

## Agenda: Community and Economic Development Committee

Marriot Wardman Park Hotel  
Washington Room 2  
Washington, DC

### Sunday, March 10

1:30 p.m.	<p><b>WELCOME, INTRODUCTIONS AND MEETING OVERVIEW</b></p> <ul style="list-style-type: none"> <li>• <b>The Honorable Laurie-Anne Sayles, Chair</b> <i>Councilmember, Gaithersburg, Maryland</i></li> </ul> <p>Introductions and explanation of expected outcomes from the meeting.</p>
1:35 p.m.	<p><b>NEW MEMBER AND CORPORATE PARTNER RECOGNITION</b></p> <ul style="list-style-type: none"> <li>• <b>The Honorable Kristopher Dahir</b> <i>Councilmember, Sparks, Nevada</i></li> </ul>
1:40 p.m.	<p><b>CED REVIEW OF 2018</b></p> <ul style="list-style-type: none"> <li>• <b>The Honorable Kevin Thompson, Vice Chair</b> <i>Councilmember, Mesa, Arizona</i></li> </ul>
1:45 p.m.	<p><b>OVERVIEW OF THE 2019 NLC FEDERAL ADVOCACY CAMPAIGN AND LEGISLATIVE PRIORITIES</b></p> <ul style="list-style-type: none"> <li>• <b>Michael Wallace</b> CED Program Director, Federal Advocacy, National League of Cities</li> </ul> <p>Learn about NLC's 2019 federal priorities and advocacy strategy, #RebuildWithUs, including NLC's overall message to Congress during CCC.</p>
2:15p.m.	<p><b>UPDATE AND DISCUSSION ON NLC'S FEDERAL HOUSING PRIORITIES &amp; TASK FORCE</b></p> <ul style="list-style-type: none"> <li>• <b>Gideon Beger</b> Program Director, National League of Cities</li> </ul>

	<p>The National League of Cities (NLC) National Housing Task Force held its inaugural meeting in January, ratifying five policy priorities that will be key to addressing the national housing crisis in 2019. This will be an opportunity to learn more about those priorities and a discussion on ways the CED Committee can engage in the work of the task force.</p>
<p><b>2:45 p.m.</b></p>	<p><b>UPDATE AND DISCUSSION ON ADVOCACY PRIORITIES OF THE EDA COALITION</b></p> <ul style="list-style-type: none"> <li>• <b>Ted Stiger</b> Senior Director of Government Relations &amp; Policy Rural Community Assistance Partnership</li> </ul> <p>NLC is working in partnership with organizations including the Rural Community Assistance Partnership, the International Economic Development Council, and the National Association of Development Organizations to advance legislation that would improve the assistance available from the U.S. Economic Development Administration. This will be an opportunity to learn about the legislative agenda for economic development.</p>
<p><b>3:15 p.m.</b></p>	<p><b>NLC Center for City Solutions and Applied Research</b></p> <ul style="list-style-type: none"> <li>• <b>Local Tools to Address Housing Affordability: A State-by-State Analysis</b> <ul style="list-style-type: none"> <li>○ Anita Yadavalli, Program Director, NLC</li> </ul> </li> <li>• <b>Housing Profitability vs. Affordability: A Look at America’s Housing Market</b> <ul style="list-style-type: none"> <li>○ Terrah Glenn, Senior Associate, Housing Policy, NLC</li> <li>○ Brenna Rivett, Principal Research Associate, NLC</li> </ul> </li> <li>• <b>Building a 21st Century Local Economy Through Homegrown Talent</b> <ul style="list-style-type: none"> <li>○ Scott Andes, Program Director, City Innovation Ecosystems, NLC</li> </ul> </li> </ul> <p>Researchers from NLC’s Center for City Solutions and Applied Research will present on the latest finding and promising practices for cities in the area of community and economic development.</p>
<p><b>4:00 p.m.</b></p>	<p><b>DEVELOPING A COMMITTEE WORKPLAN FOR 2019</b></p> <ul style="list-style-type: none"> <li>• <b>The Honorable Laurie-Anne Sayles, Chair</b> <i>Councilmember, Gaithersburg, Maryland</i></li> </ul> <p>Following discussions on federal legislative priorities for affordable housing and economic development, the Committee will consider a workplan for housing and economic development centered on “economic mobility”.</p>
<p><b>4:30 p.m.</b></p>	<p><b>Adjourn</b></p>

