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.**
FRBB Resurgent Cities Research

Factors that distinguish ResurgentCities/Collective Impact initiatives

- A common agenda
- Shared measurement systems
- Mutually reinforcing activities
- Continuous communications
- Presence of a backbone organization

Winston-Salem, NC
What is the Working Cities Challenge?

The Working Cities Challenge is a competition designed to lead smaller cities through a rigorous process that builds cross-sector collaboration to solve issues impacting the lives of these cities’ lower-income residents.

Led by the Federal Reserve Bank of Boston, the Working Cities Challenge encourages leaders from the public, private, and nonprofit sectors to advance proposals that tackle complex challenges facing smaller postindustrial cities and achieve large scale impact across communities.

Funding partners including the MA Competitive Partnership, Living Cities, and the Commonwealth of Massachusetts put together a pool of $1.8 million in multi-year prize funds. Funds did not come from the Boston Fed.

Winners chosen by independent, expert Jury based on public criteria.
What is the Working Cities Challenge?

• In order to apply, local leaders in the Working Cities had to **put together teams of high level public, private and nonprofit leaders, which included community input.**
  • Only **one team** per city could participate.
  • Lead chosen by team (can be any sector, agency)

• The teams **selected their own vision.** They could choose the topic as long as they focused on **low income residents** and fixing or **improving systems**, rather than creating individual programs.
“Working Cities” Progress

• Major new partnerships through the process, even in cities that did not win.

• The jury rewarded some creative and bold solutions (increasing income for one generation and measuring effects for a second; increasing Latino entrepreneurship; solving tough problems with better data).

• Dramatically increased capacity and strong community engagement work, especially to Hispanics. Major additional grants leveraged.

• Significant additional use of data by local teams, including control trial study in Lawrence, partner database in Chelsea, neighborhood report card in Fitchburg.

• Early results: Baseline evaluation finds winning cities collaboration strong and deepening through process (strong impact on non-winning cities as well). Commitment to long-term vision strong.
Working Cities Initiative Level Impact

• **Increased attention to winning cities**, including Lawrence meetings with developers, Jobs for MA, Chair Yellen visit to Chelsea, Boston Fed president visit to all winning cities.

• **MassDevelopment** is adopting collaborative leadership as a threshold criteria for selecting Transformative Development Fund grantees.

• More than **53 articles** since launch, including coverage in NYTimes, Time Magazine, Bloomberg News. Working Cities Challenge named a “**Game Changer**” by Boston Globe in 2014.

• In 2014, MA state legislature passed $1.5 million for **second round of Working Cities Challenge**.
Appendices
The WCC Collaborative
Being the Change

The Challenge is led by leaders equipped to support local initiatives by influencing state policy and large scale investment in smaller cities.

Prize Funds were not provided by the Fed, but by:

- LIVING CITIES
- MACP
- MASSDevelopment
- Move The World Foundation
- SURDNA
- tBf The Boston Foundation
- FORDFOUNDATION
- Boston Private Bank & Trust Company

Other partners/steering committee include:

- MassINC
- THE LIFE INITIATIVE
- CLARK UNIVERSITY
- Boston Community Capital
- THE ALLIANCE FOR BUSINESS LEADERSHIP
Winning Cities

Of the 20 eligible cities (all applied), six cities received a total of $1.8 million in prize funds

1. **Lawrence**
   - $700,000 three-year implementation award
   - 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.

2. **Fitchburg**
   - $400,000 three-year implementation award
   - 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.

3. **Holyoke**
   - $250,000 three-year implementation award
   - 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.
Looking Forward

Three-year learning community for winning and non-winning teams including:

1. **Learning Community**
   - Structured team planning sessions to advance local efforts
   - Informational seminars designed to provide relevant information and best practices offered in partnership with *MassINC*.
   - Funder network and convenings.

2. **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

3. **Replication**
   - Goal is to expand to other New England states and conduct future rounds in MA. Legislature has set aside funds for replication in MA.
“The value of the competition goes beyond grant money, though that undoubtedly will help those who receive it. The real value of the competition is that it will encourage conversations among local stakeholders that are necessary to make real and lasting change. Moreover, participants will receive access to technical assistance and planning resources, as well as to a growing network of public, private, nonprofit, and philanthropic leaders in the state who are focused on improving the economies of its smaller cities.”

Chairman
Ben Bernanke
April 12, 2013

NYT article; January 21, 2014