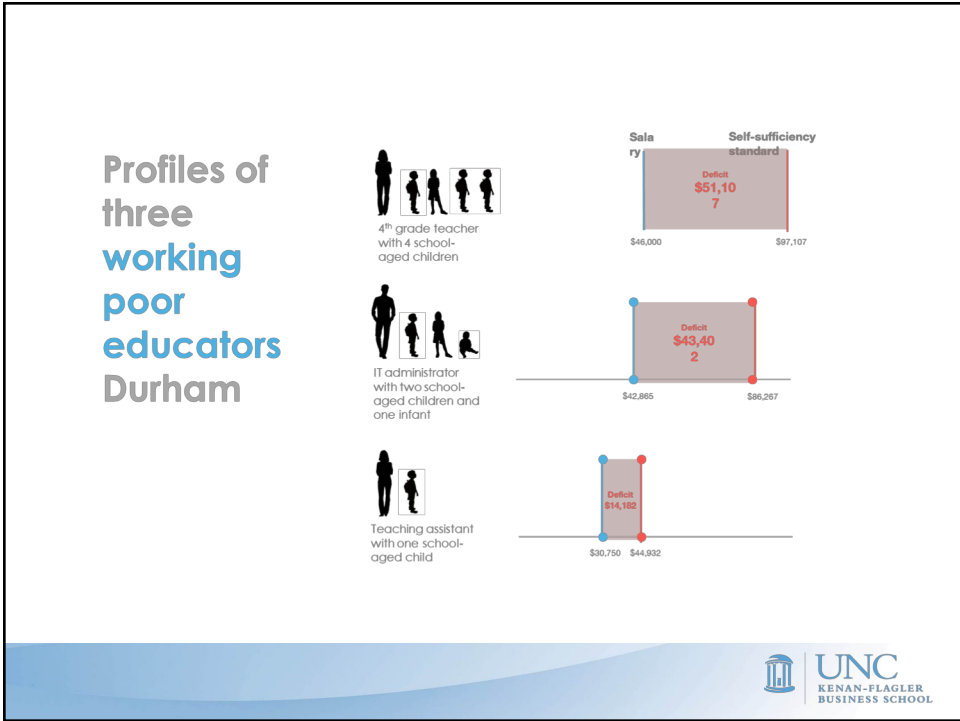


GLOBAL SCHOLARS ACADEMY



Salaries at a NC Charter School

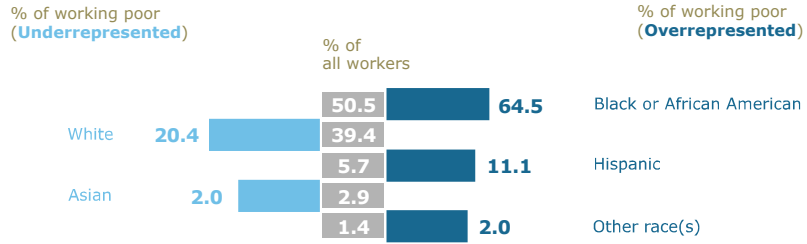




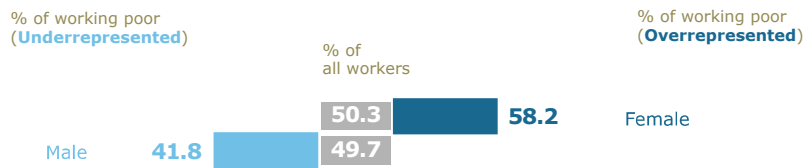
Shelby County, TN

Profile of Working Poor

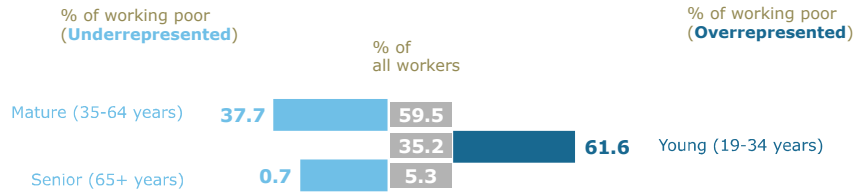
