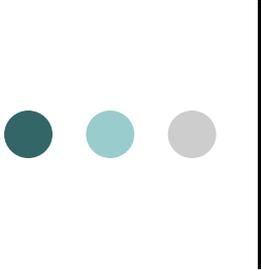




# Lessons from Resurgent Mid-Sized Manufacturing Cities

Yolanda Kodrzycki  
Vice President and Director  
New England Public Policy Center  
Federal Reserve Bank of Boston

Reinventing Older Communities Conference  
Federal Reserve Bank of Philadelphia  
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# Toward a More Prosperous Springfield: A Federal Reserve Bank of Boston Initiative

- Why Springfield, MA?
  - Springfield has one of the highest rates of concentrated poverty in the nation.
  - Springfield's challenges are similar to other old manufacturing cities across the nation.
- Objective: Support ongoing efforts to revitalize City of Springfield
- Our focus: bring economic improvement for city residents, especially those in impoverished neighborhoods

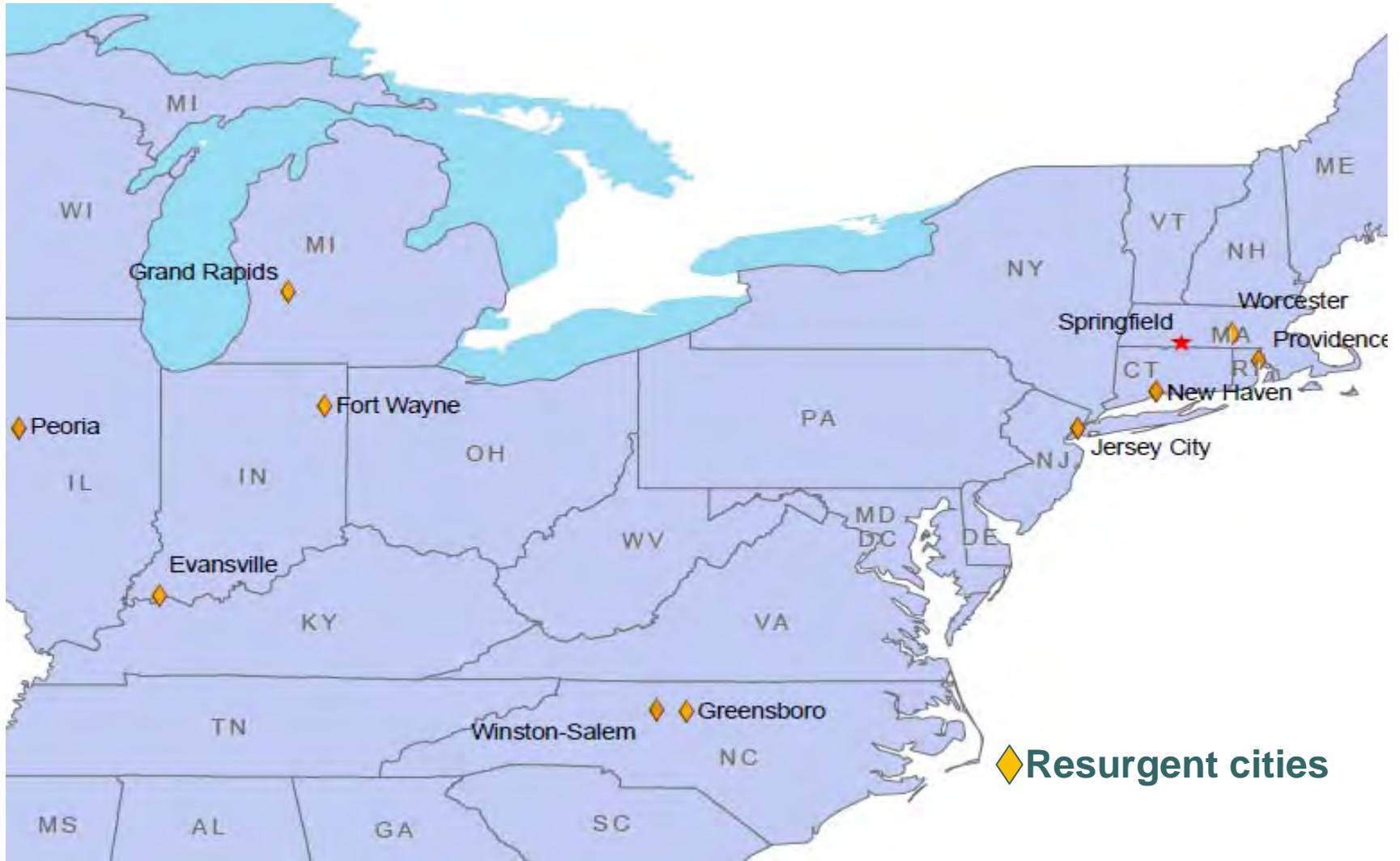
<http://www.bostonfed.org/commdev/springfield/>

