

What is the Working Cities Challenge?

“..the Federal Reserve Bank of Boston has been the catalyst for the Working Cities Challenge, **inspired by its own research** on cities that managed to diversify away from a declining, manufacturing-based economy.

The research found that one key to success is "**collaborative leadership**," when governments, businesses, and nonprofits unite behind one focused approach.

The Working Cities Challenge promotes that principle by **inviting smaller Massachusetts cities** to consider how they would use collaborative leadership to unite their communities to address a major challenge for lower-income residents.

Twenty cities competed for \$1.8 million in funding from the state and other sources.

Six cities were awarded funds this past January, but many more will benefit from the spread of a **new approach to capacity building** that Fed research shows helps communities thrive.”

Federal Reserve Chair Janet L. Yellen, March 31, 2014



Advancing Collaborative Leadership Locally & Statewide

The WCC itself is a **multi-stakeholder table of leaders** with influence in state policy and large scale investment in smaller cities.

Prize Funds provided by:



LIVING CITIES
INNOVATE ▶ INVEST ▶ LEAD

Philanthropy

MACP
MASSACHUSETTS COMPETITIVE PARTNERSHIP

Private Industry



Public Sector

Fed provides leadership, staffing and technical assistance, but does not provide prize funds nor sit on selection jury.

Selection process designed to build capacity and collaborative leadership:

- Public evaluation criteria
- Only public, private, non-profit teams may apply.
- Only one application per city permitted, encouraging consensus on local priorities.
- Extensive work with teams: pre-application workshops, site visits, jury interviews

www.bostonfed.org/workingcities


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challenge

Winners: Six winners, with high level public/private/non profit leadership uniting to:

1. **Improve workforce outcomes** for: parents, immigrants, disengaged youth
2. **Create data driven community change**/neighborhood collective impact: reducing income and other disparities
3. **Increase immigrant entrepreneurship**

Cross cutting theme: Connecting major public/economic development investments to outcomes for low-income residents

The Path Forward: Supporting Success and Learning across the NE District

Learning community (3 year) for winning and non-winning teams to include:

- Structured team planning sessions and technical assistance
- Informational seminars (est. 4 per year) to provide best practices/relevant research

Research & Evaluation: to include **professional evaluation**, dedicated research by Boston Fed & Clark University

Replication to other New England States

