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A G E N D A

ECONOMIC & COMMUNITY DEVELOPMENT COMMITTEE

February 8, 2011 1:00 P.M.

1. **Fostering Richer Entrepreneurship in Lexington** (1-14)
2. **Fresh Start Initiatives** (15)
3. **Items Referred to Committee** (16)

“Economic & Community Development Committee, to which shall be referred matters relating to the Office of Economic Development, the Division of Community Development, related partner agencies, and other matters relating to community & economic development.” -Council Rules & Procedures, Section 2.102(1)

Effective January 1, 2011. Adopted by Urban County Council October 14, 2010

Committee Meeting Schedule 1:00 PM except noted

February 8
March 15
April 19
June 14
August 23
October 18

The Business Innovation Factory's Key Projects & Focal Points:

- The Entrepreneur Experience Lab, in partnership with Babson College, America's #1 university for entrepreneurship
- The Student Experience Lab, transforming America's education model
- The Elder Experience Lab, addressing America's aging Baby Boomers' needs
- The Green Energy Innovation Lab in partnership with the Santa Fe Innovation Park (SFIP)

Some of Saul's recent blogposts:

- "The Grass is Always Bluer" previewing his visit to Kentucky
- Genome of an Innovation Movement
- 2011: Open for Renovation
- "Calling all Entrepreneurs"

Saul Kaplan's Background

Kaplan started BIF in 2005 with a mission to enable collaborative innovation. The non-profit is creating a real world laboratory for innovators to explore and test system level solutions in areas of high social importance including health care, education, and energy independence.

Kaplan is also the founder of Innomodels LLC, which provides proprietary business model innovation advisory and project services to public and private sector organizations.

Prior to focusing on business model and system level innovation, Kaplan served as the Executive Director of the Rhode Island Economic Development Corporation and as the Executive Counselor to the Governor on Economic and Community Development. Kaplan created Rhode Island's unique innovation @ scale economic development strategy aimed at increasing the state's capacity to grow and support an innovation economy, including an effort to turn the state's compact geography and close knit public and private sector networks into a competitive advantage.

Prior to his state leadership role in economic development Kaplan served as a Senior Strategy Partner in Accenture's Health & Life Science practice and worked broadly throughout the pharmaceutical, medical products, and biotechnology industry. His work focused on assisting organizations in the design and implementation of global strategies to bring new products to market faster and increase the profitability of existing products. In addition to his client-focused work, Kaplan held many practice leadership roles within the organization and was instrumental in the formation and rapid growth of Accenture's pharmaceutical and medical products practice.

Kaplan also is a member of the Board of Directors for Family Services of Rhode Island and The Big Picture Company. Kaplan was appointed to the Rhode Island Science and Technology Advisory Council and is a member of the Board of Overseers for Roger Williams University.

Kaplan also served as the Chairman for the Board of Directors of the Quonset Development Corporation and the Slater Technology Fund.

[Home \(/\)](#) > [Projects \(/projects\)](#)

Welcome to the Entrepreneur Experience Lab

The U.S. was founded on a culture of starting stuff and we must get back to our entrepreneurial roots. Our economic future is an era of entrepreneurship and current support solutions are insufficient. We need a new national entrepreneurship conversation and the voice of the entrepreneur must be at the center of it. Make your voice heard. The Babson Entrepreneur Experience Lab puts entrepreneurs at the center of an ongoing effort to design, prototype, and test a new generation of solutions to achieve a new economic vision with entrepreneurship at its heart.



[Learn more \(/projects/eel/about\)](#)

Your experience matters. Together we will make entrepreneurship central to our economic future. Please make your voice heard ([/projects/eel/video-booth](#)) with a quick 20-second video.

In an effort to trace the Entrepreneurial Narrative in the United States, we map the endeavors of entrepreneurship in the U.S. from the time of the first colonies to the present day. Our objective is to identify distinct eras — eras based on the dominant characteristics of entrepreneurship — and to show changes and key differences in these characteristics over time.