RACE & ETHNICITY



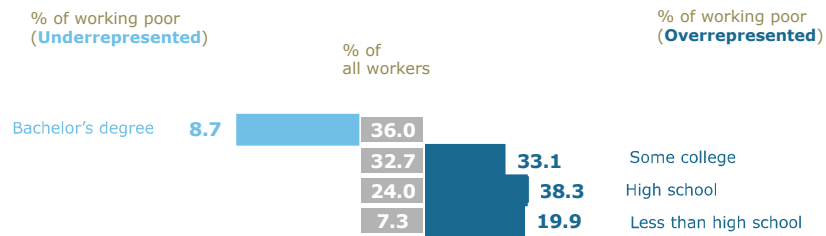
SEX



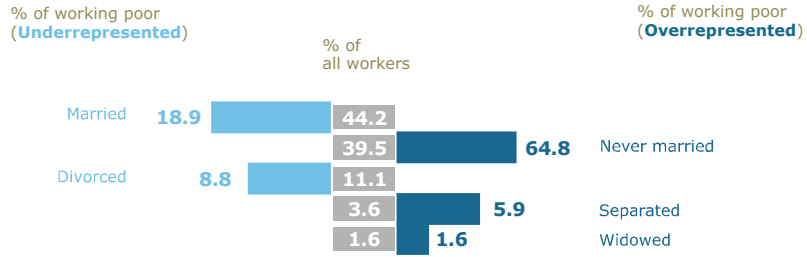
AGE



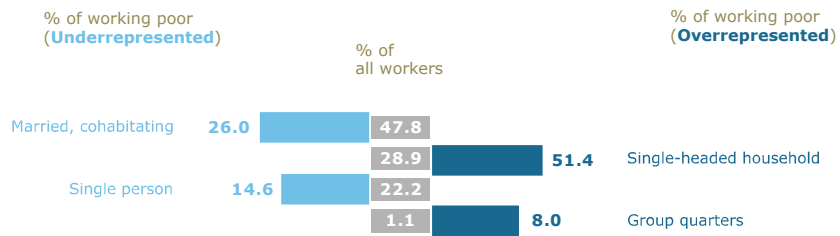
EDUCATION



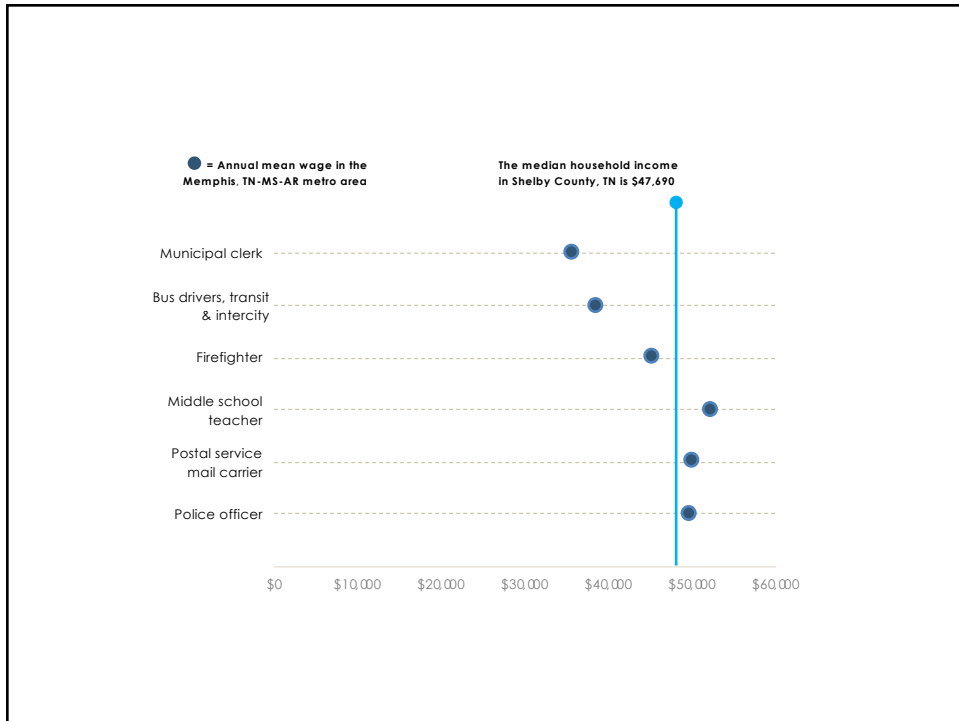
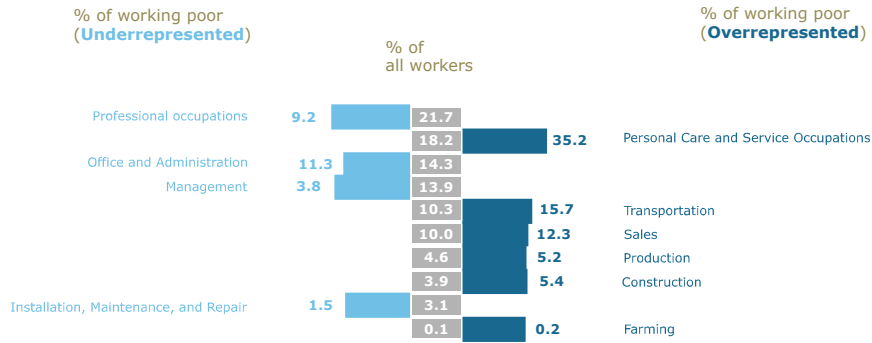
MARITAL STATUS