***Next CED Committee Meeting:***  
**NLC Summer Board and Leadership Forum**  
***Indianapolis, Indiana***  
***June 25-27, 2019***

## **NLC POLICY DEVELOPMENT AND ADVOCACY PROCESS**

As a resource and advocate for more than 19,000 cities, towns and villages, the National League of Cities (NLC) brings municipal officials together to influence federal policy affecting local governments. NLC adopts positions on federal actions, programs and proposals that directly impact municipalities and formalizes those positions in the *National Municipal Policy (NMP)*, which guides NLC's federal advocacy efforts.

NLC divides its advocacy efforts into seven subject areas:

- Community and Economic Development
- Energy, Environment and Natural Resources
- Finance, Administration and Intergovernmental Relations
- Human Development
- Information Technology and Communications
- Public Safety and Crime Prevention
- Transportation and Infrastructure Services

For each of the seven issue areas, a Federal Advocacy Committee advocates in support of NLC's federal policy positions. Members of each Committee serve for one calendar year and are appointed by the NLC President.

### **Federal Advocacy Committees**

Federal Advocacy Committee members are responsible for advocating on legislative priorities, providing input on legislative priorities, and reviewing and approving policy proposals and resolutions. Additionally, Committee members engage in networking and sharing of best practices.

Federal Advocacy Committees are comprised of local elected and appointed city and town officials from NLC member cities. NLC members must apply annually for membership to a Federal Advocacy Committee. The NLC President makes appointments for chair, vice chairs, and general membership. In addition to leading the Federal Advocacy Committees, those appointed as Committee chairs will also serve on NLC's Board of Directors during their leadership year.

At the Congressional City Conference, Federal Advocacy Committee members are called upon to advocate for NLC's legislative priorities on Capitol Hill, as well as develop the committee's agenda and work plan for the year. Committee members meet throughout the year to further the plan, hear from guest presenters, discuss advocacy strategies and develop specific policy amendments and resolutions. At the City Summit, Committee members review and approve policy proposals and resolutions. These action items are then forwarded to NLC's Resolutions Committee and are considered at the Annual Business Meeting, also held during the City Summit.

### **Advocacy**

Throughout the year, Committee members participate in advocacy efforts to influence the federal decision-making process, focusing on actions concerning local governments and communities. During the Congressional City Conference, Committee members have an opportunity, and are encouraged, to meet with their congressional representatives on Capitol Hill. When NLC members are involved in the legislative process and share their expertise and experiences with Congress, municipalities have a stronger national voice, affecting the outcomes of federal policy debates that impact cities and towns.

## Building a 21<sup>st</sup> Century Local Economy Through Homegrown Talent

The National League of Cities believes every city—from major metros to rural communities—can thrive in the modern, global economy. But to do so, cities must do a better job leveraging homegrown talent. From tech startups to “mom and pop” storefronts, all entrepreneurs need a host of services and opportunities to help them succeed.

Traditionally, supporting young and small business has often been seen as the job of Economic Development Corporations, Chambers of Commerce, non-profits, and other local organizations. But local elected officials have a number of tools at their disposal—ranging from informal powers like coordination to formal powers around local regulations and procurement—that can improve the climate for entrepreneurship.

The NLC has partnered with the Kauffman Foundation and Schmidt Futures to identify areas municipal governments can help young firms. Below are a list of 10 issues facing cities that inhibit.

Our ask of you: Please review the below topics and choose one that you believe is relevant to your cities. At CCC we will group you by topic to begin a conversation around specific local policies that can help your city support the job creators of tomorrow.