SHARE YOUR STORY
[\(/PROJECTS/EEL/VIDEO-BOOTH\)](#)

EXPLORE THE MAP
[\(/INTERACTIVE/ERA-](#)

Research Plan

The Entrepreneur Experience research plan describes the second phase of the EEL project — our plan for capturing the voice of the entrepreneur across a diverse set of experiences — and details our research goals; our methodology; the people we plan to engage in the study; and the set of research activities that will help us best understand and richly describe the entrepreneur experience. The entrepreneur experience work will be conducted over a period of approximately 16 weeks and



See best selling author Dan Pink

Project Blog

Steven Johnson on Entrepreneurship
[\(/projects/eel/weblog/steven-johnson-entrepreneurship\)](#)

Monday, January 24, 2011 - 10:38

The Business Innovation Factory recently hosted an event with author, Web guru, and entrepreneur Steven Johnson, who is...

What makes for a Strong Entrepreneurial

Register with Babson and share what you think.
[\(/bit-7/register\)/projects/eel/weblog/what-makes-strong-](#)
Watch the trailer ([/bit-7](#))

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Welcome to the BIF Student Experience Lab

BIF's Student Experience Lab was created to put the student and the student experience back at the center of our country's efforts to transform education. The lab uses direct student engagement to gather first person insights into the human, environmental and systems-level factors that most influence student success. BIF's approach enables stakeholders to see the experience through the lens of the student, better appreciate the dynamics of the whole system and design and test new solutions in a real world environment.

Building on early work, the Lab is currently engaged in work to illuminate the unique educational experiences of young men of color in an effort to accelerate the development of solutions to help improve the educational experiences of these students. We have also moved into a phase of active experimentation and are now using our expertise in student engagement, digital storytelling and real world R&D to support a discrete effort to develop a personalized learning record for students within the University of Utah system.

BIF Student Experience Lab Phase One Overview

Understanding and Improving the College Student Experience

While every student experience is in many ways unique, the first phase of the Lab identified nine experiential themes spanning demographics, geography and school and student-type. [Check out the work](#)

BI

Fast Facts

- Established in 2009 to create a new platform for understanding and improving the student experience
- Lab focuses on documenting the experience through the lens of the students
- Our emphasis on enabling real-world experimentation to accelerate new solution development
- From foundational insights gathered in the Lab, the team identifies and actively pursues opportunities for improving the student experience

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Code Green Energy Innovation Lab

BIF and the Santa Fe Innovation Park (SFIP) have initiated efforts to create a real world laboratory to accelerate the development of new alternative energy and energy conservation solutions for the home.

The Code Green Energy Innovation Lab will include a network of homes and provide stakeholders with a better understanding of how citizens utilize and manage energy in the home. Within this real world environment, the Lab will develop and test new solutions, services, and business models that increase energy conservation, advance the use of alternative energy solutions, and decrease the country's overall energy costs and carbon footprint.

Overview

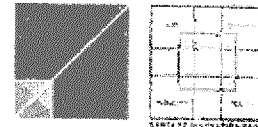
A confluence of factors is driving radical shifts in U.S. energy policy, technology, and infrastructure. It is a national imperative to support transformative initiatives, resulting in a more cost effective and sustainable energy system that increases the country's use of renewable energy sources and energy efficiency at all levels.

Over half of the country's energy use is by citizens in their homes. We must better understand energy utilization and management from the perspective of the residential user to design new systems solutions that provide consumers with the tools to better manage energy usage at home.

Goals

BIF/SFIP's Code Green Energy Innovation Lab will:

- Create a real world laboratory for systemic experimentation, where solutions, services and business models can be developed and tested within an integrated, and functional home energy system.
- Explore and test new solutions for improving the energy efficiency and energy management experience of residential customers.
- Understand the human factors most relevant to the purchase, installation and use of energy efficiency and energy management solutions and systems.
- Leverage the Lab as a mechanism for exploring new collaborations across both the public and private sector.
- Establish an ongoing platform for experimentation that reflects evolving customer needs and emerging market opportunities.
- Mobilize systems change with aggressive multi-channel storytelling and network building, leveraging BIF's open innovation platform and SFIP's network of cross-sector collaborators and partners.