HOUSEHOLD TYPE



OCCUPATION



Accelerating Equitable & Inclusive Development in Memphis

What is Equitable Development?

- Equitable development **unlocks the full potential** of the local economy by **dismantling barriers** and **expanding opportunities** for low-income people and communities of color. Through **accountable public action and investment**, it grows quality jobs and increases entrepreneurship, ownership, and wealth. The result is a stronger, more competitive city.

Source: PolicyLink, 2017

What is Inclusive Development?

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

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What is Inclusive Growth?

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

Source: Gupta, et. al. (2015)

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What Do We Know?
Key Drivers of Inclusive & Equitable Development

JPMorgan Chase to invest \$15M in Detroit neighborhoods
 DETROIT—(BUSINESS WIRE)—Feb 21, 2019

Louisville Metro Government, Cities United and Kenan Charitable Trust Launch Russell: A Place of Promise
 LouisvilleKy.gov
 August 15, 2018

Invest STL to link private donors with groups focused on stabilizing, strengthening neighborhoods
 St. Louis Post-Dispatch
 February 12, 2018

PROPELLER LAUNCHES SOCIAL VENTURE FUND FOR NEW ORLEANS ENTREPRENEURS
 Silicon Bayou News
 November 21, 2017

DC's First Inclusive Innovation Incubator Officially Opens
 The Washington Informer
 April 27, 2017

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Key Driver of Equitable/Inclusive Community Economic Development #1

The City leads as an engine of opportunity.

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

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Inclusive & Equitable Development Tool Kit

Policies, Procedures, & Practices

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Economic Inclusion & Equitable Development Tools

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

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Inclusive & Equitable Workforce Development Tools

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

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Community Stabilization Policies

- Just cause eviction policies
- Rent stabilization
- Relocation protections & financial assistance for renters displaced by development
- Affordable housing preservation strategies
- Right of return policies
- Proactive code enforcement

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Commercial Stabilization Policies

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

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Key Driver of Equitable/Inclusive Community Economic Development #2

Creates a more inclusive entrepreneurial/business ecosystem

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

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Characteristics of an Inclusive Entrepreneurial/Business Ecosystem