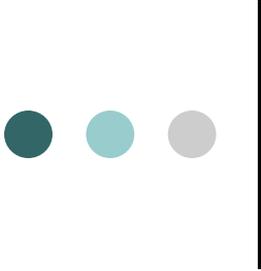
# Identifying 25 peer cities for Springfield:

1. manufacturing employed 30%+ residents in 1960
2. population of 100,000-250,000 in 1960-80
3. remained primary city in metro area (MSA)



Our 10 resurgent cities are located in eight different states.

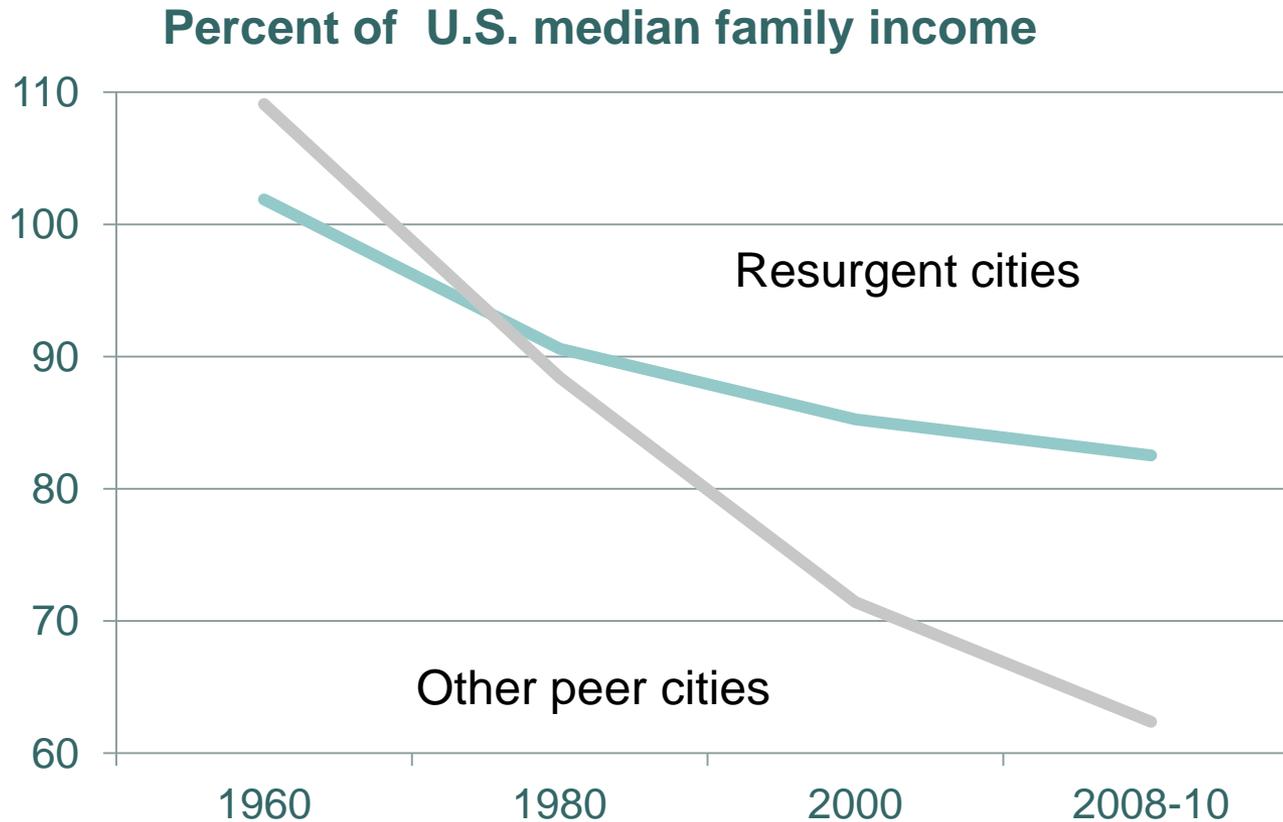


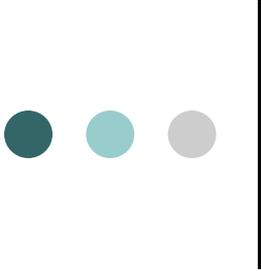


## What constituted success in these cities?

- Outcomes for the residents:
  - Economic prosperity / absence of poverty
  - Absence of severe population losses
  - Social well-being / quality of life
- How to measure success:
  - Relative to peer cities
  - As objectively as possible

Median family income in the resurgent cities is currently \$12,520 higher than in the other peer cities ...  
But has fallen well below the U.S. median.



