



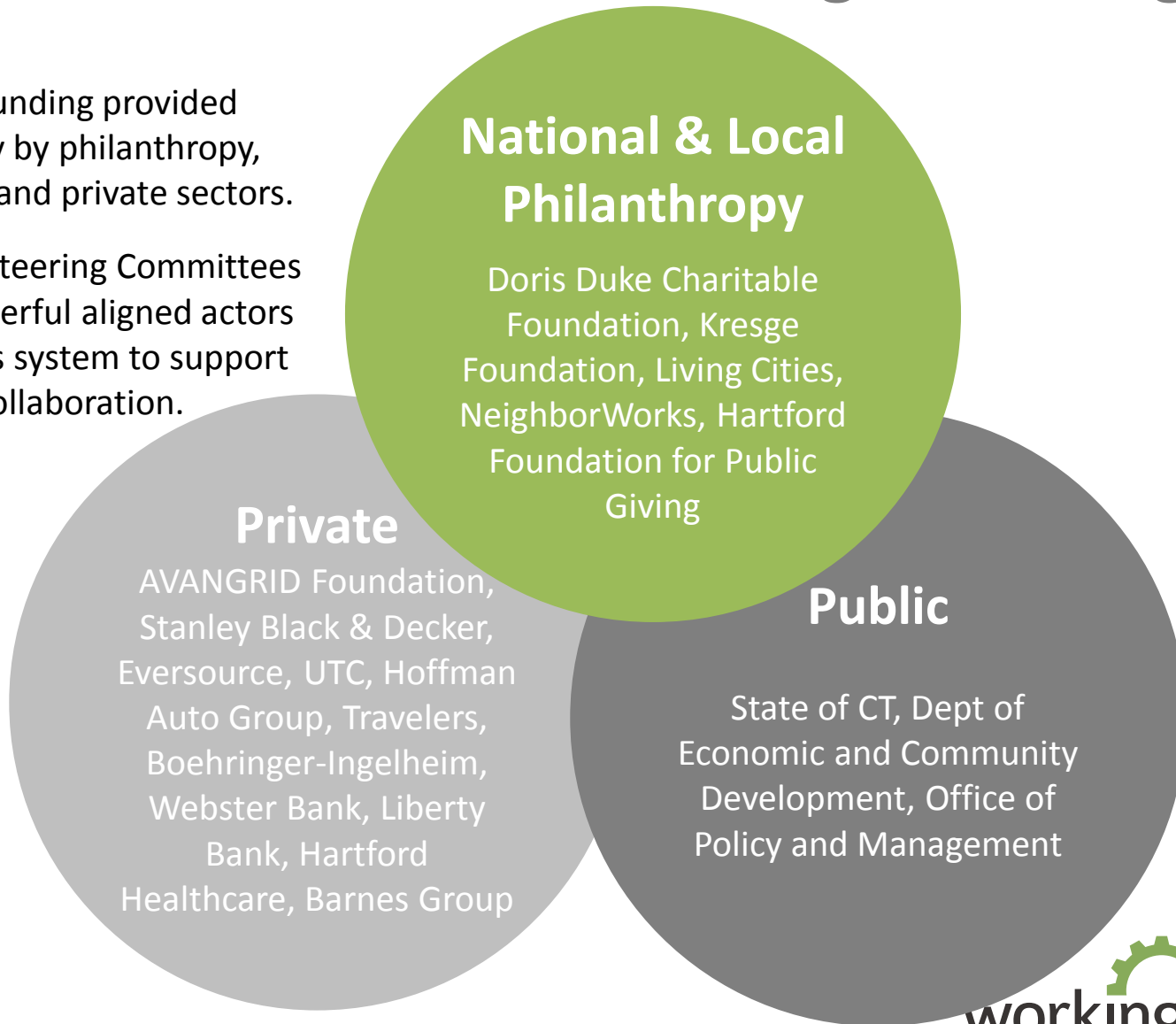
**Prabal Chakrabarti, SVP**  
**Presentation to CT Council on Competitiveness**  
**[www.BostonFed.org/WorkingCities](http://www.BostonFed.org/WorkingCities)**

# 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

1

## 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.

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

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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.

# Progress Highlights, MA Round 1, Year 2

## City Systems Changes:

- Lawrence:
  - “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.
  - City adopts parent engagement model in all schools.
- Fitchburg:
  - Major new investment/involvement from Fitchburg State University in distressed neighborhood.
  - Substantial follow-on investment in WCC effort.
- Holyoke:
  - City restructures business permitting and licensing, accelerator created for minority entrepreneurs, plans for city loan fund.
- Chelsea: 1<sup>st</sup> in US HUB n COR crime prevention collaborative brings 23 city agencies together weekly to address public safety crisis. City investing deeply in systems change (treatment beds, youth recreation).

# Initiative Level Impact, Year 2

- \$6.2 m leveraged in additional investment into Round 1 cities from nat'l, local and public funders.
- National funders showing increasing investment in smaller cities as places of opportunity as well as need (Rosengren presentation).
- Over 80+ positive media features and mentions (NYT, Time, Bloomberg, regional, local)
- Baker administration credits the Working Cities Challenge with informing key aspects of its \$3M Urban Agenda Initiative, supporting cross-sector partnerships to foster economic development in low-income communities.
- MassDevelopment has adopted collaborative leadership as a threshold criteria for its \$15M Transformative Development Initiative.
- Interest from other Federal Reserve Banks in adopting the Working Cities Challenge model.







# 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 three year grant.
- Three year grants of \$300-\$500k with ongoing support for 4-5 cities. Applications Oct 2017.

## Questions?

# Thanks to our Funders and Competition Partners

**Funding and competition partners in Connecticut include:**

- The State of Connecticut
- The Doris Duke Charitable Foundation
- The Kresge Foundation
- Living Cities
- NeighborWorks America
- AVANGRID Foundation
- Stanley Black & Decker
- Boehringer Ingelheim Pharmaceuticals BI Cares Foundation
- Travelers Companies, Inc.
- The Hartford Foundation for Public Giving
- Webster Bank
- Eversource Energy
- Liberty Bank Foundation
- Ion Bank
- Hartford HealthCare
- Barnes Group Foundation
- Thomaston Savings Bank
- Hoffman BMW of Watertown/Hoffman Auto Group
- United Technologies Corp.
- Charter Communications
- Fairfield County's Community Foundation
- Valley Community Foundation
- Community Foundation of Greater New Britain
- The Community Foundation for Greater New Haven
- Northwest Connecticut Community Foundation
- Community Foundation of Eastern Connecticut
- Connecticut Community Foundation
- Main Street Community Foundation
- New Canaan Community Foundation
- Berkshire Taconic Community Foundation
- Jewish Community Foundation of Greater Hartford
- Bank of America