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

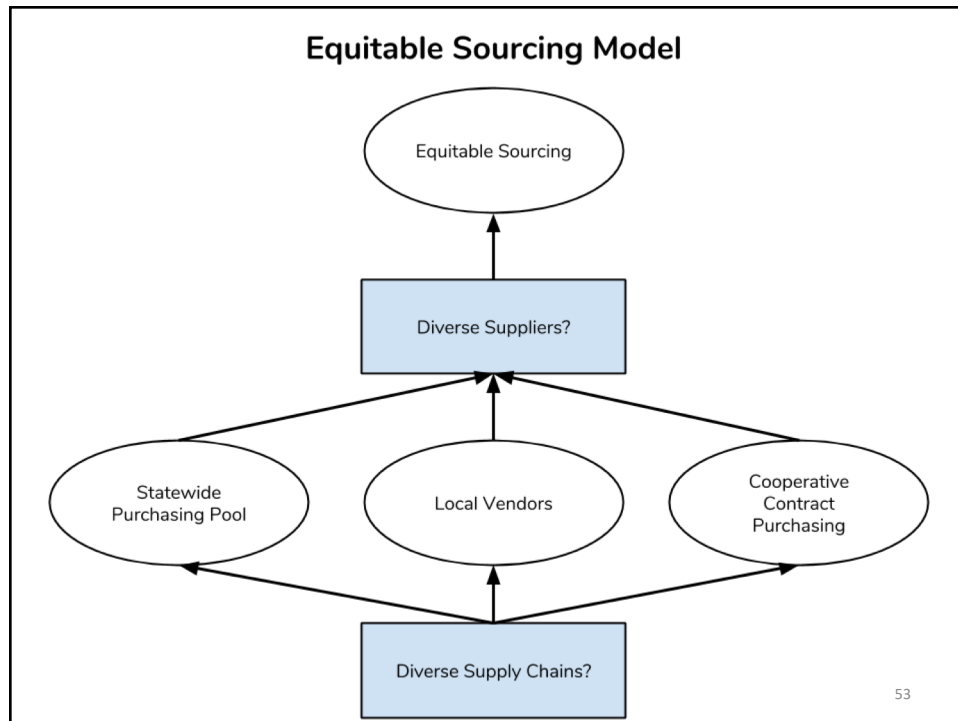
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Contracting Equity Programs

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

Source: Lohrentz (2015)

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Diverse Supply Chain Management Systems

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

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Key Driver of Equitable/Inclusive Community Economic Development #3

Establishes an Equitable Development Venture Fund

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

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Impact Investing Innovations from Around the Country

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

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

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Key Driver of Equitable/Inclusive Community Economic Development #4

Builds “Collective Ambition”

- **Definition:** A summary of how leaders and employees think about why they exist, what they hope to accomplish, how they will collaborate to achieve their ambition, and how their brand promise aligns with their core values (Ready and Truelove, 2011)
- **Goal:** Mobilize and garner support from diverse stakeholders and constituencies to achieve inclusive/equitable development

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FOUNDATIONS OF COLLECTIVE AMBITION

- Collaborative Engagement (glue)
- Disciplined Execution of Strategy (grease)

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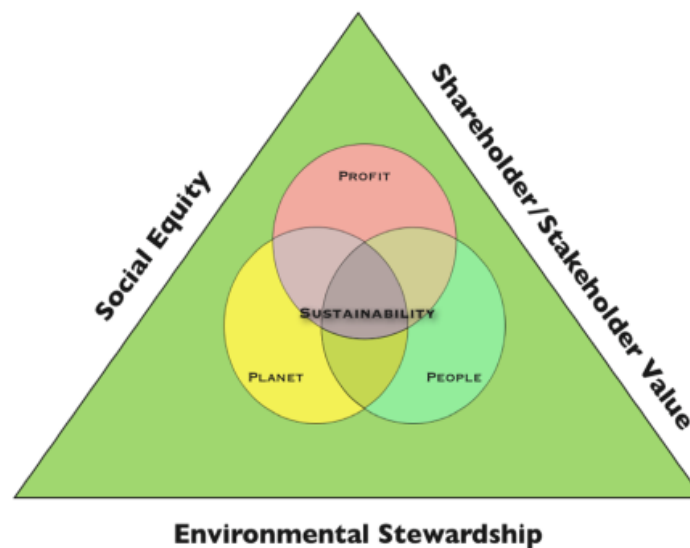
Key Driver of Equitable/Inclusive Community Economic Development #5