- 1) **Entrepreneurs don't have a physical location to meet and solve problems together.** Entrepreneurs can be more successful if they learn from each other, share resources. At the same time, local elected officials will be better prepared to meet the needs of young firms if they are in consistent communication with them.
- 2) **Small firms are unaware, or not taking full advantage of, state or federal support programs.** The federal government and many states have existing programs, tax incentives, and other benefits to support entrepreneurs grow but often times startups don't know they exist or how to gain access to them. By identifying and helping entrepreneurs apply for these programs, local officials can ensure their city is taking full advantage of state programs.
- 3) **Local government does not effectively leverage solutions from small business to solve municipal problems.** Local government procurement processes, rules, regulations, and culture have historically boxed entrepreneurs out. But through novel solutions, startups can often help make municipal government operate better.
- 4) **Disadvantaged populations are not fully participating in local entrepreneurship.** For too many residents, the idea of creating their own company seems impossible. But by connecting disadvantaged populations to entrepreneurship education and opportunities to sell crafts and other creative products online, cities can increase the ability for low-income residents to participate in the digital economy.
- 5) **The “entrepreneurship ecosystem” is not fully connected or collaborate.** In many cities, there are dozens of organizations, programs and activities to help startups, but too often, activities are not coordinated. At the same time, local governments may not even

be aware of the full scope of activities. By mapping the scope of resources and bringing together entrepreneurship support community, mayors and elected officials can help create a more integrated system.

- 6) Foreign students spend four years come to town for college but do not stay choose to stay to create their new business.** Each year, thousands of entrepreneurs are unable to grow their businesses in the United States because of they cannot acquire a Visa. However, the cap on HB-1 Visas does not apply to universities. Cities can partner with local institutions of higher education to retain foreign student entrepreneurs to ensure the benefits of these companies remains local. At the same time, entrepreneurs accepted are often required to provide community benefits, such as mentorship.
- 7) Local entrepreneurship programs exist, but no one knows how effective they actually are.** In many communities, there is no shortage of new or existing programs to promote entrepreneurship, but local foundations, elected officials, and other supporters of these programs often don't know if they are actually generating outcomes such as jobs, economic activity or catalyzing new firms. While this is true for all public programs, outcome analysis is particularly difficult for entrepreneurship, given the high failure rate. Better outcomes analysis always cities to double down on what's working and walk away from those that aren't.
- 8) It's no one's "day job" to support local entrepreneurs.** In most cities, it's no one's job to ensure different organizations coordinate to meet the needs of entrepreneurs. Similarly, most cities don't have anyone taking stock of the specific needs of young firms, which often struggle to solve basic municipal problems.
- 9) Legacy regulation and processes hurt small business creation.** In every city there are dozens of legacy regulations or processes that increase the time, costs, and complexity of starting a business. And local elected officials often don't even know what these regulations are or how they impact would-be companies. Identifying and beginning to eliminate these regulations can go a long way to improving the local climate for entrepreneurship.
- 10) Many programs help small businesses, but there is little focus on the those businesses that have the potential to grow and be future job generators.** A small percentage of new companies represent the majority of job generators. While predicting with complete certainty which companies will grow and which will not is impossible, there are things cities can do to improve their chances of supporting growth-oriented companies.



## Five Lessons from NLC's First Housing Task Force Meeting

By **NLC Staff** in *cities lead, General, Homelessness, Housing* on **January 25, 2019**

When NLC launched our Task Force on Housing *last year*, we envisioned not only addressing the national housing crisis, thereby ensuring everyone had a *physical* structure in which to live, but also uncovering how to make these places *home* for the many thousands of Americans that are without one.

This week, we had our *first task force convening*, and spoke with mayors, city councilmembers and experts who are on the ground, working tirelessly to address these issues. It was an eye-opening meeting, and we touched on an array of topics, challenges and possible solutions. There were several themes that were especially resonant.

