

SMALL LEGACY CITIES, EQUITY, AND A CHANGING ECONOMY



THE CONVERSATION

IN THE NEWS

The Boston Globe

Wealth gap limits equality of education

High-income families spend 7 times more each year on learning expenses

By [Megan Woolhouse](#) | GLOBE STAFF JULY 05, 2013

High-income families are spending between rich and poor students, a

High-income families have always low-income family, up from four

Forbes

WASHINGTON 12/09/2013 @ 3:31PM | 20,580 views

CBO Details Growing U.S. Income Inequality

Roberton Williams, Contributor

Just as President Obama was decrying the Congressional Budget Office provided his report on household income and taxes—the rich have indeed gotten richer. (Full report helped assemble these income and tax data

The New York Times

In Climbing Income Ladder, Location Matters

A study finds the odds of rising to another income level are notably low in certain cities, like Atlanta and Charlotte, and much higher in New York and Boston.

The chance a child moved to the highest income level by age 18



THE CONVERSATION

LEADING VOICES



“I believe this is the **defining challenge** of our time: Making sure our economy **works** for **every** working American.”

- President Obama,
December 4th, 2013

THE CONVERSATION

LEADING VOICES

“Today everything comes under the laws of **competition** and the **survival** of the fittest... As a consequence, masses of people find themselves **excluded** and **marginalized**...”

- Pope Francis,
November 24, 2013



Income Gap
Poverty
Stagnant Wages
Inequality
Wealth Gap
Social Mobility
Education
Inequity
Health, Wealth and Inequality
Income Inequality Begins to Hit Business in the Pocketbook
Income Gap Fraying US Social Fabric
How Inequality Hollows Out the Soul
Equal Opportunity, Our National Myth
Inequality Is Holding Back the Recovery

THE CONVERSATION

IN POST-INDUSTRIAL LEGACY CITIES



HISTORIC WATER FILTRATION PLANT, WILMINGTON



VACANT INDUSTRIAL BUILDING, PHILADELPHIA

THE CONVERSATION

IN POST-INDUSTRIAL LEGACY CITIES



OVER-THE-RHINE, CINCINNATI



NORTHERN LIBERTIES, PHILADELPHIA

AGENDA

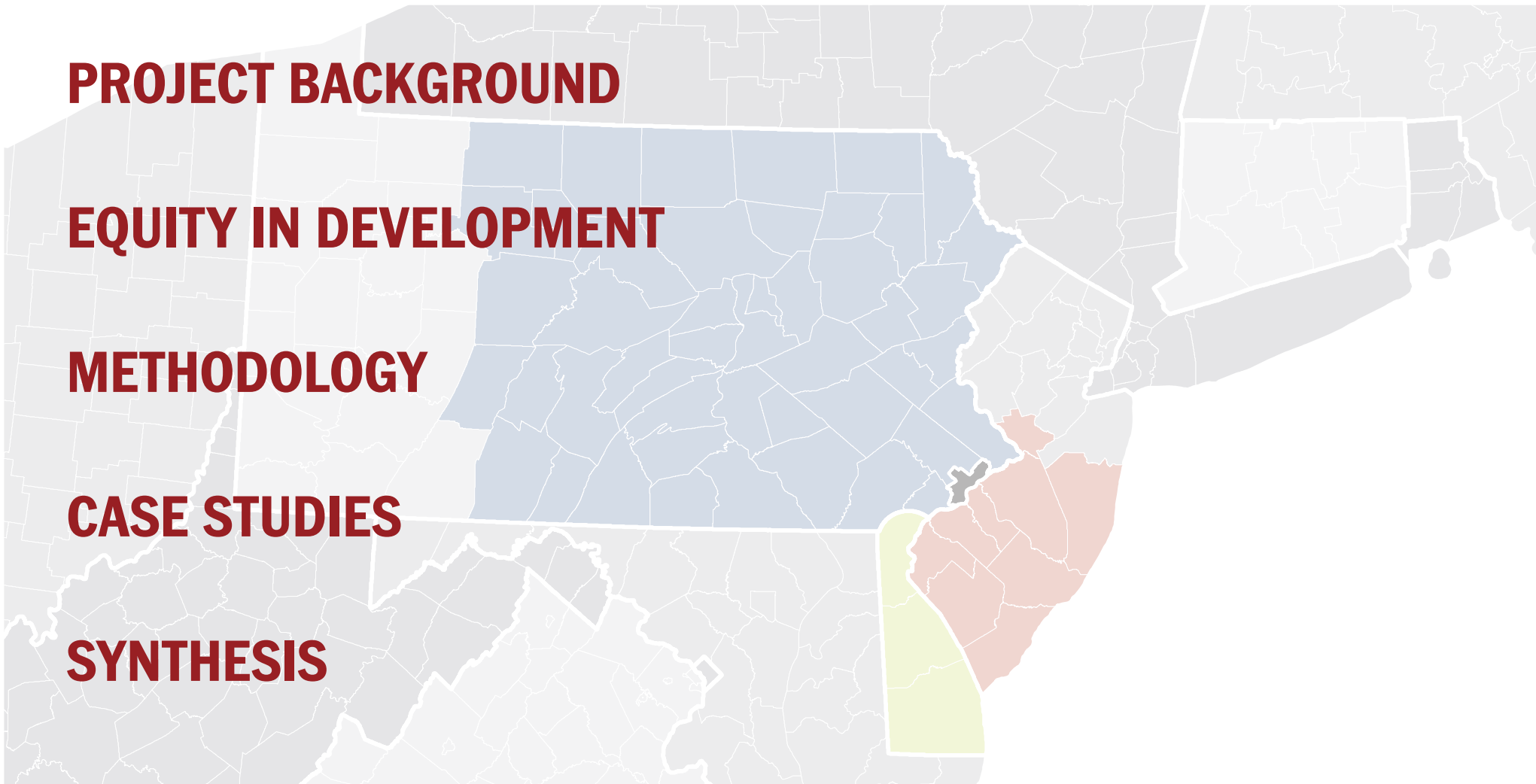
PROJECT BACKGROUND

EQUITY IN DEVELOPMENT

METHODOLOGY

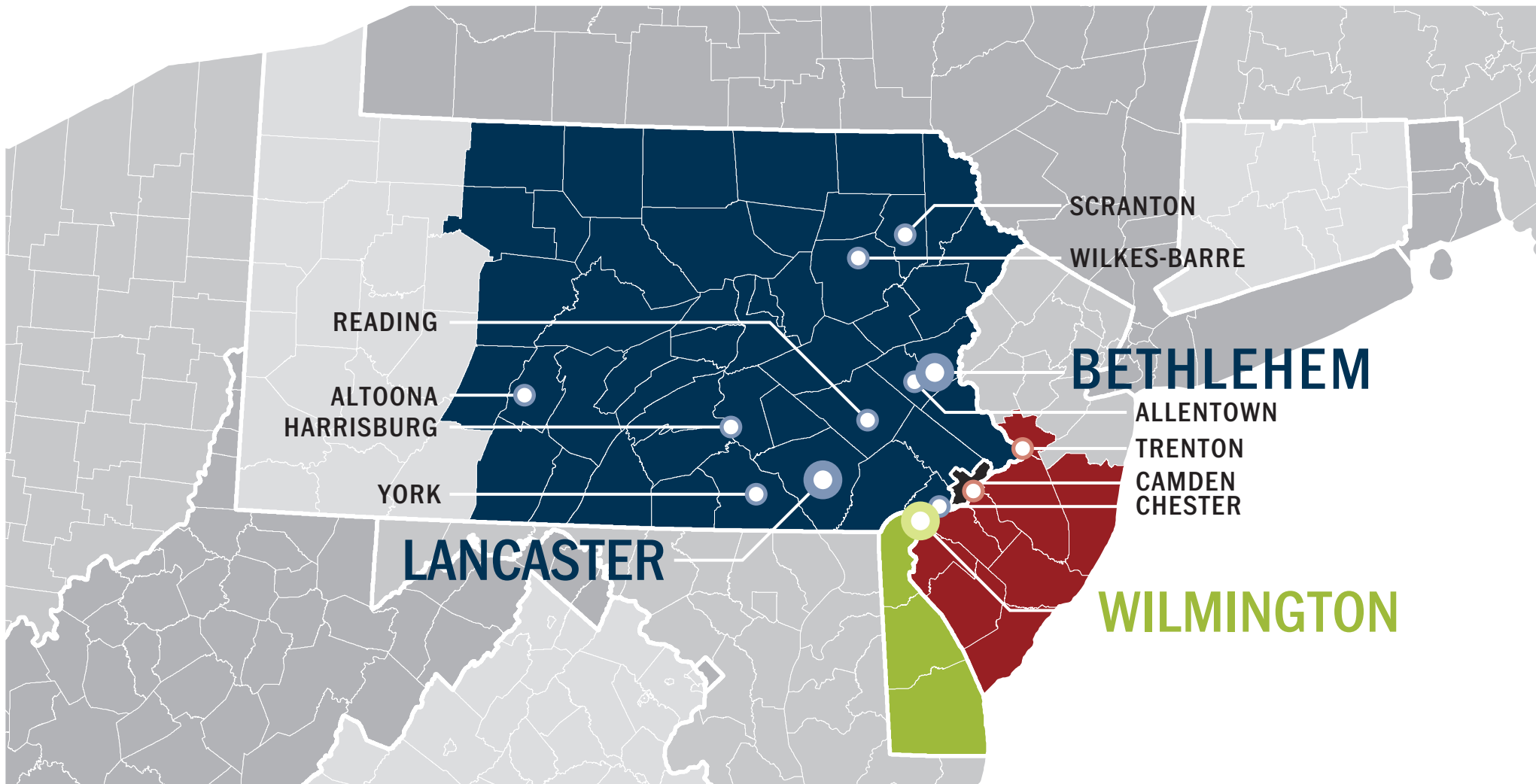
CASE STUDIES

SYNTHESIS



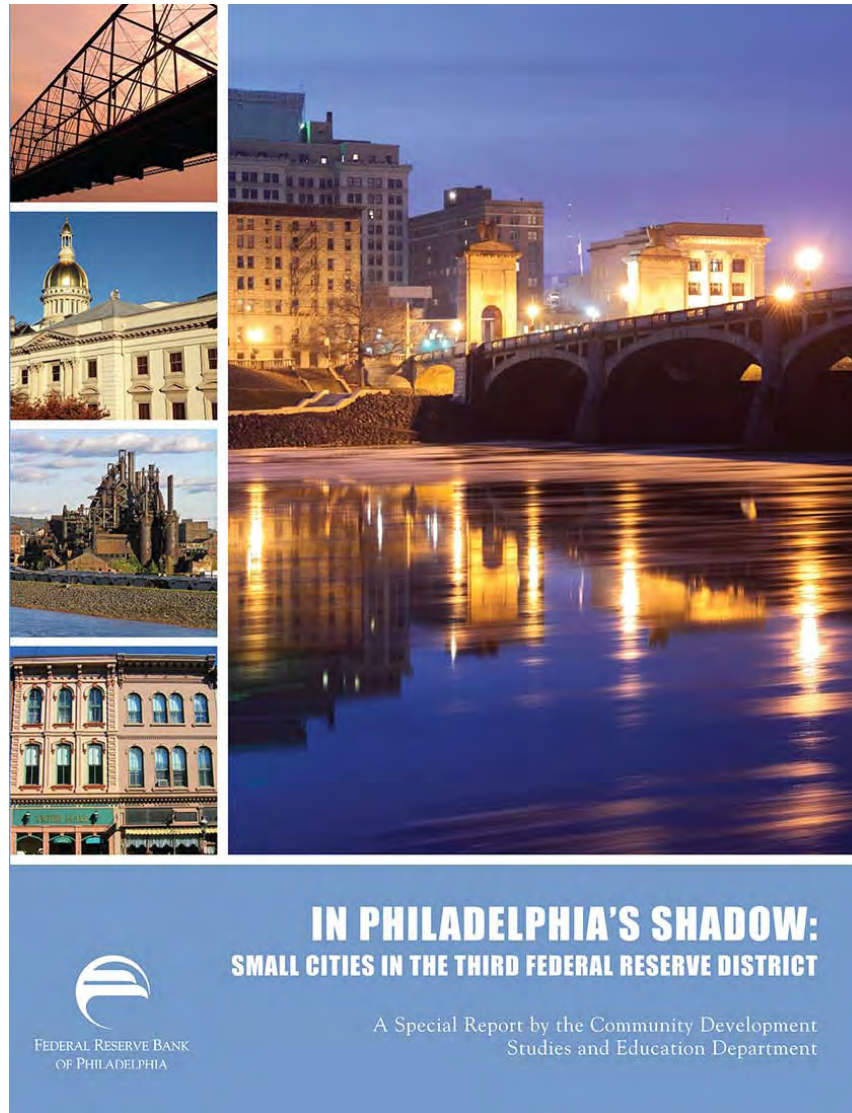
PROJECT BACKGROUND

FEDERAL RESERVE BANK OF PHILADELPHIA: *COMMUNITY DEVELOPMENT STUDIES AND EDUCATION DEPARTMENT*



PROJECT BACKGROUND

IN PHILADELPHIA'S SHADOW *BY ALAN MALLACH*

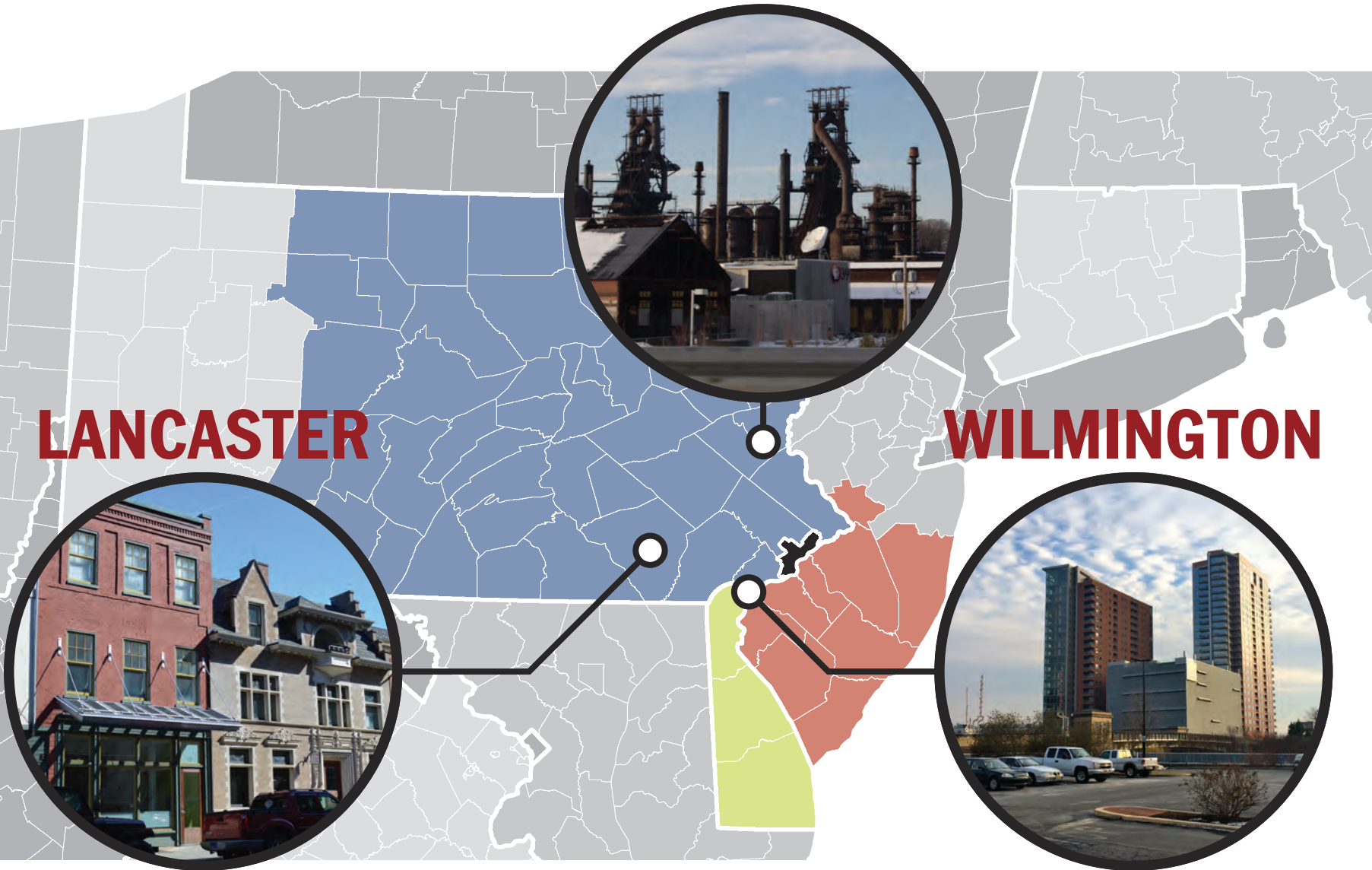


REBOUNDING CITIES

BETHLEHEM

LANCASTER

WILMINGTON

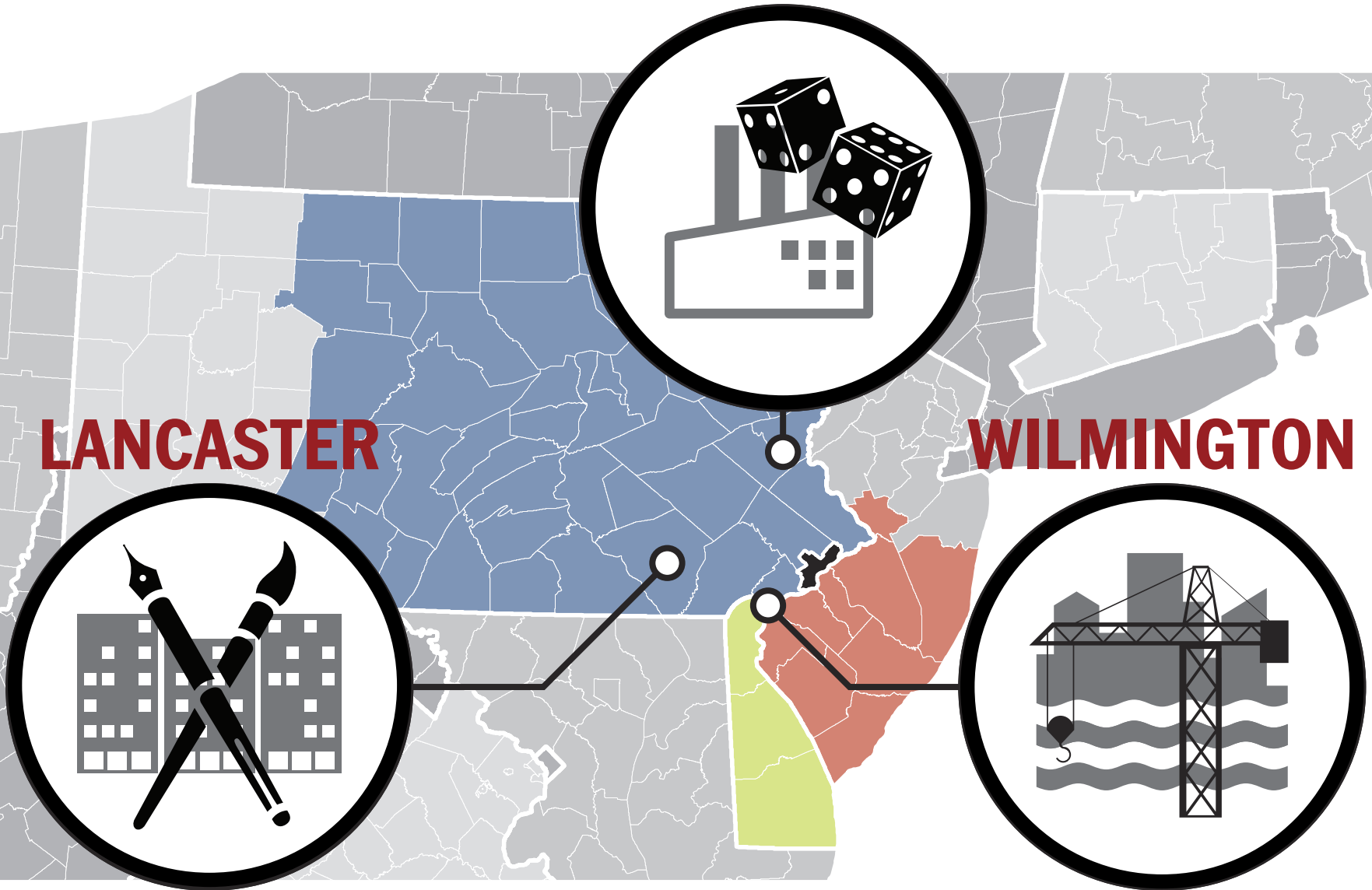


REBOUNDING CITIES

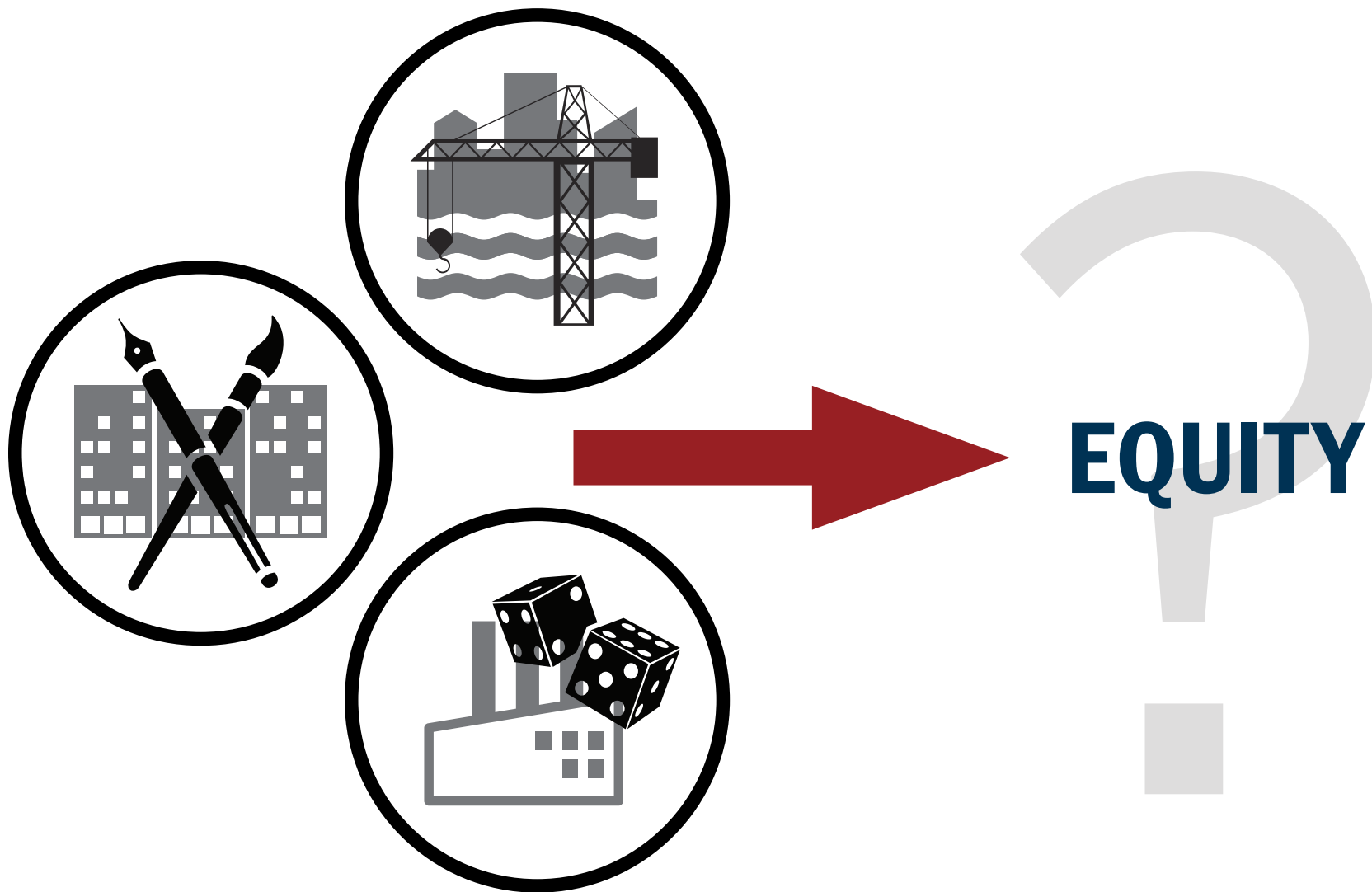
BETHLEHEM

LANCASTER

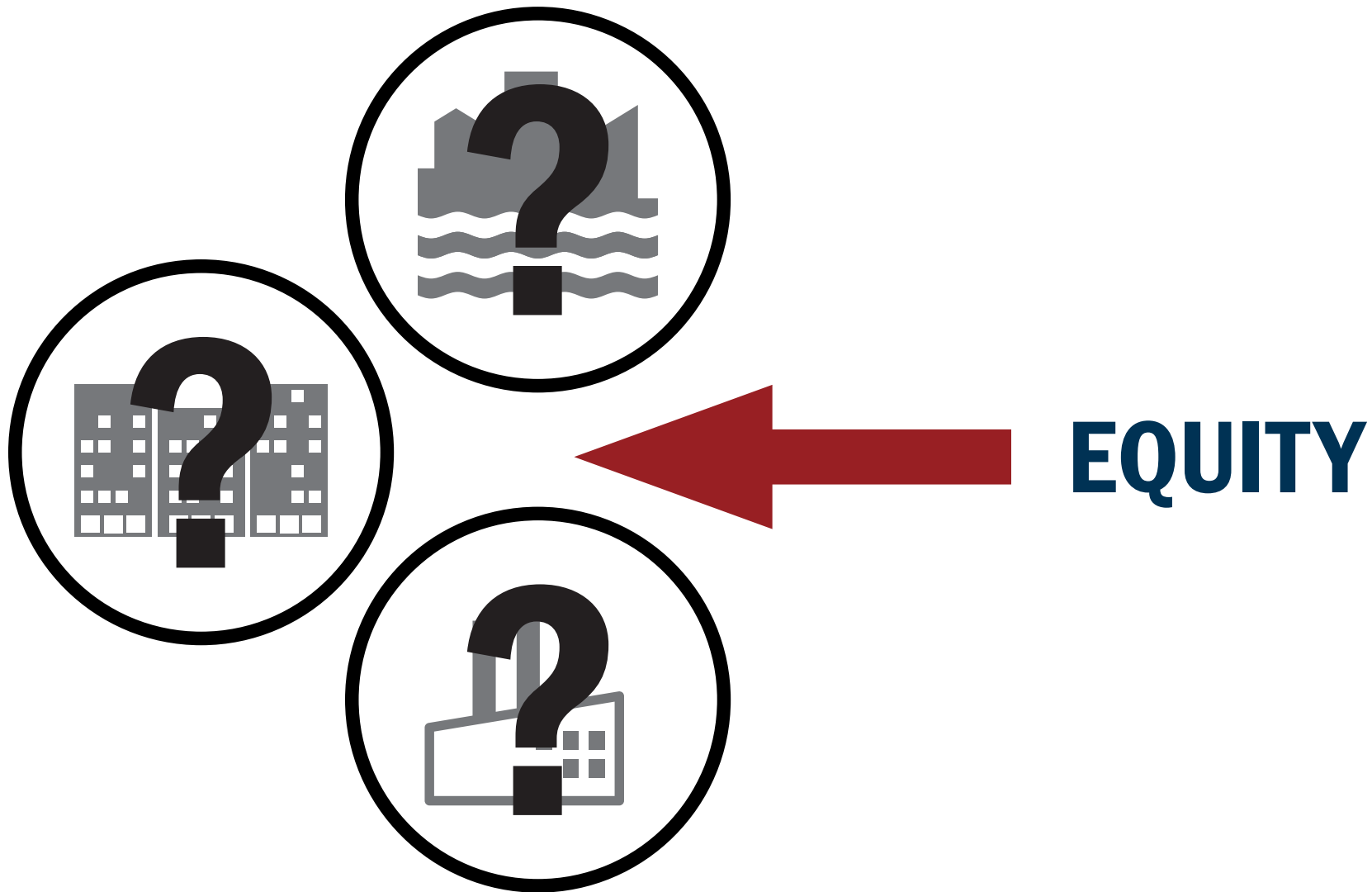
WILMINGTON



EQUITABLE OUTCOMES



EQUITABLE OUTCOMES



WHAT IS EQUITY?



WHAT IS EQUITY?

DEFINING EQUITABLE DEVELOPMENT

EQUITABLE DEVELOPMENT

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DEFINING EQUITABLE DEVELOPMENT

EQUITABLE DEVELOPMENT refers to a set of processes and outcomes

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WHAT IS EQUITY?

DEFINING EQUITABLE DEVELOPMENT

EQUITABLE DEVELOPMENT refers to a set of processes and outcomes that advances opportunities, choices, and access for all citizens, with particular regard for disadvantaged groups and individuals.

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



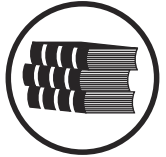
Decent, affordable **HOUSING**

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



Decent, affordable **HOUSING**



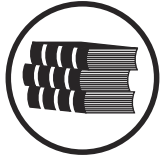
High quality, culturally appropriate **EDUCATION**

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



Decent, affordable **HOUSING**



High quality, culturally appropriate **EDUCATION**



Accessible **HEALTH** care, healthy foods, recreational opportunities, and a healthy environment

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



Decent, affordable **HOUSING**



High quality, culturally appropriate **EDUCATION**



Accessible **HEALTH** care, healthy foods, recreational opportunities, and a healthy environment



Diverse and practical **TRANSPORTATION** options

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



Decent, affordable **HOUSING**



High quality, culturally appropriate **EDUCATION**



Accessible **HEALTH** care, healthy foods, recreational opportunities, and a healthy environment



Diverse and practical **TRANSPORTATION** options



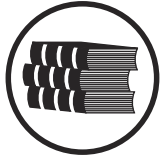
Safe, living-wage **EMPLOYMENT**

WHAT IS EQUITY?

COMPONENTS OF EQUITABLE DEVELOPMENT



Decent, affordable **HOUSING**



High quality, culturally appropriate **EDUCATION**



Accessible **HEALTH** care, healthy foods, recreational opportunities, and a healthy environment



Diverse and practical **TRANSPORTATION** options

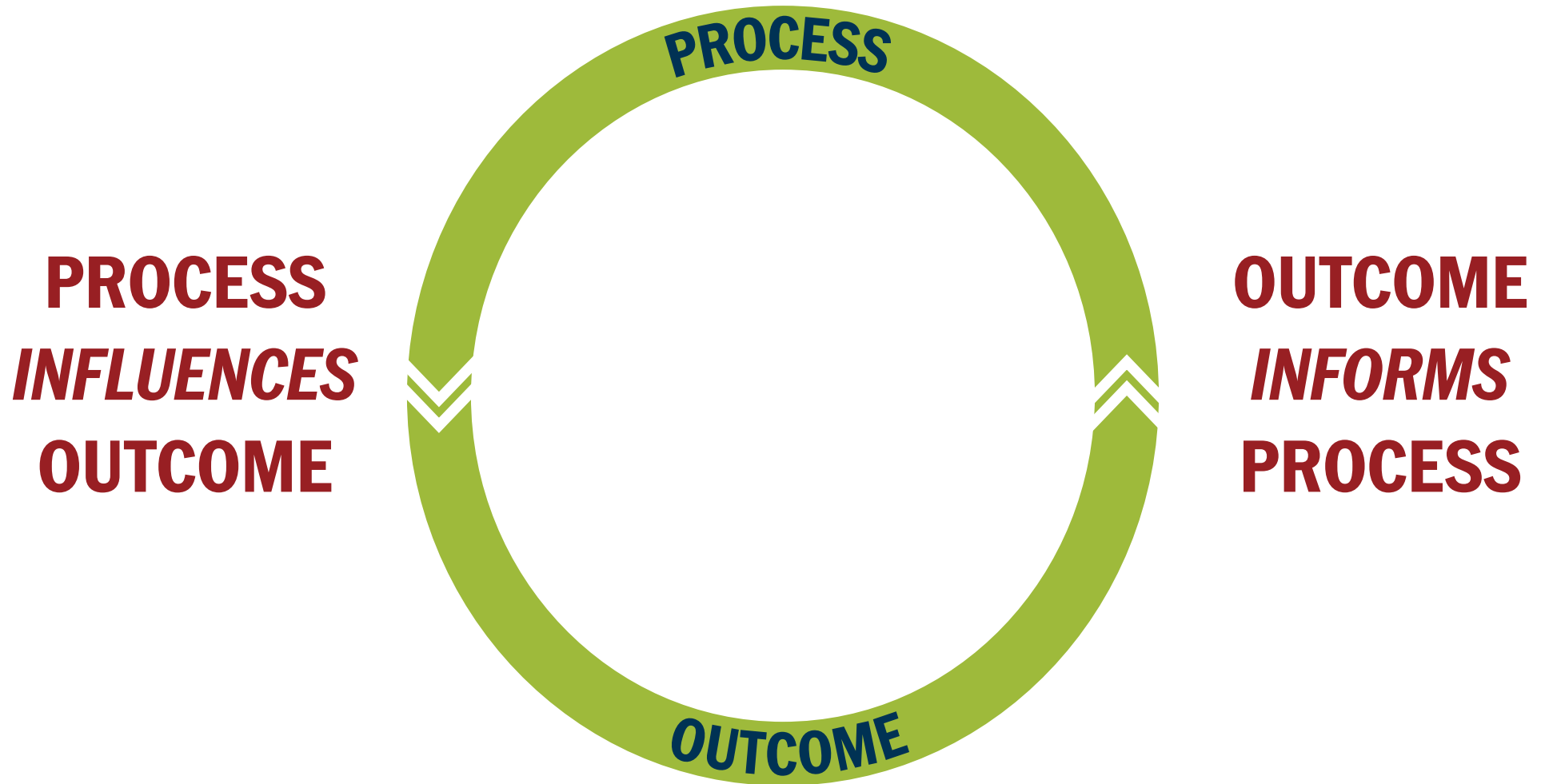


Safe, living-wage **EMPLOYMENT**

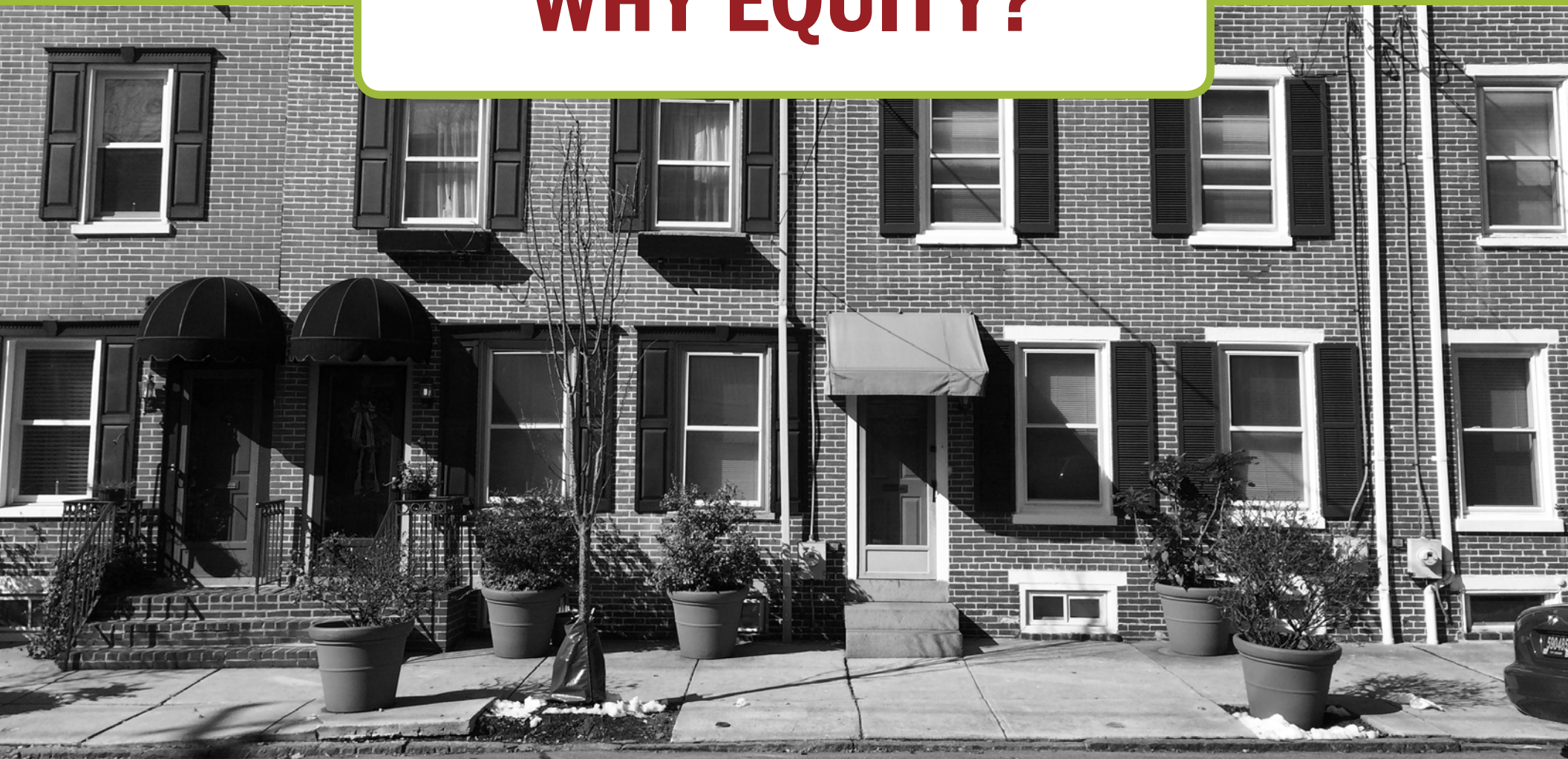


Meaningful **PARTICIPATION** in political and civic life

WHAT IS EQUITY?



WHY EQUITY?

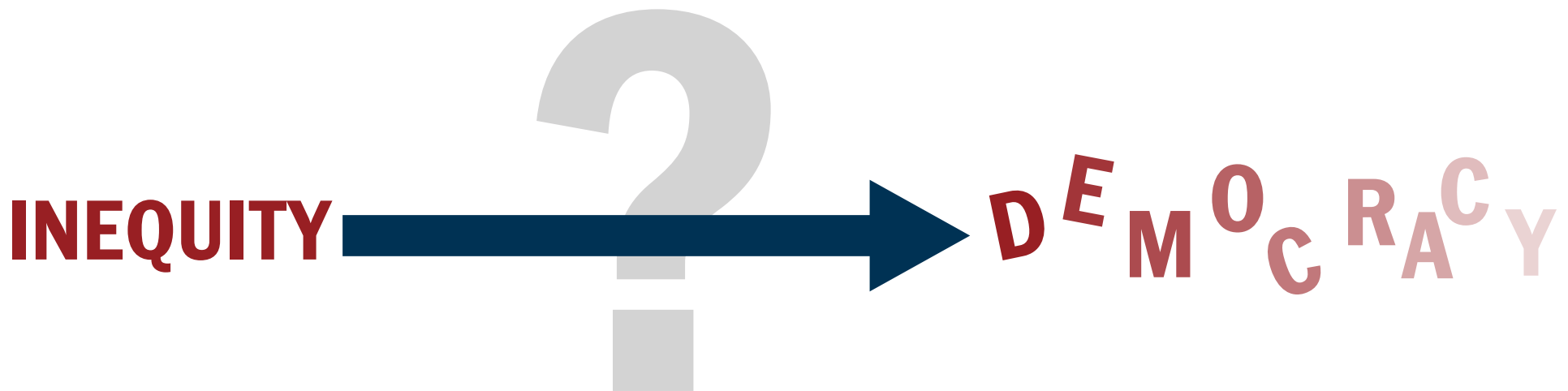


WHY EQUITY?

EQUITY AS A PREREQUISITE FOR DEMOCRACY

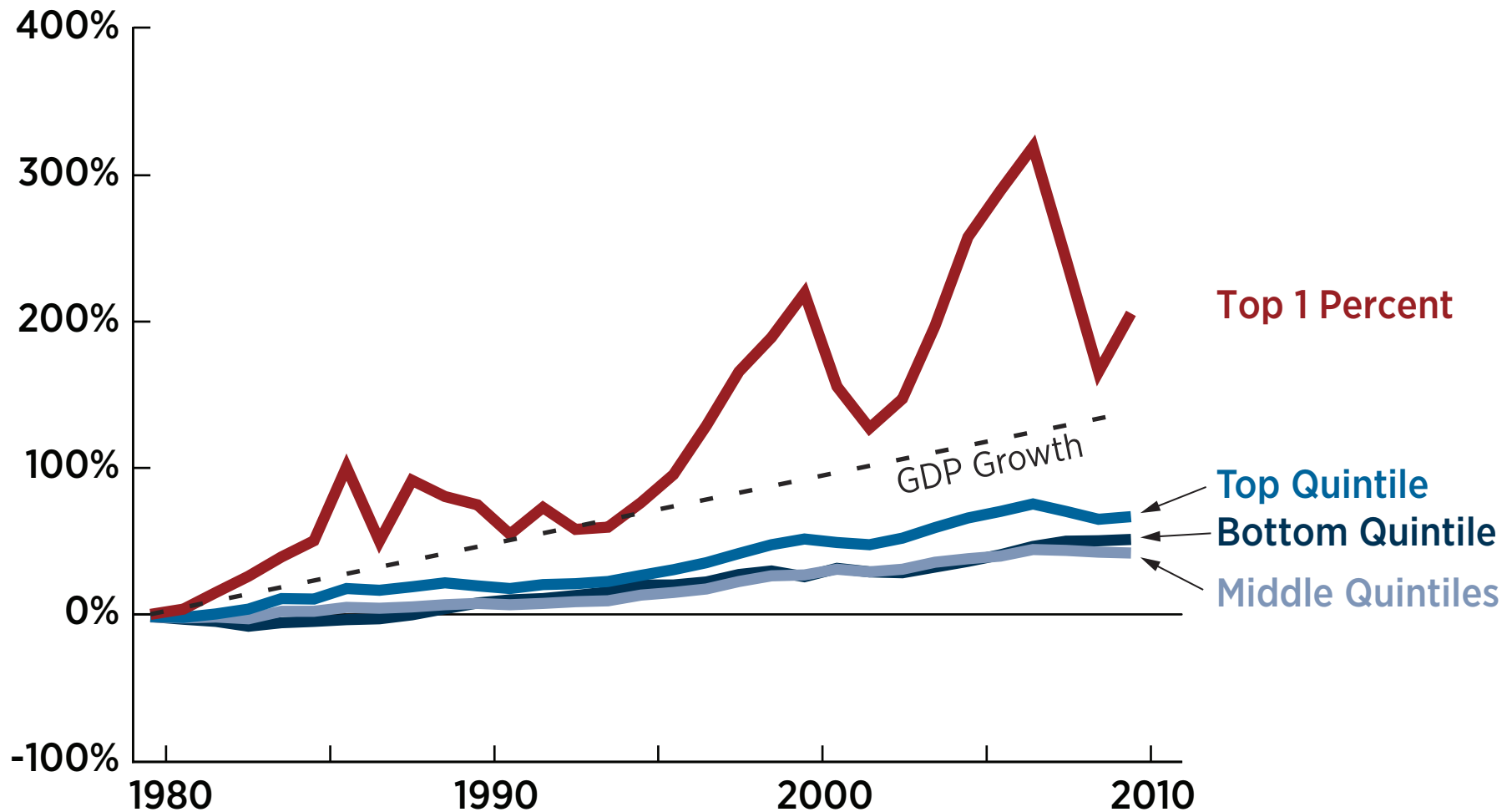
“...the promise of equal access to the discourses necessary for democratic participation rings hollow.”