Collaborative Innovation

To launch the Code Green Energy Innovation Lab, BIF/SFIP proposes an initial phase of work that will establish a strong foundation of knowledge around user experience and attitudes about energy management solutions in residential environments. The partnership will use these foundational insights to create a functional laboratory environment and generate a prioritized list of innovation opportunities to be further developed and tested within the Lab, build broad visibility for the Lab and enable systems change.

BIF and SFIP see an immediate opportunity to use their complementary approaches in partnership to establish an experience Lab in the energy management and green energy space.

THE SANTA FE INNOVATION PARK

The Santa Fe Innovation Park is an applied solutions Laboratory, focusing on complex systemic problems. SFIP relies on trans-disciplinary collaborative teams, drawn from the arts, design, and creative sector; science, technology, and engineering; private industry and finance; and the public and social sectors, to drive new approaches to important, practical challenges. In addition, the state of New Mexico has proposed a major "Green Grid" initiative, which will ultimately include several demonstration sites and residential areas along with next generation storage, distribution, and transmission infrastructure. The Green Grid partners include Los Alamos and Sandia National Laboratories, Public Service Corporation of New Mexico, the state's research universities, community colleges, and several municipalities.



See best selling author Dan Pink

Register with BIFPass and save
Watch the Trailer

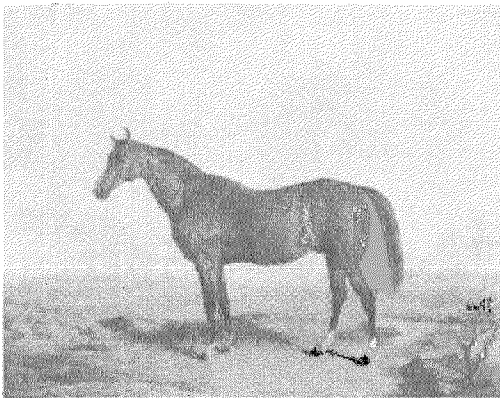
It's Saul Connected

The eclectic musings of an innovation junkie.

« Practically Radical

The Grass Is Always Bluer

January 24th, 2011



I've been asked to visit the Bluegrass Region in Kentucky on February 7-8 to help catalyze a community conversation on turning the region into an entrepreneurial and innovation hotspot. Why is it you can stand on your head and scream from the rooftops in your own hometown, with few listening, while the same message resonates in the community right next door? I guess it's true when they say the grass is always greener, or in this case bluer! I can't wait to visit Lexington and Louisville to spark an important conversation among the many passionate entrepreneurs, innovators, and community leaders who are working hard to transform their local economy.

One of the essential ingredients to transforming any economy is an optimistic and passionate group of change agents and catalysts. The Bluegrass Region is fortunate to have many including Eric Patrick Marr the founder of LeXenomics, who I 'm convinced will stop at nothing to help transform the region's economy. I first connected with Eric on Twitter where I've been inspired by his energy and passion and then in person when he attended BIF-6, our Collaborative Innovation Summit last September. Eric has rallied the local troops for my upcoming visit including meetings with Lexington Mayor Jim Gray, Louisville Mayor Greg Fischer, leaders from the University of Kentucky and University of Louisville, public and private sector leaders from across the community, and lots and lots of local entrepreneurs and innovators. I am grateful for Eric's enthusiastic support (he would make a great personal agent!) and can already feel the innovation vibe from the community. With a welcome as warm as Kentucky's I may have to consider traveling more.

To the entrepreneurs and innovators of Kentucky I offer the following question as fodder for our upcoming conversation.

What will it take to turn Lexington and Louisville Kentucky into entrepreneurial and innovation hotspots?