Below are five of the lessons we learned from the event:

1. **It's not (just) about the money:** Or, more aptly, there are many things cities can do that don't cost money. One of the major recommendations that came up time and time again during the meeting — and that became one of the five task force priorities — was addressing policy barriers around land use. Up-zoning and reducing the number of hurdles to expanding use of community land trusts are all effective ways that cities can promote housing equity and affordability.
2. **Take a holistic view of housing:** One of the five chosen priorities was regional and holistic planning. Over the course of the meeting, it became clear that it would be impossible to address housing needs without thinking about tangential issues like job growth, health outcomes and mobility. It makes sense: When we choose a place to live, we aren't just thinking about the physical structure; we're also considering how far it is from our jobs, whether the commute to work is reasonable with the available transit options and how living there will impact our health (is it close to grocery stores? A park?). Mass transit, job availability, broadband and local amenities are all an integral part of any holistic housing policy plan.
3. **Government shutdowns ravage HUD and, by extension, the people who depend on it:** The U.S. Department of Housing and Urban Development and local housing agencies need funding and access to data, both of which are unavailable when the government shuts down. From December 22, when the partial federal government shutdown began, through January 21, nearly 360,000 people in 125,000 households across the country were at risk because their housing assistance had been delayed, according to an NLC analysis of U.S. HUD data. That included almost 6,000 households in participating cities.
4. **Local demographic profiles will shift over the next 30-50 years:** These shifts matter because they'll affect demand. For instance, a younger population typically translates into a decreased desire for home ownership, and the need for more multi-family buildings. Meanwhile, seniors will typically gravitate towards smaller dwellings with more aging-friendly amenities. Cities that don't take this forward-thinking approach risk a future of unsold homes or not having an insufficient housing supply.
5. **No "solution" will be one-size-fits-all:** We heard from local leaders across the country, from cities big and small, and it became clear that yes, the housing crisis is national in scale, but it's very localized. For some cities, strategies like up-zoning will make the biggest difference. For others, the greatest hurdle is infrastructure, and ensuring that housing serves the needs of residents. Still other cities would benefit tremendously from more federal aid. Ultimately, with strong local leaders at the helm, we will solve this problem someday — and each of these leaders will play different roles, choosing the priorities that'll best serve their individual communities.





**About the Author:** *Karen Freeman-Wilson is the mayor of Gary, Indiana, and president of the National League of Cities (NLC). Follow Mayor Freeman-Wilson on Twitter at [@karenaboutgary](https://twitter.com/karenaboutgary).*

# Minneapolis Makes a Bold Move on Housing

By [Brooks Rainwater](#) in [equity](#), [General](#), [Homelessness](#), [Housing](#), [Racial Equity](#) on [December 17, 2018](#)

Longstanding inequities in housing policy can be addressed. And it's no surprise to us that cities are doing it first.

The city of Minneapolis just passed a sweeping zoning code change that will eliminate single family housing. This is the first time a large city has made such a move in its zoning code. Many in America are feeling the outsized impacts of urban growth and are seeking solutions on housing. The impacts of eliminating single family zoning cannot be overstated.

The zoning change is part of a broad suite of items included in the city's new long-range plan, [Minneapolis 2040](#). This plan seeks to place racial equity front and center by focusing on housing and the historical wrongs committed through redlining. In this way, the zoning change, as well as other policy shifts across issues like housing and transportation, is meant to counteract the intentional housing segregation of the past, and build a more equitable future for all.

Beginning in 2019, all single-family properties in Minneapolis will be effectively upzoned to duplex and threeplex designations. This increased density will help the city contend with one of the critical levers affecting housing costs — supply. More available homes should open up opportunities for more people to live in every neighborhood.

Many other cities have been stymied on similar initiatives, but there's a definite trend emerging as city leaders begin to address the long-standing damage done by housing regulations of the past.

City leaders from communities of all sizes and market dynamics across the country view housing as a priority. Our annual [State of the Cities](#) research consistently ranks housing as a top five municipal imperative, with 39 percent of mayors significantly covering housing in their 2018 speeches.

Minneapolis Mayor Jacob Frey said in a recent CityLab interview that a big reason why Minneapolis is showing success on such a far-reaching plan is that he and others on council explicitly ran on many of these ideals, and thus there is widespread public support.