- The American Library Association



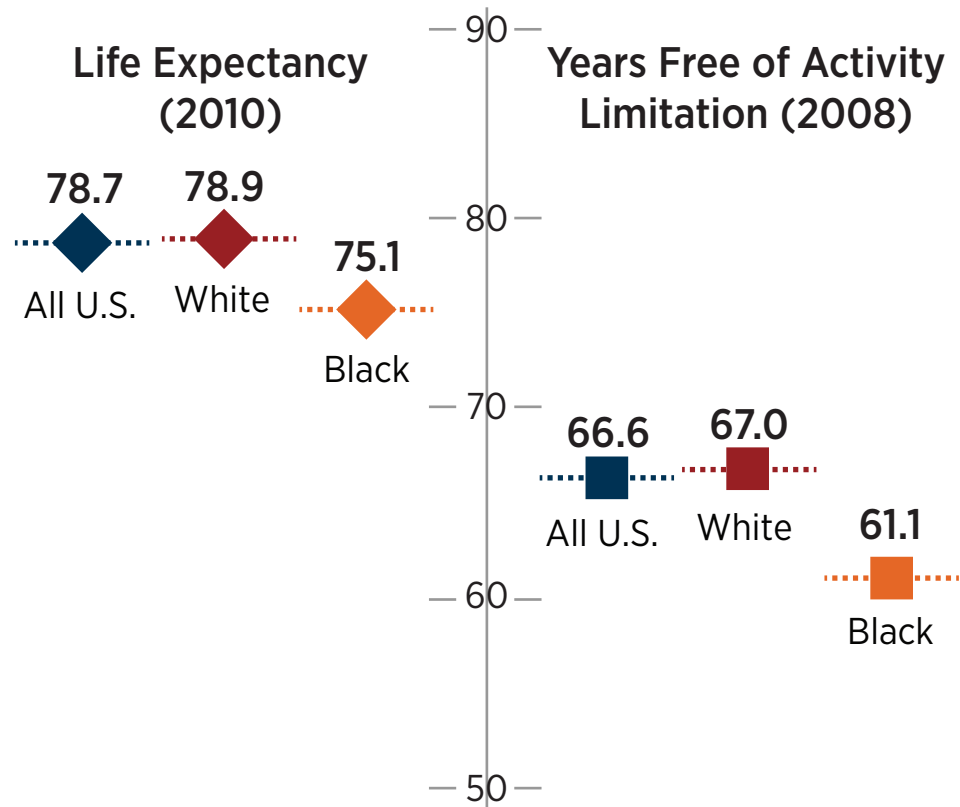
WHY EQUITY?

UNEVEN INCOME GAINS



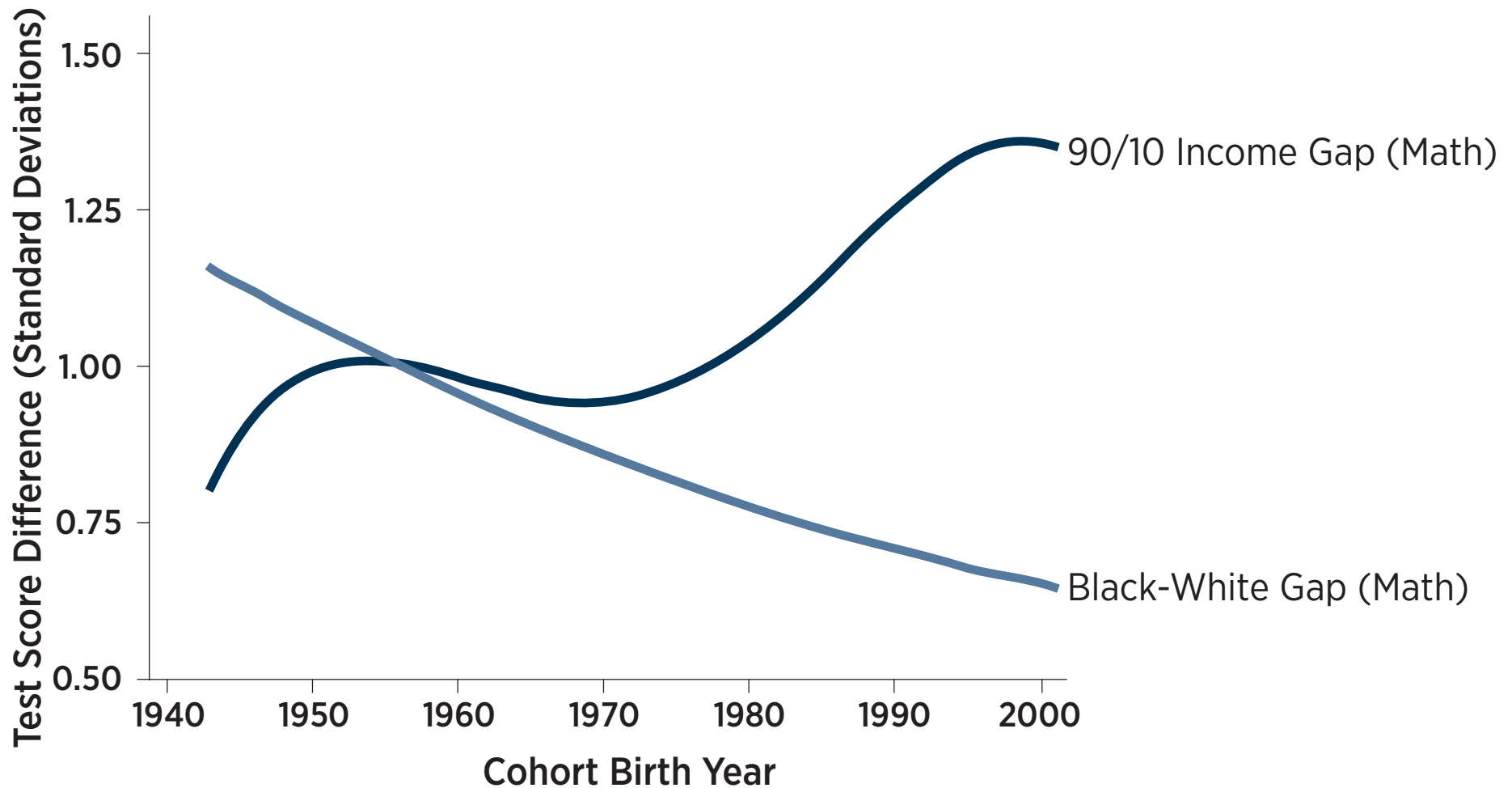
WHY EQUITY?

HEALTH DISPARITY



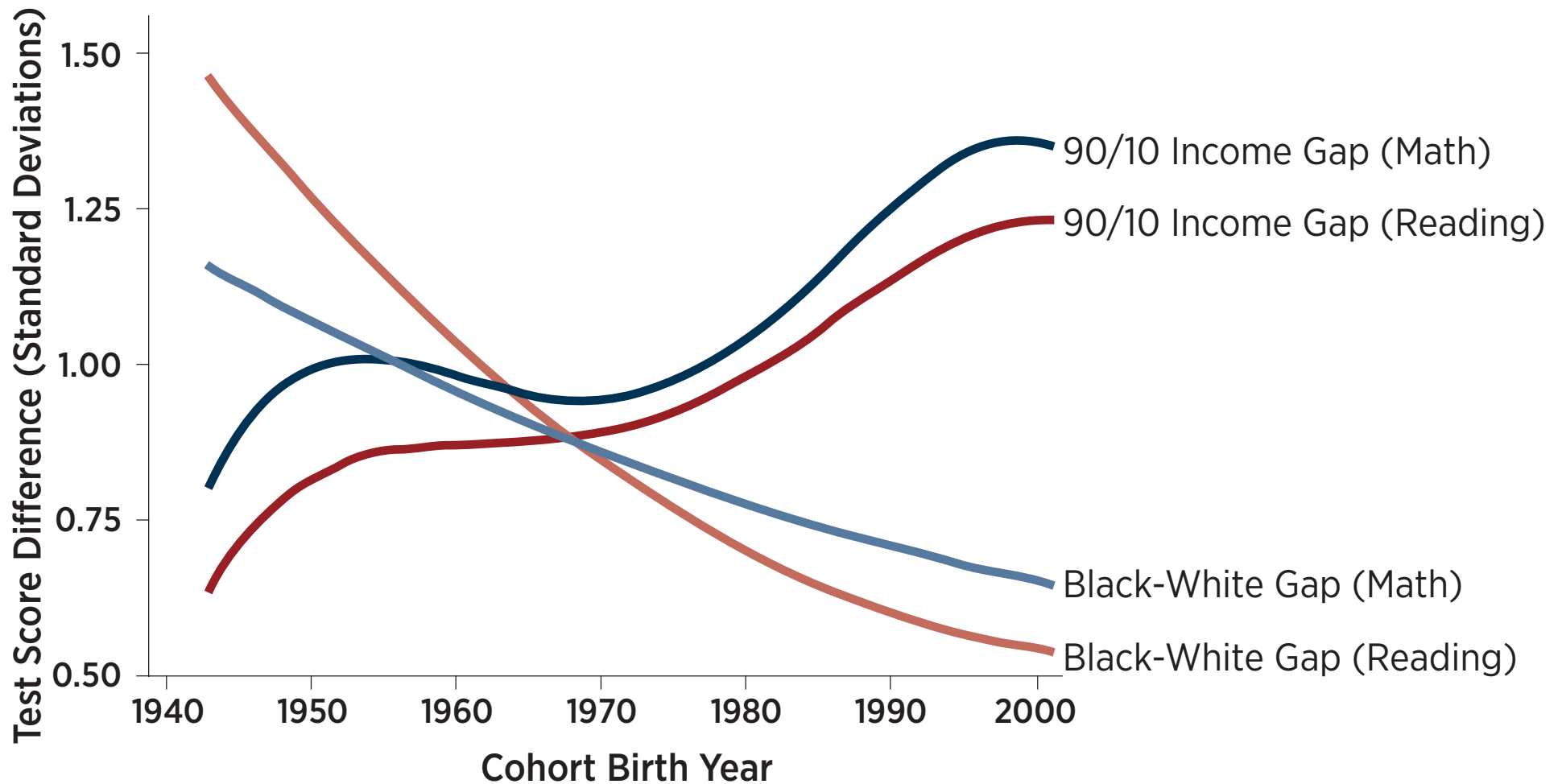
WHY EQUITY?

UNEQUAL EDUCATION



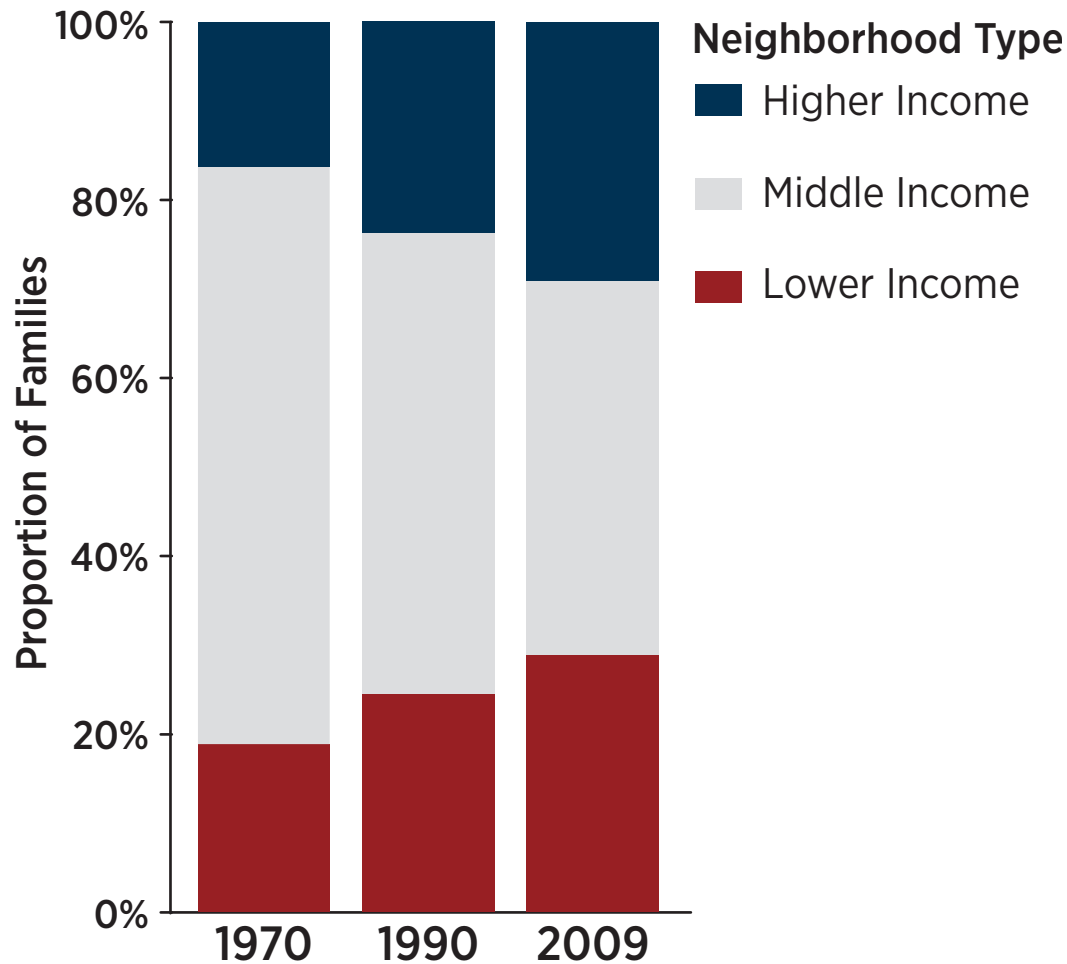
WHY EQUITY?

UNEQUAL EDUCATION



WHY EQUITY?

SPATIAL SEGREGATION



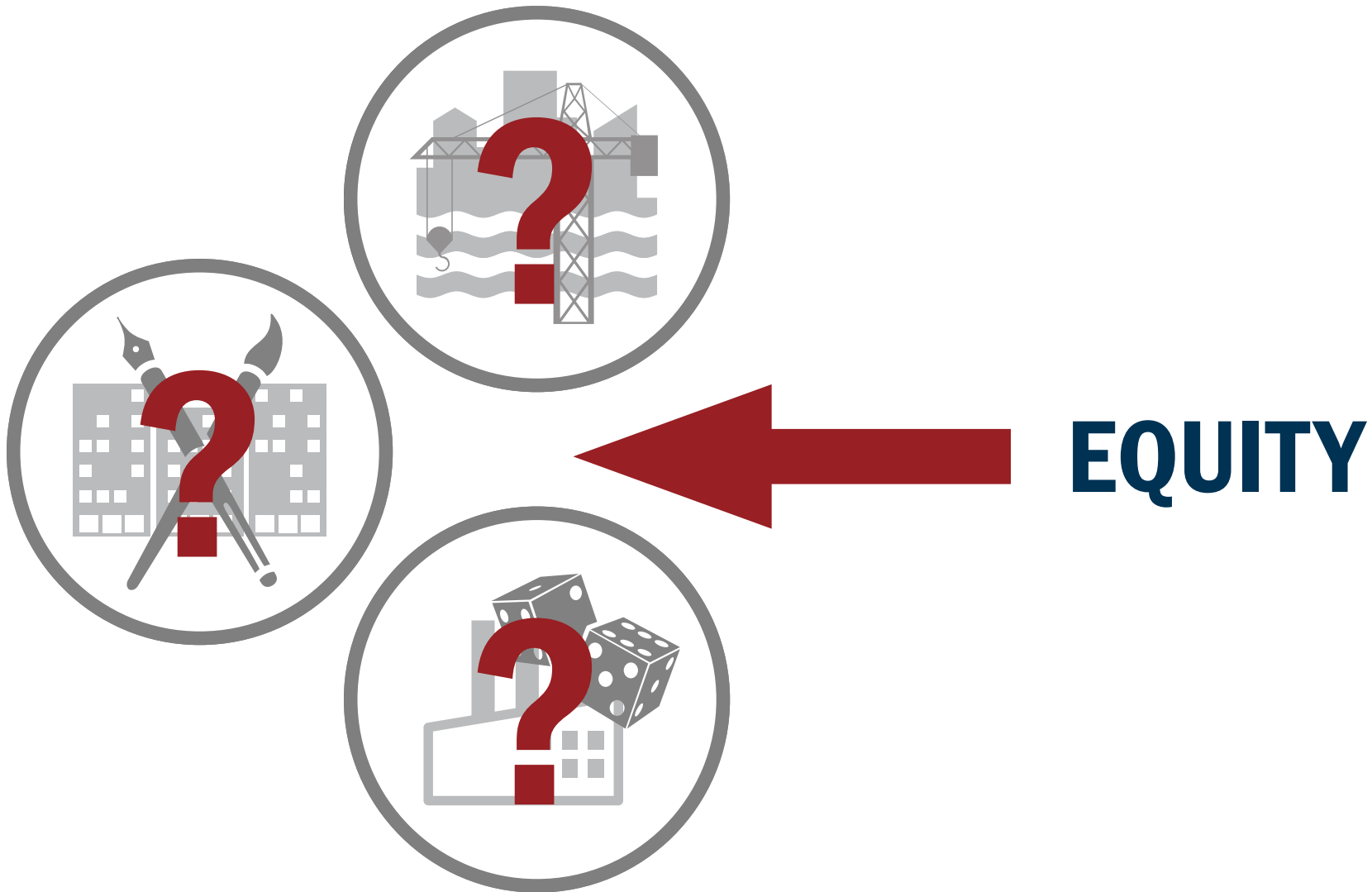
WHY EQUITY?

FAIRNESS & MORAL OBLIGATION



LADY JUSTICE

EQUITABLE OUTCOMES



METHODOLOGY

+ 1 Remaining Building

Site Description/Characteristics

- + 47 acres
- + Near rail yard (active?)
- + \$29 million in public subsidy went to renebate the site

Partners

- + Lancaster EDC
- + Franklin & Marshall College
- + Lancaster General Hospital
- + Armstrong World Industries

BUSINESSES

EMPLOYMENT

CONNECT
LMI RESID-
ENTS TO
NEW JOBS

ENSURE
QUALITY OF
ENTRY-LEVEL
POSITIONS

+ Stable & Secure Quality
of life

SUPPORT
WORKFORCE
HOUSING

PUBLIC
RECREATION
OPTIONS

EXPAND
HEALTHCARE
ACCESS

+ Inclusive & Progressive
Community leadership

ENGAGEMENT

STAKEHOLDER

COMMUNITY

METHODOLOGY

A FRAMEWORK FOR EQUITABLE DEVELOPMENT



WILMINGTON CITY COUNCIL

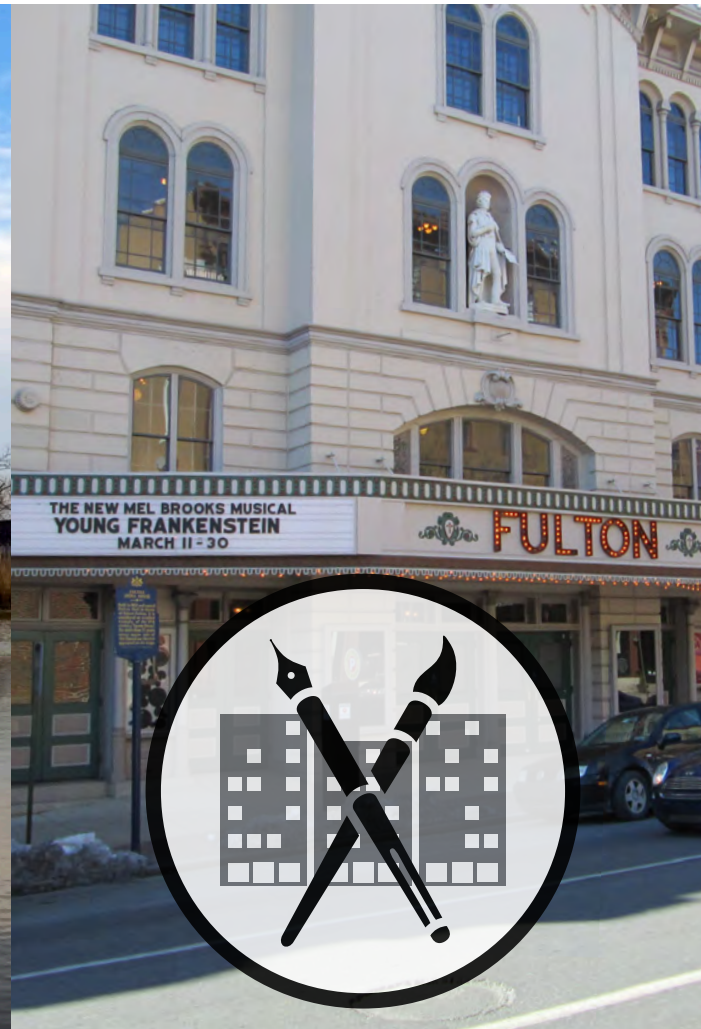
METHODOLOGY

A FRAMEWORK FOR EQUITABLE DEVELOPMENT

RIVERFRONT

ARTS-BASED

CASINO



METHODOLOGY

PROCESS

**ASSESSING
EQUITY**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

**MONITOR
&
REASSESS**

METHODOLOGY

PHASE I: ASSESSING EQUITY

The diagram illustrates the methodology for Phase I: Assessing Equity. It features a green arrow pointing downwards from the 'ASSESSING EQUITY' box to the 'BUILDING & IMPLEMENTING A THEORY OF CHANGE' box. To the right of these boxes is a vertical grey box labeled 'MONITOR & REASSESS'. The background of the slide includes a dark blue header and a faint image of industrial structures.

**ASSESSING
EQUITY**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

**MONITOR
&
REASSESS**

METHODOLOGY

PHASE II: BUILDING & IMPLEMENTING A THEORY OF CHANGE

**ASSESSING
EQUITY**

**MONITOR
&
REASSESS**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**



METHODOLOGY

PHASE III: MONITORING & RE-ASSESSING

**ASSESSING
EQUITY**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

**MONITOR
&
REASSESS**

METHODOLOGY

A FRAMEWORK FOR EQUITABLE DEVELOPMENT

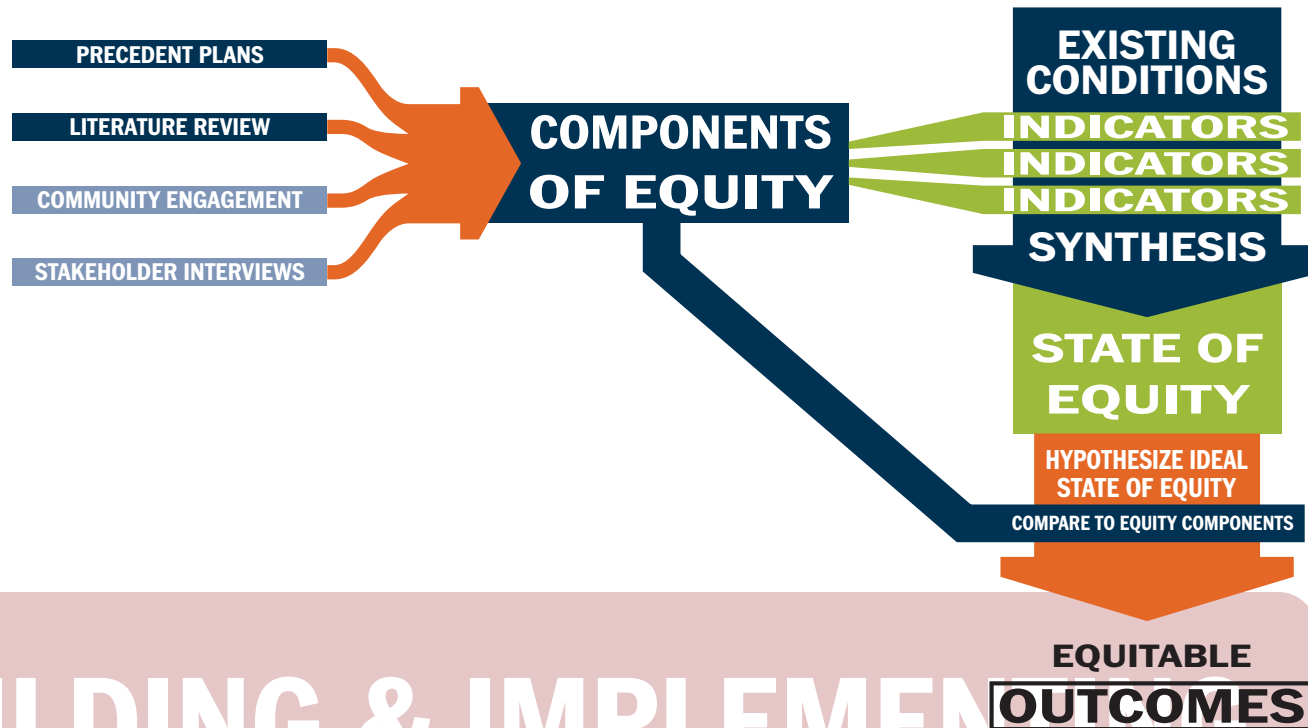
**ASSESSING
EQUITY**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