I submit we need a new national economic development conversation. It should bubble up from cities. Why not Lexington and Louisville? We need to get back to being great at starting things in our country. In talking with some of the most entrepreneurial people on the planet I am surprised by how many don't think of themselves as entrepreneurs. When did that happen? Our economic history is all about starting stuff but we have gotten away from our entrepreneurial heritage.

We are playing defense based on old industrial economy rules and systems. We must play offense to create a 21st century innovation economy with entrepreneurship at its heart, an economy that all citizens can fully participate in. An economy built around innovation and entrepreneurship will provide citizens with a viable job ladder and good higher wage job opportunities. It will also enable solutions for the big system challenges we face including health care, education, workforce development, and energy sustainability. These are system challenges that won't be fixed with incremental tweaks. We must design, demonstrate, and deploy new system approaches to these challenges. The solutions should be coming from our cities. Cities should be living labs. If cities become entrepreneurial and innovation hot spots new investment and jobs will be created. We need ongoing R&D for new transformative models and systems. Developing a 21st century innovation economy depends on it.

The good news is that given the scope of economic challenges our cities face there is more receptivity to entrepreneurship and innovation than ever. The bad news is that we have turned innovation and entrepreneurship in to buzzwords. We have to get below the buzzwords. Cities offer a perfect nexus and can catalyze economic transformation. Cities are comprised of emergent networks with the assets necessary to become entrepreneurial and innovation hotspots. Cities that become economic hotspots can serve as national and global models for economic transformation.

The U.S. was founded on a culture of innovation and starting stuff and we must get back to our entrepreneurial roots. Our economic future is an era of entrepreneurship and innovation. Our current support solutions are insufficient. We need a new national economic conversation and the voices of entrepreneurs and innovators must be at the center of it. It's time to start playing offense. Let's get below the buzzwords and turn our cities into entrepreneurial and innovation hotspots. There are lots of details to work out. Let's work them out together. Citizens are waiting. I'm looking forward to seeing if the grass is indeed bluer in Kentucky.

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One Response to "The Grass Is Always Bluer"

1. [Ace](#) says:

[January 26, 2011 at 2:38 pm](#)

Looking forward to your visit.

Leave a Reply

Name (required)

Mail (will not be published) (required)

It's Saul Connected

The eclectic musings of an innovation junkie.

« Calling All Polymaths
Thankful Innovation Junkie »

Calling All Entrepreneurs.

November 15th, 2010



Institutional America has knocked the start out of us. We need to get back to being great at starting things in our country. Calling all entrepreneurs. This means you. Yes, you. In talking with some of the most entrepreneurial people on the planet I am surprised by how many don't think of themselves as entrepreneurs. When did that happen? Our economic history is all about starting stuff but we have gotten away from our entrepreneurial heritage. We need a national entrepreneurship movement, one that transforms our current entrepreneurship conversation.

Many visitors to the Entrepreneur StoryBooth, an on-line platform the Business Innovation Factory (BIF) launched with Babson College to capture the voice and experience of entrepreneurs, have shared that despite significant experience in starting stuff they don't think of themselves as entrepreneurs. The prevailing definition of an entrepreneur just doesn't seem to apply. I consistently reply asserting the opposite, their experience is exactly what we need in the mix. These diverse stories are critical to changing our national entrepreneurship conversation and launching a new economic era. It's a big 'aha' for me so many entrepreneurs don't think of themselves that way. I have to admit, upon personal reflection, as much as I love to start new projects, ventures, and movements, I too don't think of myself as an entrepreneur. Go figure. Clearly, we have serious work to do if our economic future is about entrepreneurship.

When did we reserve the entrepreneur moniker solely for technology ventures started by iconic college dropouts like Bill Gates and Mark Zuckerberg? I know we all love a good company origin story but by elevating these stories to mythical proportions aren't we placing entrepreneurship out of reach for the rest of us mere mortals.

