



working cities
challenge

www.BostonFed.org/WorkingCities

Resurgent Cities

Collaboration & Economic Recovery

- Engagement in Springfield MA leads to national research on economic development approaches of mid-sized cities with high levels of manufacturing.
 - Lessons from Resurgent Cities, Kodrzycki and Muñoz, 2009
- Comparison group of 25 similar cities across the nation identifies 10 **“resurgent cities”** with substantial progress in improving living standards for residents.
- **Results?** 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.**

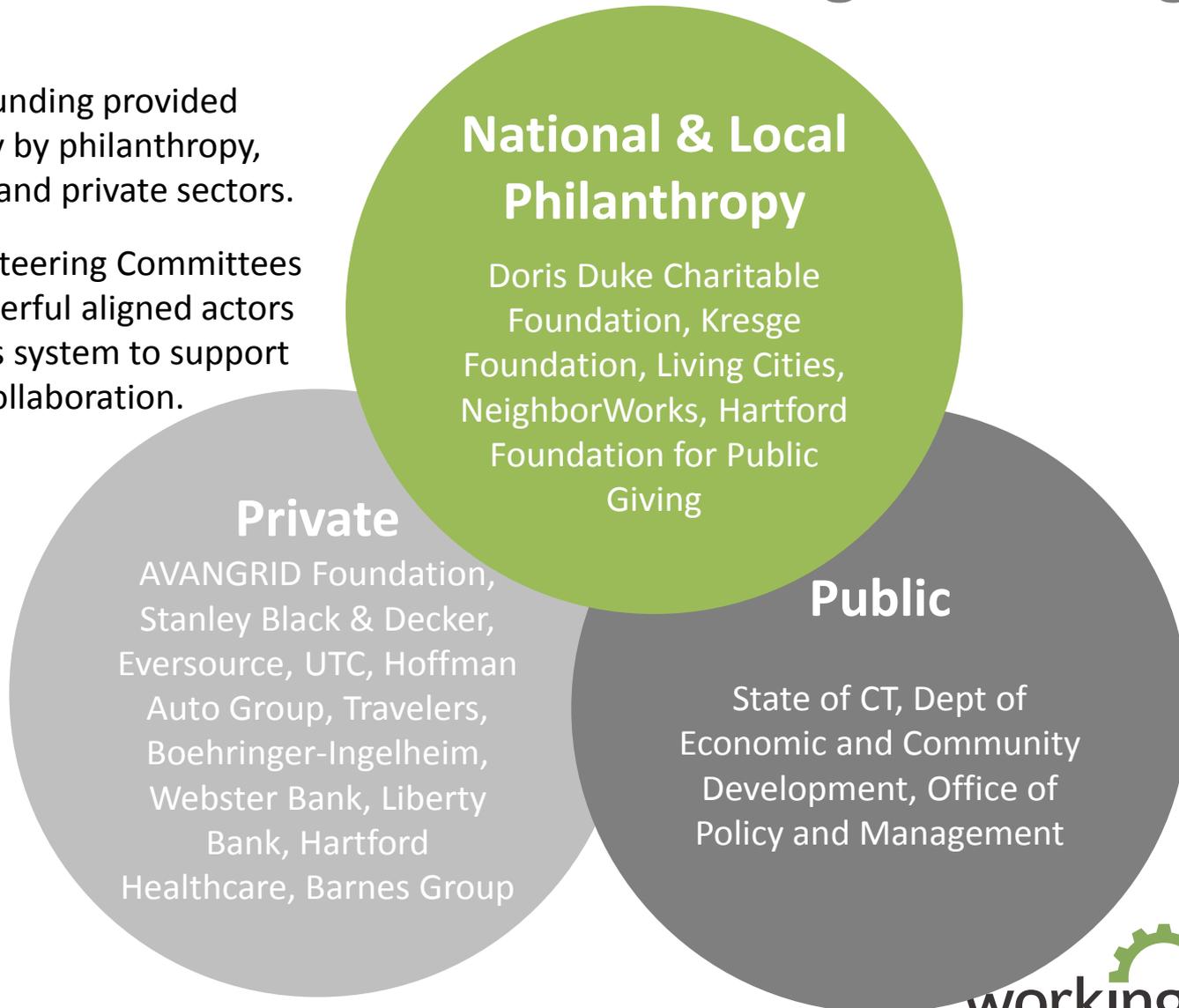
Working Cities Challenge Goals

- Support **bold promising economic growth strategies** that have the potential to transform the lives of **low-income people**, including people of color, and the communities in which they live
- **Build resilient cross-sector civic infrastructure** that can tackle the complex challenges facing smaller industrial cities and achieve population level results.
- Move beyond programs and projects to **focus on transforming systems**; promote integration across multiple systems and issues
- Drive **private markets** to work on behalf of low income people by blending public, private and philanthropic capital and deploying it in catalytic investments
- Collaborate with Challenge partners at the state and regional level to **broaden support for collaboration and leadership**, focused on low-and moderate income communities.
- **Accelerate and learn from promising work already underway**
- Create a successful model for New England and beyond



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?