**MONITOR
&
REASSESS**

METHODOLOGY

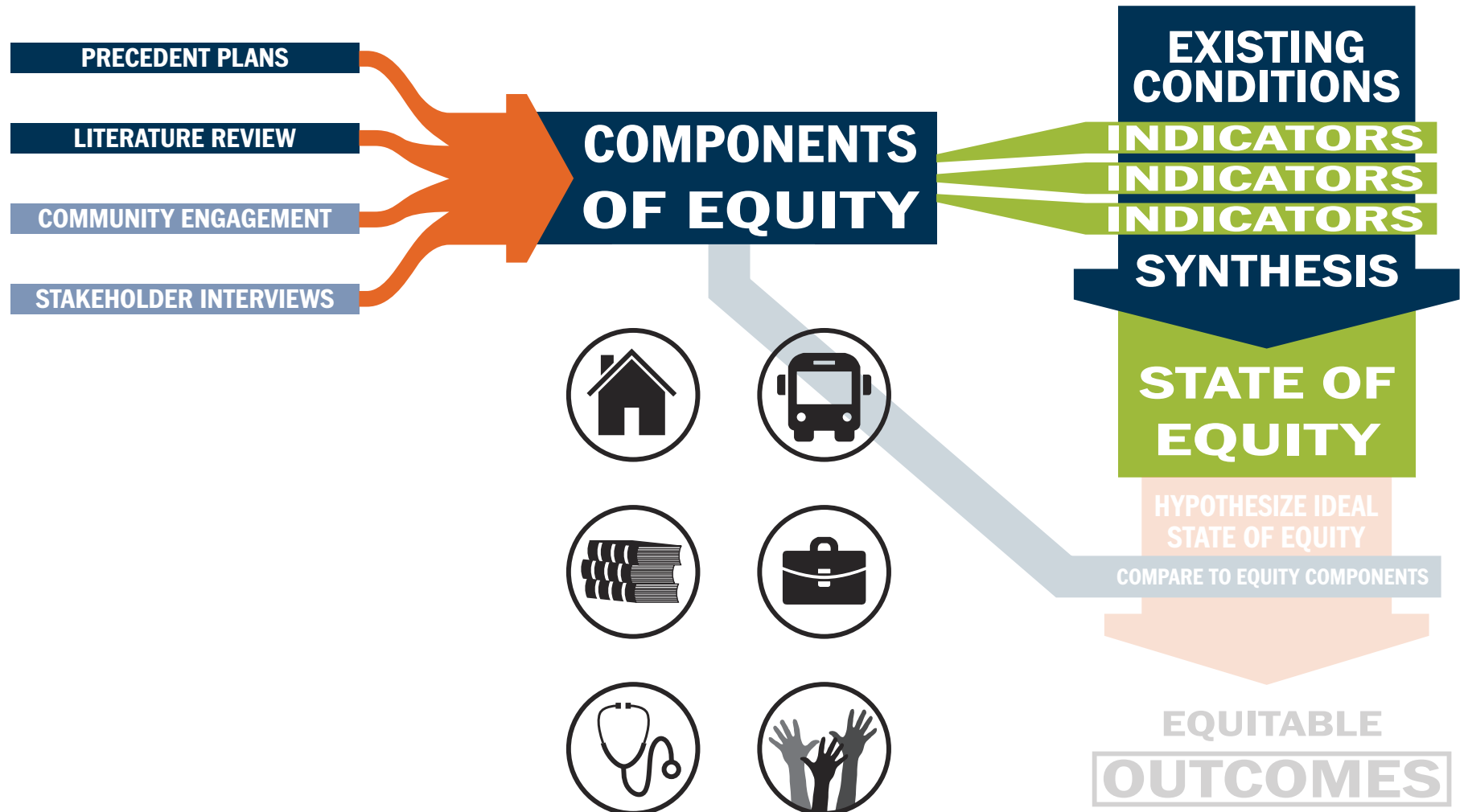
PHASE I: ASSESSING EQUITY



**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

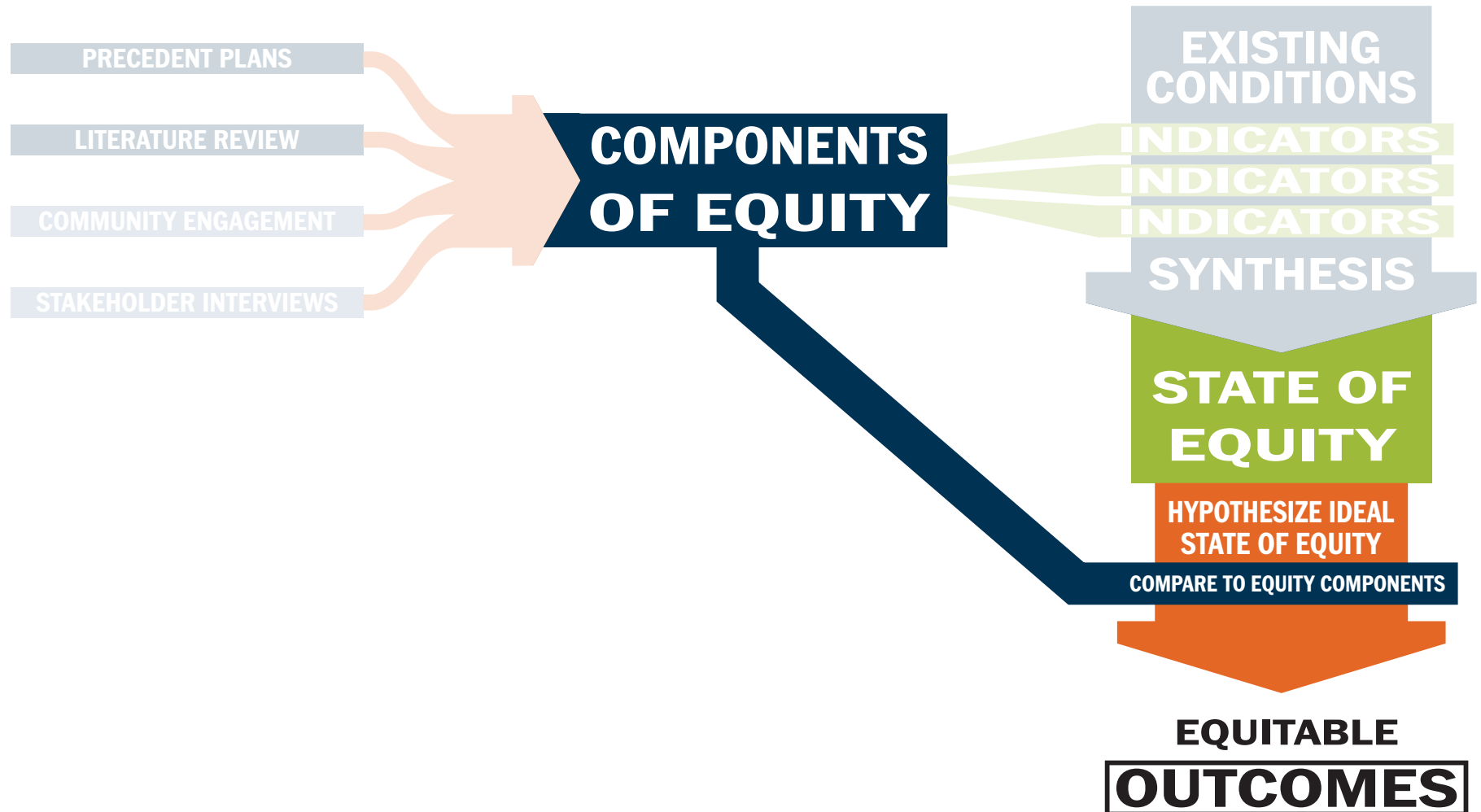
METHODOLOGY

ASSESS STATE OF EQUITY



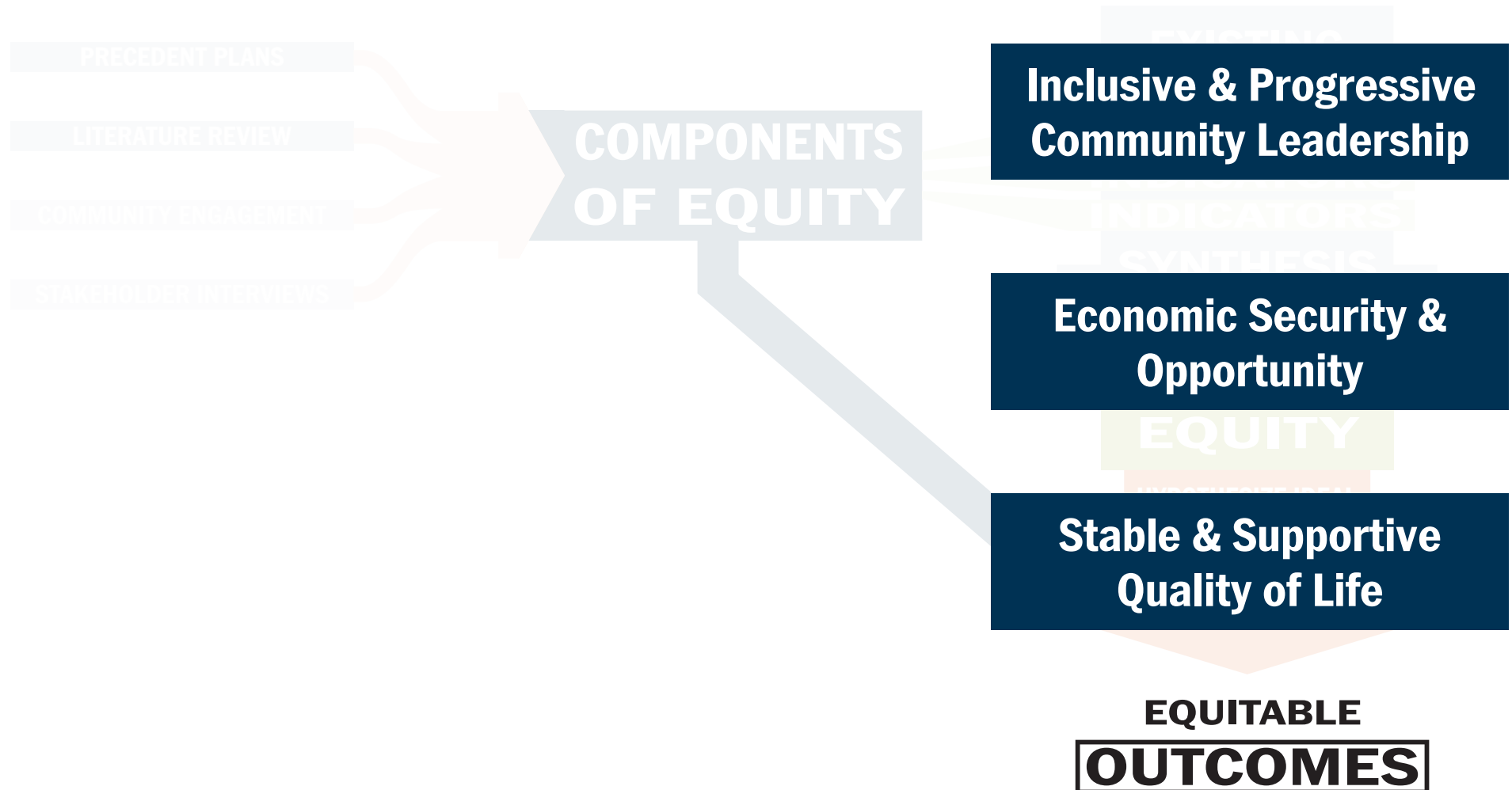
METHODOLOGY

IDENTIFY DESIRED EQUITABLE OUTCOMES



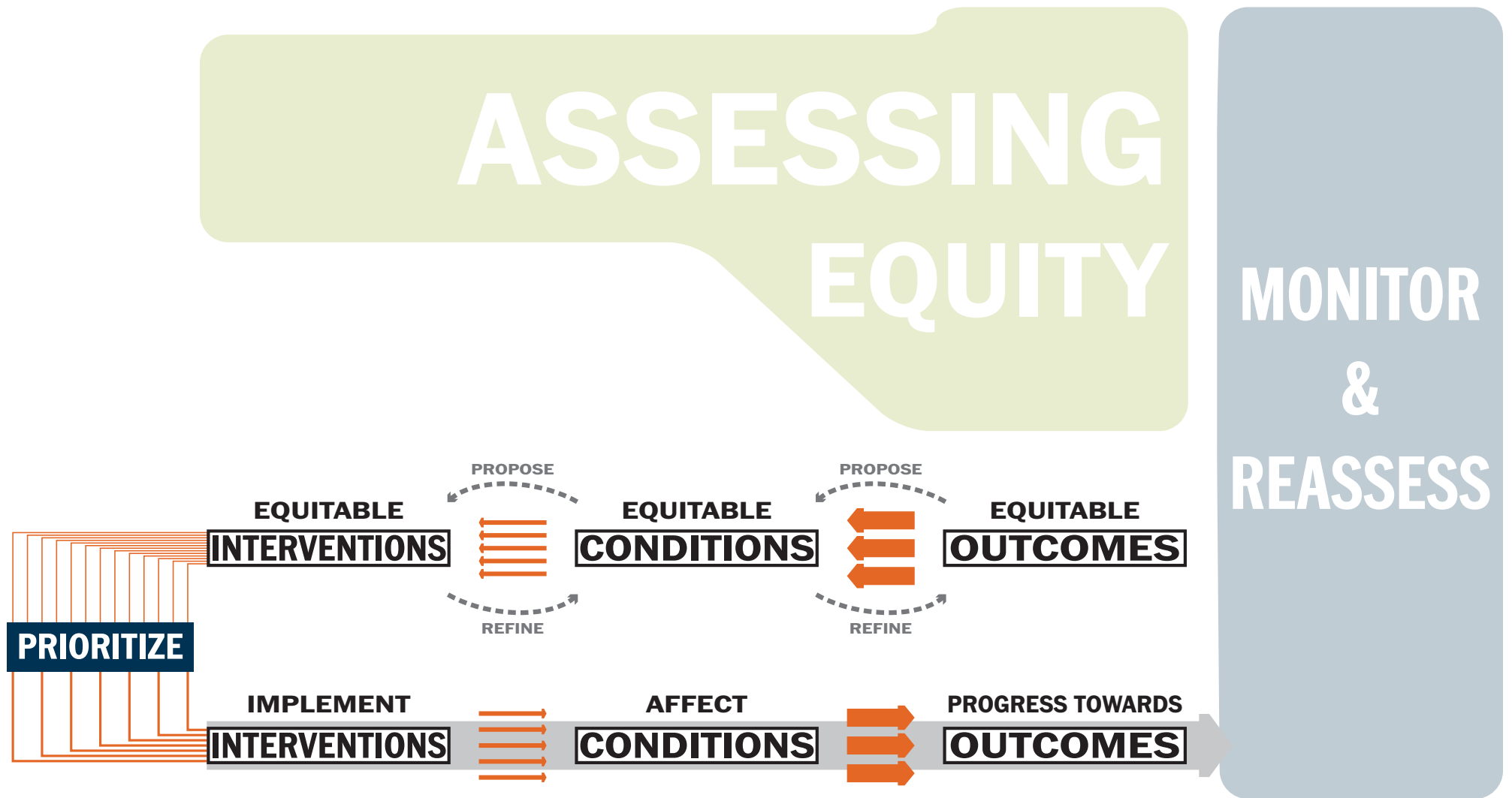
METHODOLOGY

IDENTIFY DESIRED EQUITABLE OUTCOMES



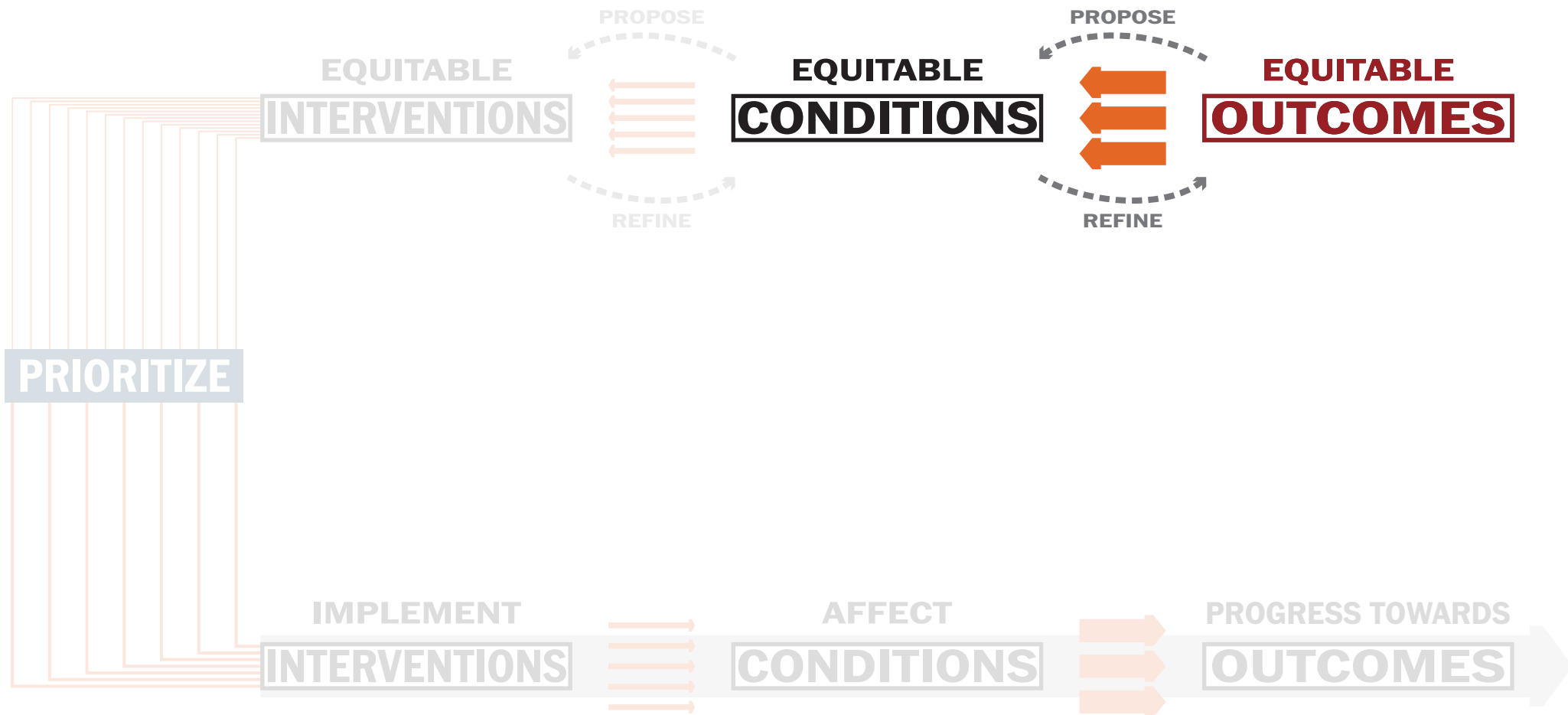
METHODOLOGY

PHASE II: BUILDING & IMPLEMENTING A THEORY OF CHANGE



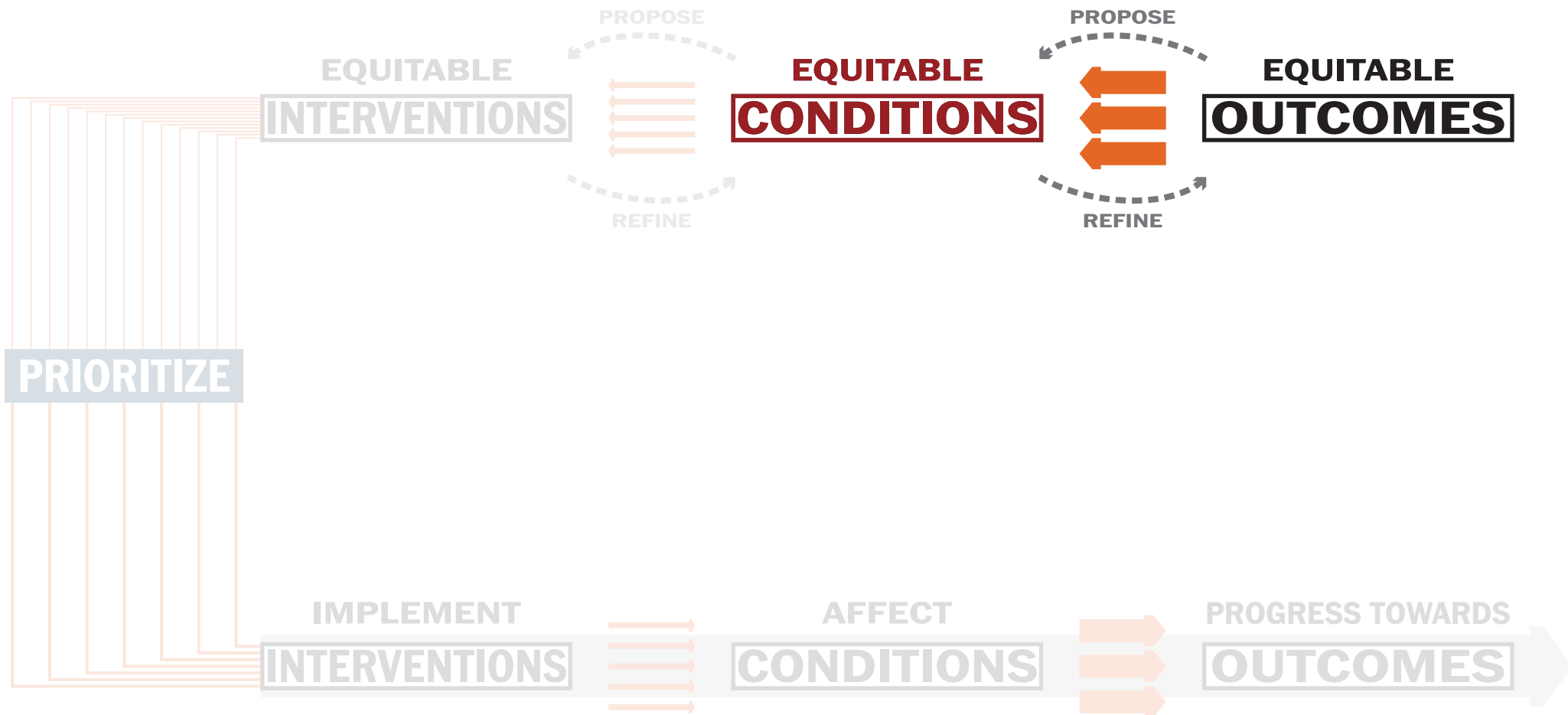
METHODOLOGY

SELECT CONDITIONS LEADING TO OUTCOMES



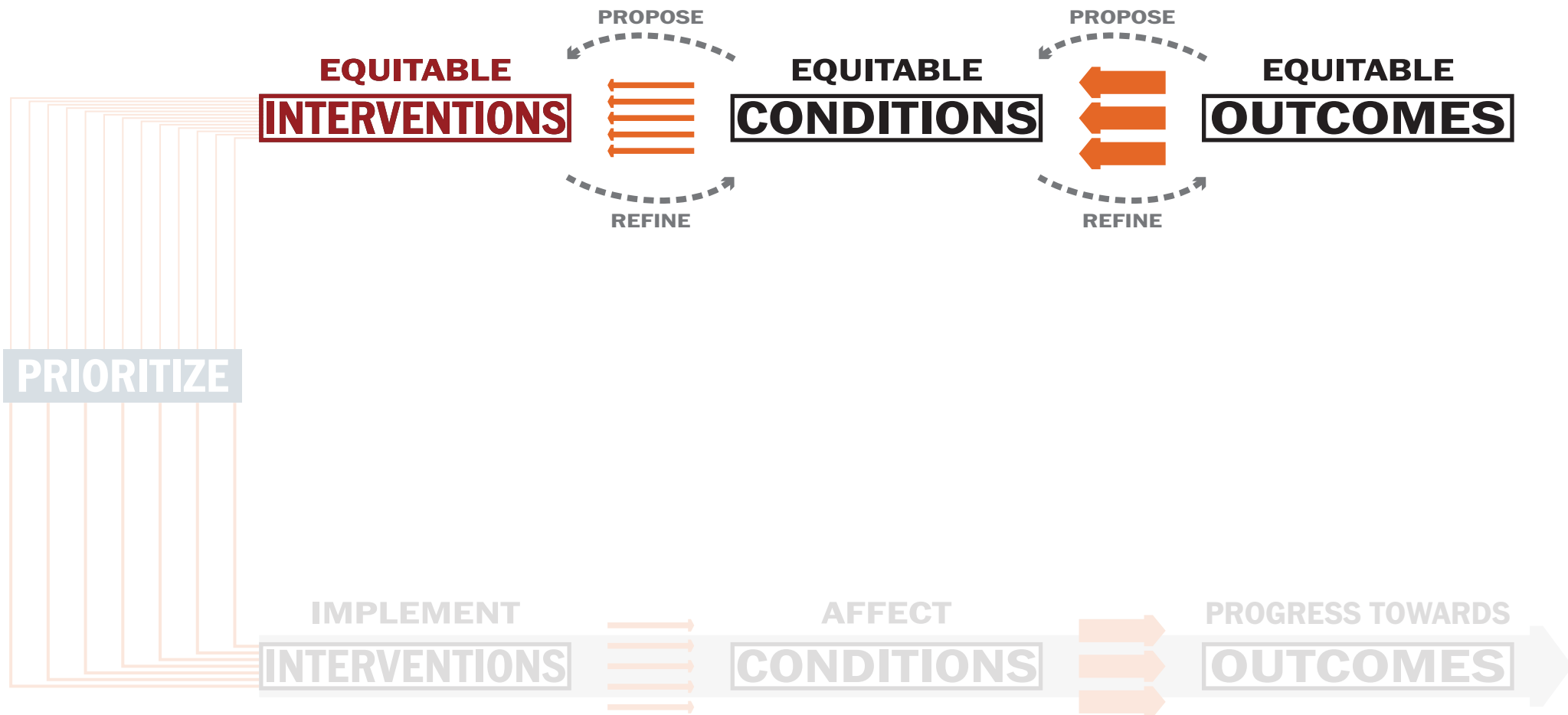
METHODOLOGY

SELECT CONDITIONS LEADING TO OUTCOMES



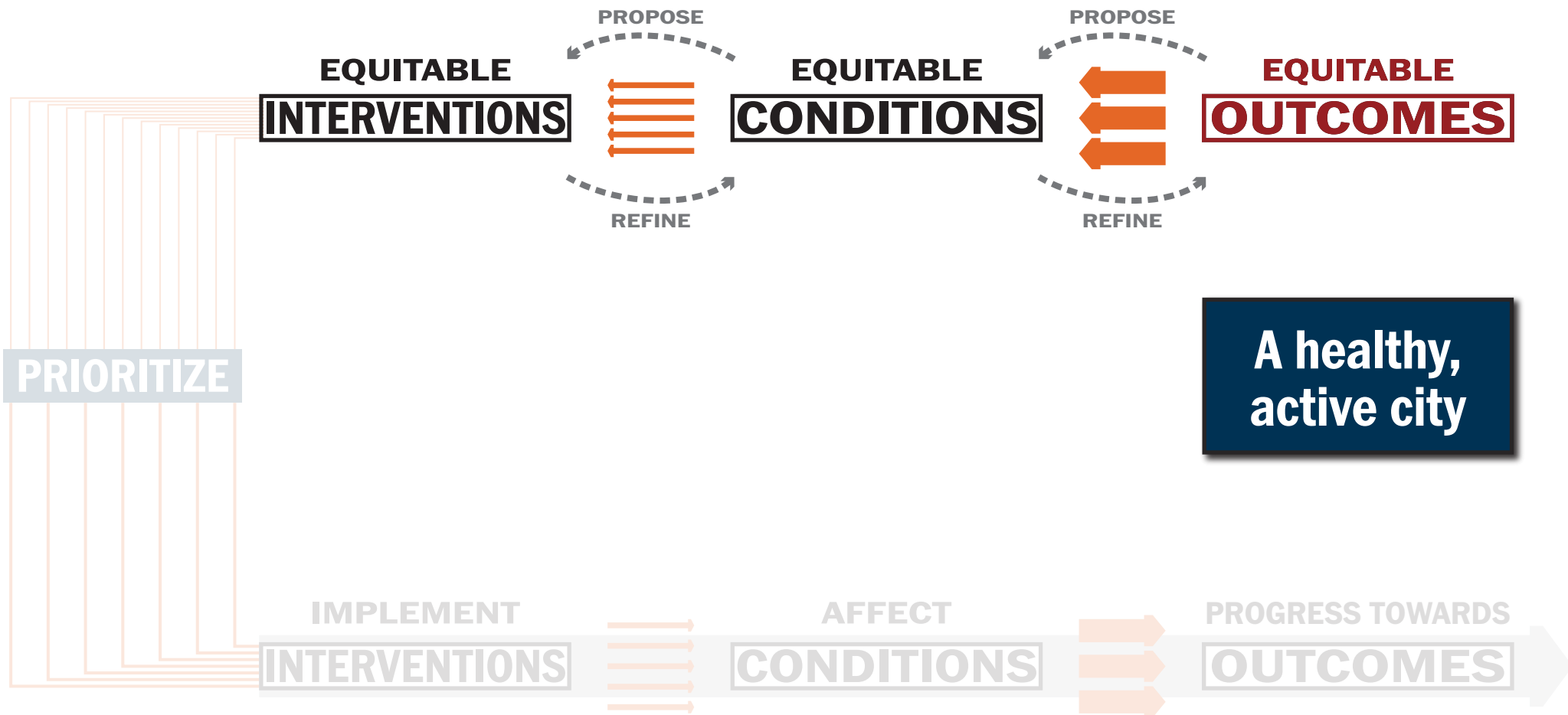
METHODOLOGY

SELECT INTERVENTIONS LEADING TO CONDITIONS



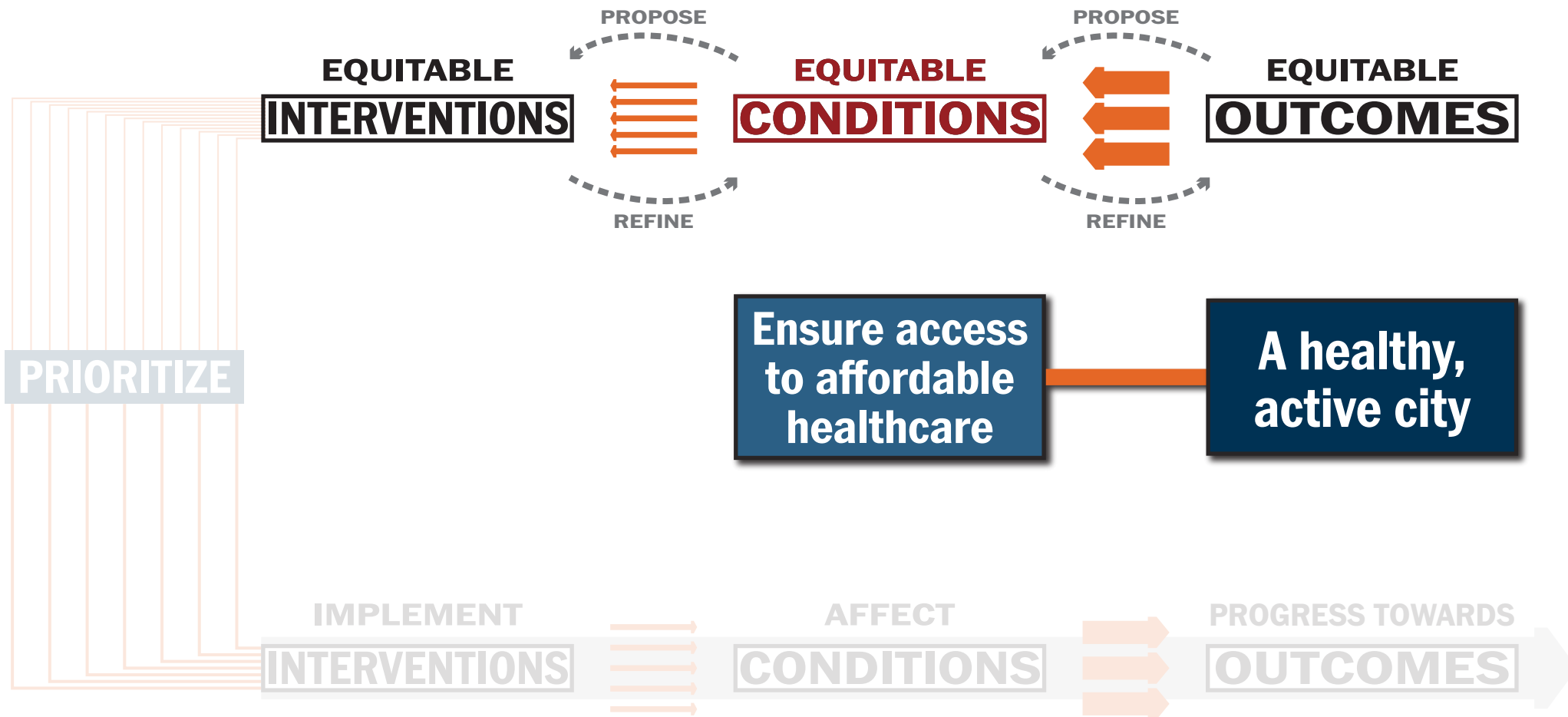
METHODOLOGY

SELECT CONDITIONS LEADING TO OUTCOMES



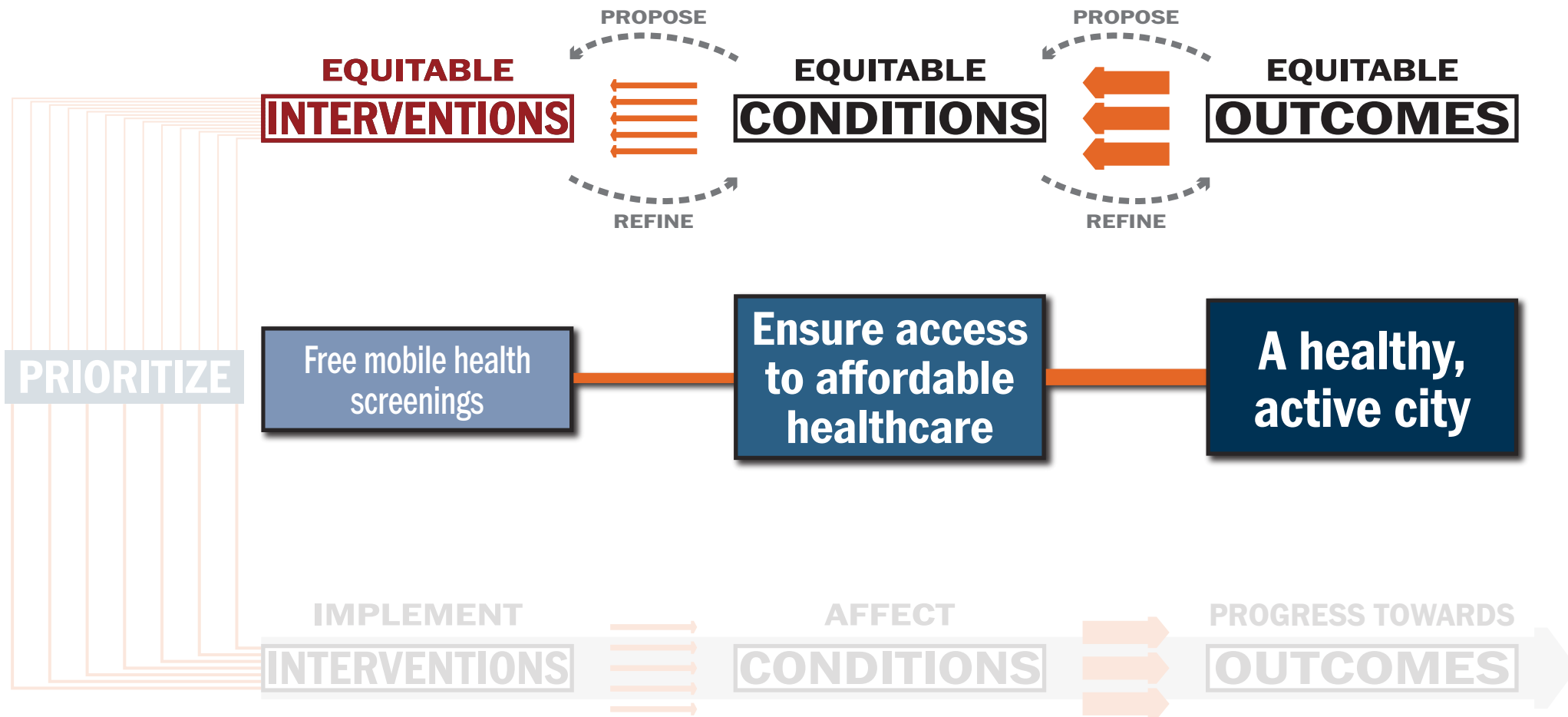
METHODOLOGY

SELECT CONDITIONS LEADING TO OUTCOMES



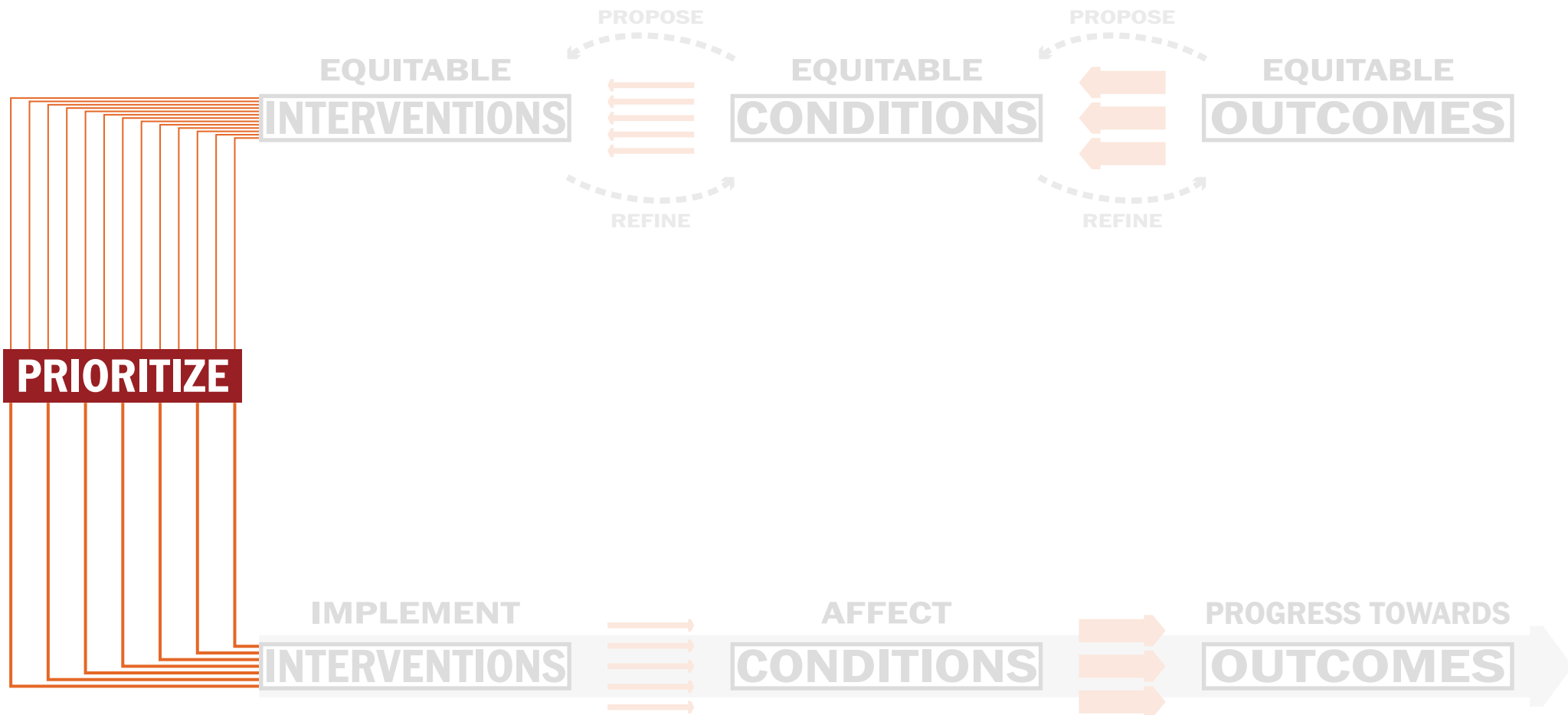
METHODOLOGY

SELECT INTERVENTIONS LEADING TO CONDITIONS



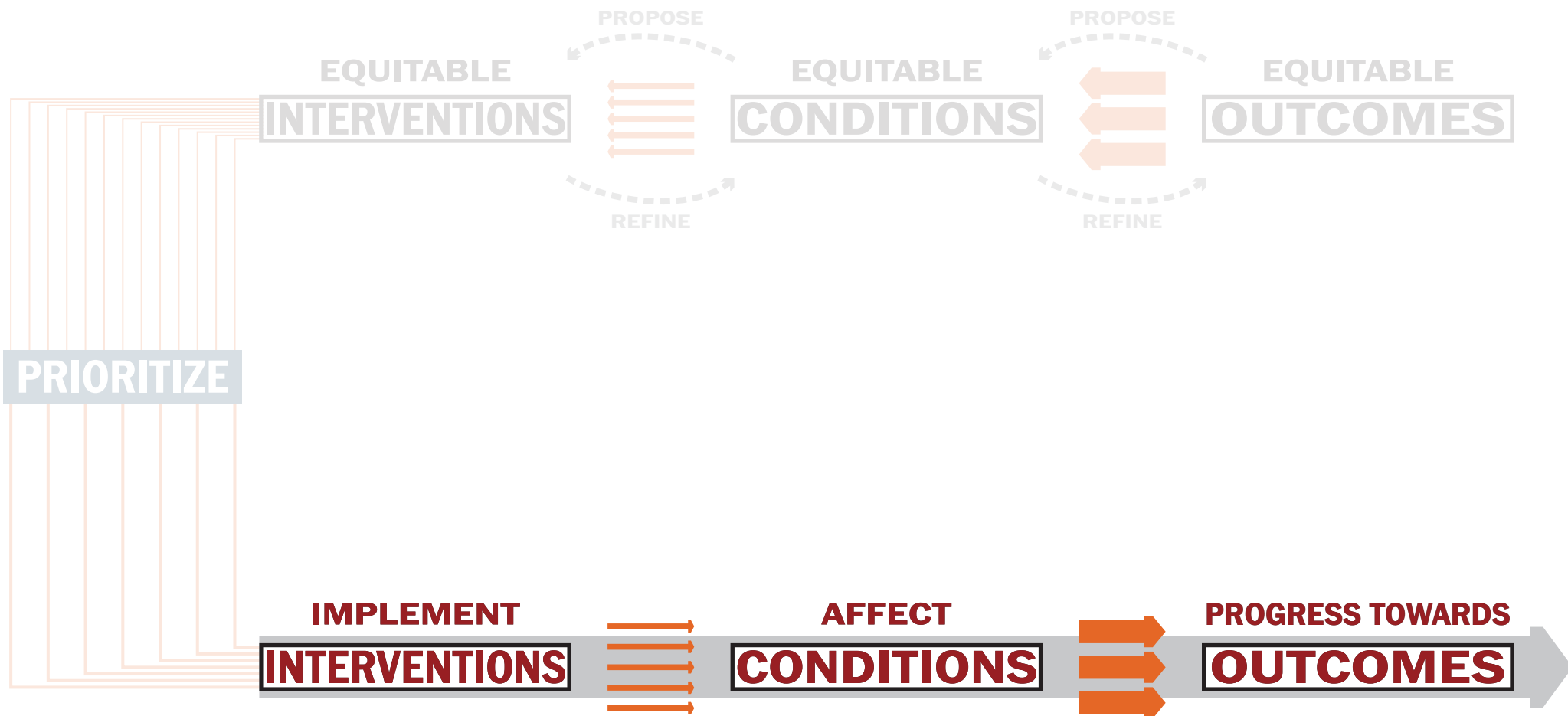
METHODOLOGY

PRIORITIZE AN AGENDA OF EQUITABLE INTERVENTIONS



METHODOLOGY

IMPLEMENT THEORY OF CHANGE

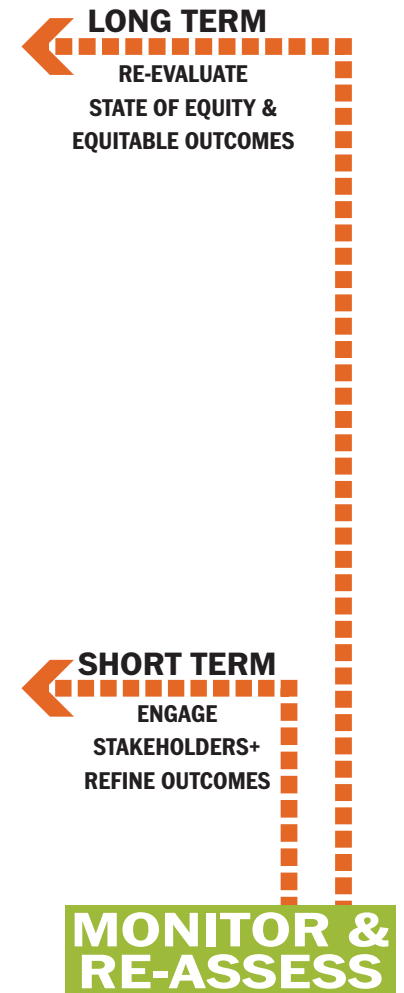


METHODOLOGY

PHASE III: MONITORING & RE-ASSESSING

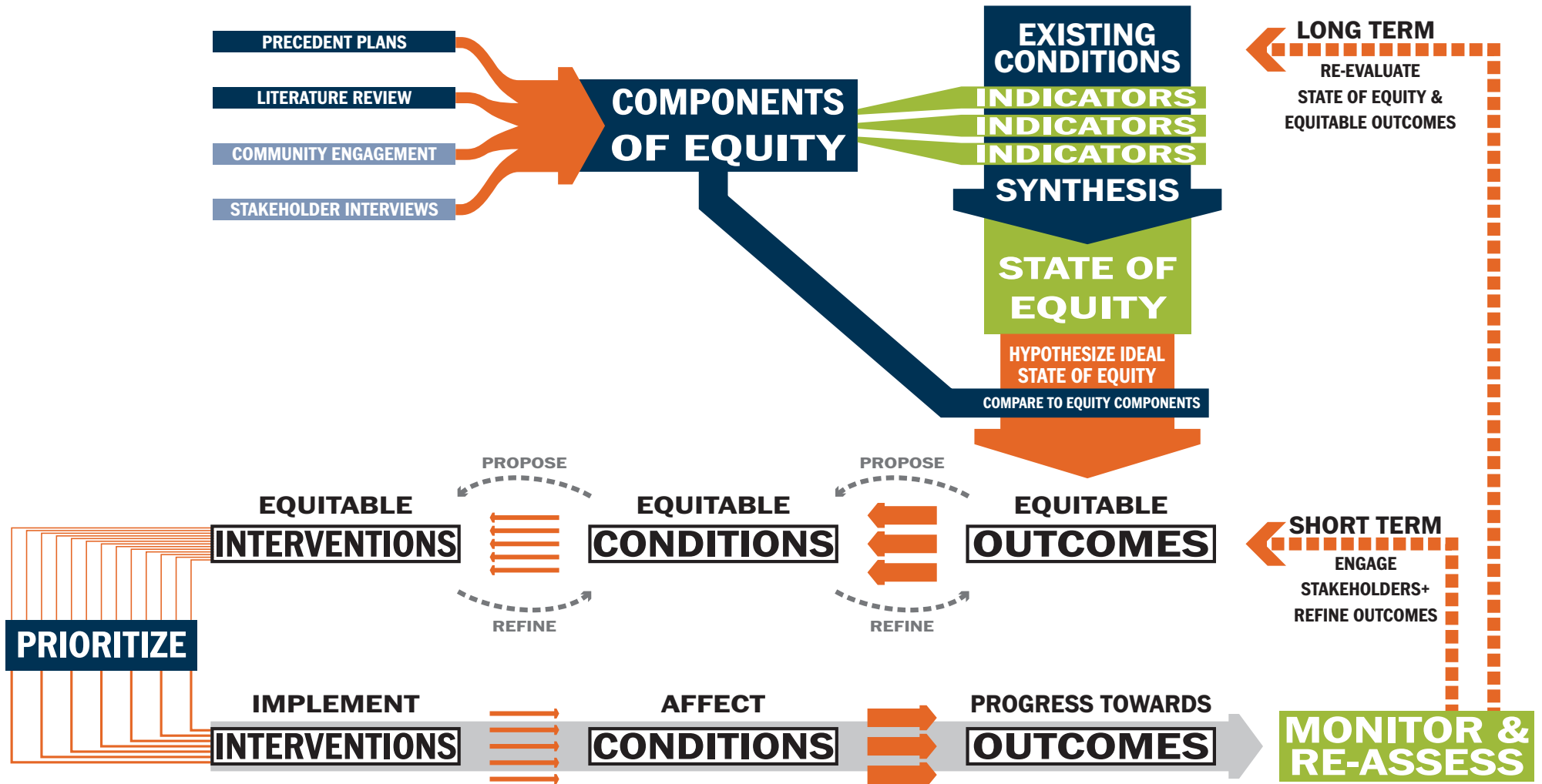
**ASSESSING
EQUITY**

**BUILDING & IMPLEMENTING
A THEORY OF CHANGE**

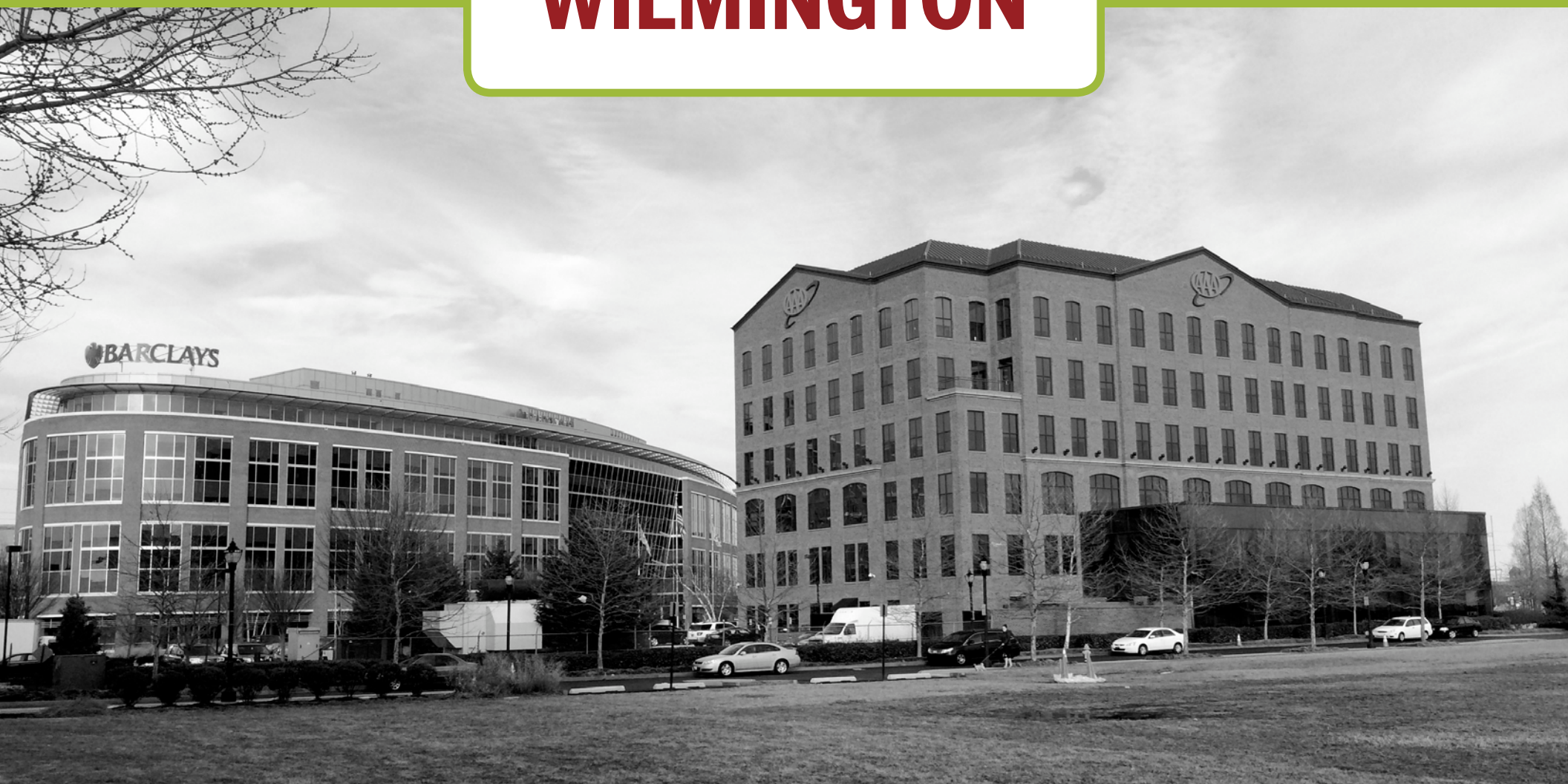


METHODOLOGY

A FRAMEWORK FOR EQUITABLE DEVELOPMENT



WILMINGTON



THE REGION

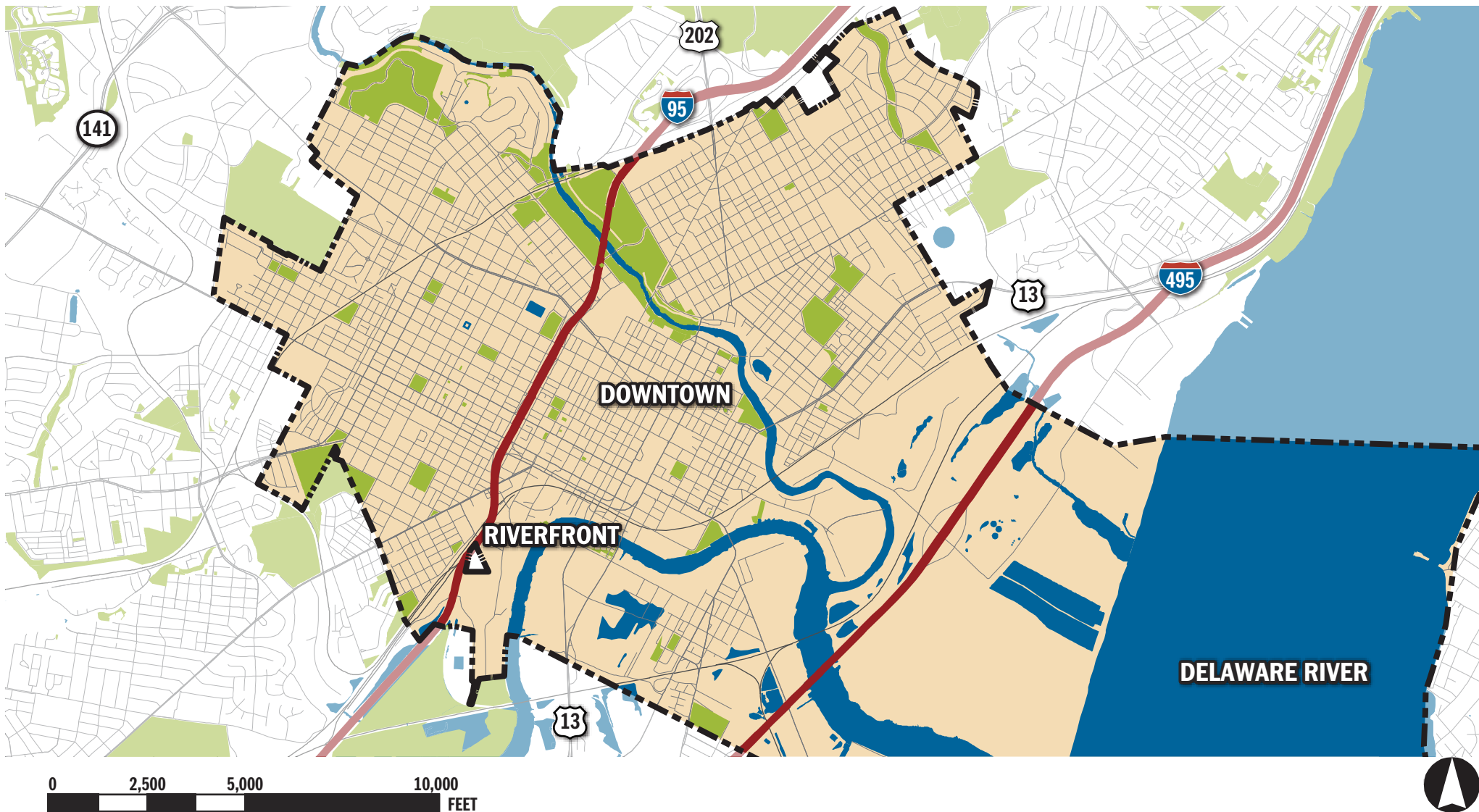
PHILADELPHIA METROPOLITAN AREA



Wilmington

THE CITY

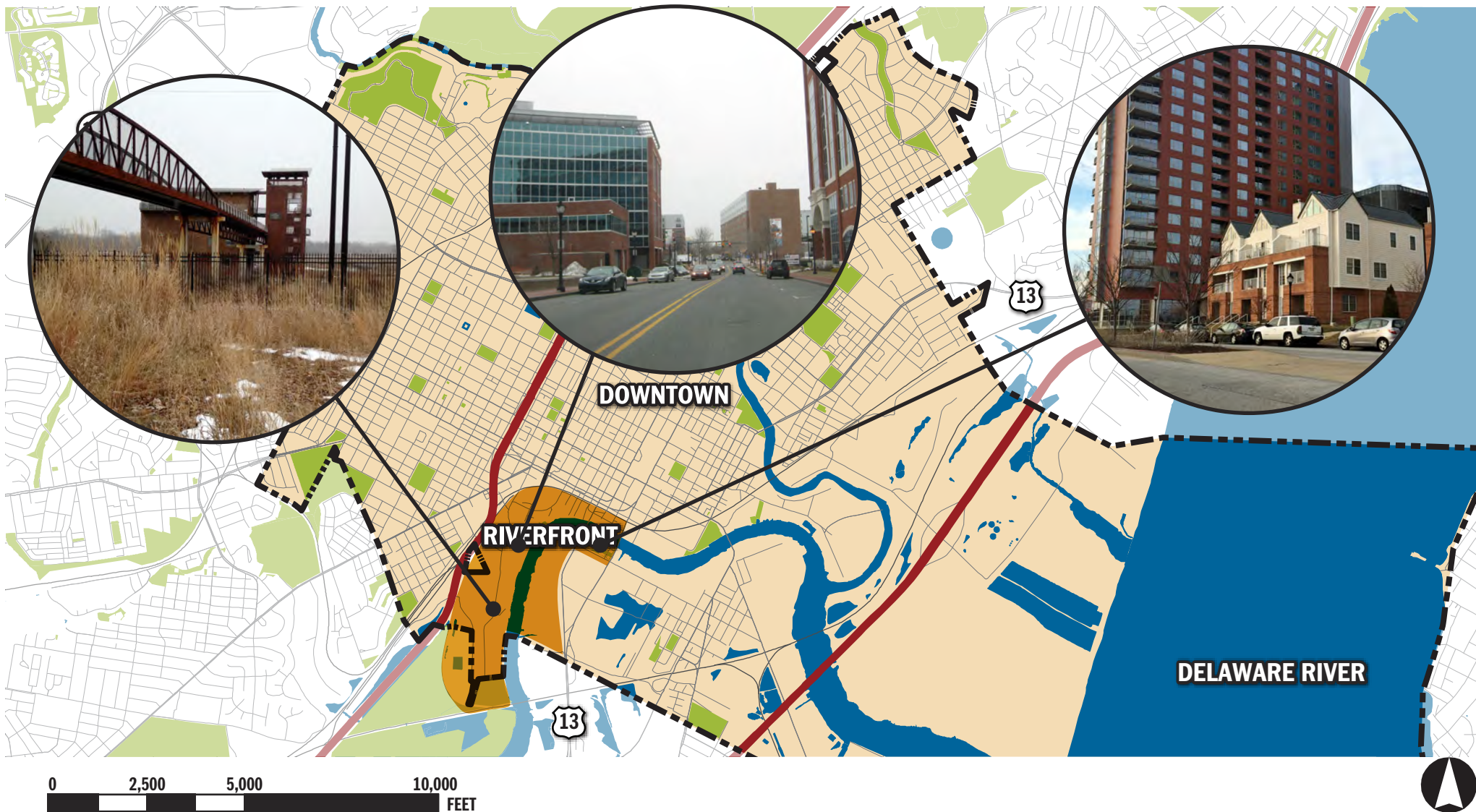
WILMINGTON



Wilmington

CONTEXT

RIVERFRONT



Wilmington

CONTEXT

RIVERFRONT: *THEN & NOW*



Wilmington

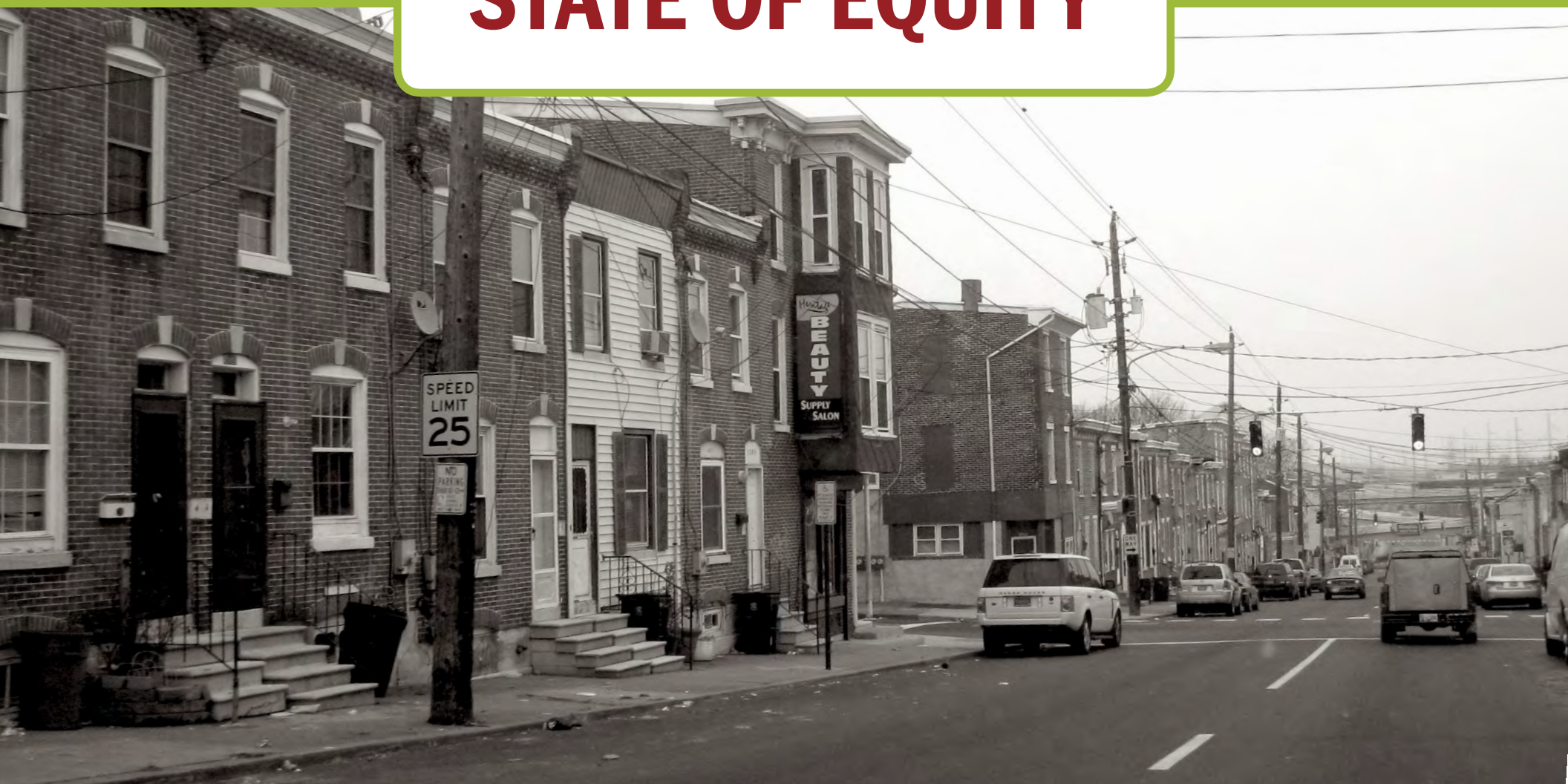
CONTEXT

SURROUNDING NEIGHBORHOODS



Wilmington

STATE OF EQUITY



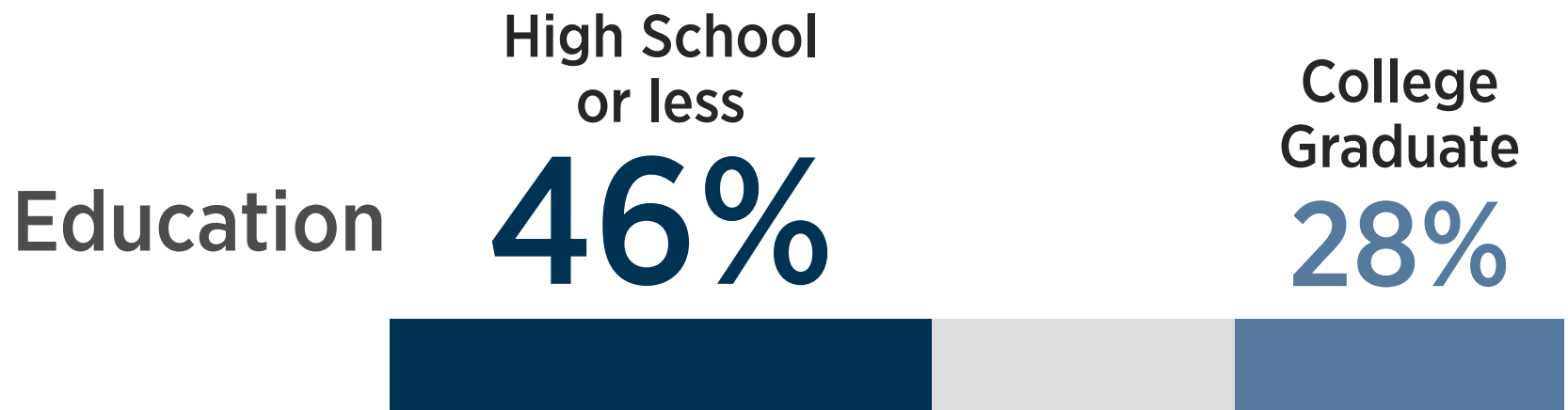
STATE OF EQUITY

COMMUNITY FRAGMENTATION



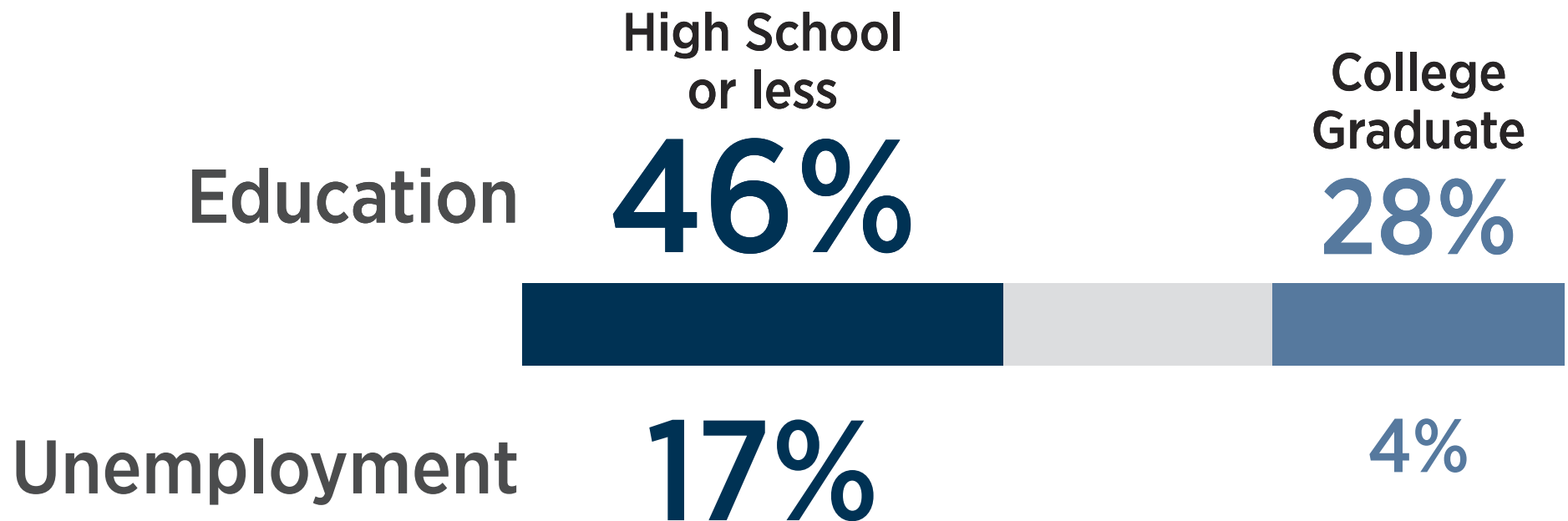
STATE OF EQUITY

UNEMPLOYMENT BY EDUCATIONAL ATTAINMENT



STATE OF EQUITY

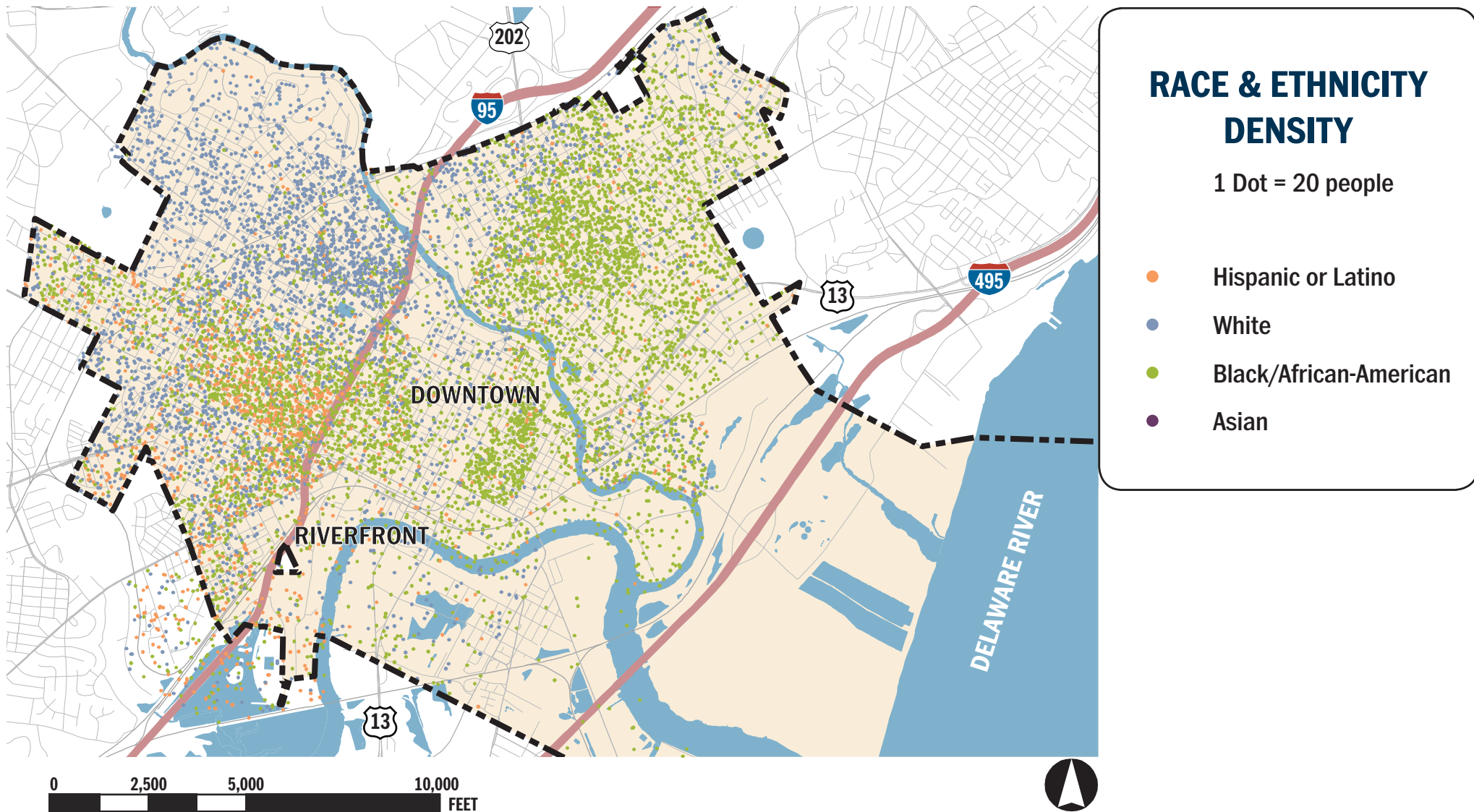
UNEMPLOYMENT BY EDUCATIONAL ATTAINMENT



Wilmington

STATE OF EQUITY

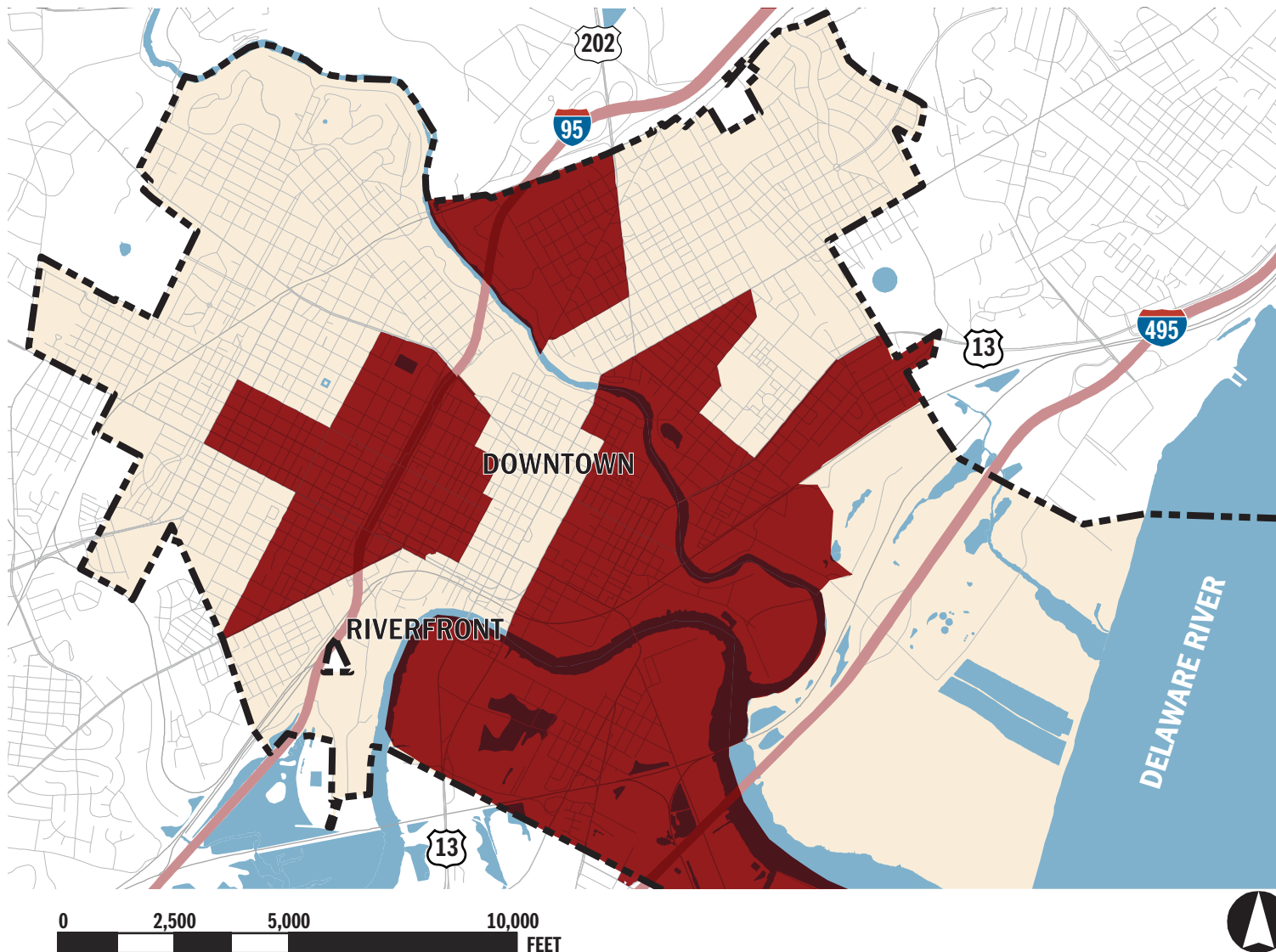
RACIAL DIVISIONS



Wilmington

STATE OF EQUITY

INCOME DIVISIONS



**% COST-BURDENED
RENTERS**

57%

% CITY POP IN TRACTS

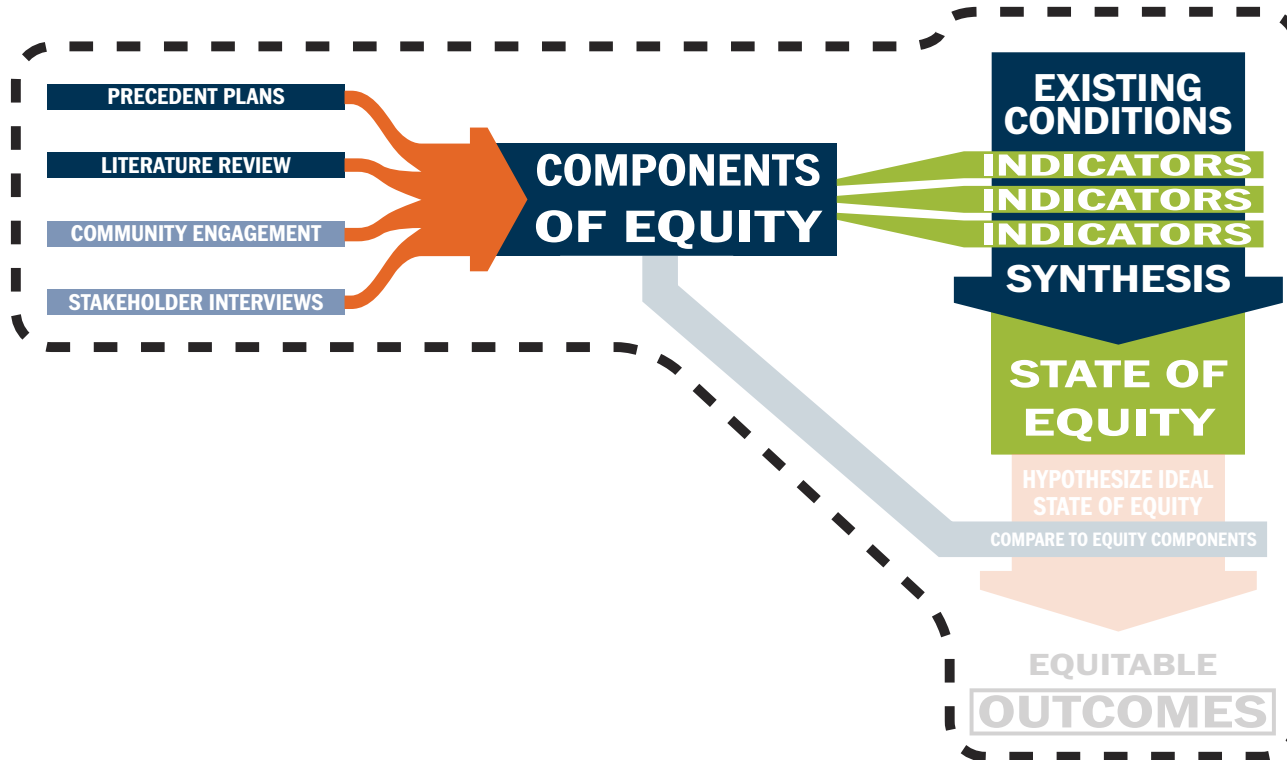
47%

Very Low Income Tracts
(Median Household Income
 \leq 50% AMI)

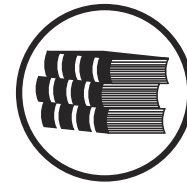
Wilmington

STATE OF EQUITY

SUMMARY



**COMMUNITY
FRAGMENTATION**



**EDUCATION
& SKILLS
MISMATCH**

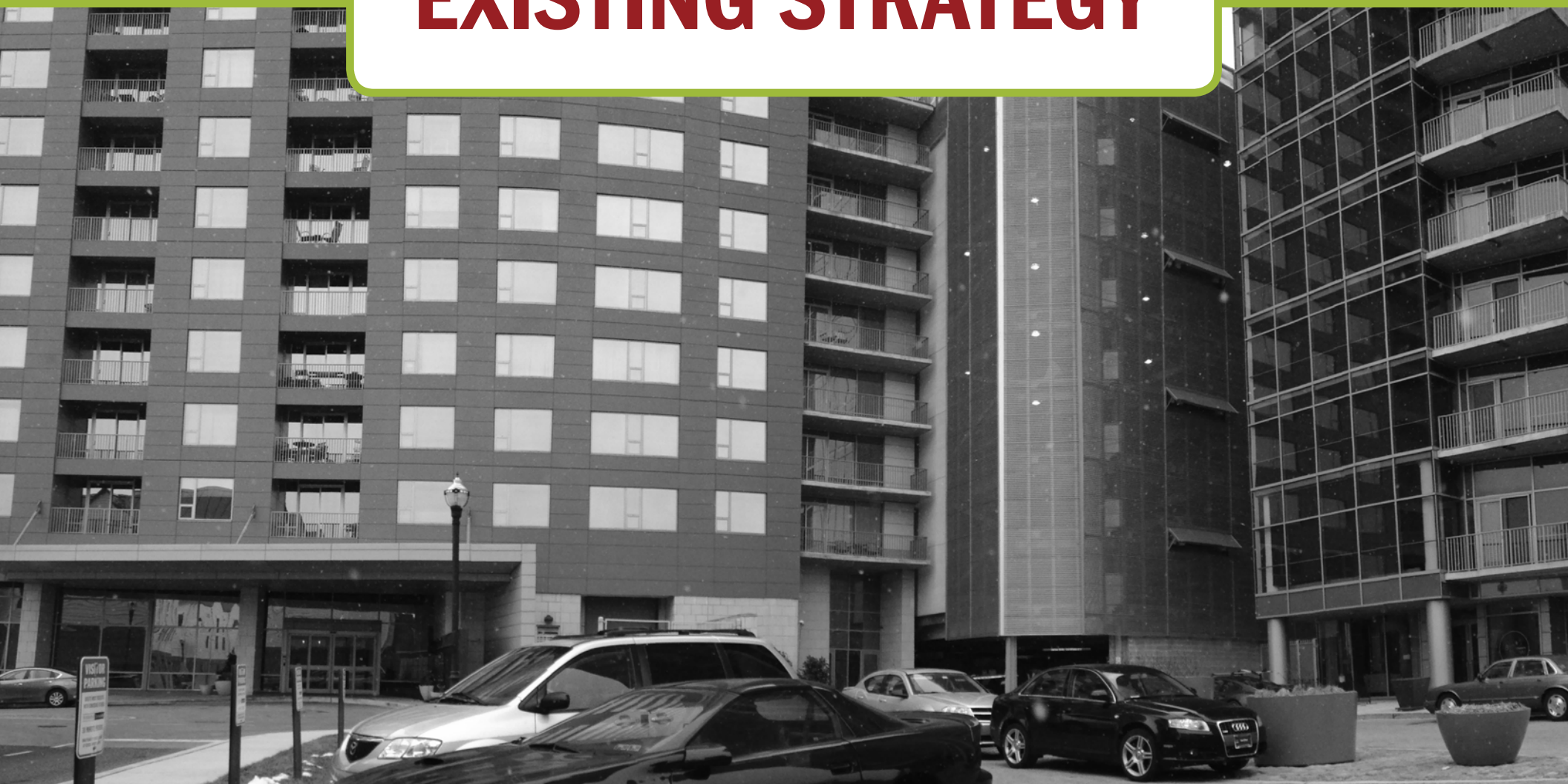


**INCOME & RACE
DISPARITIES**



**DECLINING
HOUSING
AFFORDABILITY**

EXISTING STRATEGY



EXISTING STRATEGY

ABANDONMENT



RIVERFRONT IN THE 1990s

Wilmington

EXISTING STRATEGY