When did we so completely buy into a national invention narrative suggesting that if we invest enough in university based research it will produce a steady supply of new technologies, companies, and high-wage jobs. We have structured our entire national entrepreneur support system around an invention narrative in the hopes that tech transfer, venture capital, and technology company incubators will give rise to the promised new economy. It's hard to see it happening any time soon with such a narrow definition of entrepreneurship. Maybe it's time for a new expanded entrepreneurship narrative and support system.

What about all the potential venture opportunities leveraging existing technology to solve real world problems that don't fit traditional intellectual property and venture capital models? Why do we exclude social entrepreneurs with the potential to start incredible new social ventures from the conversation? We need an expanded and more inclusive entrepreneurship conversation to unleash a new generation of ventures that cut across every sector of our economy.

We need to start more stuff. We need a new national entrepreneurship conversation. Just to get us going, here are ten conversation starters.

- 1) We need to unleash an economic era that is defined by entrepreneurship.
- 2) We need to return to our national roots and become a nation that is really good at starting stuff.
- 3) We need to broaden our definition of entrepreneurship beyond technology ventures.
- 4) We need to democratize entrepreneurship. Everyone can be an entrepreneur.
- 5) We need to bridge the divide between social entrepreneurship and for-profit ventures.
- 6) We need to rethink all of our current entrepreneur support environments, platforms, and tools.
- 7) Entrepreneurship must be central in the redesign of our education and workforce development systems.
- 8) Cities should be hotspots for entrepreneurial activity.
- 9) Winning communities will become laboratories where entrepreneurs can easily try more stuff.
- 10) The voice and experience of the entrepreneur must be at the heart of transforming our entrepreneurship conversation.

The U.S. was founded on a culture of starting stuff and we must get back to our entrepreneurial roots. Our economic future is an era of entrepreneurship and current support solutions are insufficient. We need a new national entrepreneurship conversation and the voice of the entrepreneur must be at the center of it. Calling all entrepreneurs. Let's start more stuff.

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- [...] This post was mentioned on Twitter by Saul Kaplan, Ian Alexander and Greg Hartle, Ian McGee. Ian McGee said: RT @skap5: We need to get back to being great at starting stuff. Calling All Entrepreneurs. New post: <http://bit.ly/cOVGoE> [...]

- Saul,
it is great to call on the entrepreneurs, but it is not us who is failing to get things going, it is our banking and investors who want either everything completely operational for a year or something conventional. As an Entrepreneur, working for four years trying to get a new product out, it is discouraging. (and yes, I have built a team, completed engineering, and I am ready to build my first unit but need more capital) This has been the toughest job of my life, to have a product that could change the energy market and benefit so many businesses, bring jobs to this state and others, but in America investors/bankers want everything completed before investing. They want a sure thing without risk.

Name (required)

Mail (will not be published) (required)

Website

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The eclectic musings of an innovation junkie.

« Trendy
Dare To Be Great »

2011: Open For Renovation

December 30th, 2010



If only we could start 2011 and the new decade by putting up a “closed for renovation” sign clearing the way to transform our education, health care, energy, and economic systems. We don’t have the luxury. Tweaks won’t work and nothing short of systems transformation is needed. Our collective challenge in 2011 is to catalyze transformational change while continuing to pedal the bicycle of today’s systems. We need real-world platforms, connected to existing systems, with the autonomy and resources to design, prototype, and experiment with transformational solutions. Going to war with current systems won’t work. If we’re going to transform the next decade we should start by putting up an “open for renovation” sign.

Have you ever done a major renovation of your home while you were still living in it? We did. I don’t know what we were thinking. I’m not talking about a tweak. It’s the familiar story about a project that started off as a manageable kitchen remodeling. Then the “while we’re at it we might as well do this too” started. Before the dust finally settled, 75% of the living space in our home was transformed, all while we continued to live in the house. Talk about disruption! Like all transformations it took twice as long and cost twice as much as predicted. If you ask our three children, who had to live through it, I’m sure each would say they were scarred for life by the trauma. For two years we were nomads in our own home with sleeping arrangements changing constantly. It

was an adventure to find the temporary kitchen location on any given day. Tweaking is easy. Transformation isn't. No wonder our social systems are so resistant to transformational change.