A sustainability scorecard

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

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Triple Bottom Line Sustainability Model

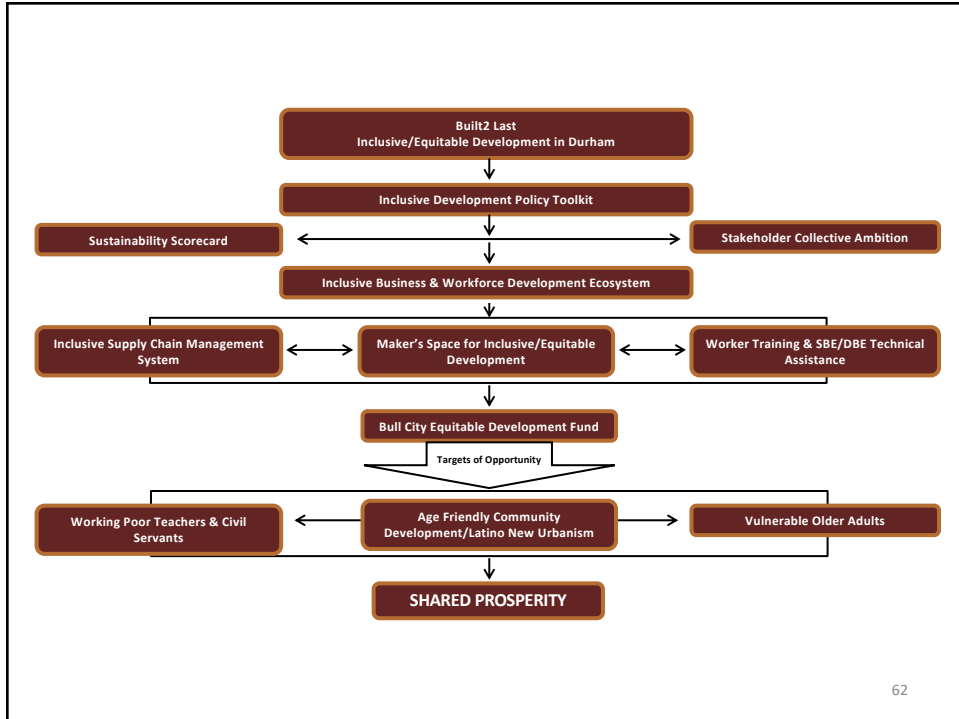


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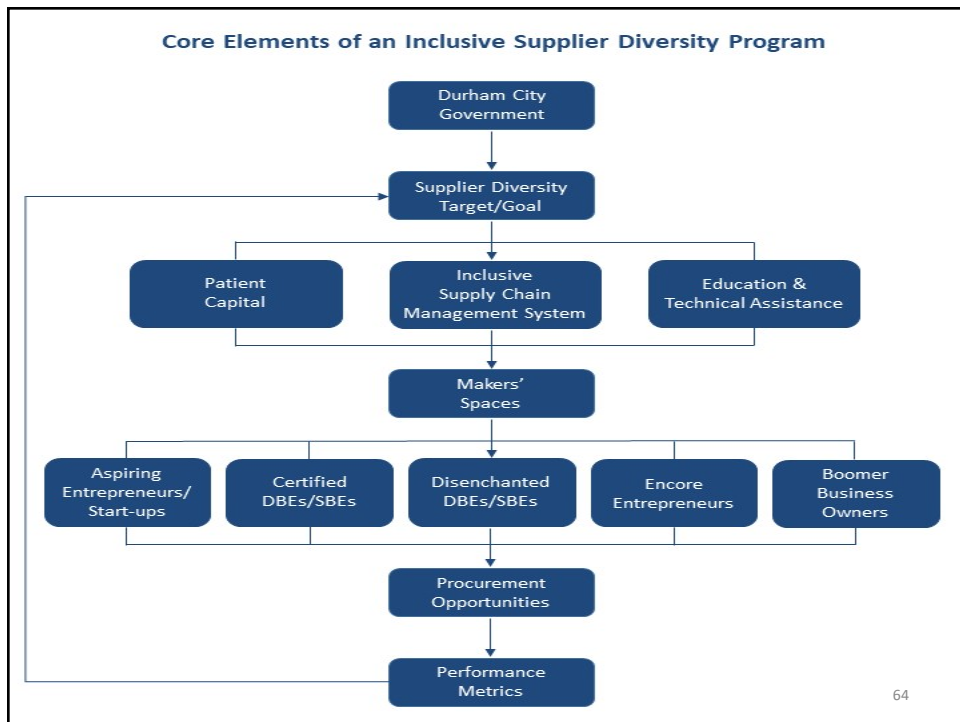
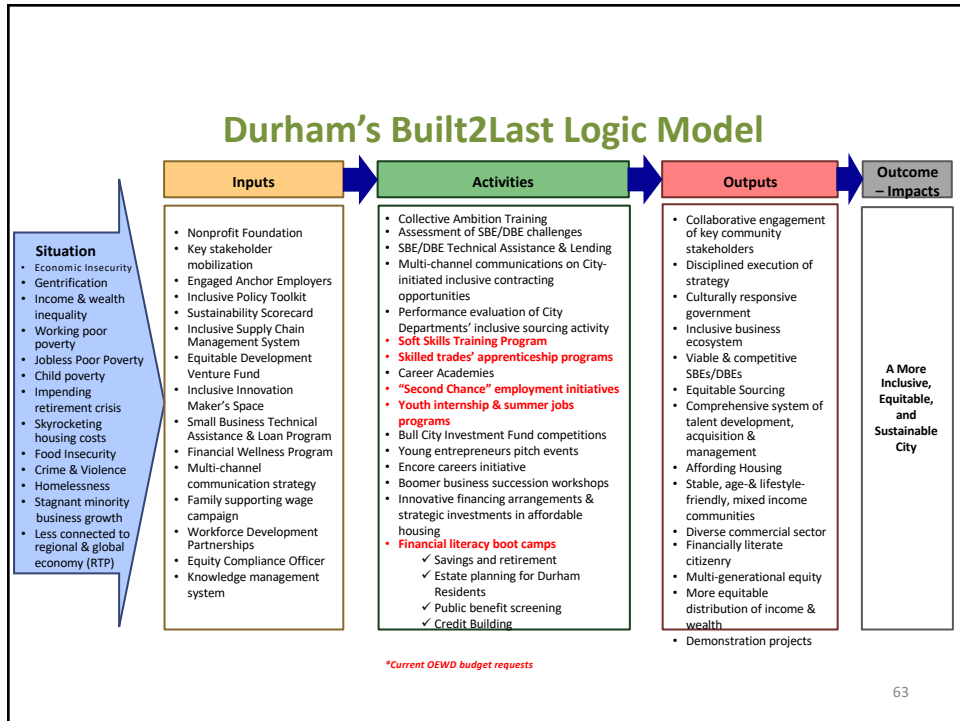
Doing Inclusive & Equitable Development in Durham

THE ROAD MAP

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Prerequisites to Achieve Inclusive/Equitable Development

- Unlearning old ways of “thinking” and “doing” (*Learning Organization*)
- An entrepreneurial mindset (*Looking for opportunities & calculating risks/rewards*)
- Unwavering commitment to innovation (*Beta Test, Prototype & Scale*)
- Multi-sector collaborative engagement (*Public / Private*)
- Disciplined execution of strategy

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Anticipated Outcomes

- A more inclusive, equitable, and sustainable city
- Core values and performance metrics that demonstrate a commitment to inclusive and equitable development
- An effective supply chain management system that support the growth and development of traditionally under-represented business enterprises
- A major investment tool that promotes shared prosperity by investing in ventures that improve the living arrangements and overall quality of life of the working poor

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