ORIGINAL VISION

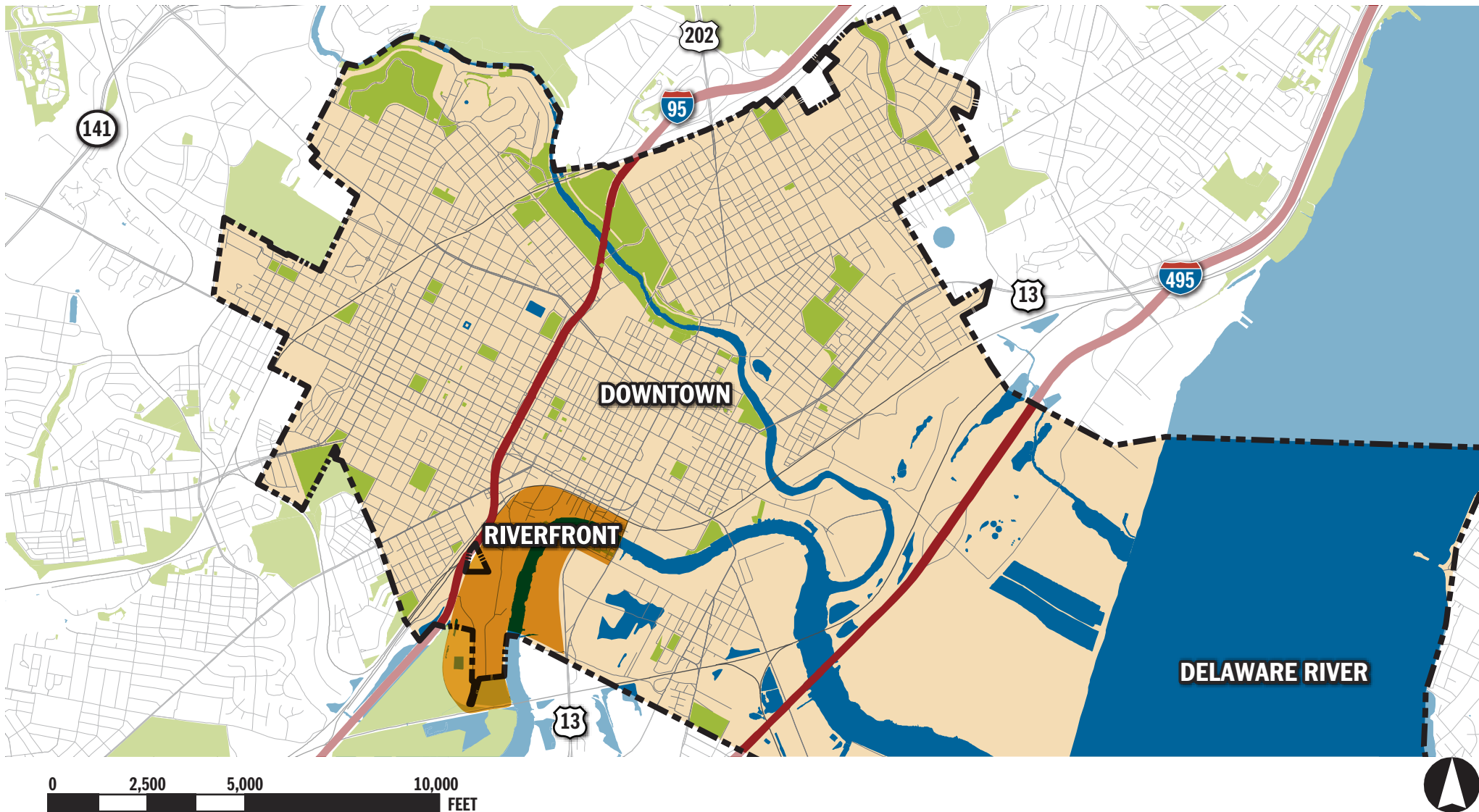


INITIAL CONCEPT RENDERING

Wilmington

EXISTING STRATEGY

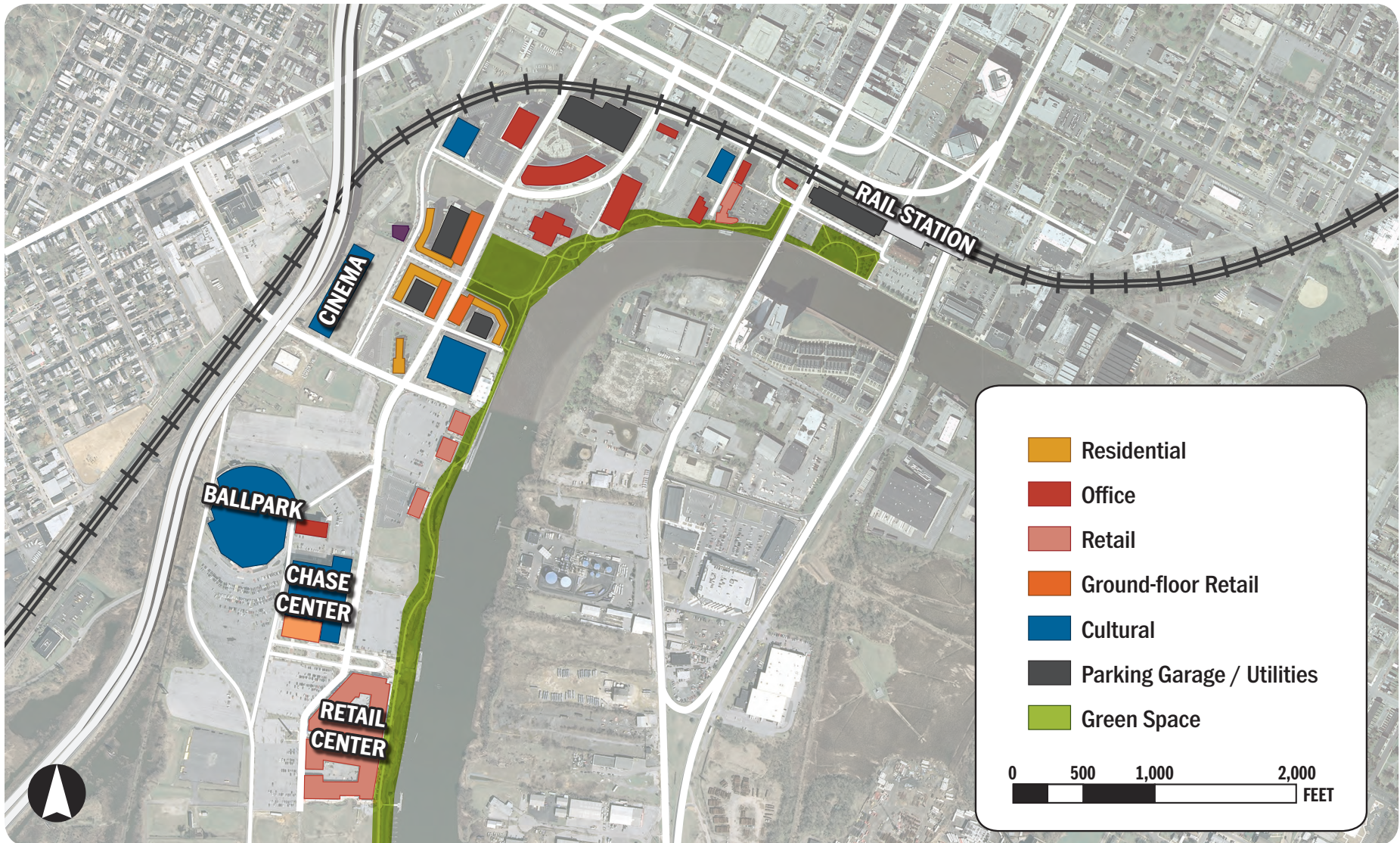
SITE ORIENTATION



Wilmington

EXISTING STRATEGY

SITE ORIENTATION



EXISTING STRATEGY

REGIONAL ATTRACTIONS



Wilmington

EXISTING STRATEGY

CORPORATE OFFICES



Wilmington

EXISTING STRATEGY

AUTO-ORIENTED DEVELOPMENT



STRIP MALL



CHAIN RESTAURANT

Wilmington

EXISTING STRATEGY

HIGH-END HOUSING



Wilmington

EXISTING STRATEGY

STATE INITIATED PROJECT



\$346M
public
expenditure

\$154M
infrastructure

\$137M
economic dev.

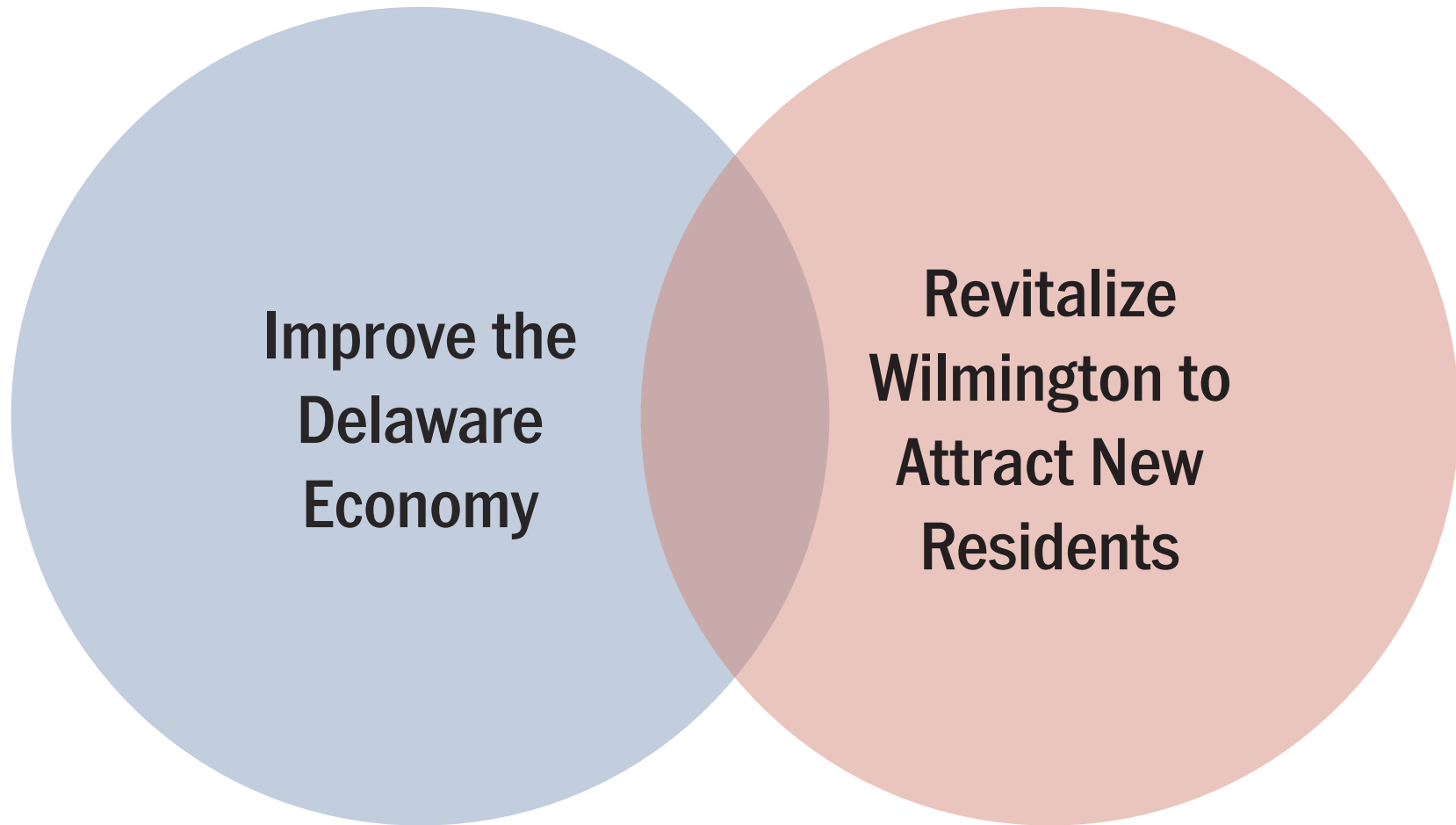
\$19M
remediation

\$25M
city funds

Wilmington

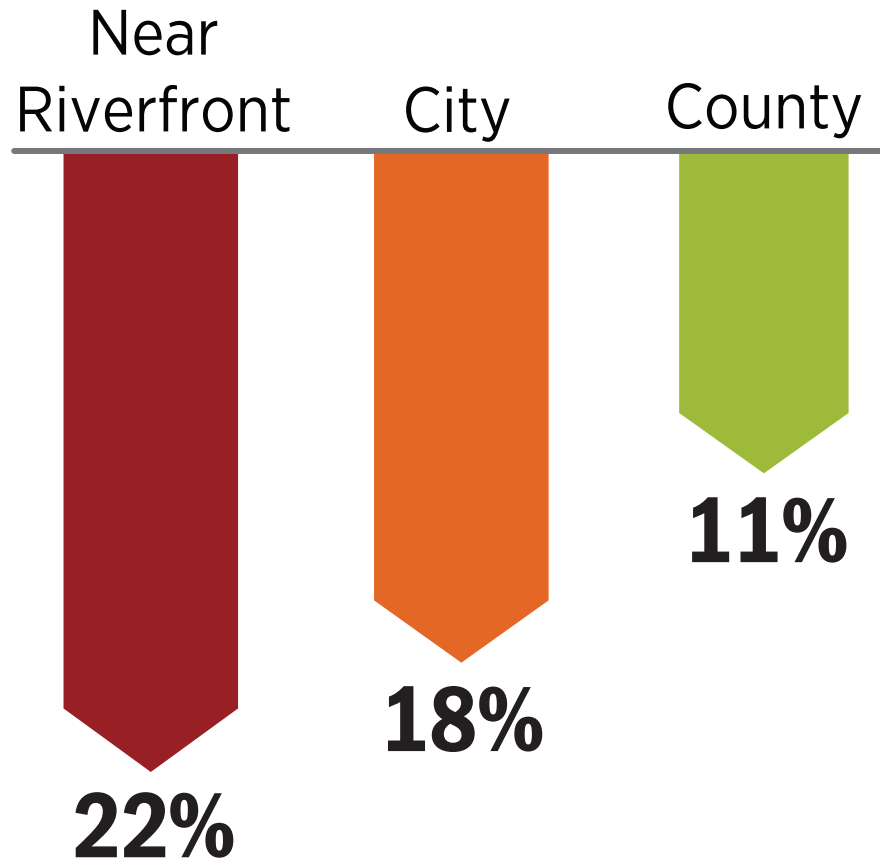
EXISTING STRATEGY

INTENDED GOALS



EXISTING STRATEGY

IMPACT: *CHANGE IN MEDIAN HOUSEHOLD INCOME, 2000-2012*



Wilmington

EXISTING STRATEGY

IMPACT: *CHANGE IN RIVERFRONT JOBS, 1997-2011*

RIVERFRONT

+2,000

NET

NEW JOBS

\$68K

AVERAGE

ANNUAL WAGE

Wilmington

EXISTING STRATEGY

IMPACT: *CHANGE IN CITYWIDE JOBS, 2002-2011*

CITY
-2,900
NET
JOBS



Wilmington

EXISTING STRATEGY

IMPACT: *CHANGE IN CITYWIDE JOBS, 2002-2011*

CITY
-2,900
NET
JOBS



Wilmington

EXISTING STRATEGY

IMPACT: *INCREASED TAX BASE AND REVENUE*



CAPITAL ONE COMPLEX

\$716M
private investment

\$14.5M
average annual
state revenue

\$4.5M
average annual
city revenue

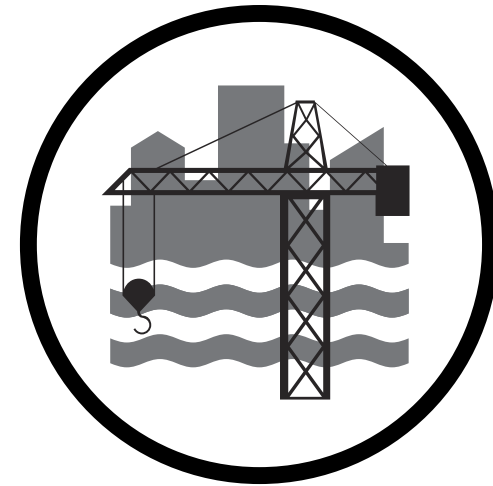
Wilmington

EXISTING STRATEGY

SYNTHESIS: *RIVERFRONT DEVELOPMENT*



CHRISTINA LANDING, WILMINGTON RIVERFRONT



SUCESSES:

- Remediation & development
- Increased tax base

CHALLENGES:

- Does not target LMI residents
- Surrounding area in decline

Wilmington

PROPOSED STRATEGY



PROPOSED STRATEGY

WILMINGTON ASSETS



LARGE DAYTIME OFFICE POPULATION



EFFECTIVE REGIONAL SCHOOL SYSTEM



LOCAL INTERMODAL PORT



EASY ACCESS TO NORTHEAST CORRIDOR CITIES



WELL MAINTAINED STREET INFRASTRUCTURE

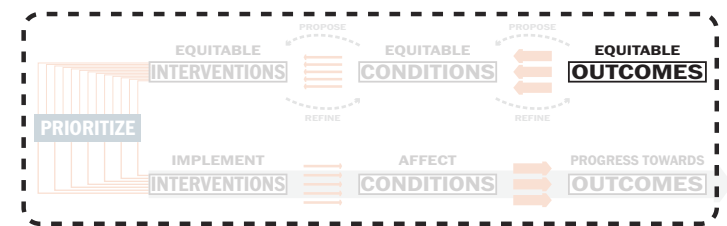


FOUNDATION AND PHILANTHROPIC FUNDING

PROPOSED STRATEGY

SELECTED OUTCOMES

RIVERFRONT



**Economic Security &
Opportunity**

**Stable & Supportive
Quality of Life**

**Inclusive & Progressive
Community Leadership**

INTERVENTIONS



CONDITIONS

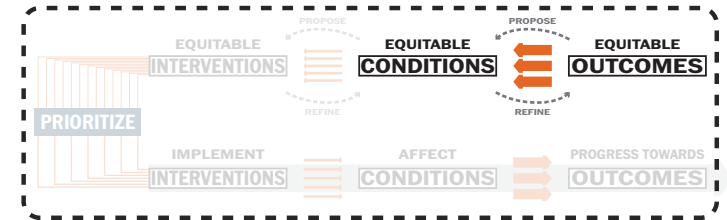


OUTCOMES

Wilmington

PROPOSED STRATEGY

SELECTED CONDITIONS *RIVERFRONT*



Diversify economic opportunities

Increase local hiring
by Riverfront employers

Integrate Riverfront into
surrounding neighborhoods

Develop alternative transportation access

Ensure availability of affordable housing

Foster cooperation between Riverfront
stakeholders and area residents

Incorporate local resident input into
Riverfront planning

**Economic Security &
Opportunity**

**Stable & Supportive
Quality of Life**

**Inclusive & Progressive
Community Leadership**

INTERVENTIONS

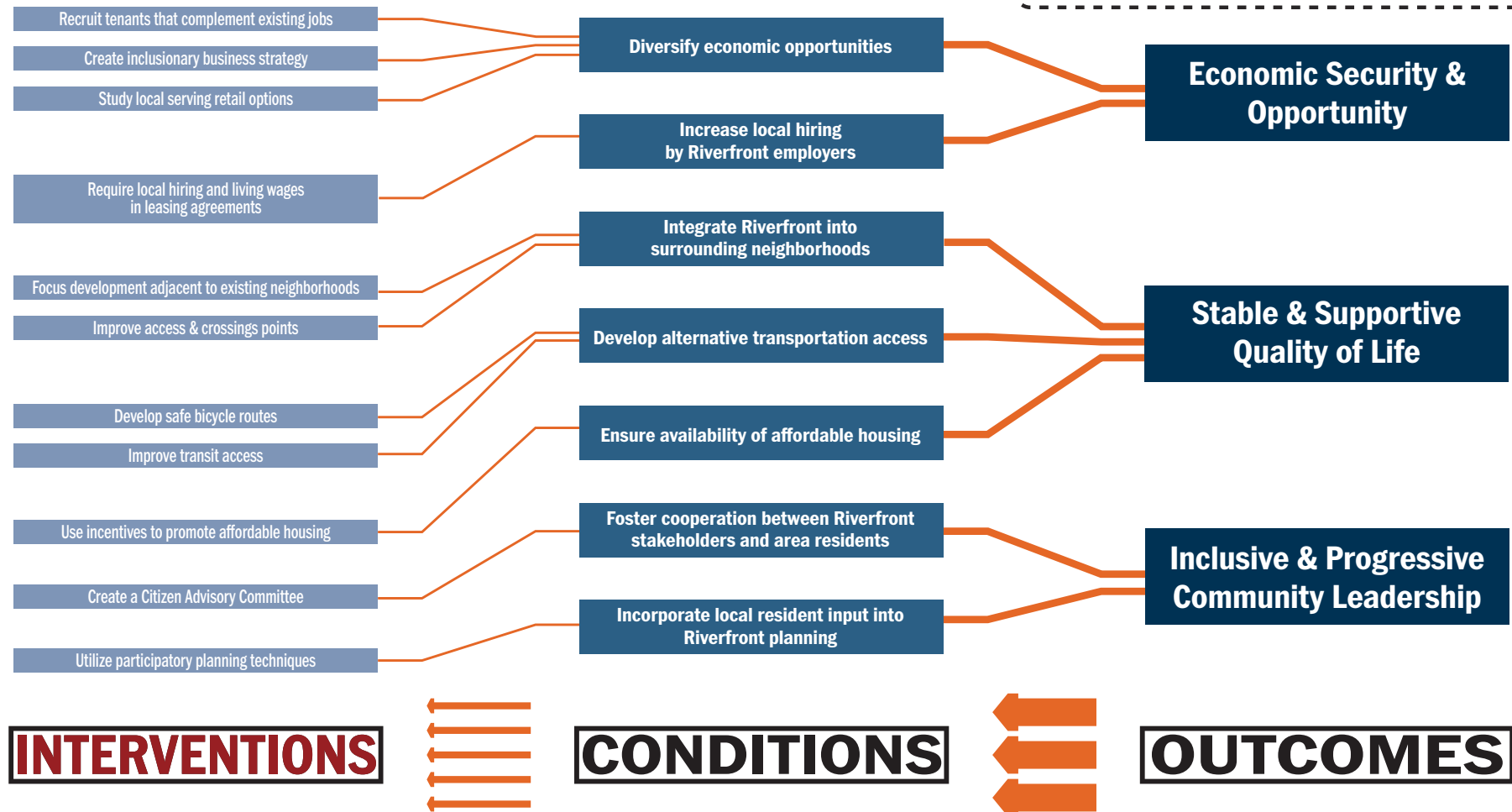
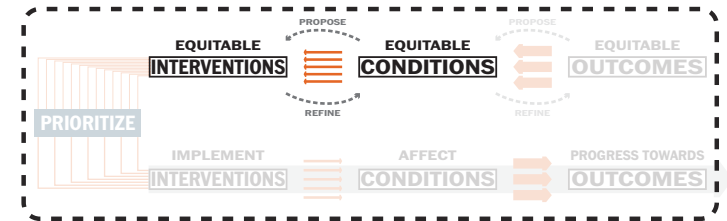
CONDITIONS