In the end our house came out great and we were thrilled with the result but looking back we would've been better off if we had found an alternative temporary living arrangement. We don't have the luxury of putting up a "closed for renovation" sign while we transform our social systems. We have to get better at experimenting with new system approaches while still living in the current ones. Big bang approaches to organization or system change seldom work. Instead of going to war to transform an entrenched operating model, create real world sandboxes right next door in which a new generation of transformative operating models can be explored. To enable transformative change consider creating connected adjacencies as innovation platforms.

The imperative is to do R&D for new business models and systems the way organizations do R&D for new products and technologies today. The trick is to explore and test new models while at the same time continuing to live within current ones. This requires establishing adjacent innovation platforms with the freedom to explore new ways to create and deliver value, especially approaches that are disruptive to the current model. Adjacent innovation platforms must have the freedom to experiment with different rules and financial models. Connected adjacencies require senior leadership sponsorship, support, and protection or they will fail. They must be free to recombine and connect capabilities in new ways unconstrained by the existing organization. Those working in the adjacencies must be empowered to borrow and flexibly deploy capabilities and technologies from inside and outside the organization in novel ways.

A decade is a terrible thing to waste. The first decade of the 21st century was transitional. We need the second to be transformational. Together we can co-create the future of education, health care, energy, and entrepreneurship. Let's start by putting up an "open for renovation" sign as we welcome 2011 and the start of an exciting new decade. Here's to innovating through connected adjacencies. Happy New Year

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8 Responses to "2011: Open For Renovation"

1. [monika hurdy](#) says:
December 30, 2010 at 12:20 pm

love it Saul.
i've been reading IDEO's patterns series..
this one on disruption <http://tinyurl.com/36tt2na>
and this one on fluid spaces <http://tinyurl.com/342d654>
both speak to your open for renovation sign.
2. [Tweets that mention 2011: Open For Renovation New post: \(insightful post\) -- Topsy.com](#) says:
December 30, 2010 at 7:24 pm

[...] This post was mentioned on Twitter by umair haque. umair haque said: RT @skap5: 2011: Open For Renovation New post: <http://ow.ly/3wd4z> (insightful post) [...]
3. [Kent Healy](#) says:
January 1, 2011 at 8:05 pm

I like this concept Saul. Very true. Innovation on the scale we need it cannot occur in convenient little steps while we enjoy the comforts and familiarity of yesterday's systems. The end of your article reminds me of the book, *The Power of Pull* (2010). If you have not read it, I think you may enjoy it. Happy new year.

4. Marv Poul says:

January 4, 2011 at 9:42 am

If companies aren't transforming themselves to become the lowest cost provider then they better be transforming to be radically differentiated if they want to remain relevant (a.k.a. in business). What an excellent call to action for the coming decade.

5. Kay Plantes says:

January 4, 2011 at 10:08 am

What's true for society is also true for any one business. The old strategies: incremental improvement and new products just don't produce sustainable profitable growth anymore. You need new business models to unearth new growth platforms. Too many leadership teams take their current business model as a given, just as policy makers take current infrastructure, tax and government service systems as a given seeking to make incremental improvements when redesign is what is called for.

6. Muchiri Nyaggah says:

January 4, 2011 at 2:14 pm

Hi Saul,

I love your perspective. I couldn't but start thinking of a sign that says 'Open for re-innovation'. The need to innovate will be constant within any organisation seeking to 'bring light to what life might be' (Hugh Macleod).

