



working cities
challenge

www.BostonFed.org/WorkingCities

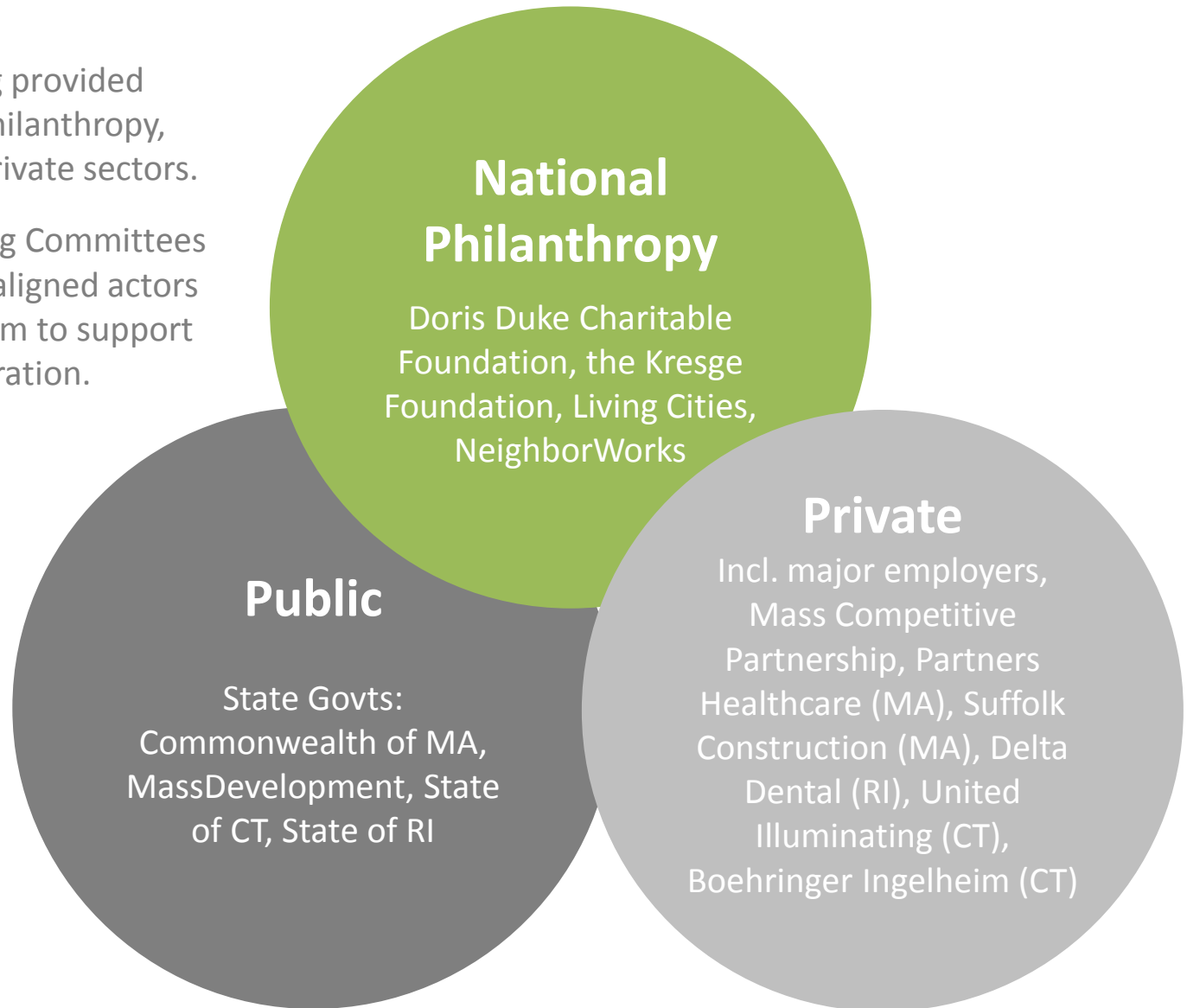


Creating Economic Vitality for Small and Mid-Size Cities

- Yolanda's research shows that Industry mix, demographic composition, and geographic position are **not** the key factors distinguishing the resurgent cities.
- **Most important factor, across the board, is leadership and collaboration.**
- **Why?**
 - Local leaders must stay to course for 10-20 years
 - Taking advantage of multiple opportunities
 - Building off of existing local assets
- **How to get started ?**
 - With the Working Cities Challenge in MA, RI, CT and possibly Northern States
 - Independent of the Working Cities Challenge

The WCC Collaborative: Being the Change

- Prize funding provided equally by philanthropy, public and private sectors.
- State Steering Committees of powerful aligned actors creates system to support local collaboration.



What is the Working Cities Challenge?