OUTCOMES

Wilmington

PROPOSED STRATEGY

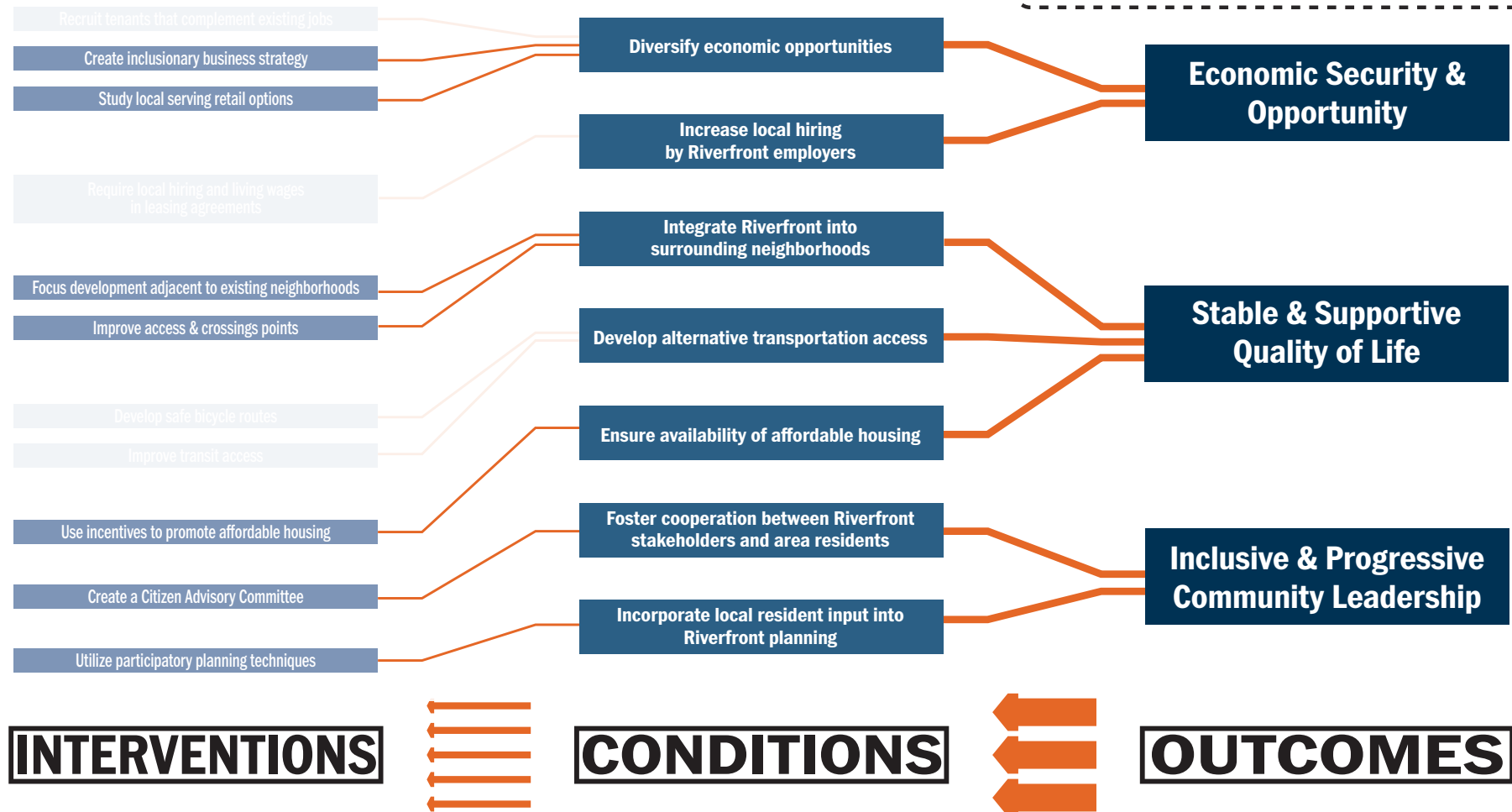
SELECTED INTERVENTIONS *RIVERFRONT*



PROPOSED STRATEGY

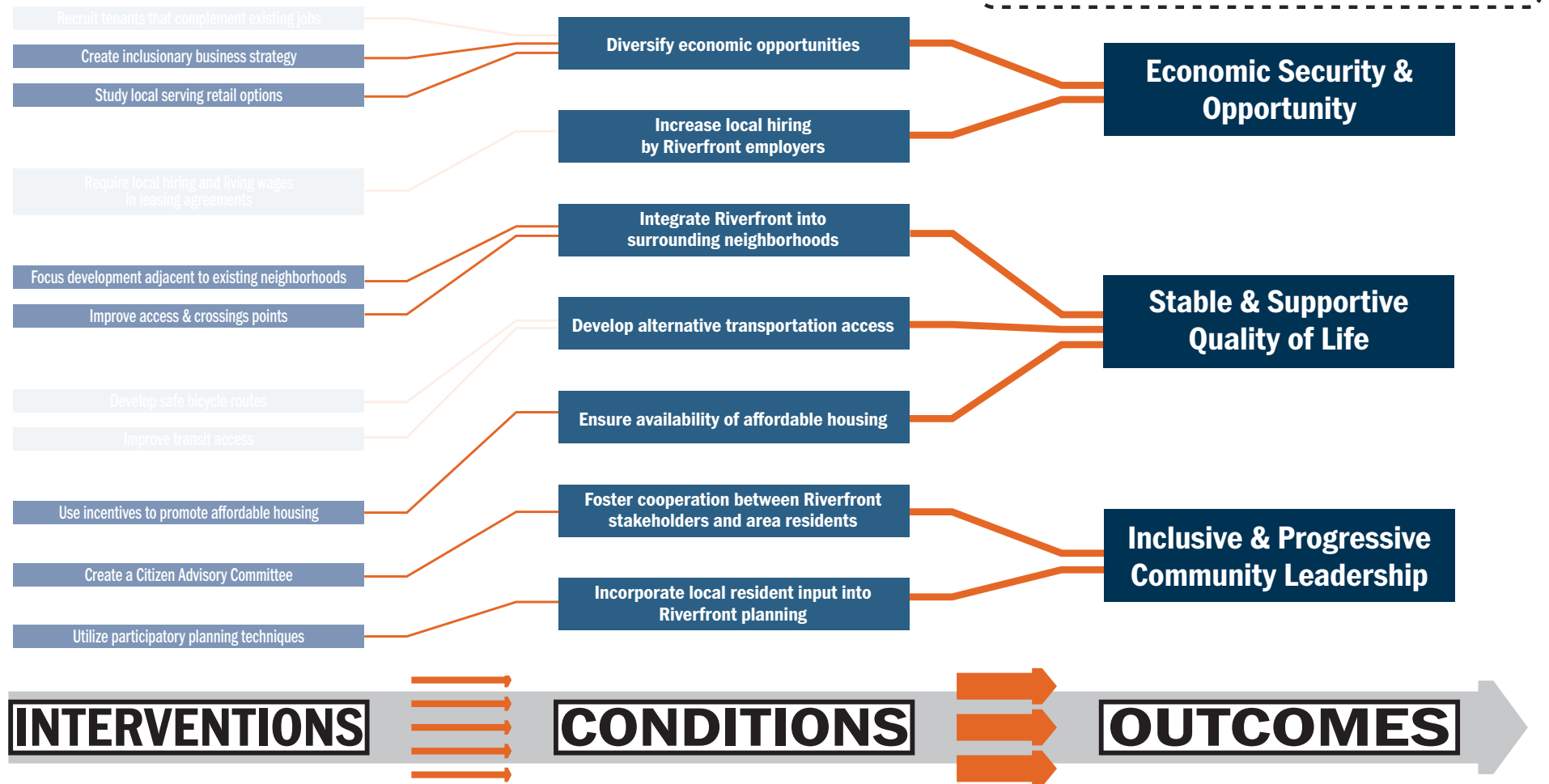
PRIORITIZED INTERVENTIONS

RIVERFRONT



PROPOSED STRATEGY

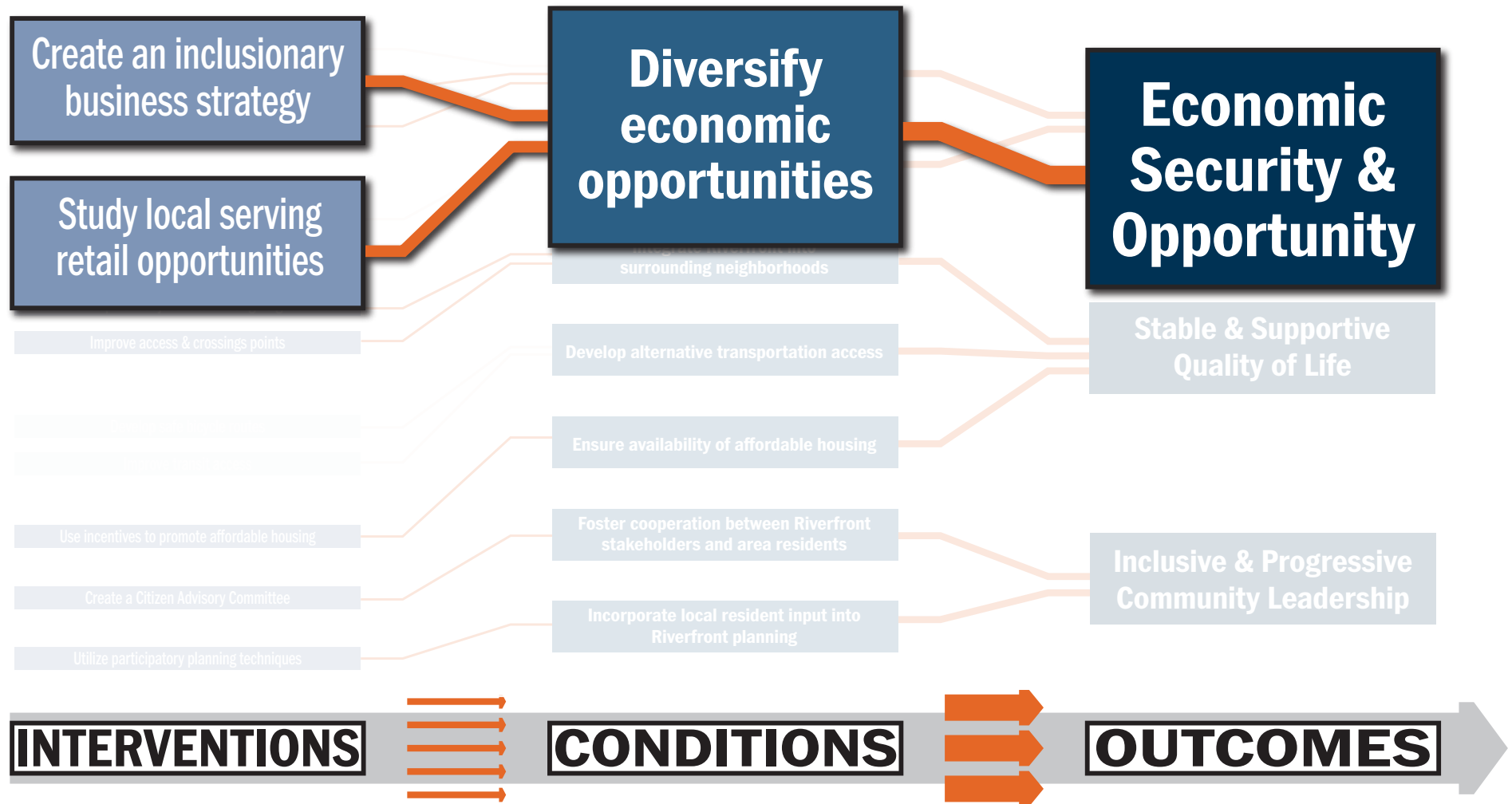
IMPLEMENT THEORY OF CHANGE *RIVERFRONT*



PROPOSED STRATEGY

DIVERSIFY ECONOMIC OPPORTUNITIES

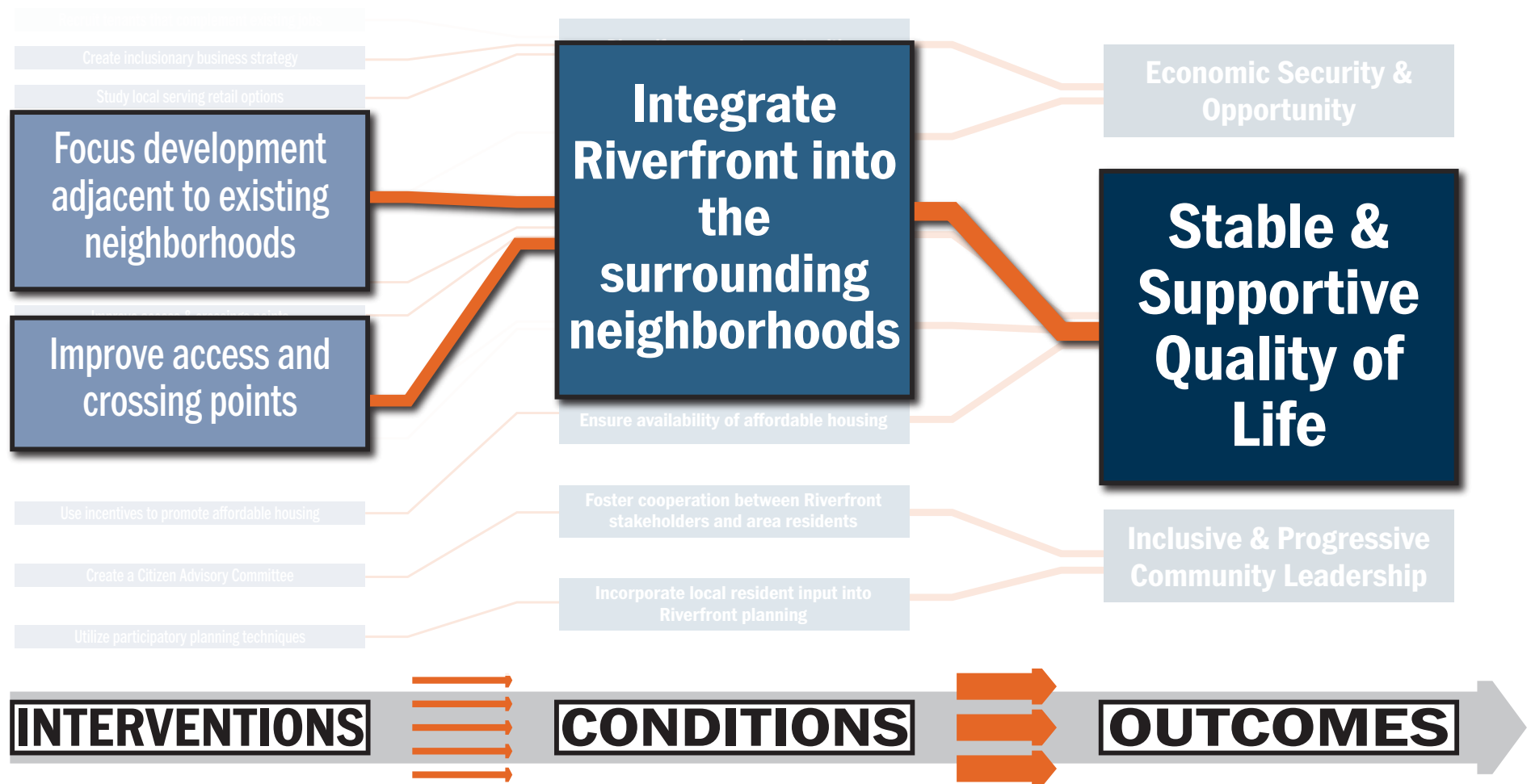
RIVERFRONT



PROPOSED STRATEGY

INTEGRATE RIVERFRONT INTO SURROUNDING NEIGHBORHOOD

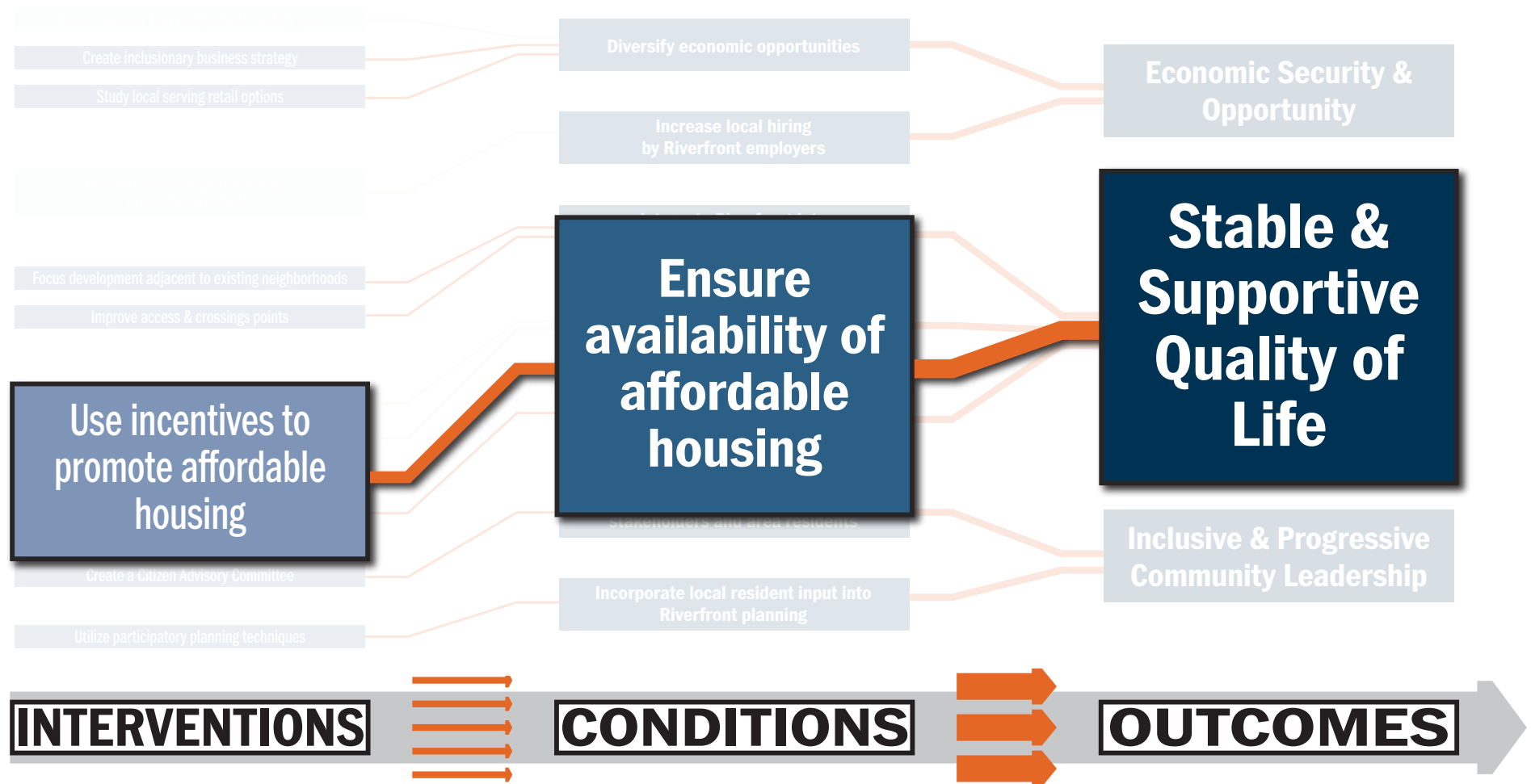
RIVERFRONT



PROPOSED STRATEGY

ENSURE AVAILABILITY OF AFFORDABLE HOUSING

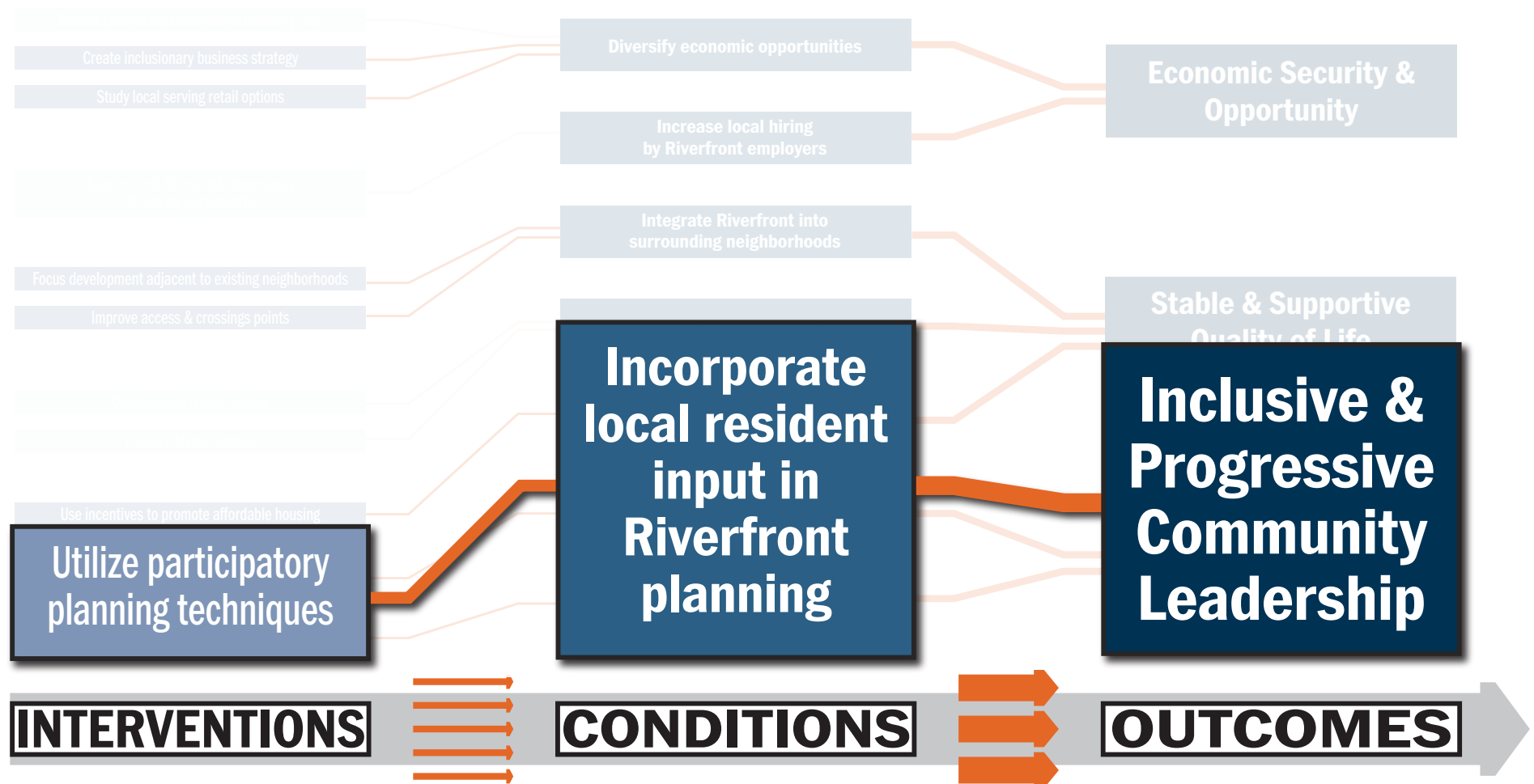
RIVERFRONT



PROPOSED STRATEGY

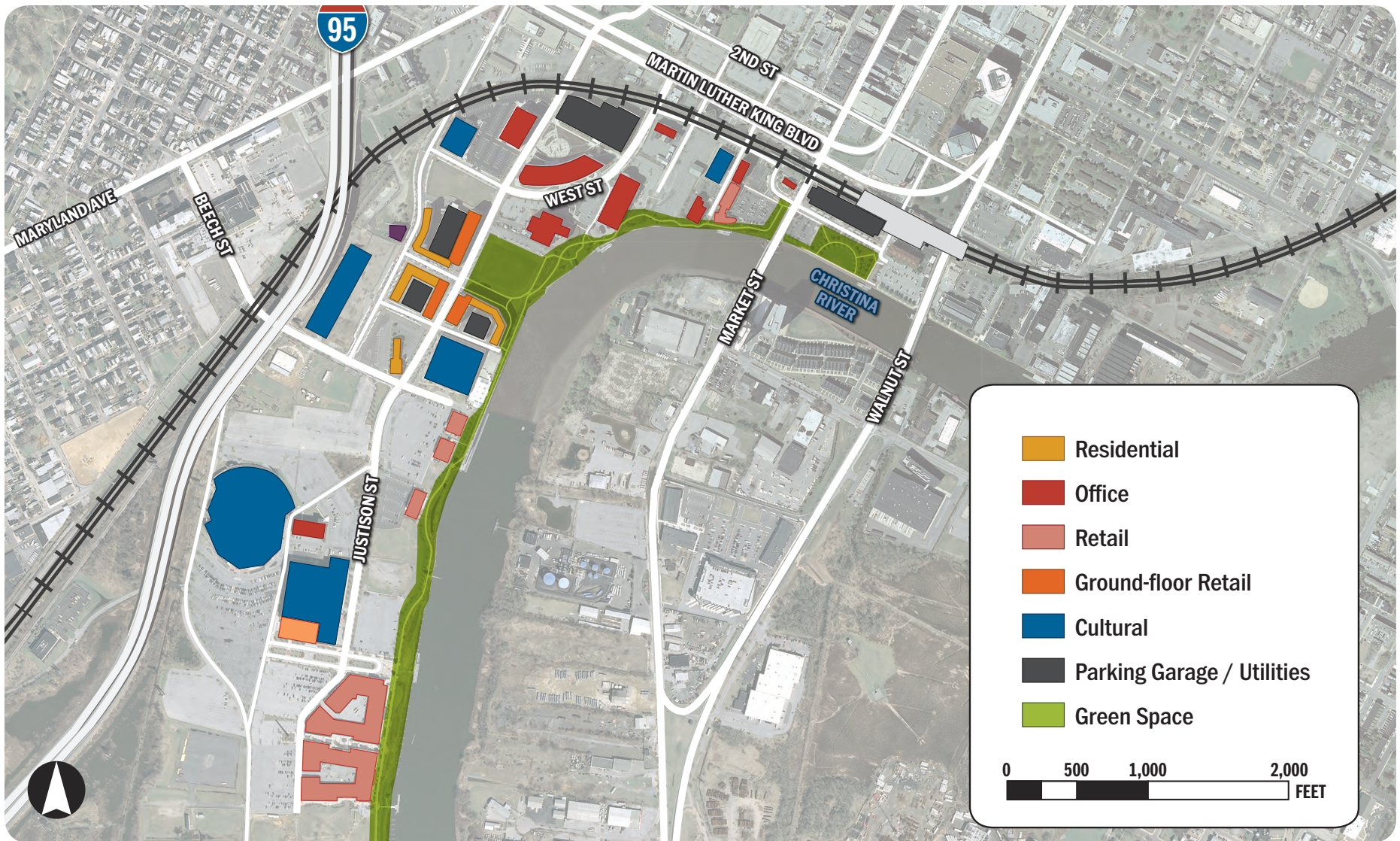
INCORPORATE RESIDENT INPUT IN RIVERFRONT PLANNING

RIVERFRONT



PROPOSED STRATEGY

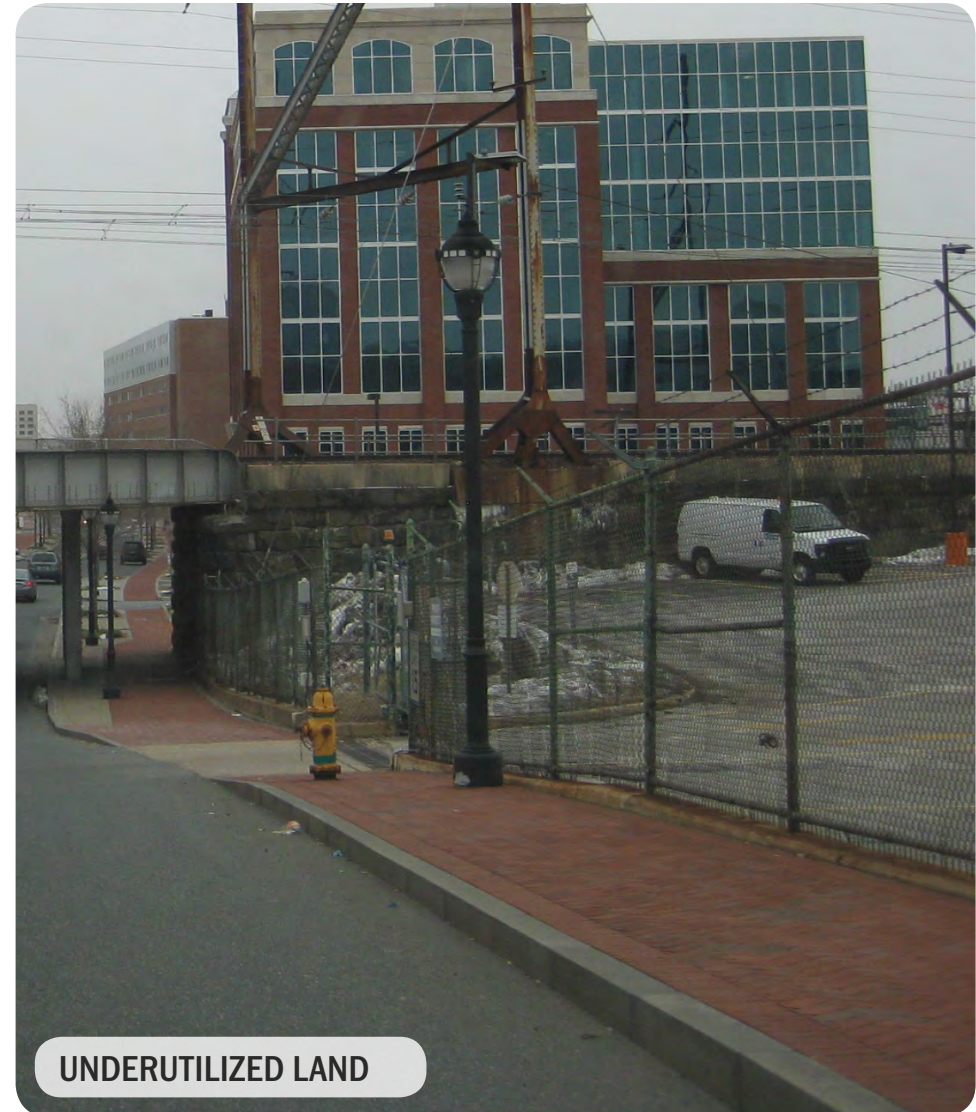
IMPLEMENT INTERVENTIONS: *EXISTING CONDITIONS*



Wilmington

PROPOSED STRATEGY

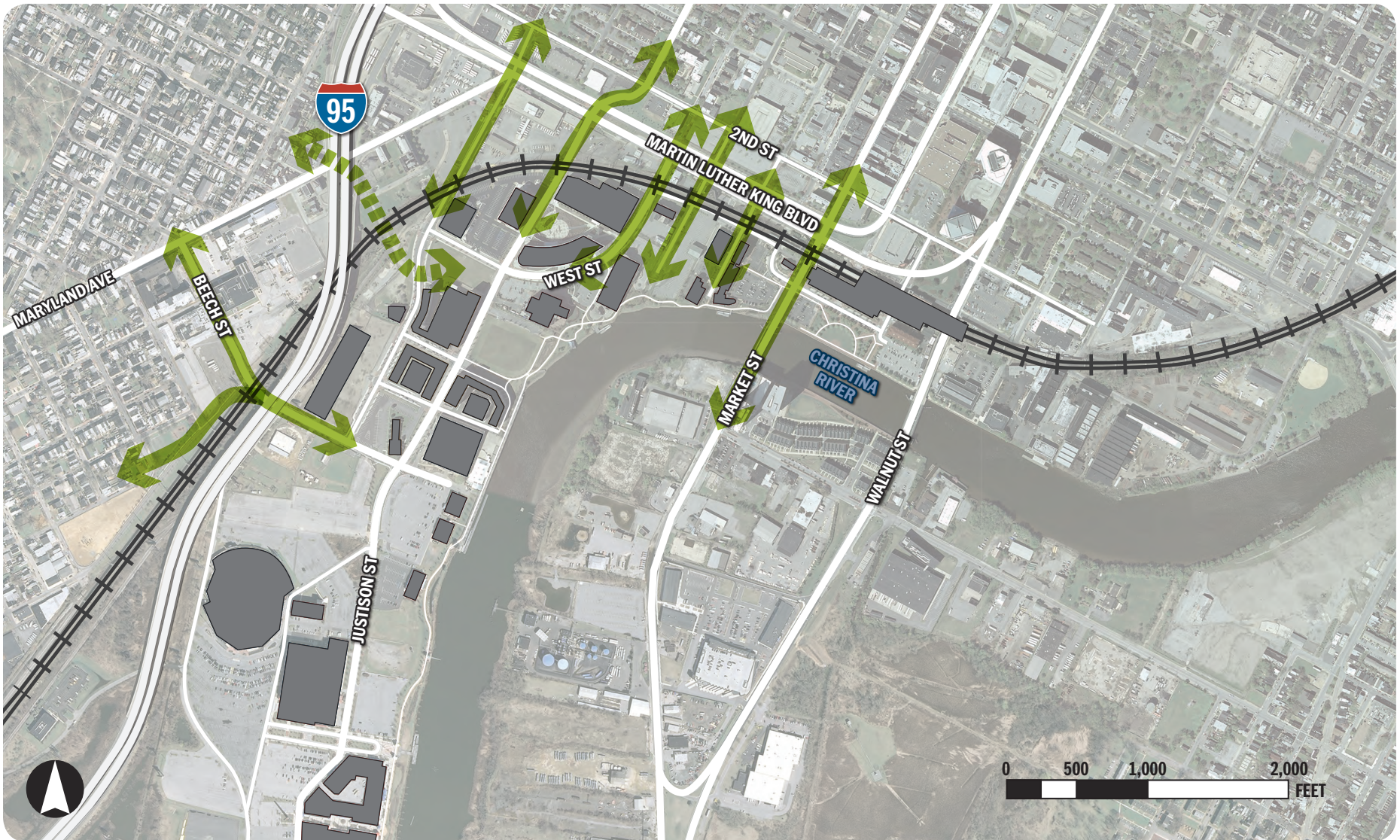
IMPROVE ACCESS: *BARRIERS*



Wilmington

PROPOSED STRATEGY

IMPROVE ACCESS: *UNDERPASSES*



Wilmington

PROPOSED STRATEGY

FOCUS FUTURE REDEVELOPMENT: *UNDERUTILIZED LAND*



Wilmington

PROPOSED STRATEGY

FOCUS FUTURE REDEVELOPMENT: *EXISTING ACTIVITY*



PROPOSED STRATEGY

FOCUS FUTURE REDEVELOPMENT: *CONNECTING CORRIDORS*



Wilmington

PROPOSED STRATEGY

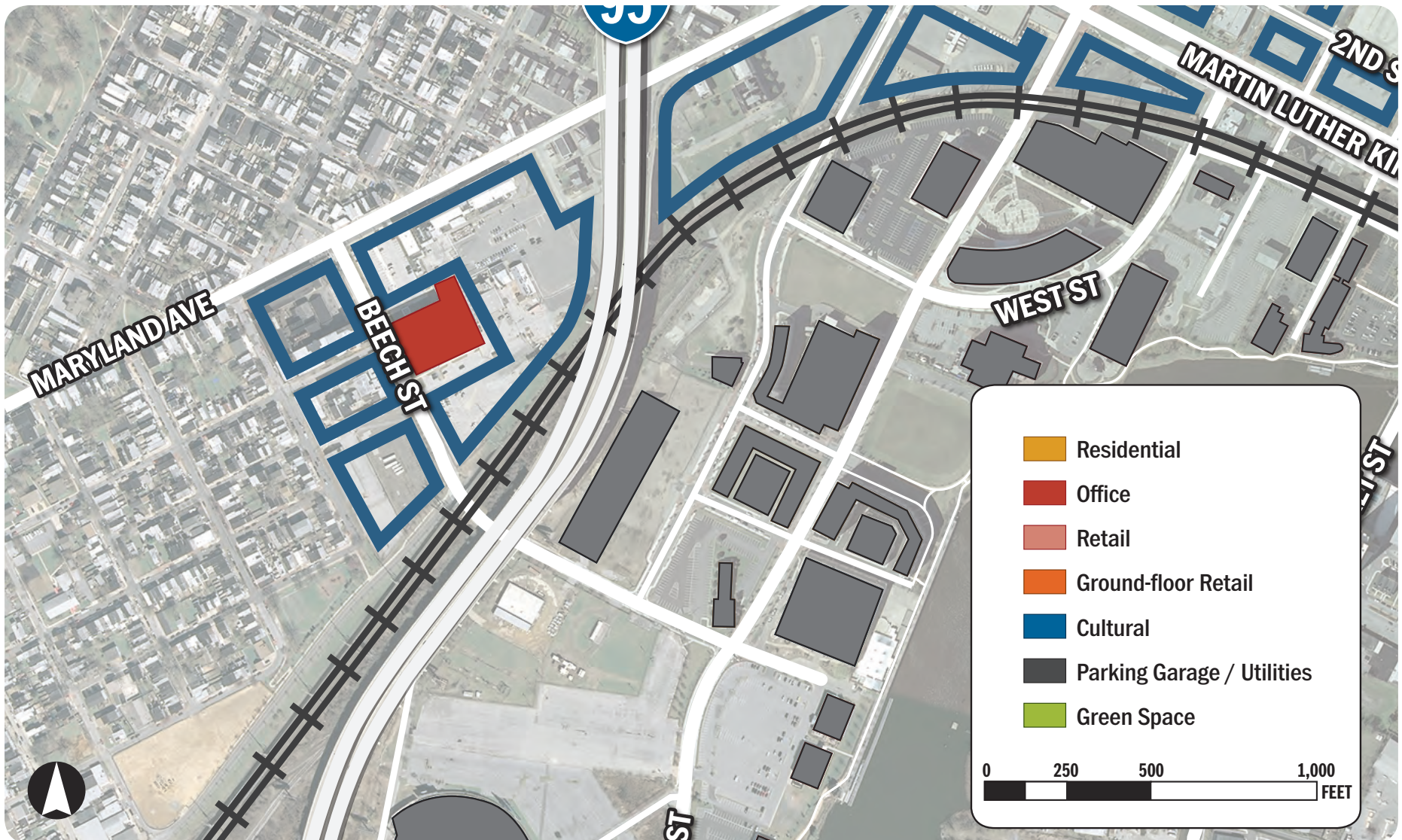
FOCUS FUTURE REDEVELOPMENT: *BEECH STREET CASE STUDY*



