Prabal Chakrabarti, SVP
Presentation to CT Council on Competitiveness
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.

**National & Local Philanthropy**
Doris Duke Charitable Foundation, Kresge Foundation, Living Cities, NeighborWorks, Hartford Foundation for Public Giving

**Private**
AVANGRID Foundation, Stanley Black & Decker, Eversource, UTC, Hoffman Auto Group, Travelers, Boehringer-Ingelheim, Webster Bank, Liberty Bank, Hartford Healthcare, Barnes Group

**Public**
State of CT, Dept of Economic and Community Development, Office of Policy and Management
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)
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<th>More than Funding</th>
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<tr>
<td>1</td>
<td>Learning Community</td>
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<td>• Design phase to support teams in developing their efforts prior to application.</td>
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<td>• Coaching, technical assistance and capacity building convenings, and initiative directors network available to winning cities for three years.</td>
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<td>• Funder network and convenings.</td>
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<td>Research &amp; Evaluation</td>
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<td>• Professional evaluation of the Challenge via Mt. Auburn/Abt Associates</td>
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<td>• Fed and partner economists to conduct randomized control trial on one city initiative.</td>
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<td>• Dedicated Boston Fed &amp; Clark University research to include research on collaboration, civic infrastructure, workforce conditions and best practices</td>
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<td>3</td>
<td>Replication</td>
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<td>• Round 2 in MA, Round 3 in Rhode island, Round 4 in Connecticut underway</td>
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<td>• Other Fed actively planning for WCC efforts.</td>
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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:** 1st 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.


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