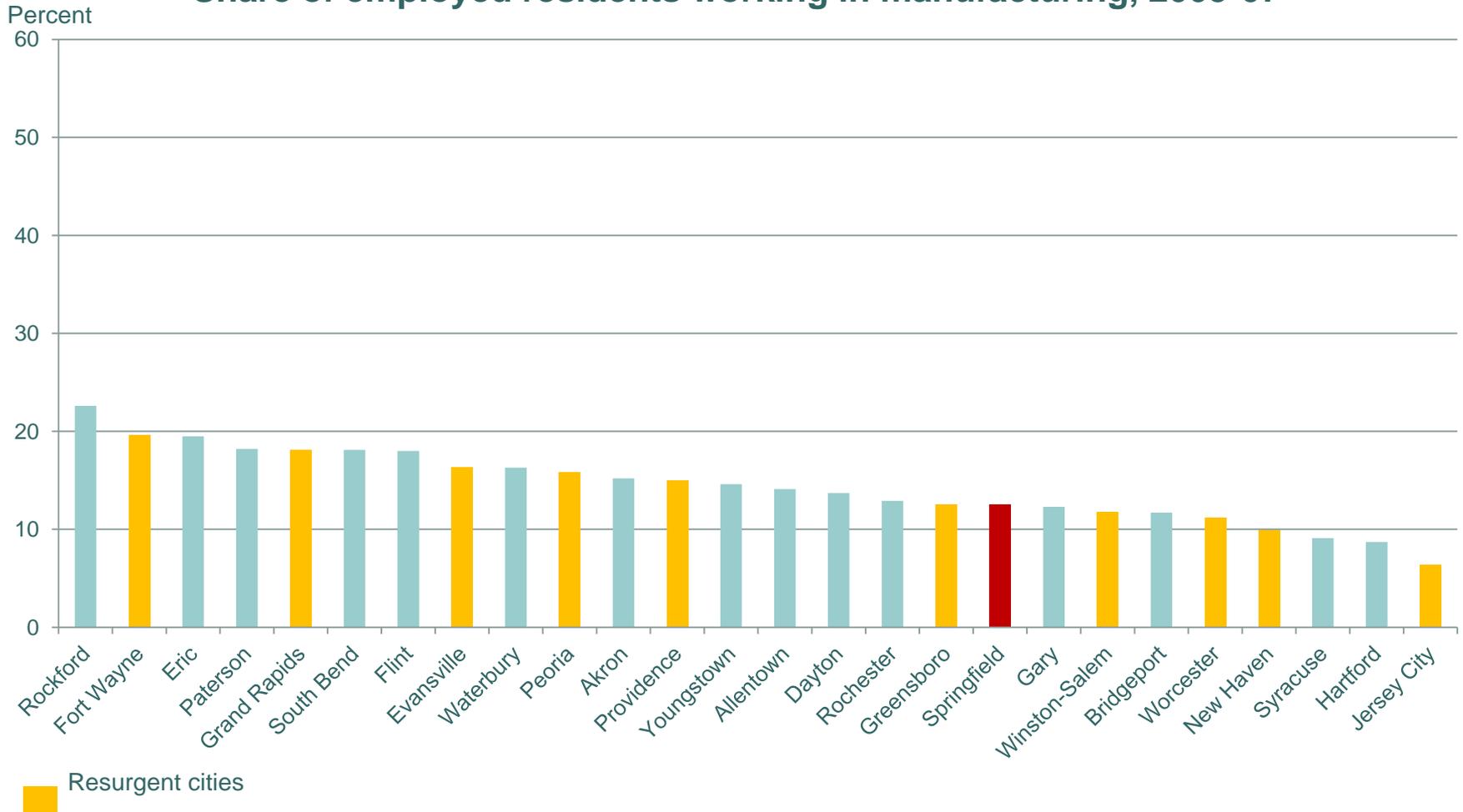


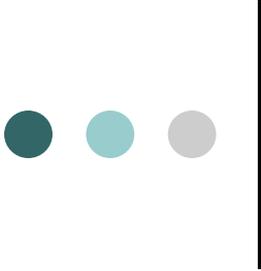
## Key lessons: Industry modernization

- High initial dependence on manufacturing hindered resurgence.
- Both resurgent and non-resurgent cities have reduced their dependence on manufacturing.
- Industry modernization involves developing more robust manufacturing and non-manufacturing sectors.

All of the cities—resurgent and other—  
now rely less on manufacturing jobs.

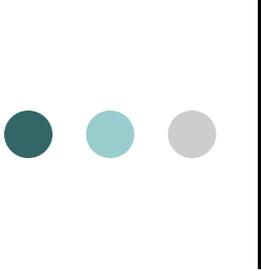
Share of employed residents working in manufacturing, 2005-07





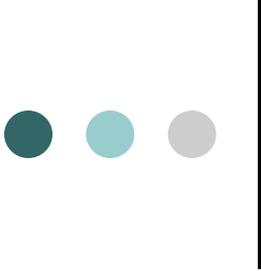
## Key lessons: leadership and collaboration

- Initial leaders can come from any sector – government, business, or non-profit.
- Sustained progress requires broad collaboration across all constituencies.
- Building a durable civic infrastructure involves making changes in organizational structures.



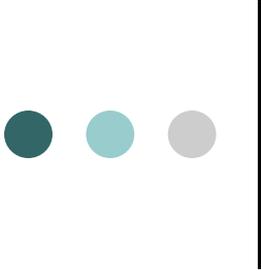
## Key lessons: Long-term visioning and re-evaluation

- Resurgent cities develop comprehensive long-range plans (10-20 years).
  - Based on broad participation.
  - Frequently involve regional engagement.
- Success requires re-evaluating these plans.
  - Initial successes are likely to be selective.
  - New economic challenges emerge.