Wilmington

PROPOSED STRATEGY

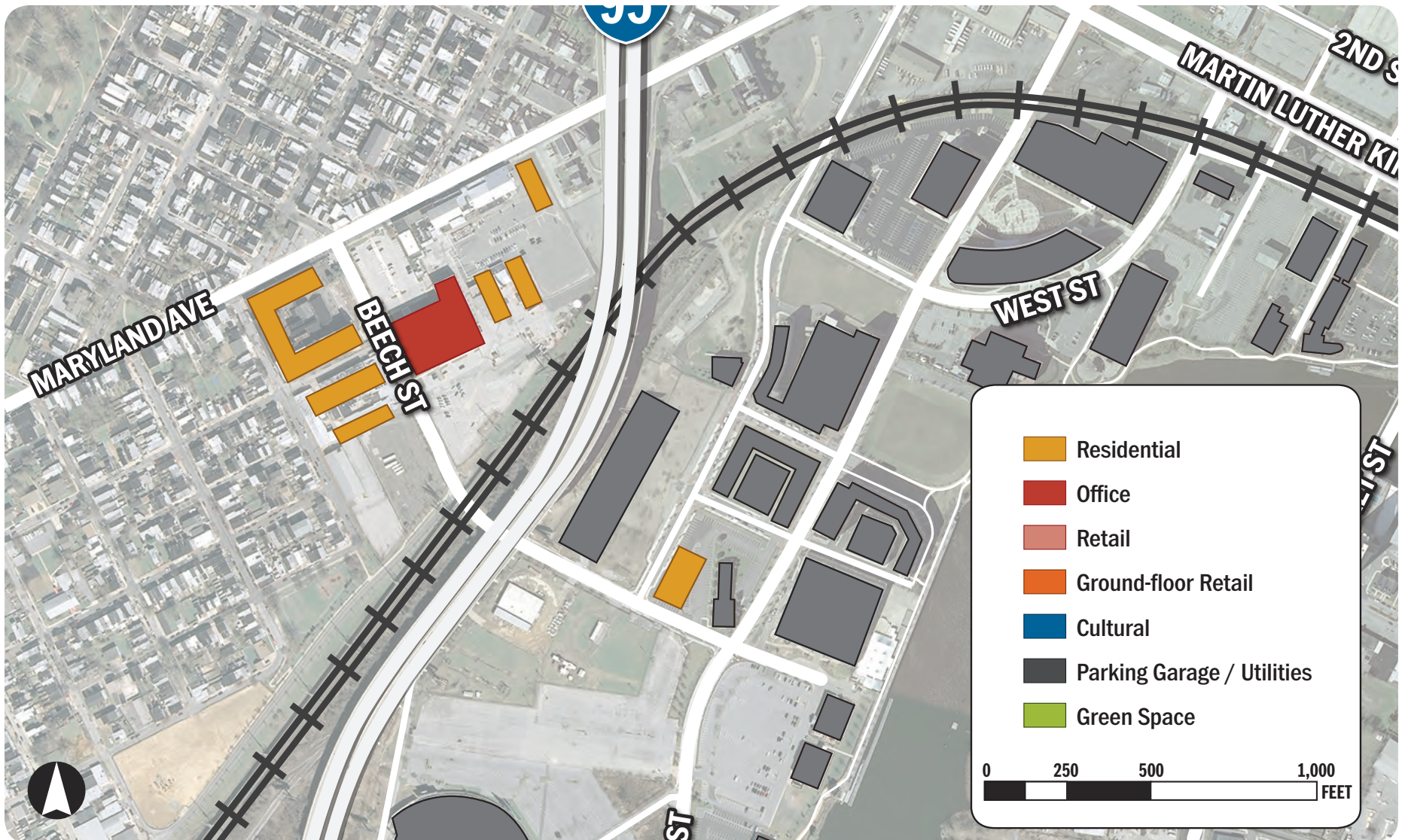
BEECH STREET CASE STUDY: *EXISTING USE*



Wilmington

PROPOSED STRATEGY

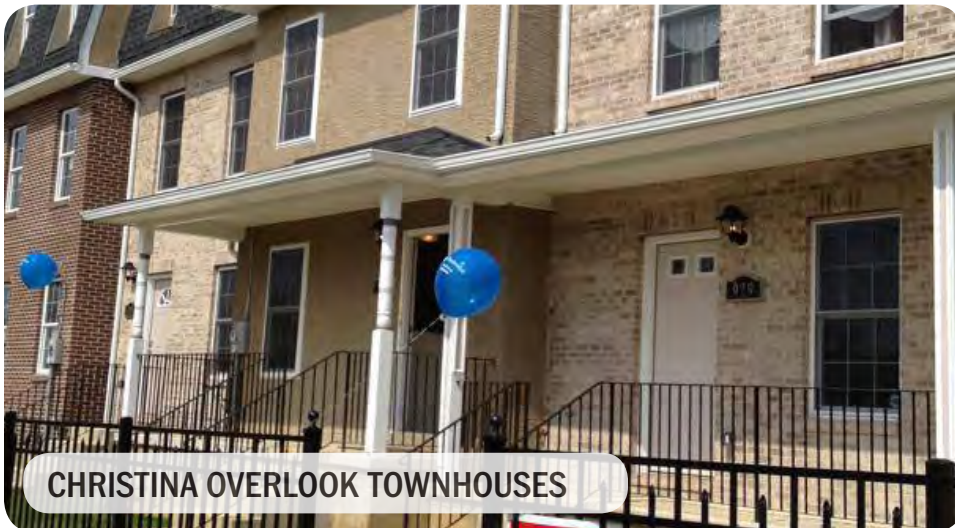
BEECH STREET CASE STUDY: *AFFORDABLE HOUSING*



Wilmington

PROPOSED STRATEGY

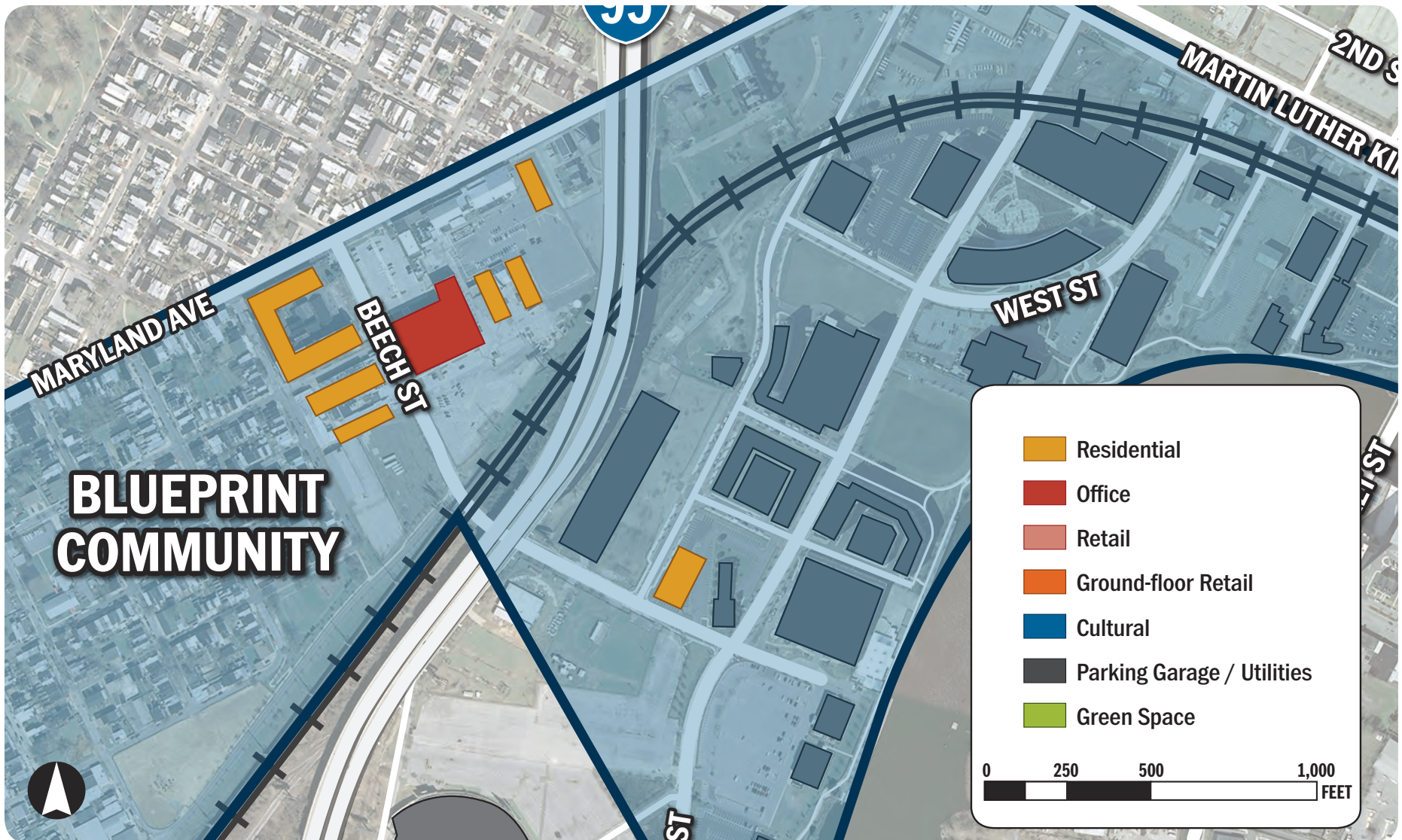
BEECH STREET CASE STUDY: *AFFORDABLE HOUSING*



Wilmington

PROPOSED STRATEGY

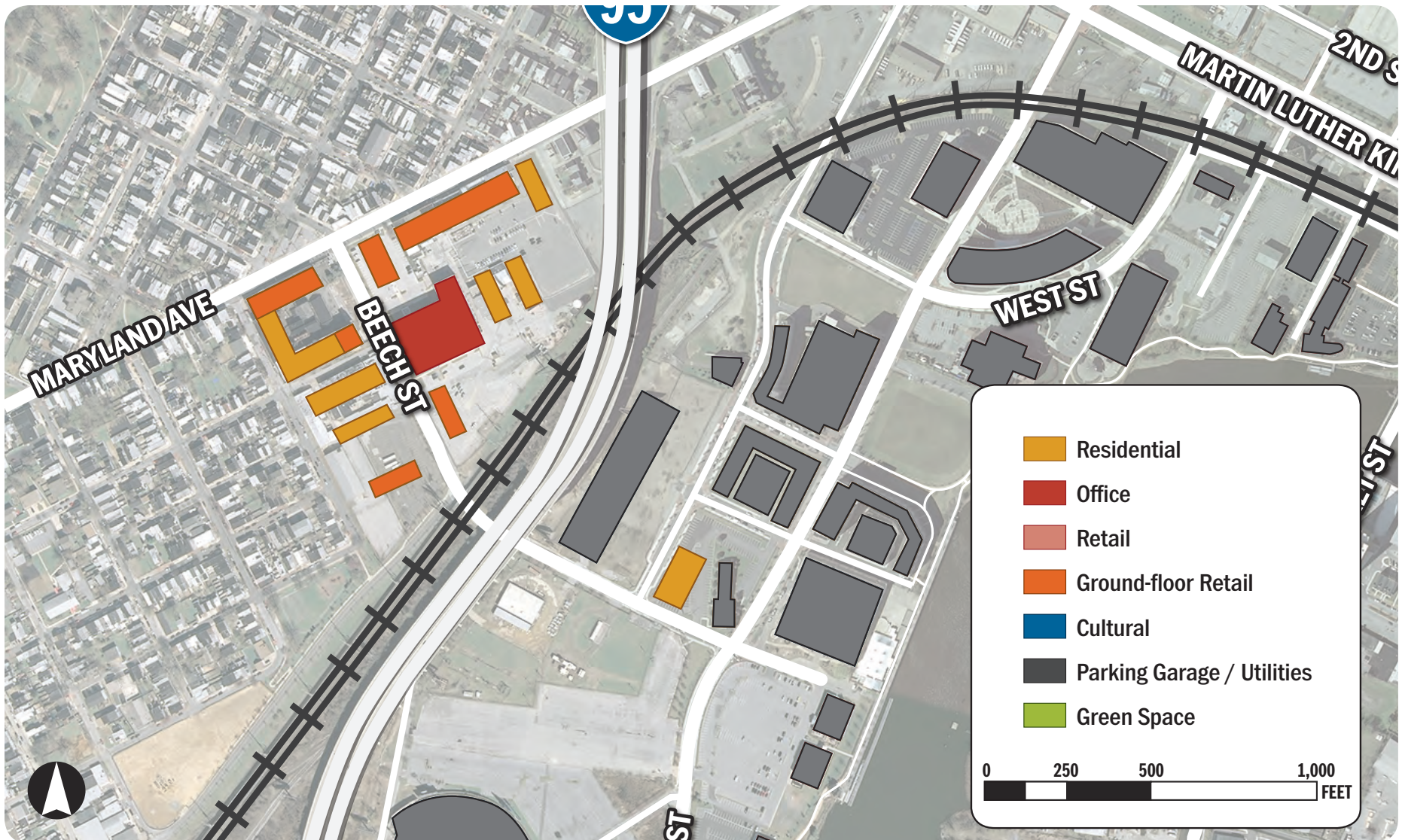
BEECH STREET CASE STUDY: *AFFORDABLE HOUSING*



Wilmington

PROPOSED STRATEGY

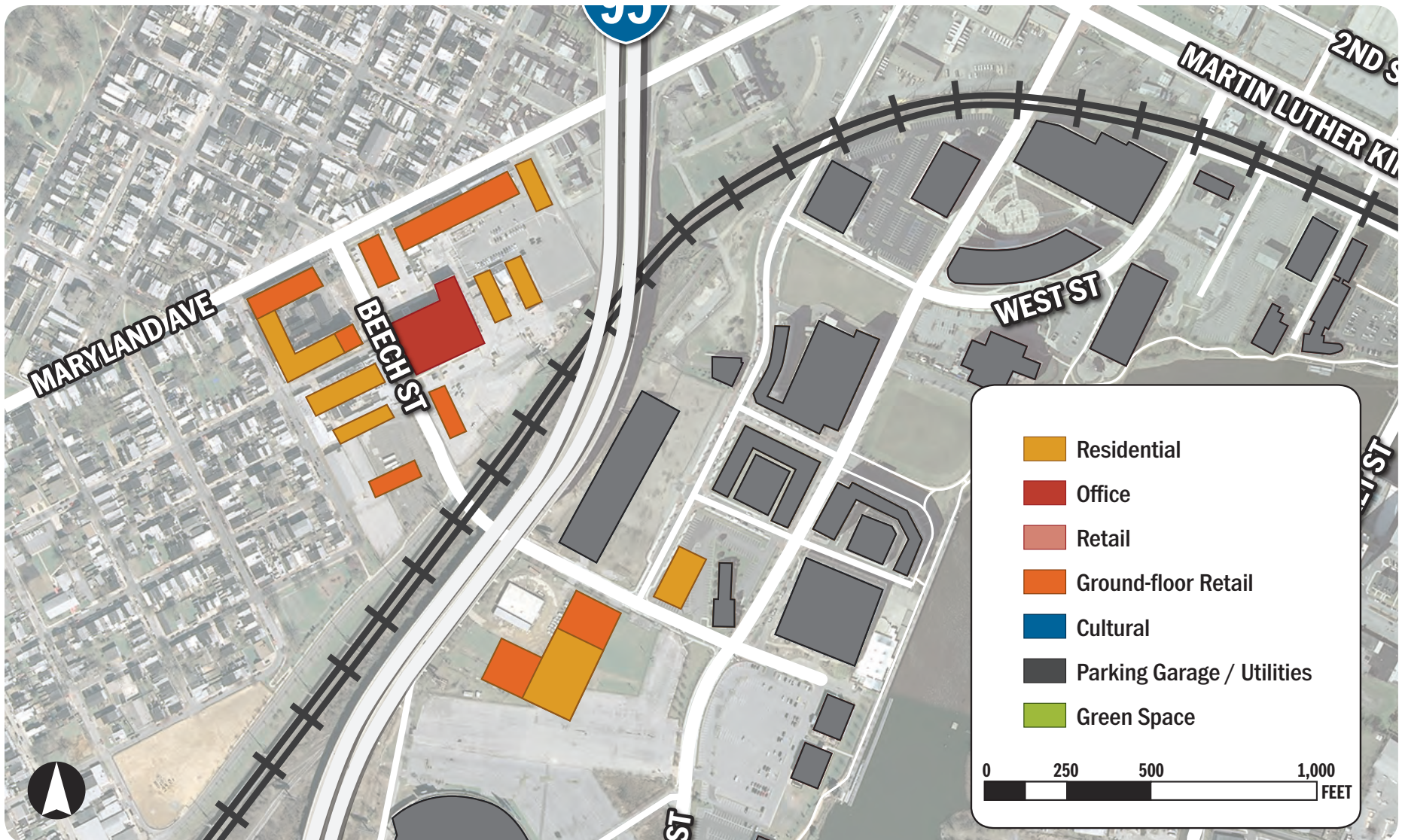
BEECH STREET CASE STUDY: *LOCAL SERVING RETAIL*



Wilmington

PROPOSED STRATEGY

BEECH STREET CASE STUDY: *LOCAL SERVING RETAIL*



Wilmington

PROPOSED STRATEGY

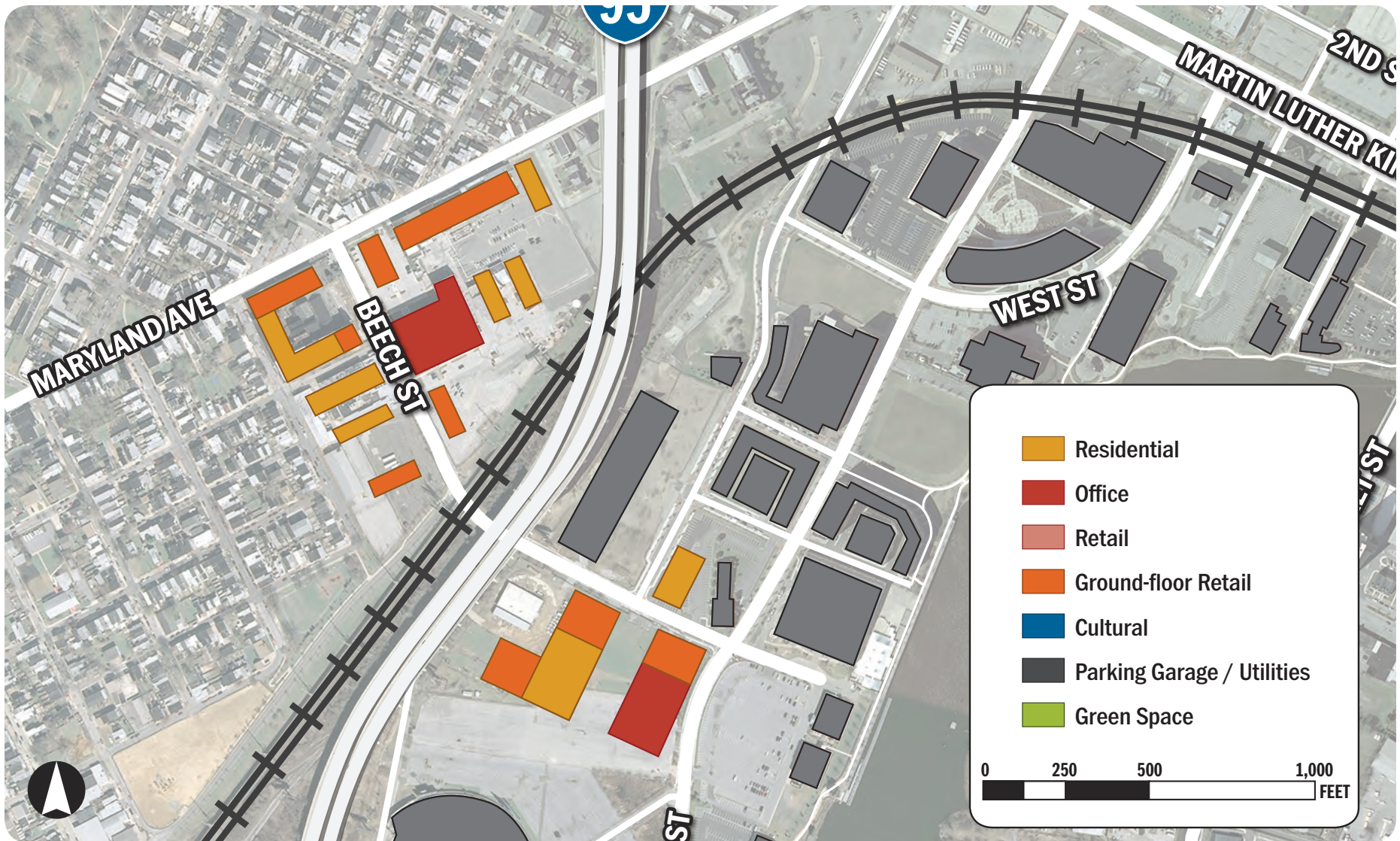
BEECH STREET CASE STUDY: *LOCAL SERVING RETAIL*



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PROPOSED STRATEGY

BEECH STREET CASE STUDY: *INCLUSIONARY BUSINESS*



Wilmington

PROPOSED STRATEGY

BEECH STREET CASE STUDY: *INCLUSIONARY BUSINESS*

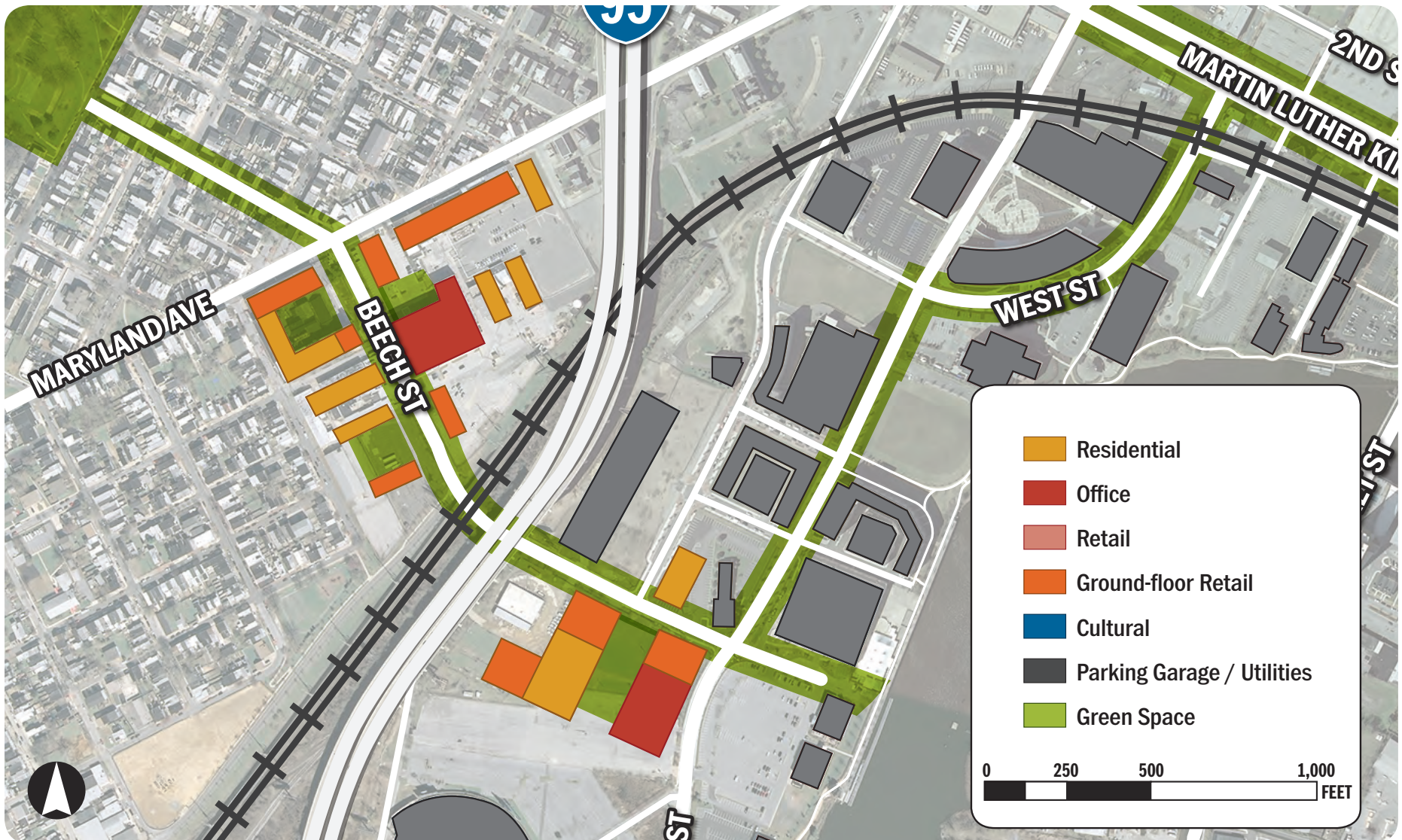


COWORKING SPACE

Wilmington

PROPOSED STRATEGY

BEECH STREET CASE STUDY: *GREEN NETWORK*



Wilmington

PROPOSED STRATEGY

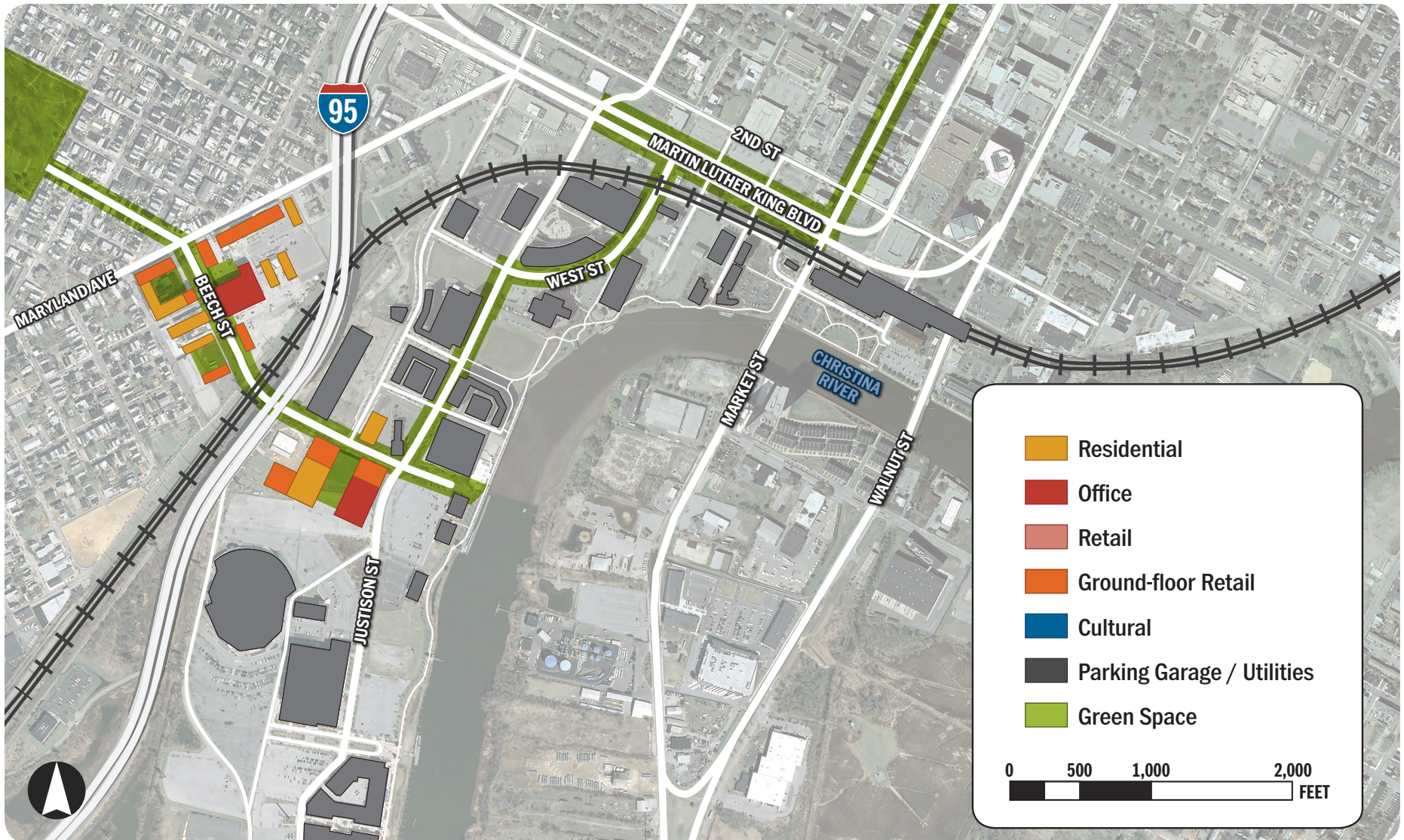
BEECH STREET CASE STUDY: *GREEN NETWORK*



Wilmington

PROPOSED STRATEGY

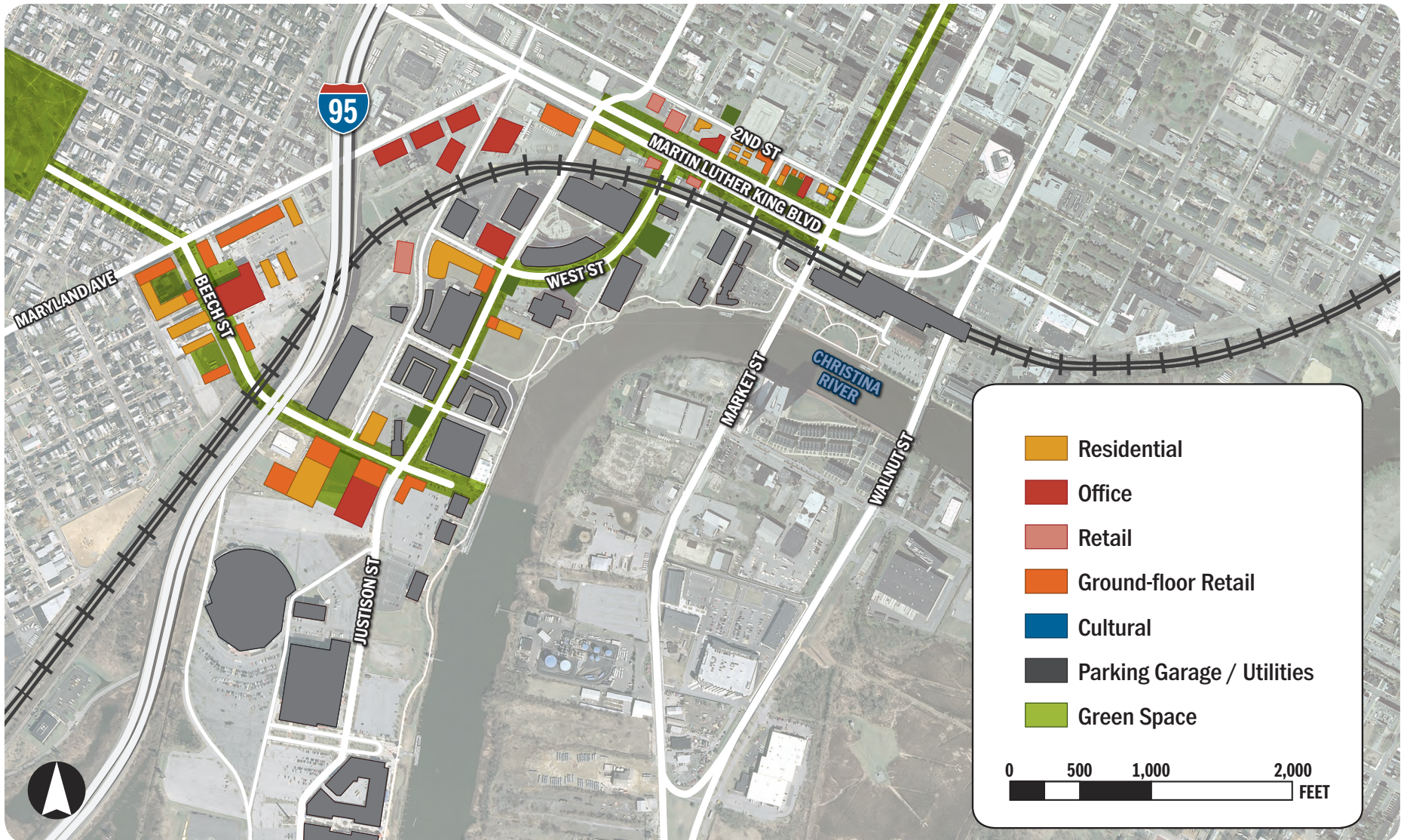
WIDER APPLICATION: *BEECH STREET CASE STUDY*



Wilmington

PROPOSED STRATEGY

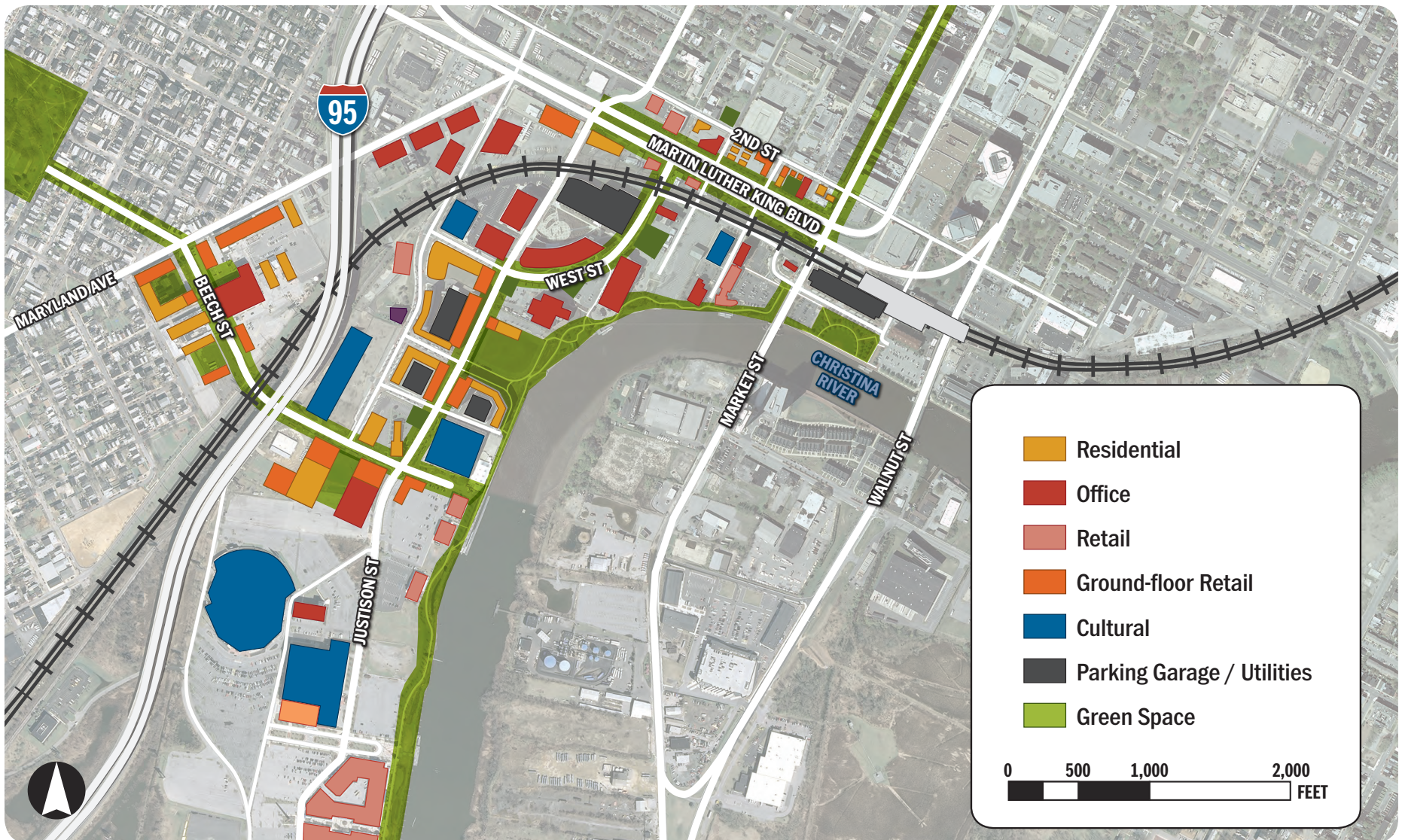
WIDER APPLICATION: *FUTURE DEVELOPMENT*



Wilmington

PROPOSED STRATEGY

WIDER APPLICATION: *A COMPLETE COMMUNITY*



Wilmington

PROPOSED STRATEGY

PUBLIC ENGAGEMENT

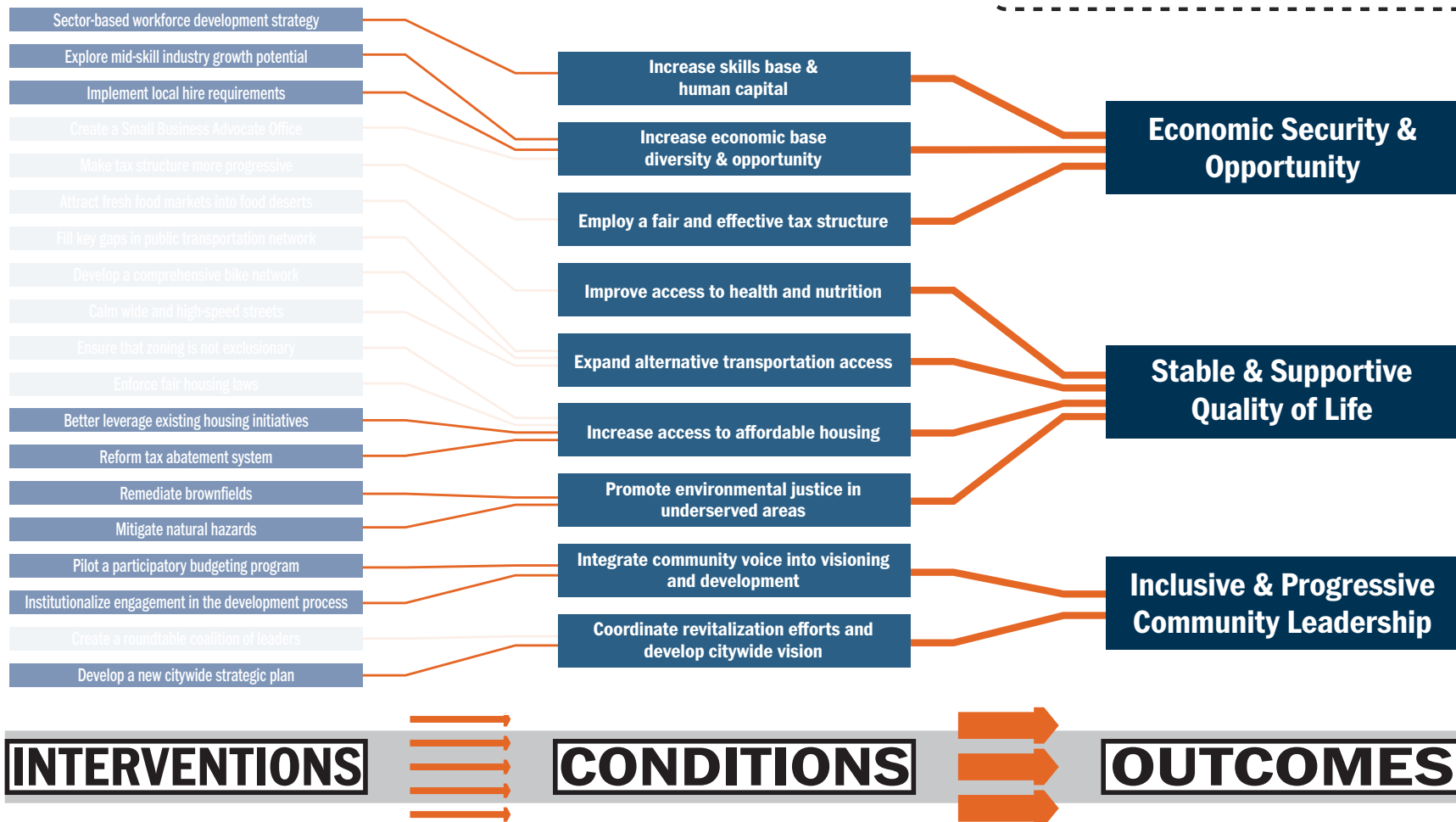
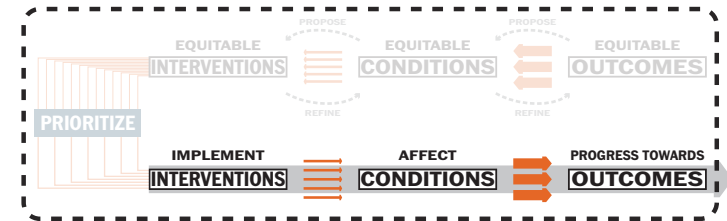


COMMUNITY ASSET MAPPING

Wilmington

PROPOSED STRATEGY

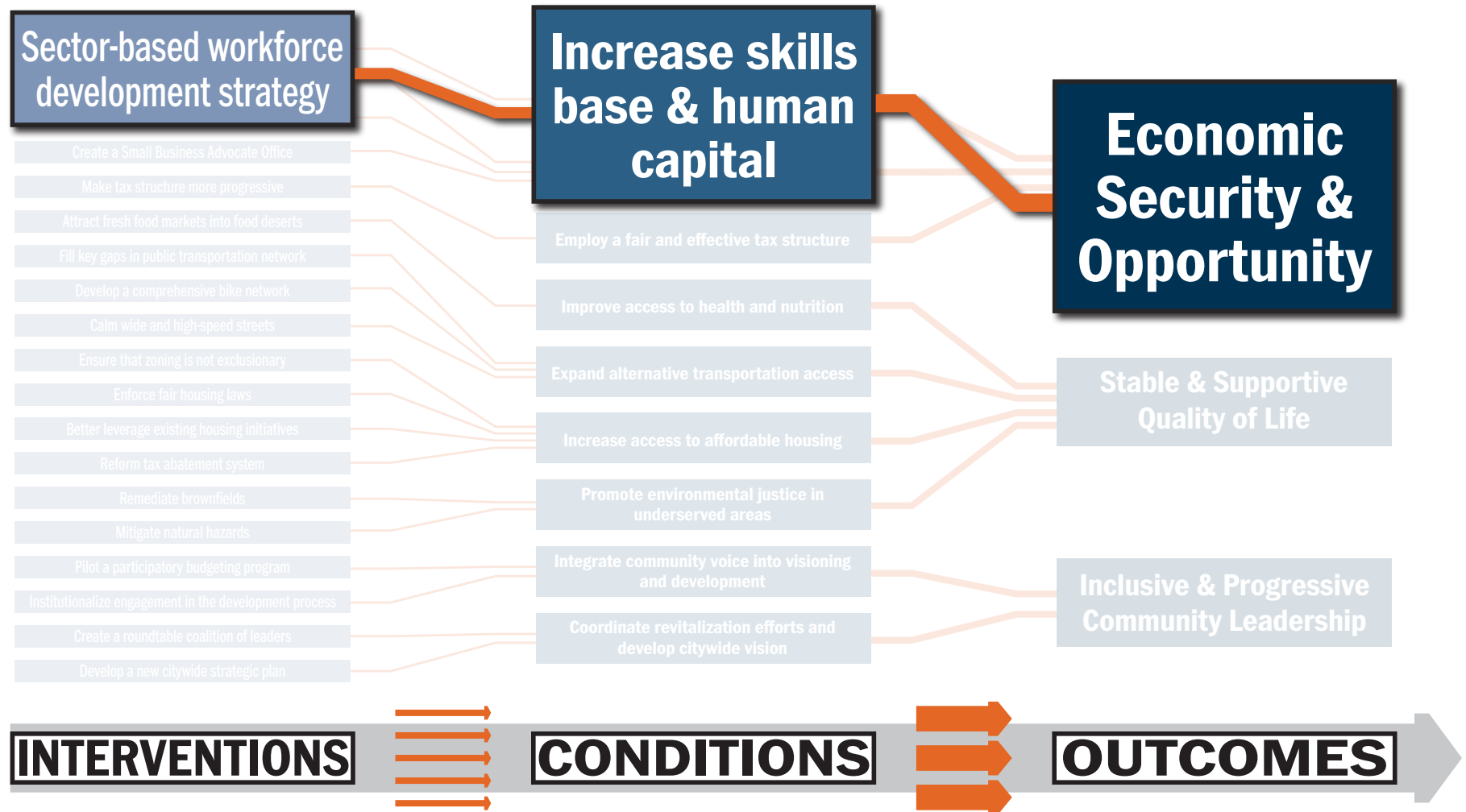
IMPLEMENT THEORY OF CHANGE *CITYWIDE*



PROPOSED STRATEGY

INCREASE SKILLS BASE AND HUMAN CAPITAL

CITYWIDE



CITYWIDE STRATEGY

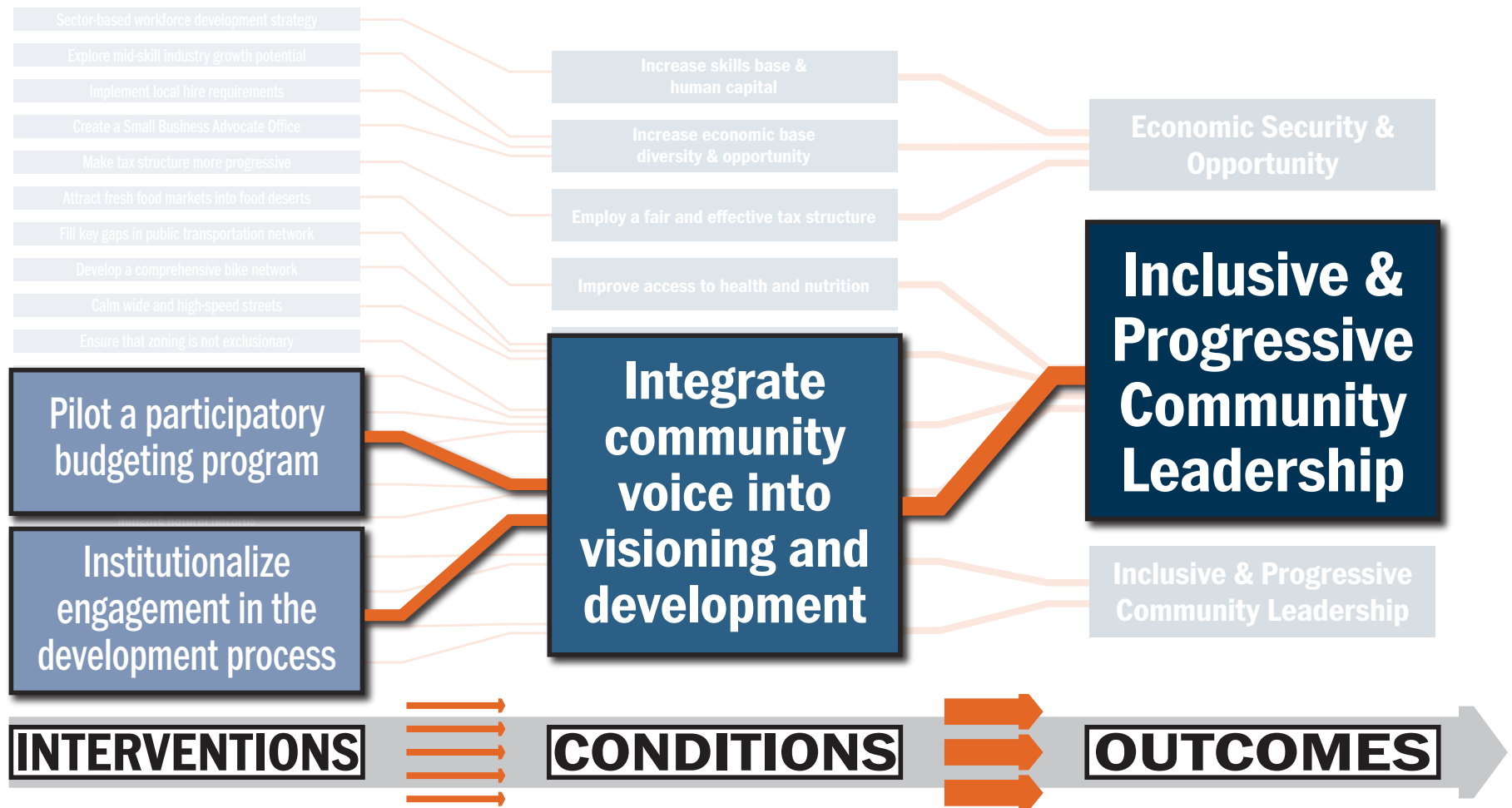
SECTOR-BASED WORKFORCE DEVELOPMENT



PROPOSED STRATEGY

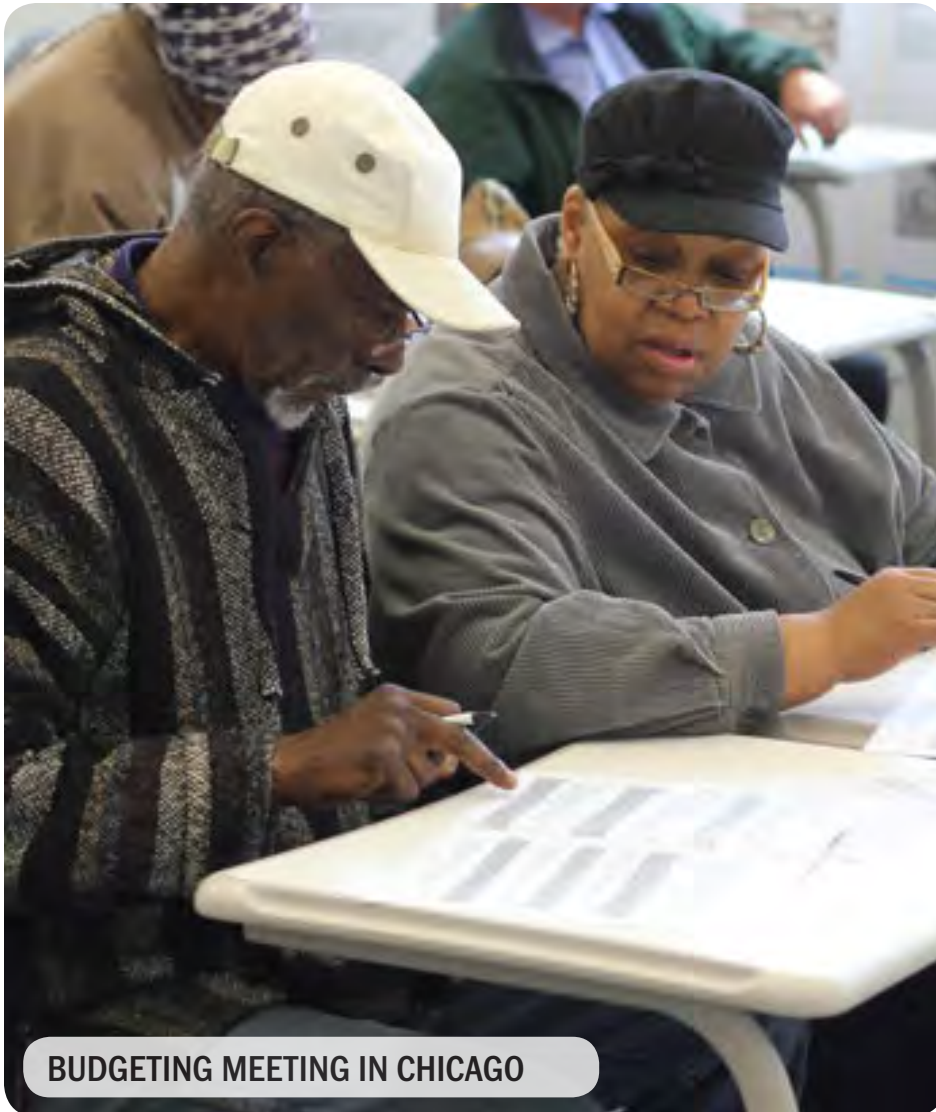
INTEGRATE COMMUNITY VOICE

CITYWIDE

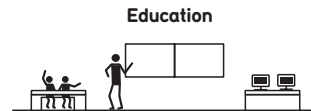


CITYWIDE STRATEGY

PARTICIPATORY BUDGETING



BUDGETING MEETING IN CHICAGO



3. Be Cool in the 45th – Clarendon Library

\$750,000

The current air conditioning unit has outlived its purpose. A new one is needed to keep this library fully operational.