- **Competition for 3 year grant funds.** Prizes contributed by partners. 3 year awards of \$300-500k (\$100k-166k/year).
- Aimed at **smaller post industrial cities.**
 - Low-income cities
 - Small to mid-size: pop. of 15,000, 25,000 or 35,000 (depending on state) up to 250,000
- Proposals must be ambitious and
 - unite **public, private, non-profit sectors and community members.**
 - focus on **improving lives of low- and moderate- income people and people/communities of color.**
 - create **systems change.**

What is the Working Cities Challenge?

- **One proposal per city:** must create shared vision and team to carry out effort.
- **Design phase** convenings and six month planning period aid cities to design their efforts.
- **Merit based:** Winners chosen by **independent, expert Jury** based on public criteria (Fed not on Jury)
- Four rounds: Massachusetts (2), Rhode Island and Connecticut. Exploring rounds in VT, NH, ME.
- Aligned with **collective impact** approaches
- Supported by:
 - Technical assistance
 - Research
 - Evaluation
 - Exposure



WCC Local Economic Development Strategies



**Job Access/
Poverty
Reduction**
(Pittsfield)



**Food
Economy**
(Worcester)



**Neighborhood &
Econ Dev.**
(Fitchburg, MA)



Employment
(Springfield, MA)



**Public
Safety**
(Chelsea)



**Neighborhood:
Education & Jobs**
(Lowell, MA)



Employment
(Lawrence)



**Immigrant
Entrepreneurship**
(Holyoke, MA)



**Neighborhood:
Education & Jobs**
(Haverhill, MA)

Winning Cities Efforts & Early Success



Lawrence, MA

10 year Goal:

Increase parent income by **15 percent** in the Lawrence Public School system **over a 10 year period;**

Partners:

Lawrence CommunityWorks, Lawrence Public Schools, City of Lawrence, Lawrence Partnership, Greater Lawrence Family Health, Merrimack Valley Career Center, Northern Essex Community College & more

Early Success:

- “Lawrence Partnership” CEO organization created, leading CEO citywide commitment to local hiring.
- National leader in job training brought to Lawrence to increase capacity, explore pay for success model. For immigrant workers
- City adopts parent engagement model across entire schools system.
- Over 1,000 parents involved.
- Leverage: \$695,000

Winning Cities Efforts & Early Success



Fitchburg, MA

10 year result:

Transform the **North of Main neighborhood** into a place where residents choose to live, work, and invest over the next 10 years.

Partners:

Montachusets Opportunity Council, City of Fitchburg, Fitchburg State University, NuVue Communities, Enterprise Bank, Fitchburg Public Schools & more

Early Success:

- Major new investment/involvement from Fitchburg State University in distressed neighborhood. Private sector also newly onboard.
- WCC work has catalyzed substantial follow-on investment. Leverage: \$4.3 million.
- Hundreds of residents engaged regularly
- New loan fund for neighborhood businesses
- Data dashboard used regularly to measure success.

Winning Cities Efforts & Early Success



Holyoke, MA

10 year result

Raise percentage of **Latino-owned businesses** from its current 9 percent to **25 percent in 10 years;**

Partners

Greater Holyoke Chamber of Commerce, City of Holyoke, Holyoke Innovation District, Nuestras Raices, Holyoke Community College and more

Early Success:

- City restructures business permitting and licensing,
- Accelerator created for minority entrepreneurs.
New businesses and jobs.
- City creates aligned micro loan fund.
- English for entrepreneurs.
- Incubator space being built out.

Winning Cities Efforts & Early Success



Chelsea

10 year result

Reduce crime and increase resident perceptions of community safety by 30% over 10 years in District 4.

Partners

The Neighborhood Developers, City of Chelsea, ROCA, Chelsea Police Department, Chelsea Schools, Chelsea Collaborative, Mass General Hospital and more

Early Success:

- 1st in US HUB n COR crime prevention collaborative brings 23 city agencies together weekly to prevent crime through proactive outreach and services. Addressing crime and superusers.
- City investing deeply in systems change (full time collaborative staff at police dept, treatment beds, youth recreation) using WCC team as R&D.
- Crime down.
- Leverage: \$1 million + city funding

Collaboration for Local Economic Development

- Enhanced/different roles for cities, explicitly inviting in and building upon strengths of non-profits and businesses, rather than controlling and executing decisions alone.
- Can help with legacy – strong cross sector partnerships can outlast individual administrations
 - 50% of Round 1 WCC partnerships have successfully survived administrations turnovers, as has the initiative itself
- Key role for cities as:
 - Convener, Identifier of key issues, moments of economic opportunity
 - Champion
- Must have long term focus.
- Importance of:
 - Data
 - Attention to process, including community engagement
 - PS – you don't have to do it all yourselves.