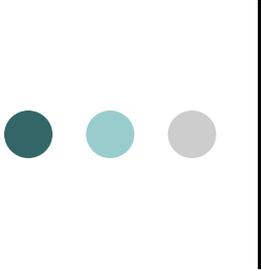
## Key lessons: Infrastructure and downtown revitalization

- Transportation and communications improvements are important draws for both manufacturers and other businesses.
- Downtown makeovers attract residents and create entrepreneurial activities.



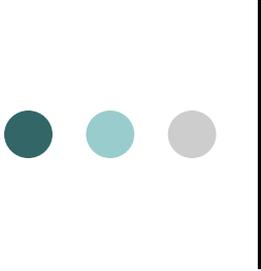
## Key lessons: Role of higher education institutions

- Educational attainment has improved considerably in resurgent cities.
- Higher education institutions also play important roles as economic developers, major employers, and financiers.
- Cities lacking one major higher education institution can benefit from coalitions among smaller institutions.



## Key lessons: Helping low-income families and neighborhoods

- A continuing struggle, even in resurgent cities.
- Need for separate, focused initiatives and active collaborations.



## Postscript on Springfield, MA: Obstacles and opportunities

- City-to-City of Greater Springfield formed in 2010. Participants have visited four of the resurgent cities.
- Public-private sector partnership created in the wake of 2011 tornado.
  - Multi-year rebuilding effort planned
  - Comprehensive vision being formulated
- Boston Fed evaluating its activities in Springfield and deciding how to apply lessons learned to other New England cities.