In his [interview](#) with Kristin Capps, he explained why this platform was so important to him:

I believe strongly that housing is a right. I believe that everyone should have a safe place to go home to at the end of the night, to rest their heads on a pillow and rejuvenate for the next day. Clearly that right is not afforded to everyone. Frey went on to say that it's, "a right to live in a great city." Affordable housing in every neighborhood, he believes, is the way to guarantee a "beautiful diversity of people."

At the National League of Cities, we are acutely aware of the housing crisis facing city members nationwide. This is why we have just announced a [National Task Force on Housing](#). This group of mayors and council members is focused on finding ways for cities to improve affordable housing options, housing supply and housing quality.

The Task Force will develop recommendations like Minneapolis' new zoning change, while simultaneously calling on federal partners to work collaboratively with city leaders to build long-lasting solutions.

Innovation percolates from the ground up — as exhibited by Minneapolis eliminating single family zoning — but we all must work together to effect a long-lasting positive change to America's housing crisis.



**About the Author:** Brooks Rainwater is the senior executive director of the [Center for City Solutions and Applied](#)

**Research** at the National League of Cities. Follow Brooks on  
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# Why Housing is Key to Loving Your City

By *NLC Staff* in *General, Homelessness, Housing, Leadership* on *November 14, 2018*

*This post is contributed by NLC President Karen Freeman-Wilson, mayor of Gary, Indiana.*

As elected officials, we want everyone to see our cities the same way we do. We work hard to make our residents feel the same passion, love and optimism that motivated us to *run to serve them*. But it's hard to love your city if you're concerned about the basics—like having a roof over your head. And for far too many people across the country, the basic necessity of quality housing at an affordable cost is not being met.

Some estimates indicate that almost 4 million Americans will experience housing insecurity in their lifetimes, and countless others will face unsafe housing situations. Inadequate plumbing and electricity, and even lack of air conditioning during heat waves and heating during the winter, can cause negative effects on health and result in exorbitant costs for taxpayers. That, coupled with soaring housing prices in many communities, and a lack of housing stock in others, creates an untenable situation.

For years, local officials like myself have been working tirelessly to ensure all of our residents can have a place to call home. Whether it is making use of housing trust funds, engaging in private sector partnerships, or identifying innovative financing strategies, local leaders in cities and towns across the country are translating basic needs into targeted and forward-looking strategies.

But we still have many people whose housing needs are not being met.

These are just some of the reasons why I have assembled a diverse and thoughtful group of city leaders to serve on a task force devoted to the complex issue of housing. The task force is *comprised of 18 leaders* representing a wide range of city sizes, geographies, roles in their respective regions, and market types, who will develop a set of best and promising practices at the local level, as well as policy recommendations to federal and state governments. The task force will convene several times during the first six months of 2019, and will release a final report at NLC's leadership meeting in June.



Through this task force, we will leverage our collective experience to solve this urgent challenge.



Washington, D.C. Mayor Muriel Bowser announces housing task force at the 2018 City Summit in Los Angeles. Mayor Bowser will serve as the task force chair. Photo: Jason Dixon Photography for NLC.

Task force officials are already testing new models and innovative tools to support their residents. You have to look no further than what housing task force chair Mayor Muriel Bowser of Washington, D.C. is doing in her city. She's investing hundreds of millions of dollars for affordable units in new developments, while also building creative living spaces like grand-family housing for seniors raising their grandchildren.

And in my city of Gary, Indiana, we're addressing our problem with vacant and abandoned houses through a multi-pronged strategy that includes leveraging data to identify demolition targets and areas for reinvestment, while leveraging local, state and federal funds to tear down crumbling structures and creating an innovative public-private real estate partnership to attract developers.

These are just two examples of how city leaders are making bold moves towards solving our housing crisis. We don't have any time to waste.

As president of the National League of Cities, I'm proud to direct our resources and support to solve this problem. Today, let's remind residents across the country why they should love their cities, and how we are committed to insuring that their cities, in turn, love them.



***About the Author:** Karen Freeman-Wilson is the mayor of Gary, Indiana, and president of the National League of Cities (NLC). Follow Mayor Freeman-Wilson on Twitter at [@karenaboutgary](https://twitter.com/karenaboutgary).*