2035 Nostrand Ave

4. Be Cool in the 45th – P.S. 198

\$72,000

Provide air conditioning for 1-1/2 floors of classrooms, library, science and computer rooms.

4105 Farragut Rd

5. E-Tech Campus for CAMBA Beacon Program at P.S. 269

\$150,000

Provide new desktop, laptops, security cart, and smartboard for students at afterschool program.

1957 Nostrand Ave

6. E-Tech Campus at P.S. 109

\$150,000

Provide new laptops, security cart, and smartboard for students at school.

1001 E. 45th St

Community Facilities



8. Community Resource Center

\$350,000

Purchase of a facility to serve as a community resource center offering job training, youth & seniors recreation, health & wellness programs.

1073 Ullica Ave (Beverly & Tilden)



9. Field Lig

\$300,000

Installation of field lig to reduce the usage of the reduce violence.

Tilden Educational C
5800 Tilden Ave

10. Perform Studio

\$150,000

Revamp an exist area in the scho arts studio.

Tilden Educational C
5800 Tilden Ave

11. Track E

\$150,000

Extend the track standard 400 me

Tilden Educational C
5800 Tilden Ave

Choose up to
Five (5)
Projects.

Wilmington

SYNTHESIS

LESSONS LEARNED

ADVANTAGES:

- Institutionalizes public participation
- Links residents with economic opportunities
- Leverages growth on the Riverfront

CHALLENGES:

- Obtaining continued private investment
- Changing political culture
- Measuring impact



CHRISTINA LANDING APARTMENT TOWERS

Wilmington

LANCASTER



THE REGION

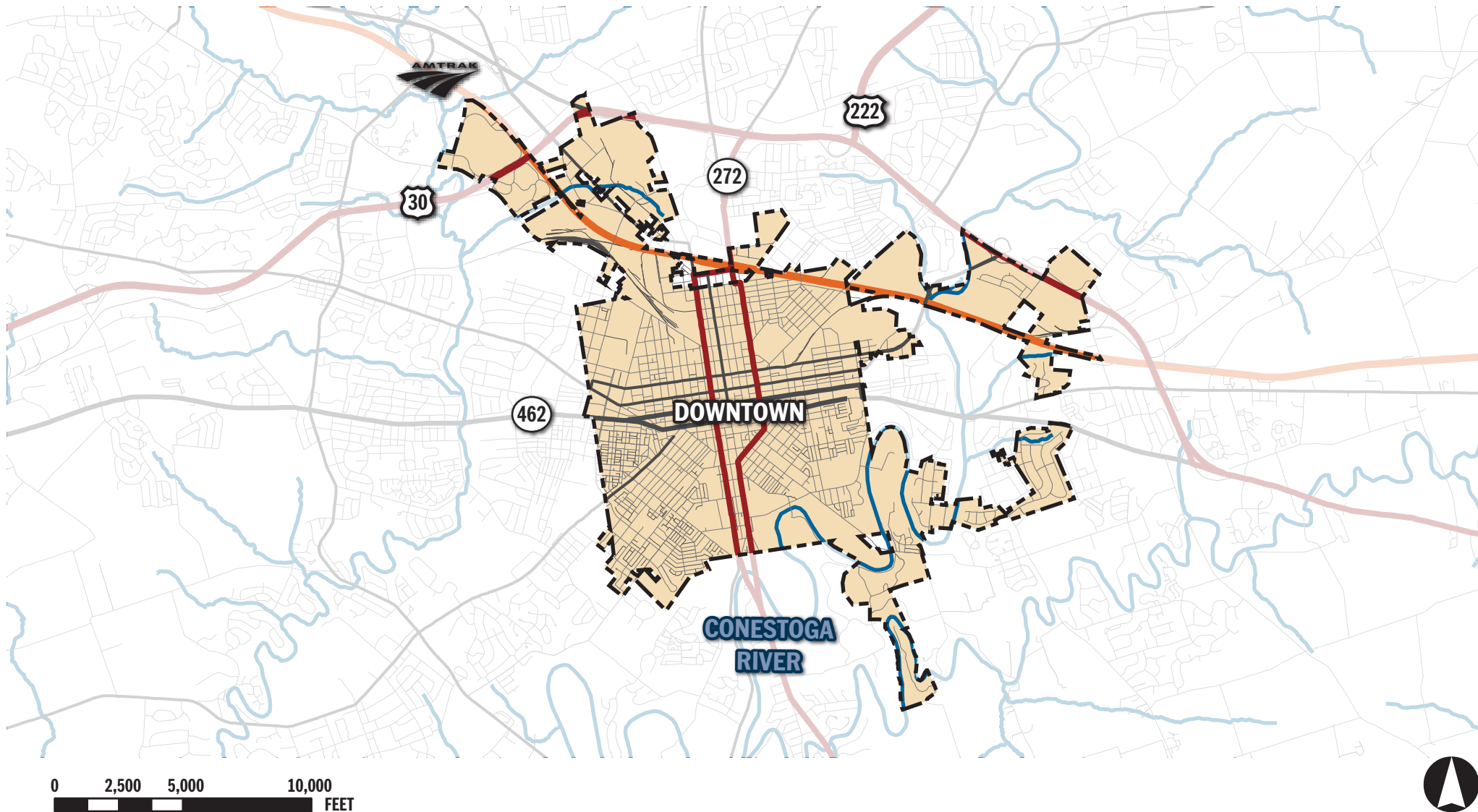
LANCASTER COUNTY



Lancaster

THE CITY

LANCASTER



Lancaster

HISTORY

AGRICULTURE, INDUSTRY, & REINVENTION

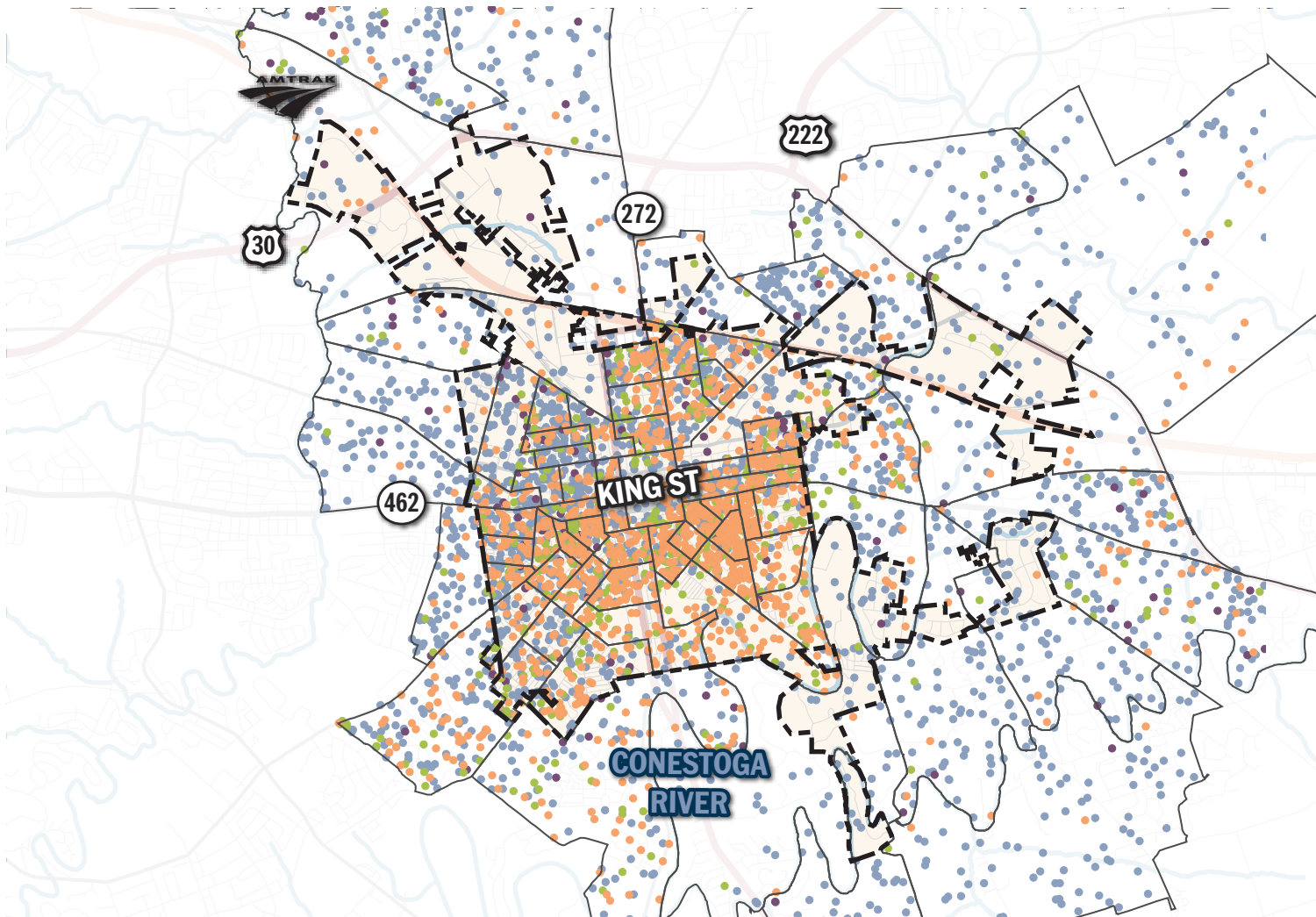


CENTRAL MARKET, DOWNTOWN LANCASTER

Lancaster

CONTEXT

KING STREET DIVIDE



RACE & ETHNICITY DENSITY

1 Dot = 20 people

- Hispanic or Latino
- White
- Black/African-American
- Asian

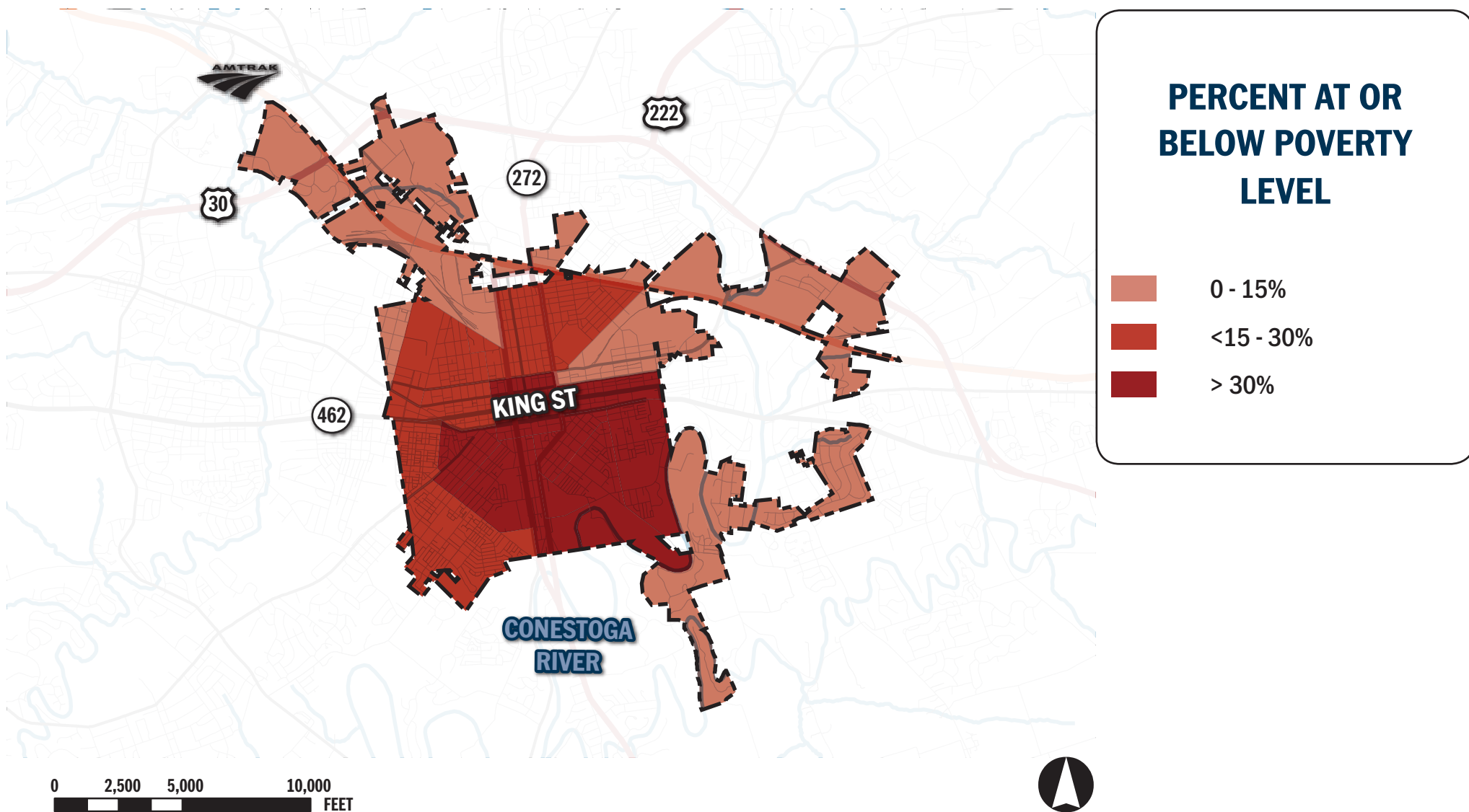
0 2,500 5,000 10,000
FEET



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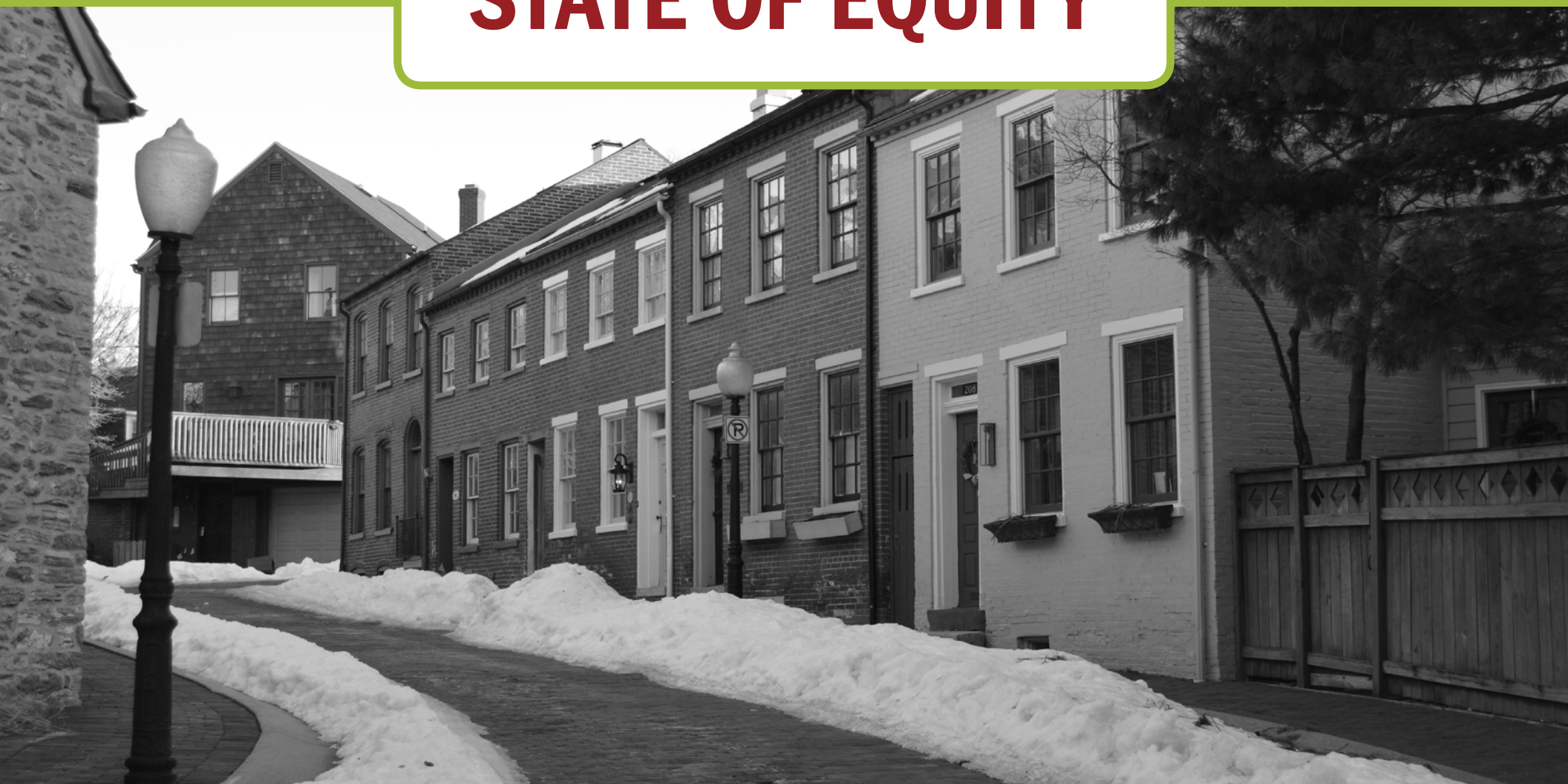
CONTEXT

DISTRIBUTION OF POVERTY: 2012



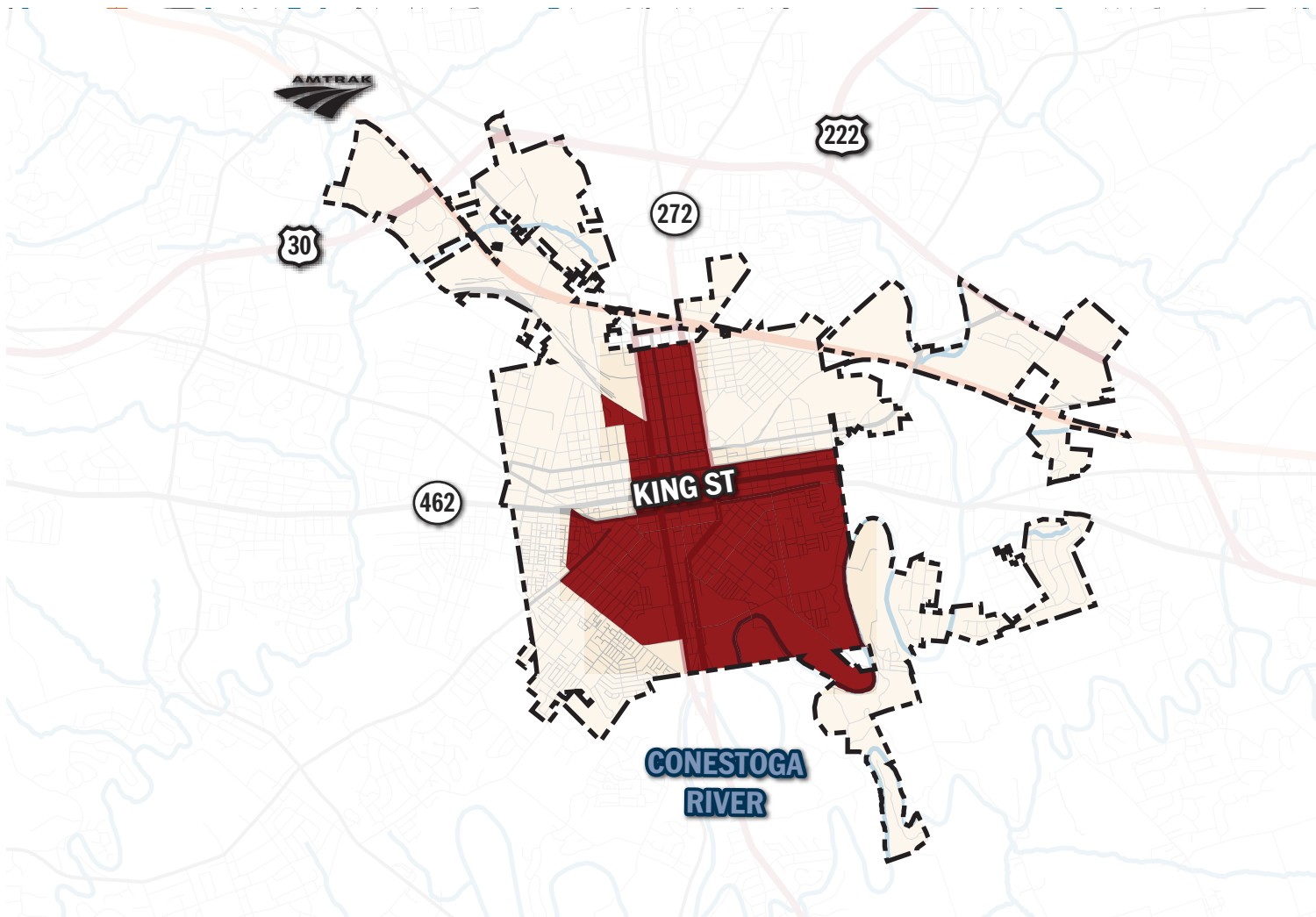
Lancaster

STATE OF EQUITY



STATE OF EQUITY

HOUSING COST BURDEN: *VERY LOW INCOME TRACTS, 2012*




**% COST-BURDENED
RENTERS**

55.8%

% CITY POP IN TRACTS

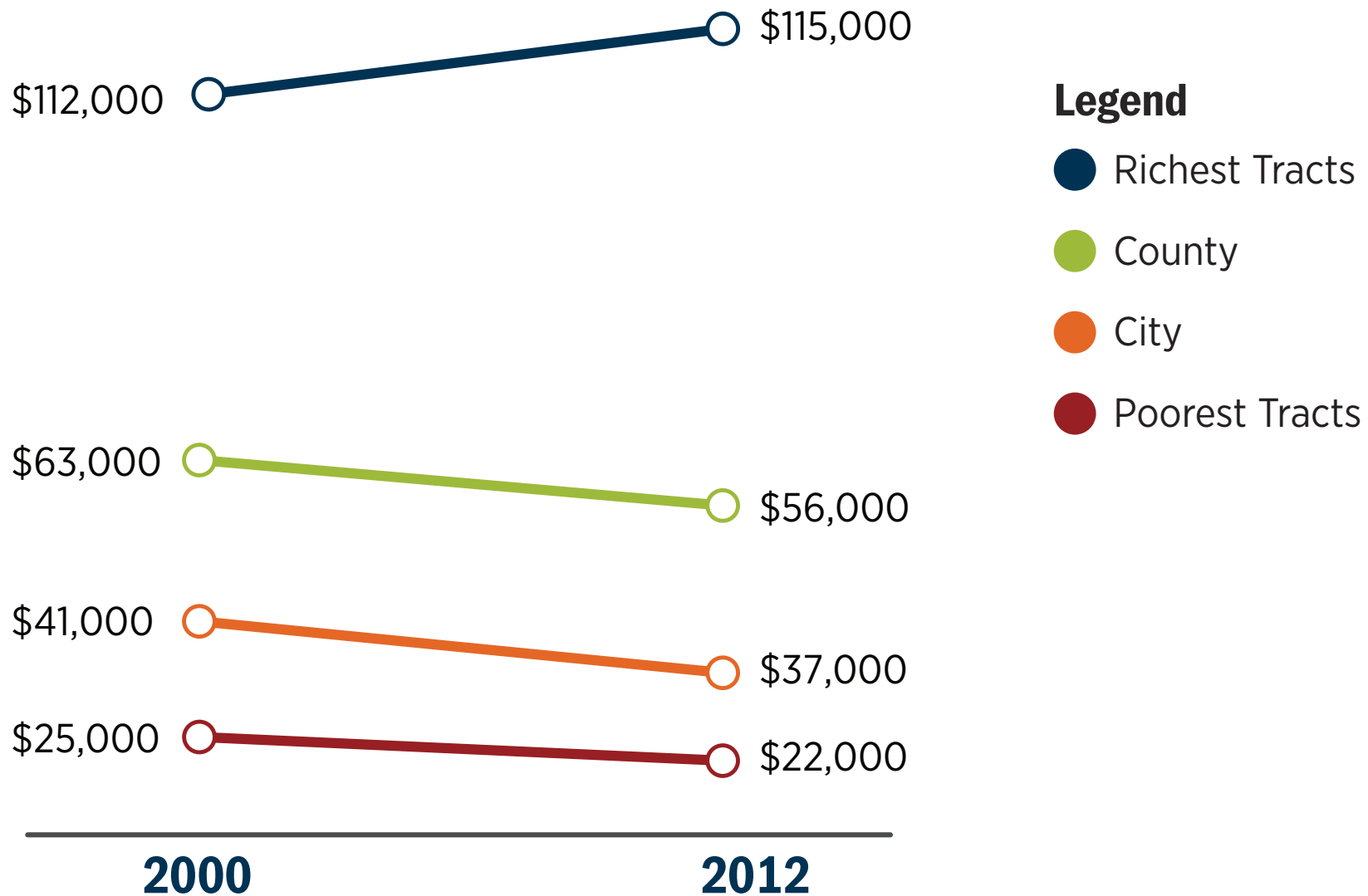
52.8%

 **Very Low Income Tracts**
(Median Household Income
 \leq 50% AMI)

Lancaster

STATE OF EQUITY

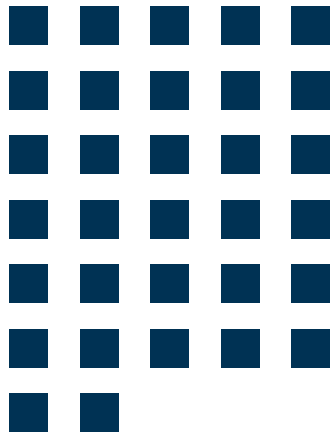
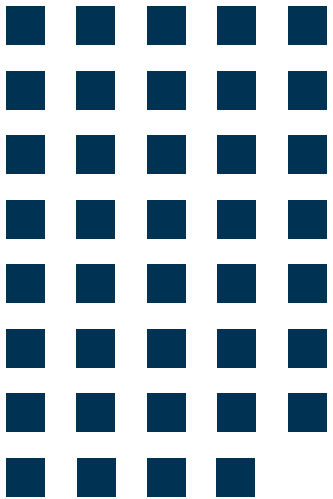


INCOME DISPARITY: 2000 - 2012



Lancaster

STATE OF EQUITY

OCCUPATIONAL BIFURCATION

<i>Educational Attainment:</i>	Less Than High School	High School Graduate	Some College	Bachelor's Degree or Higher
<i>Share of Population:</i>				
<i>High-Growth Sectors:</i>	<ul style="list-style-type: none"> • Accomodation and Food Services • Transportation and Warehousing • Other Services 	<ul style="list-style-type: none"> • Accomodation and Food Services • Transportation and Warehousing • Other Services 	<ul style="list-style-type: none"> • Health Care and Social Assistance • Educational Services • Transportation and Warehousing 	<ul style="list-style-type: none"> • Health Care and Social Assistance • Educational Services

 = one percentage point of the age 25+ population

STATE OF EQUITY

WHERE ARE THE JOBS? WHO HAS THEM?

31,654

5,183

19,439

0 2,500 5,000 10,000
FEET

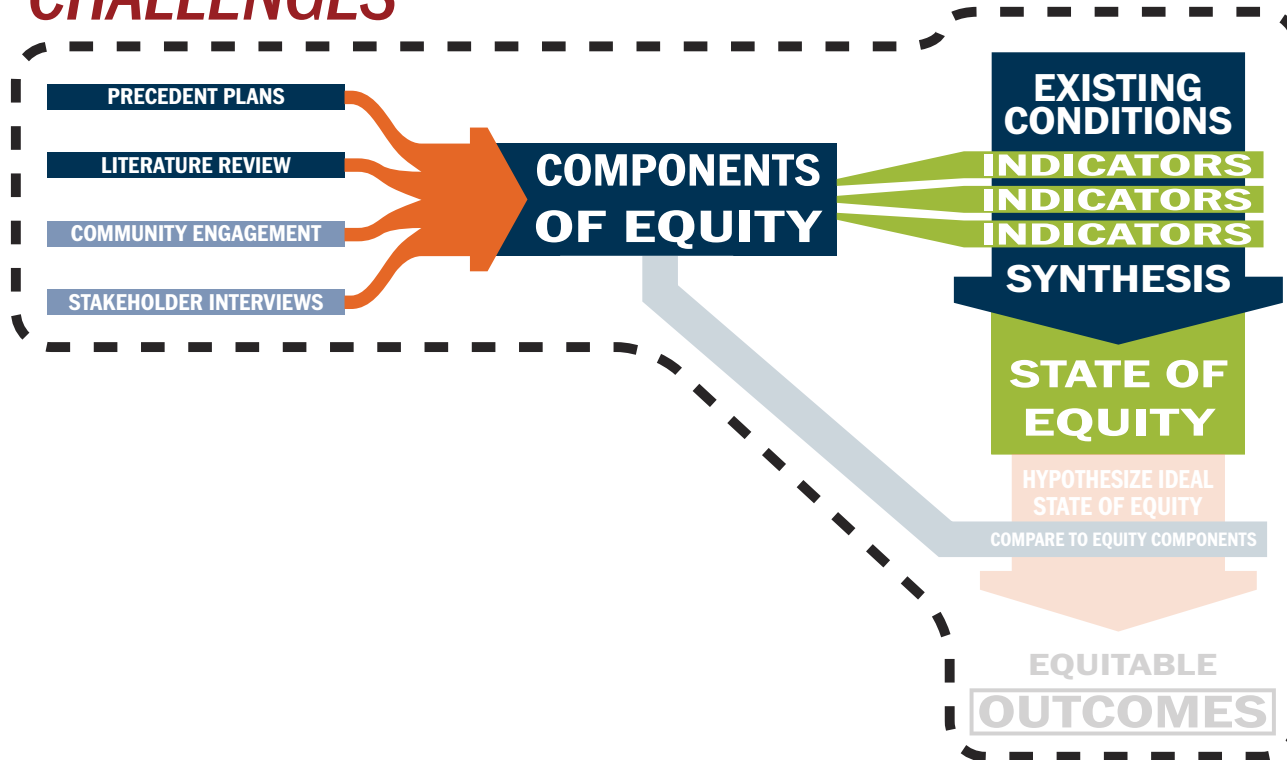


Lancaster

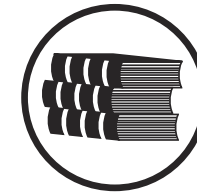
STATE OF EQUITY

SUMMARY

CHALLENGES



**DECLINING
HOUSING
AFFORDABILITY**



**EDUCATIONAL
DISPARITIES**



**INCOME
DISPARITIES**



**OCCUPATIONAL
BIFURCATION**

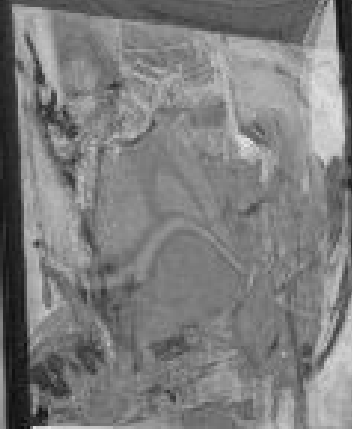
EXISTING STRATEGY



One Trick Pony
March 4 - April 9, 2011



Lancaster City Arts
125 ART VENUES

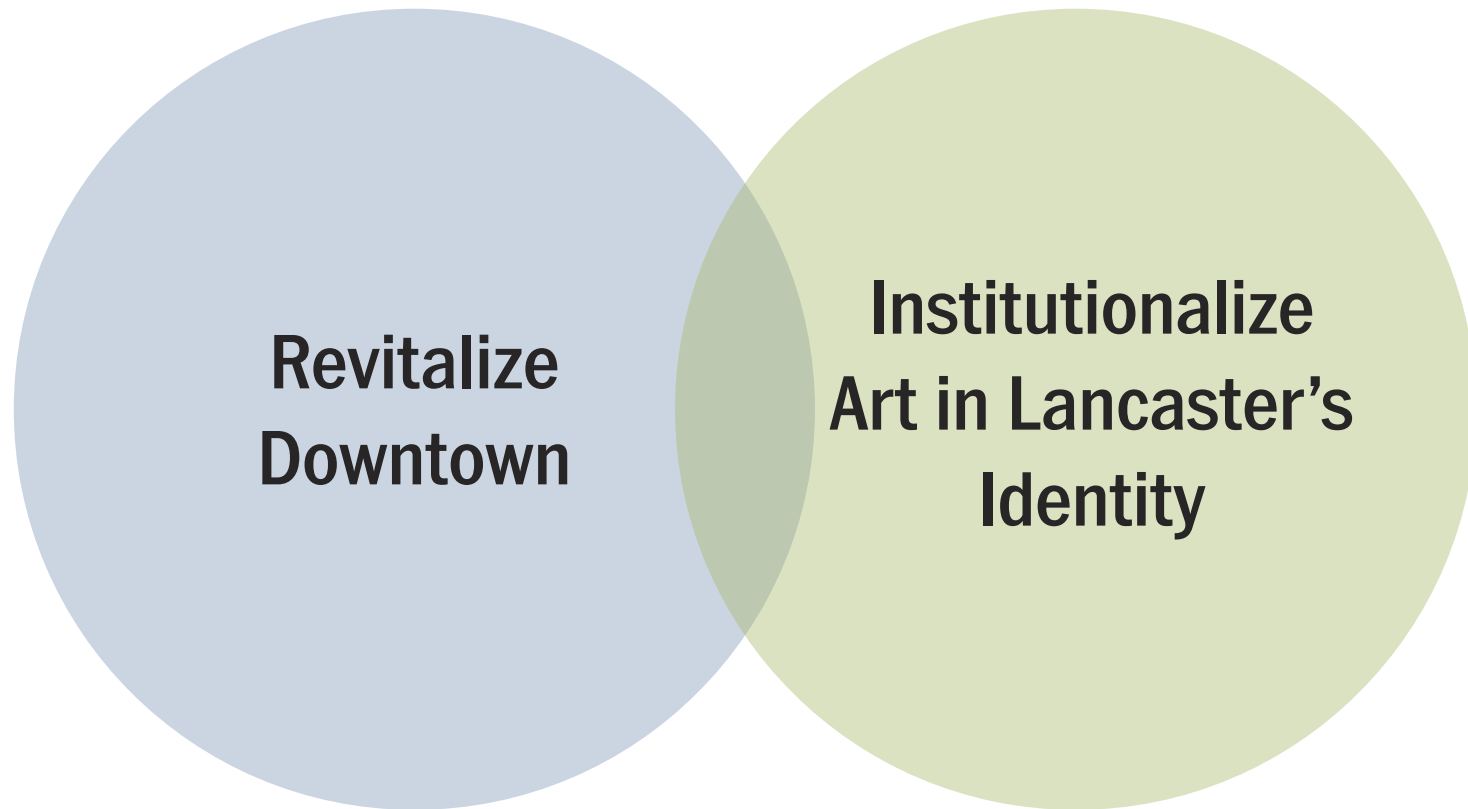


THOUGHTS REVEALED
ABBY RUDISILL
APRIL 1 - 30

LANCASTER GALLERIES
14 NORTH WATER ST
LancasterGalleries.com

EXISTING STRATEGY

INTENDED GOALS



EXISTING STRATEGY

ECONOMIC IMPACT OF THE ARTS



\$36 MILLION:

amount of money
spent locally by
county residents
at arts-related
events per year

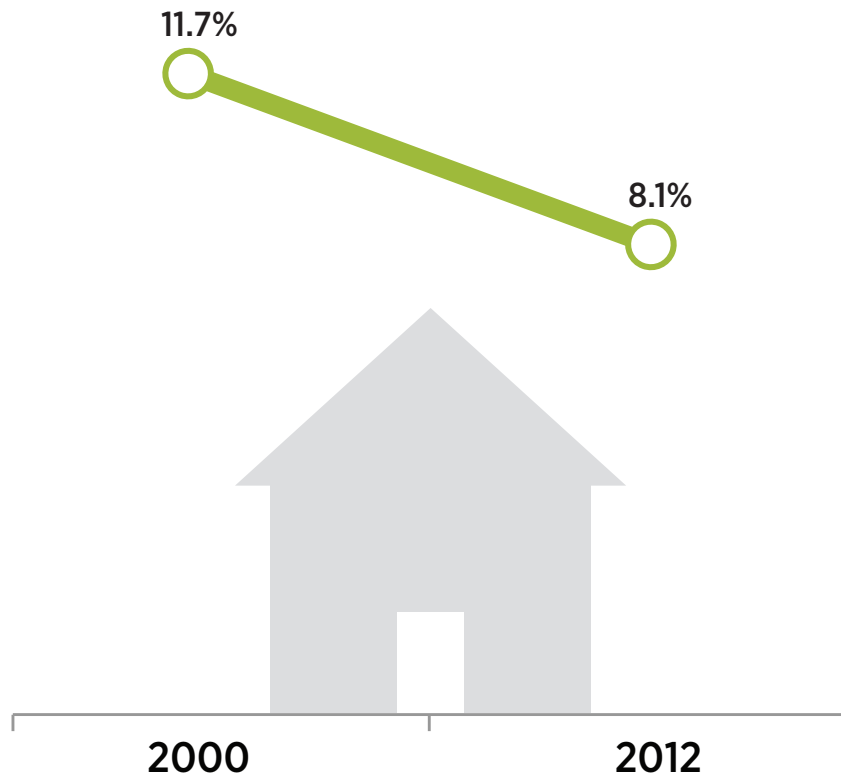
736 jobs
supported by
arts-related
spending