On some level, I think even the way we have approached innovation also needs to change. The willingness to create space within the organisation for expression, experimentation, prototyping and even failure will be a great first step. Being willing to live with the construction crew for a few years is probably an even more important step ☺

@muchiri

7. uday pasricha says:

January 5, 2011 at 5:07 am

Yes the need is for transformational change, but for some of us residing in developing countries (like India) policy makers (in Government) and decision takers (in private sector) still thrive on Jurassic Park principles where retention of status quo has been their source of economic and political power. Lobbyists prevent change and use their resources for retention of Status quo. Thus incremental innovation that defuses conflict, disrupts power pockets, makes old systems redundant become necessary before any transformational innovation can take effect. That perhaps is the reason that these environments stay underdeveloped or euphemistically called emerging economies/companies. Private enterprise offers the best solutions because those that resist transformation just "cease to exist in a short time". Hopefully this will soon apply to political parties. Till then we are compelled to spend time on identifying small incremental strategic innovation that does not invoke conflict. Sounds wishy washy but wherever there is

change creates conflict, the focus of innovators must be on ideation for implementation and not just identifying the ideal solution.

8. Jen says:

January 5, 2011 at 11:05 am

I love it! Thanks, Saul. Affirms a complex, new and exciting path our company is on, and this is just what I needed to read today to keep rolling in that direction.

Often when I hear people cry “innovate” they’re focusing on “novelty” and “change”... and yet often overlooked is “continuity”. No matter our readiness (or not) for change is our need to preserve and keep special things going while renovations are at work. Probably explains why I’m still hoarding high school tshirts (nostalgia junkie) in the closet. So I’m ok after all?!

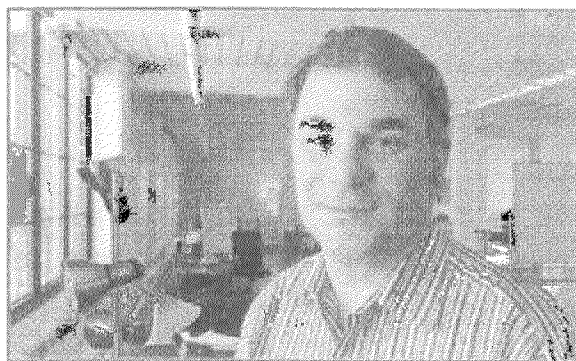
Cheers to renovations and to the new year!

Leave a Reply

Name (required)

Mail (will not be published) (required)

Website



About Saul: [view my profile](#).

Connect:

GRAY'S FRESH START INITIATIVES

Jobs

- 1 Elevate Development to cabinet level position**
- 2 Create 1 stop shop for entrepreneurs
- 3 Target employers and industries
- 4 Recruit 3 new corporate headquarters
- 5 Define clear goals
- 6 Create asset inventory
- 7 Identify best practices
- 8 Create a plan aligned with UK's Top 20 Plan
- 9 Mine university grad lists target them to move here

Create Fresh Development

- 1 Create Commissioner for Preservation, Planning & Economic Innovation**
- 2 Maintain full funding for PDR program and its urban equivalent
- 3 Enforcement for abandoned and neglected property
- 4 Support homegrown projects
- 5 Create performance measures for preservation and development
- 6 Encourage infill and redevelopment

Downtown Planning

- 1 Carryout Downtown Master Plan
- 2 Create design guidelines
- 3 Make TIF a tool for urban stimulation & transformation
- 4 Support public/private partnerships that create more activities
- 5 Incorporate parking in develop efforts

Environmental Protection

- 1 Include LEED principles in all city building projects
- 2 Revive and fund Live Where you work
- 3 Courage and learn from private projects that improve our environment

Neighborhood Protection

- 3 Activate a city land bank
- 4 Plan to create neighborhoods

Small Business Development

- 1 Create incentives for small businesses to hire local
- 2 Give small businesses a break on local fees and taxes
- 3 Implement a Buy Lexington First plan
- 4 Create events to improve visibility for local businesses

Arts

- 5 Establish a Commission on the Arts Economy

Economic & Community Development Committee

<u>Item</u>	<u>CM</u>	<u>Date</u>
	<u>Referred</u>	<u>Referred</u>
Joint Strategy & Vision Project	Martin	Economic & Community Development
Fostering Richer Entrepreneurship	Gorton	1-20-11
IBM Smart City Initiative	Gorton	1-31-11