Key Features

- Competition for three year grant funds. Prizes contributed by partners (not Federal Reserve). Three year awards of \$300-500k.
- Designed by steering committee of influential cross sector partners
- Eligible to compete: smaller postindustrial cities.
- Proposals must be ambitious and
 - **unite public, private, non-profit sectors and community members.**
 - focus on **improving lives of low- and moderate- income people.**
 - create **systems change.**
- **One proposal per city:** must create shared vision and team to carry out effort.
- **Design phase** convenings aid cities to plan their efforts.
- **Merit based:** Winners chosen by **independent, expert Jury** based on public criteria (Fed not on Jury)



More than Funding

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Learning Community

- Design phase to support teams in developing their efforts prior to application.
- Coaching, technical assistance and capacity building convenings, and initiative directors network available to winning cities for three years.
- Funder network and convenings.

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Research & Evaluation

- Professional evaluation of the Challenge via Mt. Auburn/Abt Associates
- Fed and partner economists to conduct randomized control trial on one city initiative.
- Dedicated Boston Fed & Clark University research to include research on collaboration, civic infrastructure, workforce conditions and best practices

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Replication

- Round 2 in MA, Round 3 in Rhode island, Round 4 in Connecticut underway
- Other Fed actively planning for WCC efforts.

Municipal Leaders and Working Cities

Why Mayor / City Manager Involvement Adds Value to Working Cities

- well-positioned to help identify, align and leverage a city's economic growth priorities with local policy, budget, programs and systems (education, workforce, housing, transportation, etc.) to maximize the impact of a Working Cities project
- can engage and convene public, private, nonprofit and resident leadership to enhance the composition of and regular participation on a city team during the design phase and beyond
- provide support for the team's 'backbone' / lead organization (nonprofit, community development entity, etc)
- **Overall: Mayors should determine the role that makes the most sense for the collaboration. There are several ways to be successful, but being a lone wolf is not one of them.**

Municipal Leaders and Working Cities

Roles for Mayor/City Managers with Working Cities

- Involvement as an active participant on a local cross-sector collaborative leadership team to
 - Encourage partners to contribute to key decisions
 - Serve as a champion for Working Cities
 - Recommend opportunities for new or improved policy and policy alignment with public sector (local and state)
- Support participation of relevant city department leadership and provide expertise on a local issue-specific workgroup to advance a team's strategy

Experience of Mayor/City Manager involvement in MA and RI Working Cities

CT Private Sector and Working Cities

Why Private Sector Involvement Adds Value to Working Cities

- Private sector entities are well-positioned to help identify, align and leverage a city's economic growth priorities with local policy, budget, programs and systems (education, workforce, housing, transportation, etc.) to maximize the impact of a Working Cities project
- Private sector can engage public and private relationships to enhance the composition of a city team
- Provides a key voice to ensure accountability for project outcomes and that the locally identified challenge is grounded in data

Roles for Private Sector with Working Cities

- Involvement as an active participant on a local cross-sector collaborative leadership team to
 - Help with key decisions on project selection, solution design, leveraging local resources/partners, etc.
 - Serve as a champion for Working Cities to partners within and beyond the city
 - Recommend opportunities for new or improved policy and policy alignment with public sector (local and state) leadership
- Provide expertise on a local issue-specific workgroup to advance a team's strategy (such as workforce development, small business lending expansion, support for entrepreneurs, etc)

Next Steps and How to Get Involved

Process:

- Design Grants: RFP release Nov 1, 2016; ten cities win \$10-\$20k grant, six month planning period, including 3-4 convenings to learn more about model, core elements; cities selected spring 2017.
- Teams must win design grant to apply for multi-year grant.
- Three year grants of \$300-\$500k with ongoing support for 4-5 cities. Applications Oct 2017.

Questions?

WCC Sampler: MA Winning Cities

Of the 20 eligible cities (all applied), six cities received a total of \$1.8 million in prize funds and leveraged an additional \$5.6 million. These projects are illustrative only. Your effort may be very different and be selected.



Lawrence

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

Plan to provide families with access to resources and opportunities to facilitate employment and economic security.



Fitchburg

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

Develop an in-depth neighborhood report card to help residents and partners prioritize investments and track effectiveness.

Winning Cities



Holyoke

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

Coordinate services and opportunities across organizations and sectors.



Chelsea

Decrease crime and increase resident perceptions of safety by 30% in 10 years through focus on crime prevention, youth opportunity, resident engagement.

Cutting edge collaborative crime prevention model, multi-tiered effort including focus on trauma.