Lancaster

EXISTING STRATEGY

ECONOMIC IMPACT OF THE ARTS

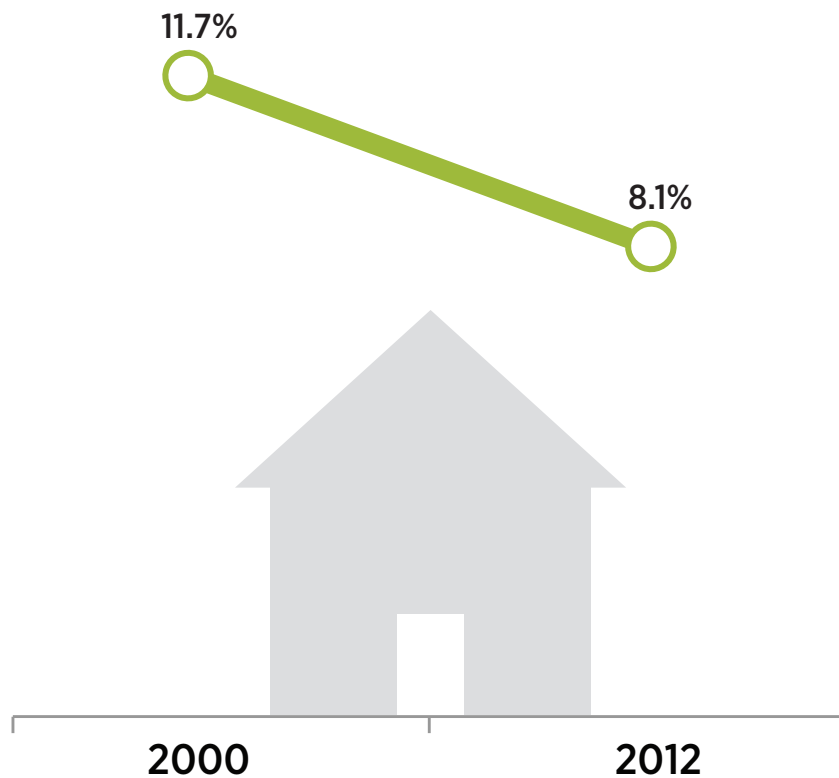
Declining Downtown Housing Vacancy



EXISTING STRATEGY

ECONOMIC IMPACT OF THE ARTS

Declining Downtown Housing Vacancy



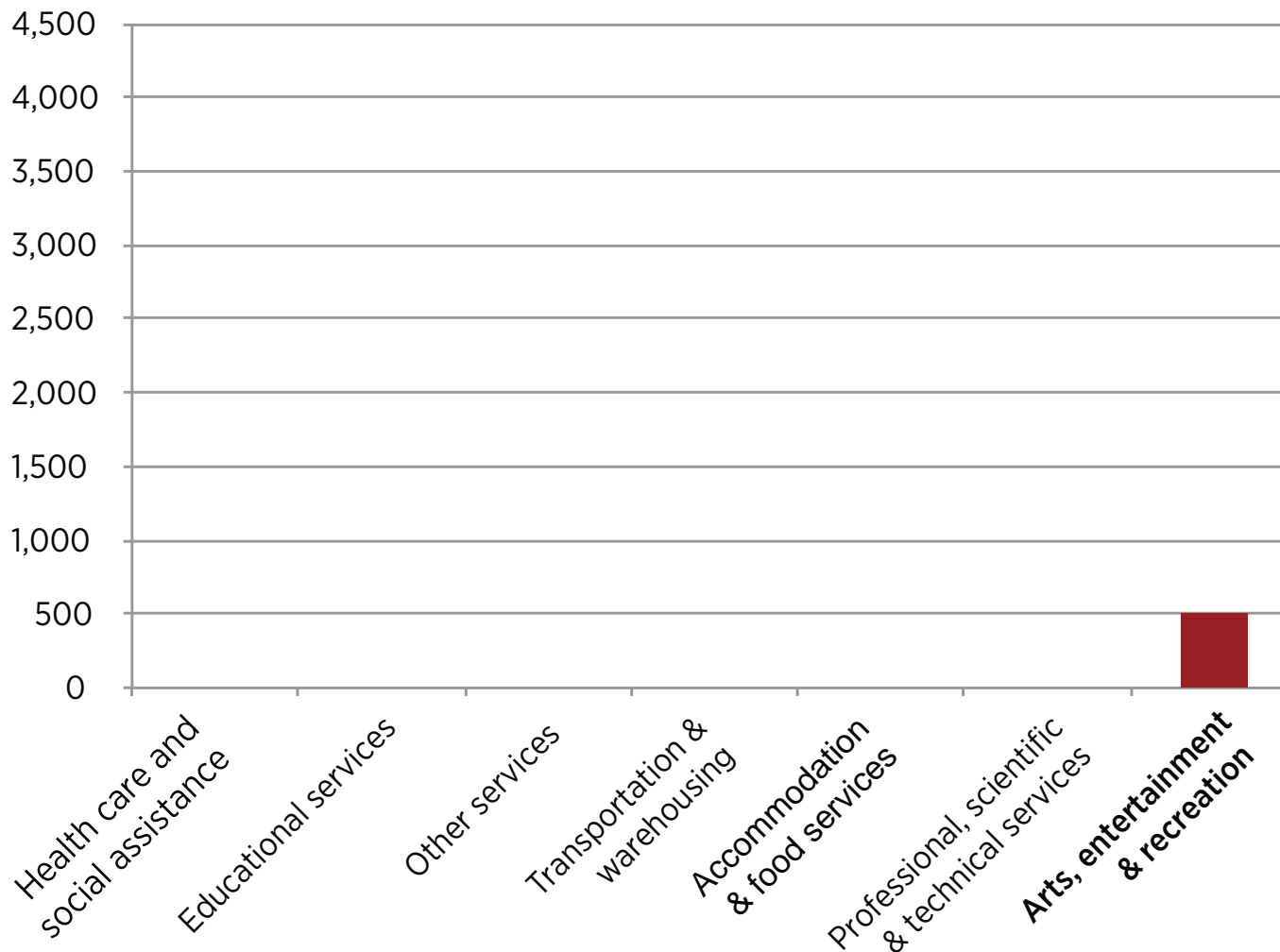
Uneven Commercial Revitalization



Lancaster

EXISTING STRATEGY

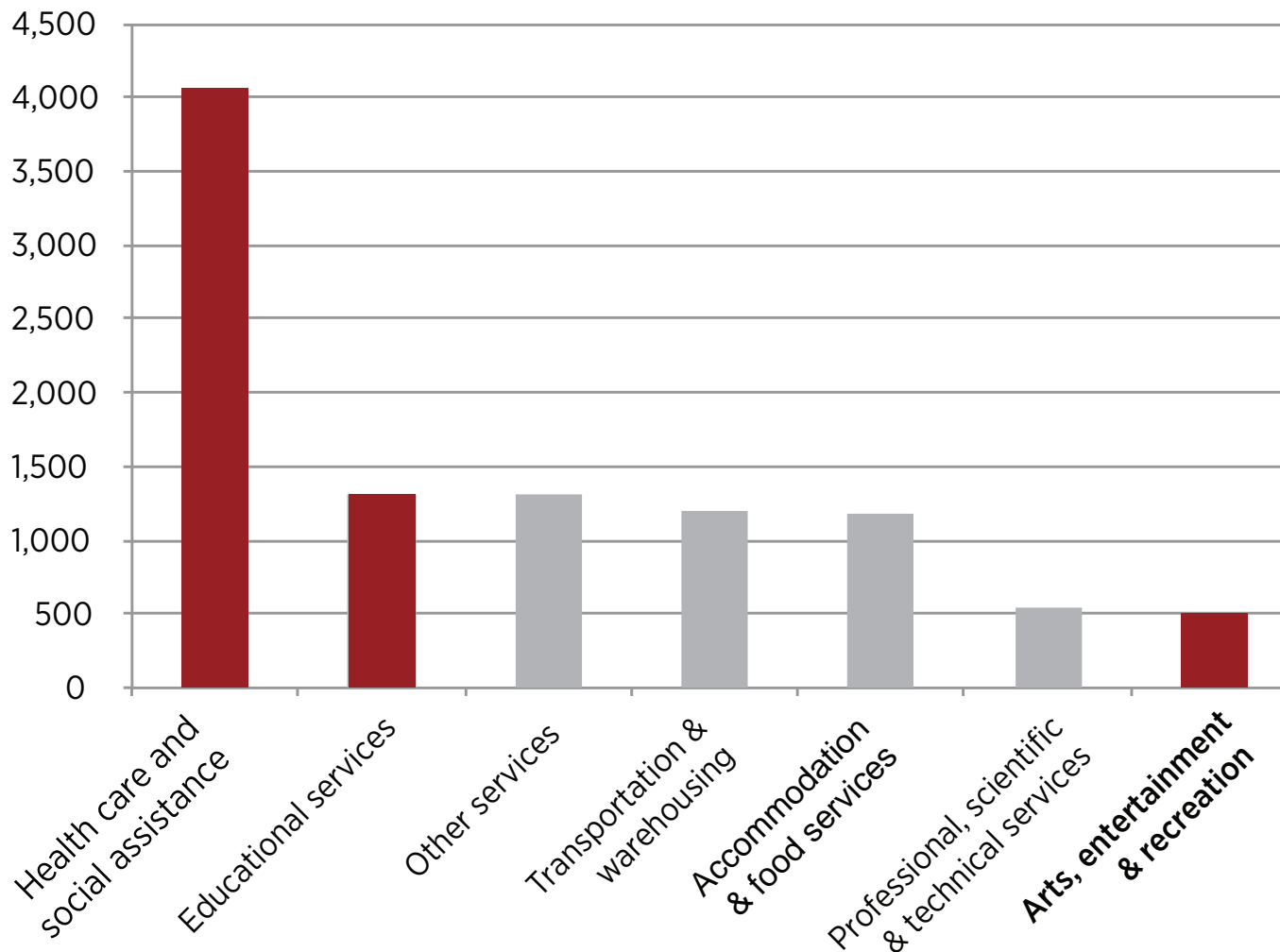
ECONOMIC IMPACT OF THE ARTS: *JOB GROWTH 2000-2011*



5% of job growth can be directly attributed to the arts

EXISTING STRATEGY

ECONOMIC IMPACT OF THE ARTS: *JOB GROWTH 2000-2011*



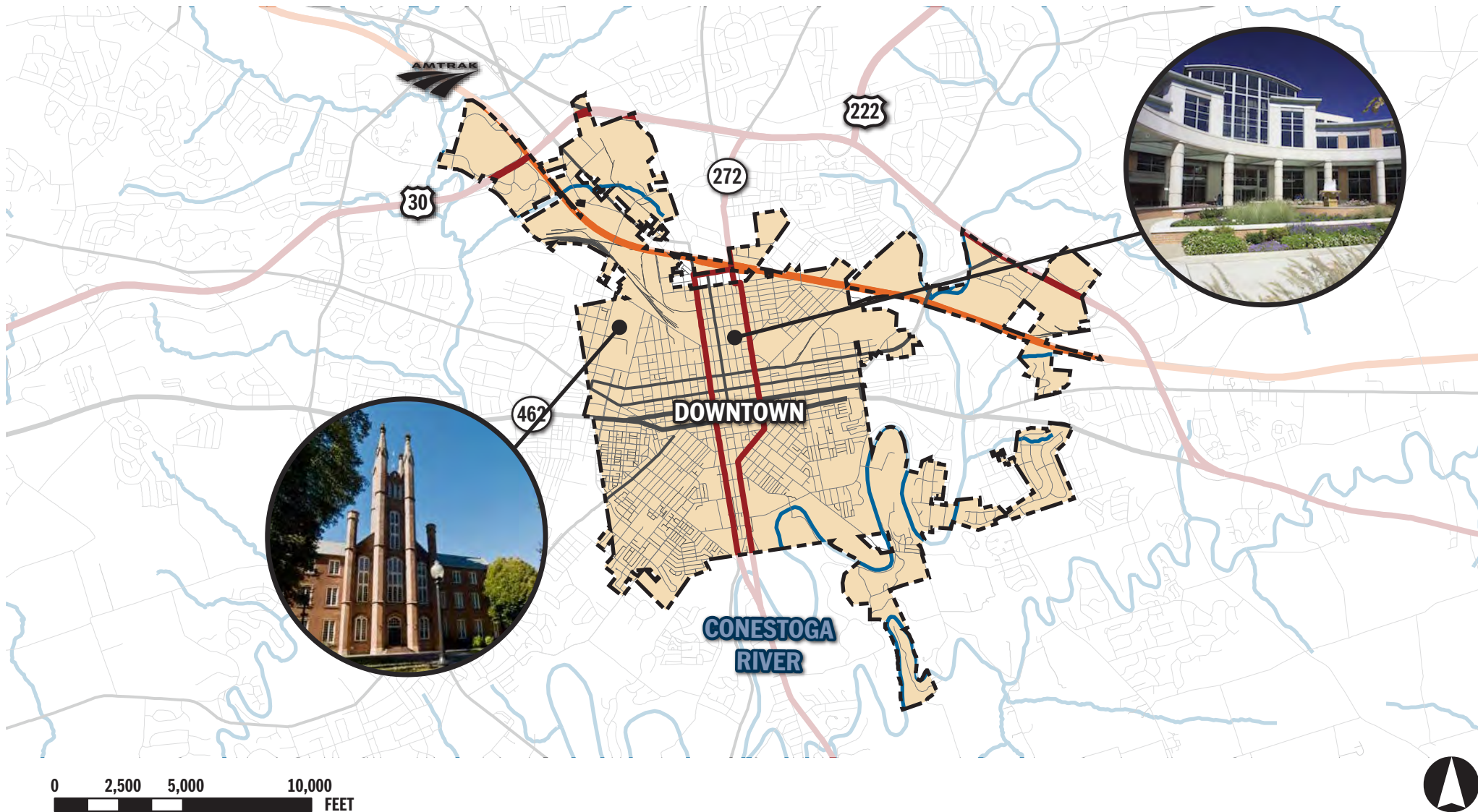
5% of job growth can be directly attributed to the arts

53% of new jobs were in health care, social assistance, and education.

Lancaster

EXISTING STRATEGY

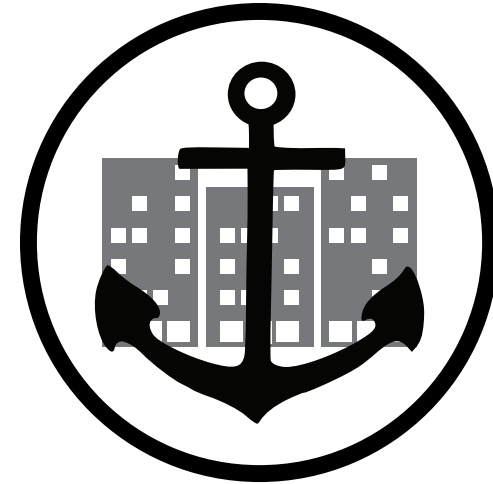
ANCHOR INSTITUTION EXPANSION



Lancaster

EXISTING STRATEGY

SYNTHESIS: *ANCHOR INSTITUTION INVESTMENTS*



SUCCESSSES

- High quality employment

CHALLENGES

- Connecting to LMI Residents

Lancaster

PROPOSED STRATEGY



PROPOSED STRATEGY

LANCASTER ASSETS



STRONG ANCHOR PRESENCE



HIGH CAPACITY CIVIC ORGANIZATION



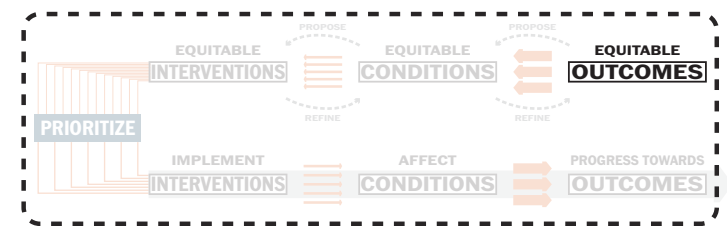
PROGRESSIVE POLITICAL LEADERSHIP



ENGAGED AND COLLABORATIVE FUNDERS

PROPOSED STRATEGY

SELECTED OUTCOMES



**Economic Security &
Opportunity**

**Stable & Supportive
Quality of Life**

**Inclusive & Progressive
Community Leadership**

INTERVENTIONS



CONDITIONS

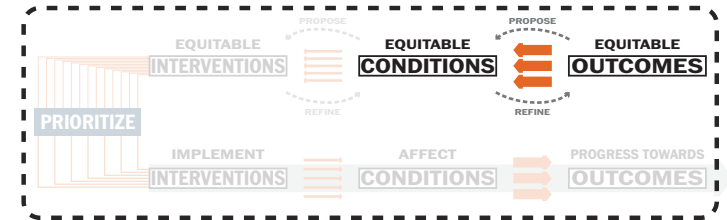


OUTCOMES

Lancaster

PROPOSED STRATEGY

SELECTED CONDITIONS



Ensure job quality in growing sectors

Connect high-quality jobs to LMI residents

Expand wealth-building opportunities for residents

Alleviate housing cost burden

Expand access to critical family-supporting services

Expand community engagement opportunities

Ensure all residents share in benefits of economic growth

Economic Security & Opportunity

Stable & Supportive Quality of Life

Inclusive & Progressive Community Leadership

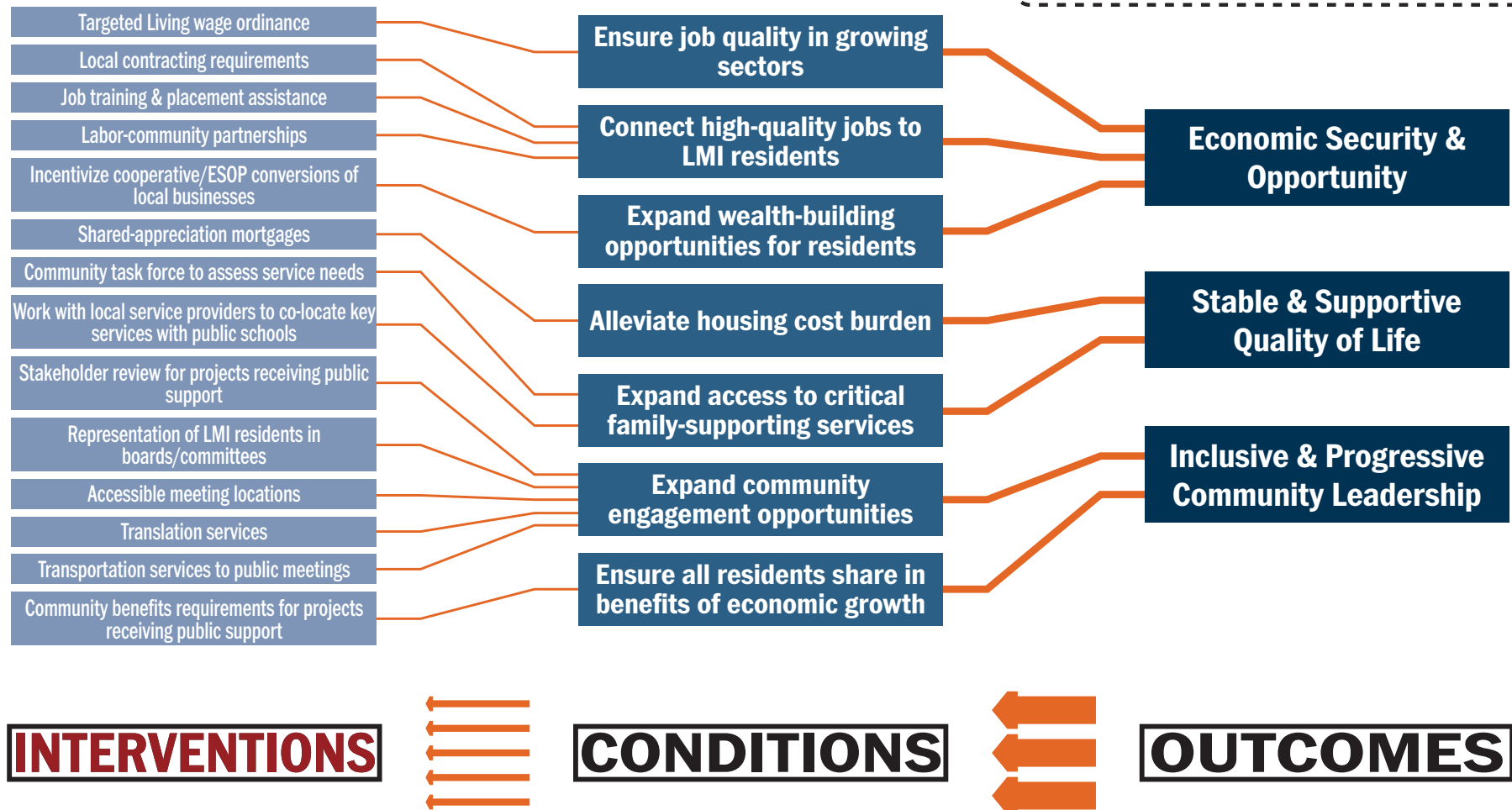
INTERVENTIONS

CONDITIONS

OUTCOMES

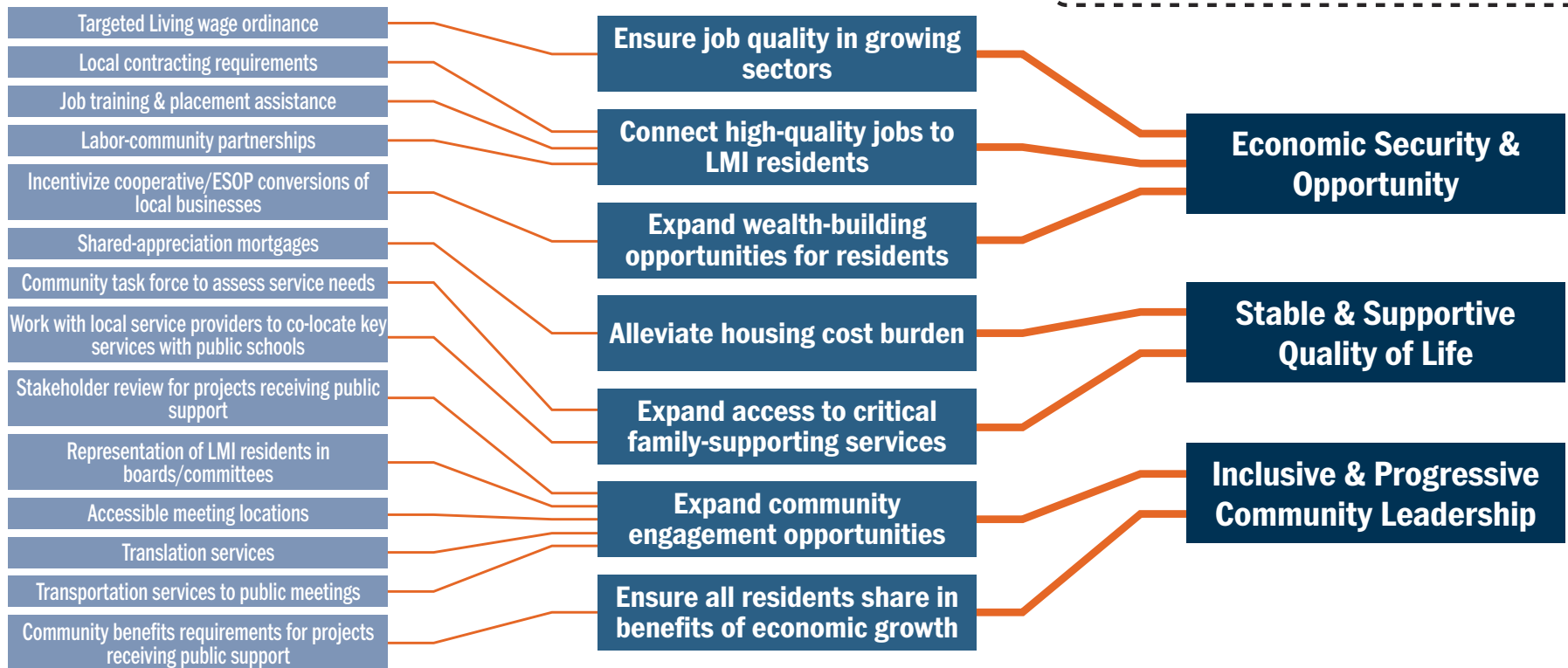
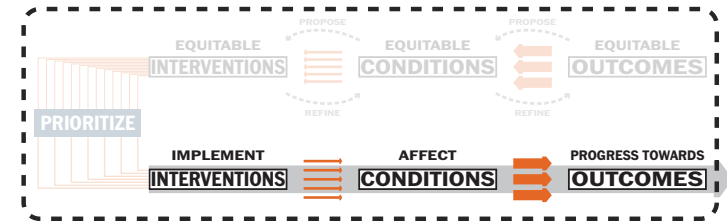
PROPOSED STRATEGY

PRIORITIZED INTERVENTIONS



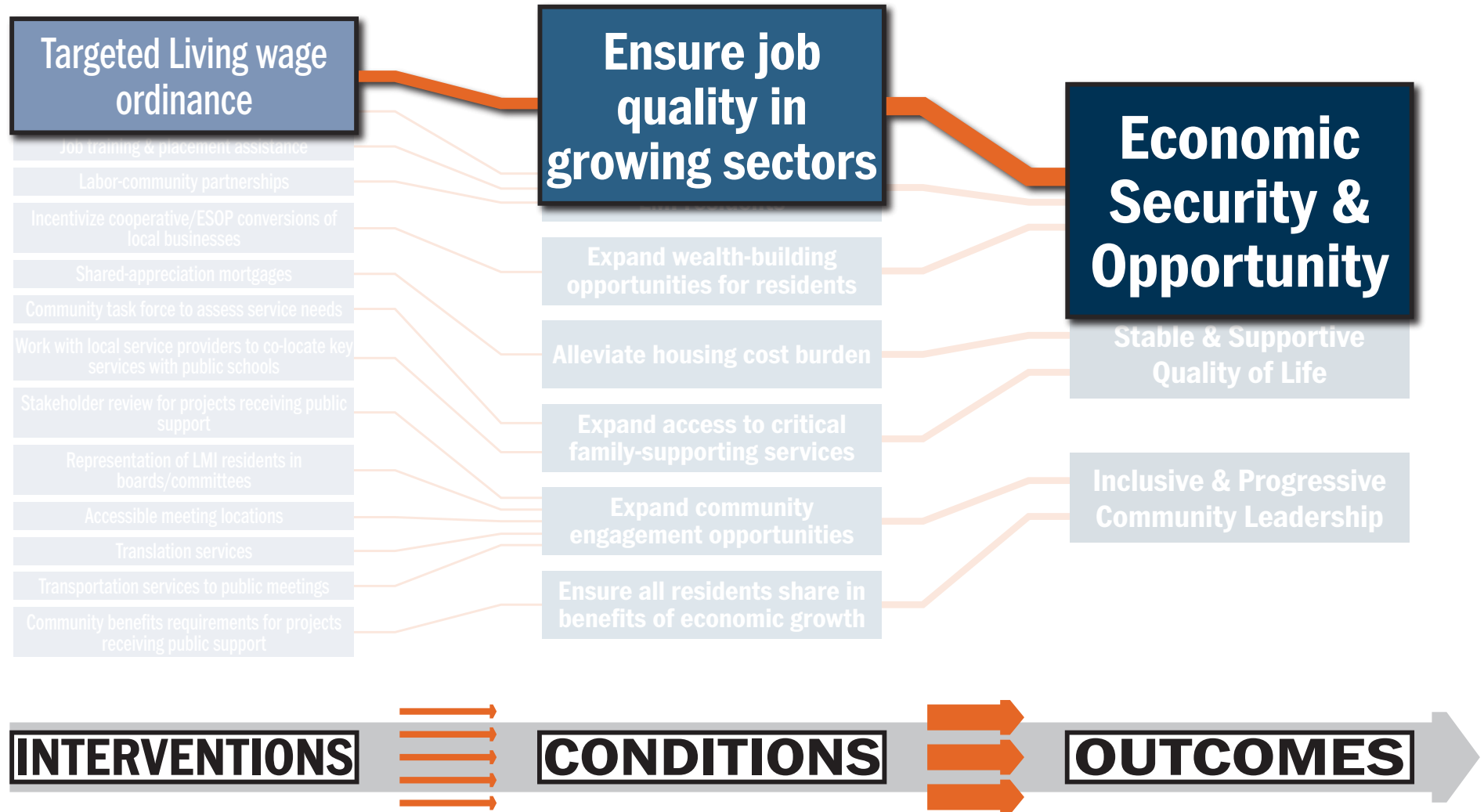
PROPOSED STRATEGY

IMPLEMENT THEORY OF CHANGE



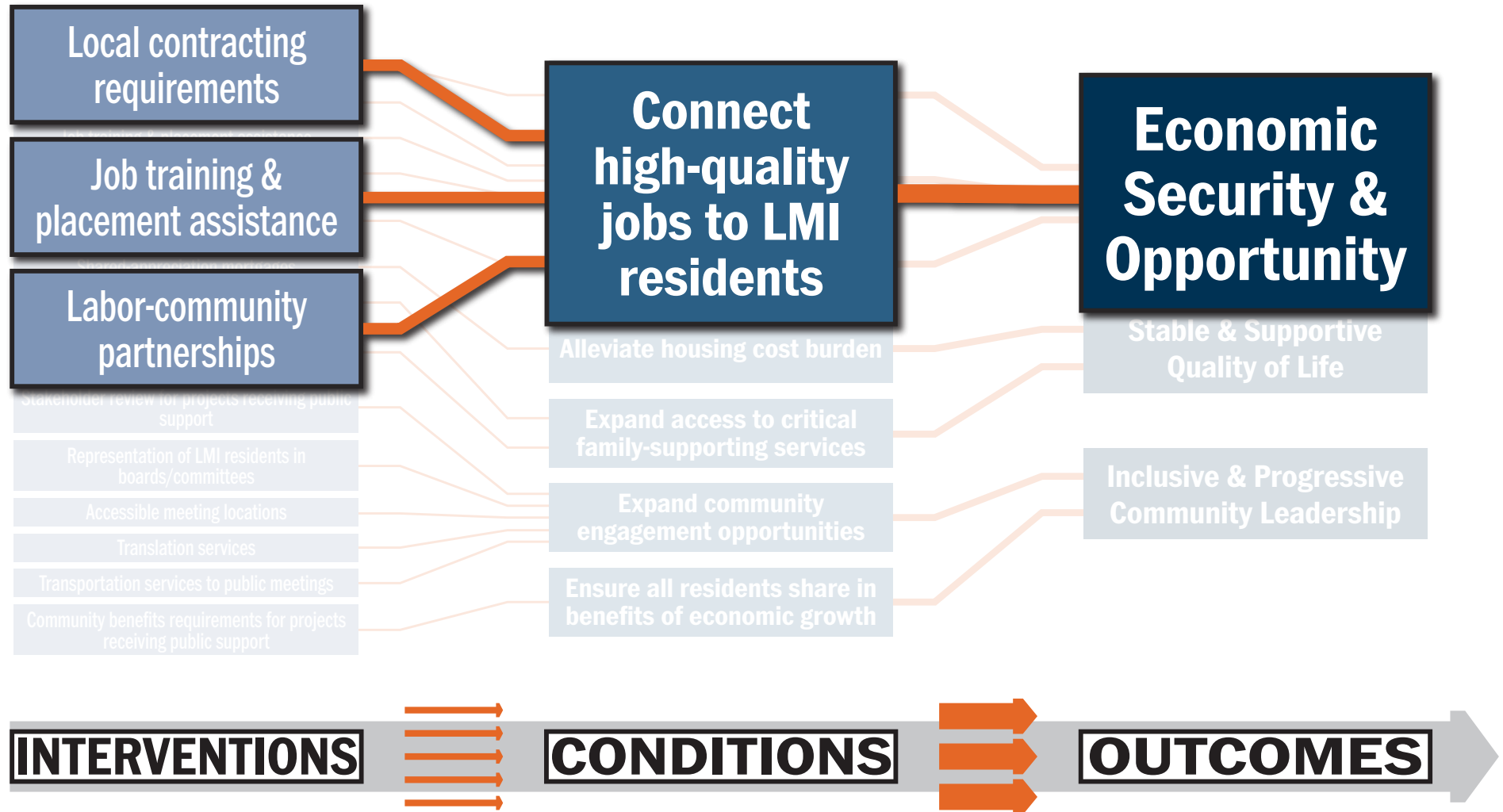
PROPOSED STRATEGY

ENSURE JOB QUALITY



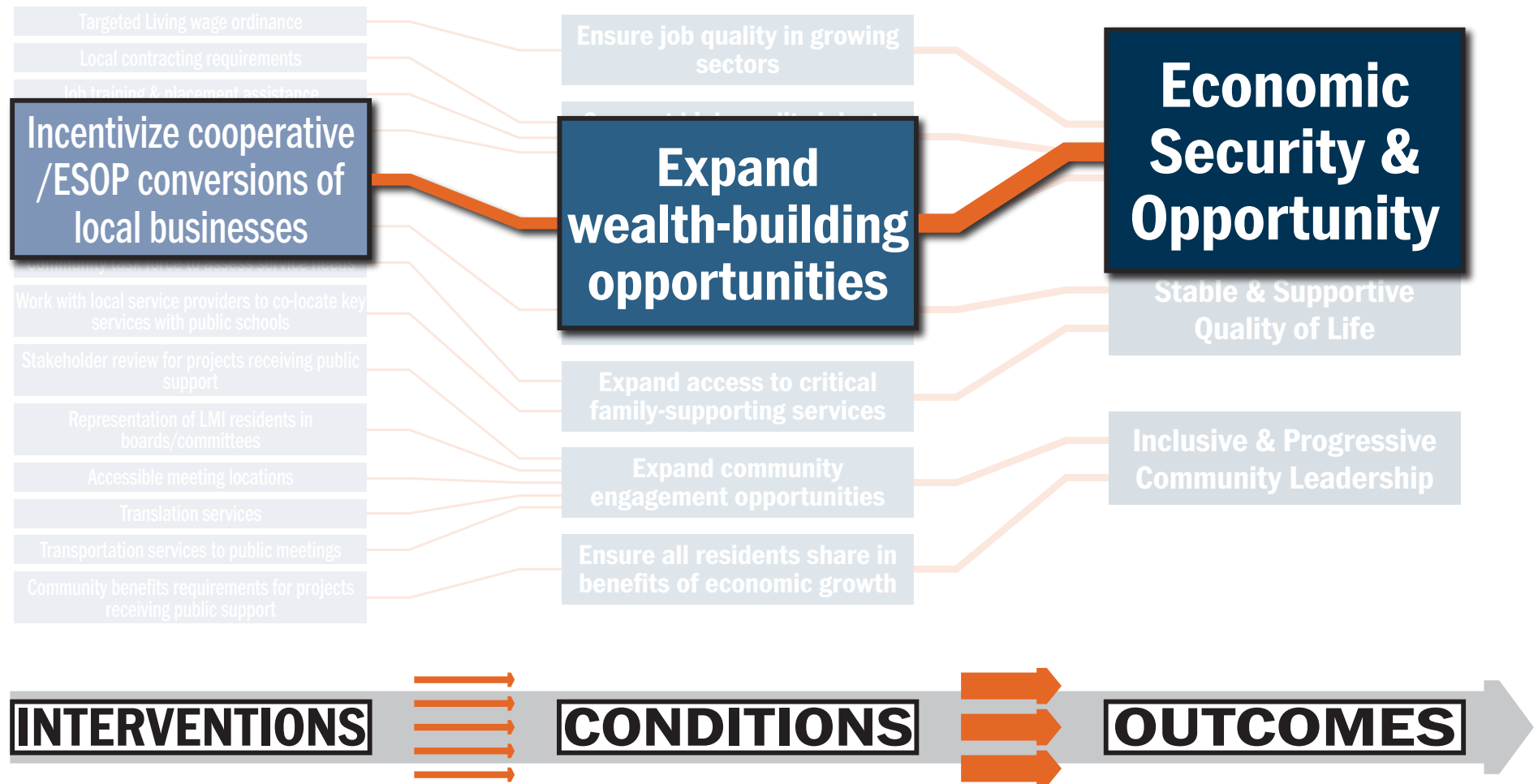
PROPOSED STRATEGY

CONNECT HIGH-QUALITY JOBS TO LMI RESIDENTS



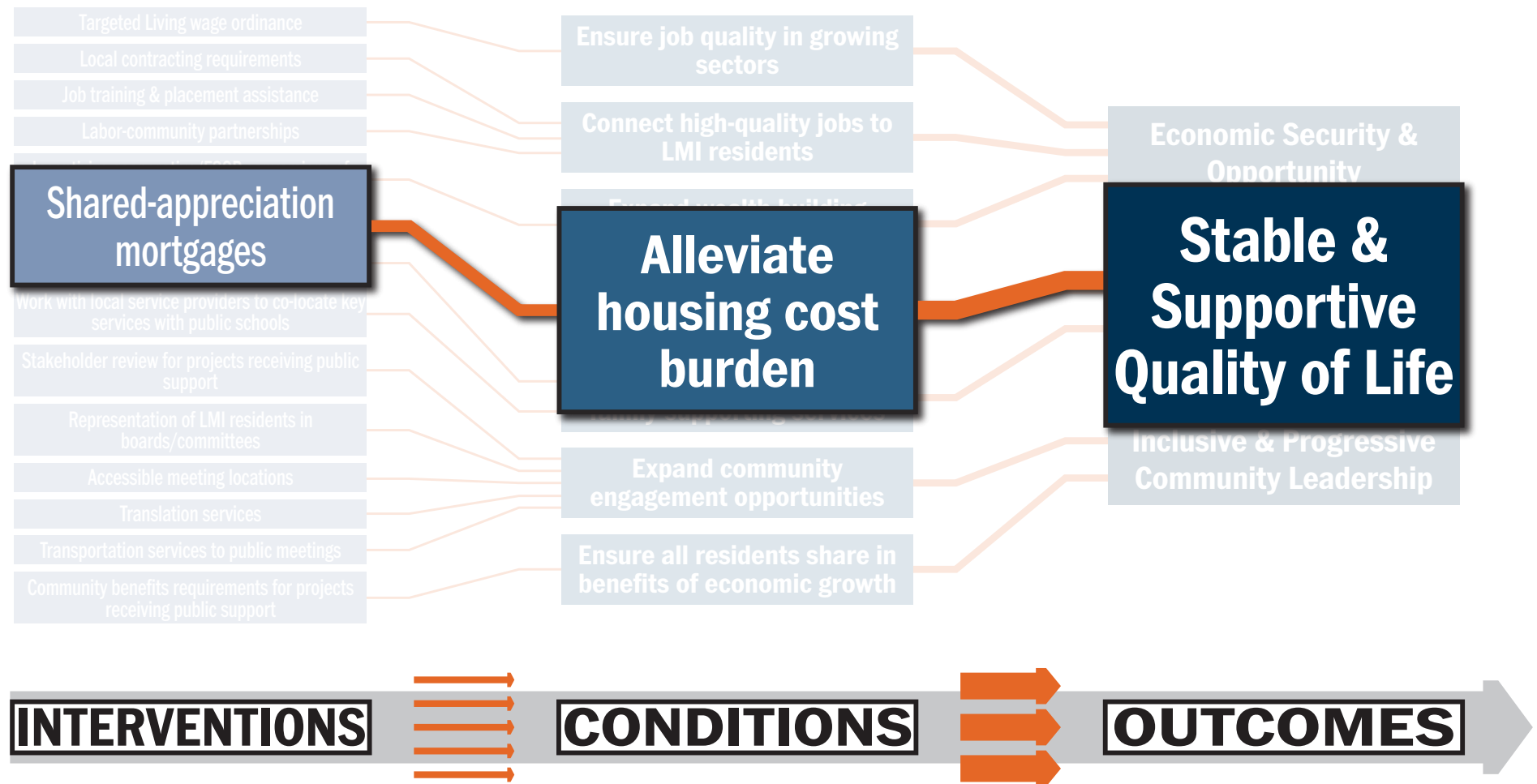
PROPOSED STRATEGY

EXPAND WEALTH BUILDING OPPORTUNITIES



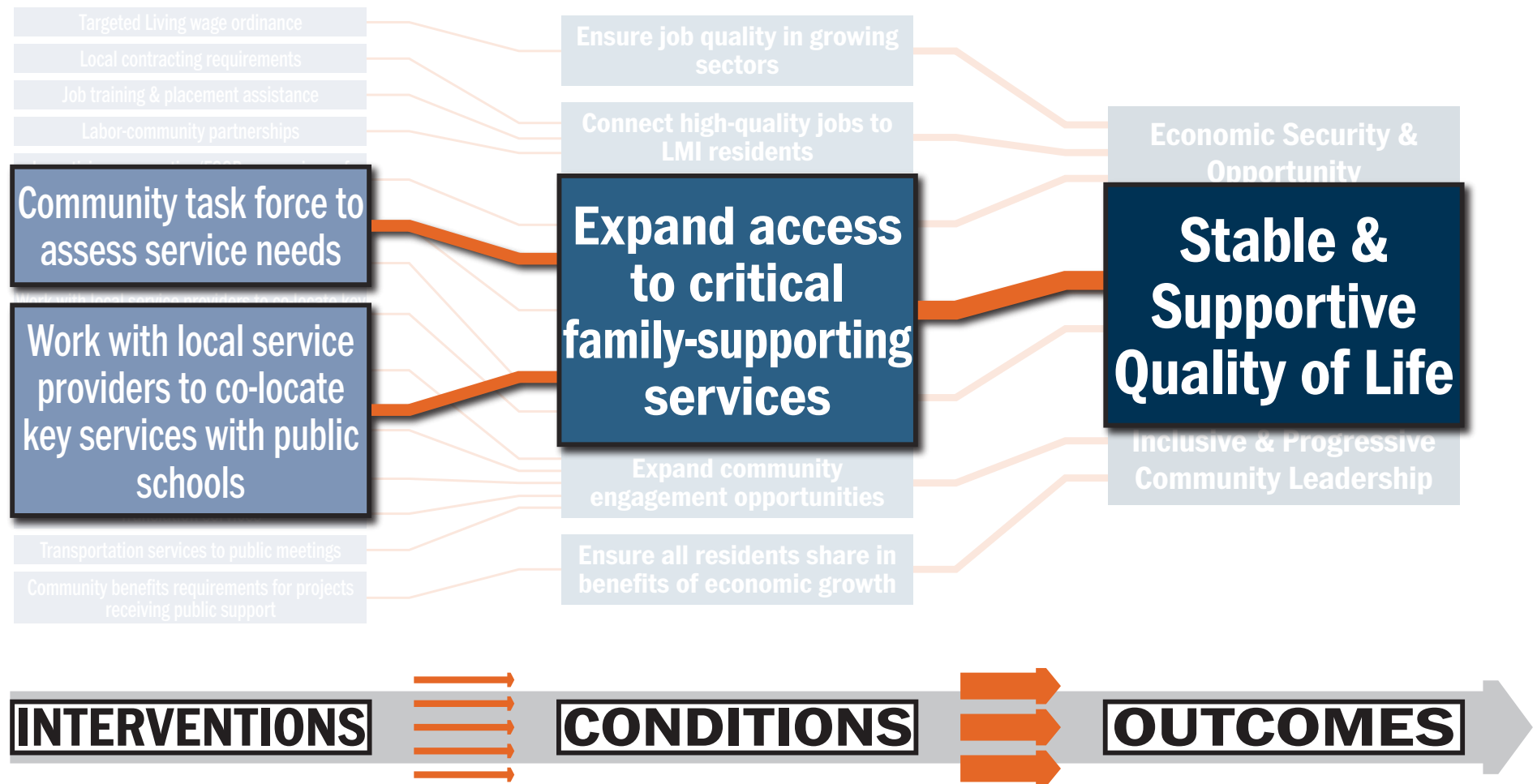
PROPOSED STRATEGY

ALLEVIATE HOUSING COST BURDEN



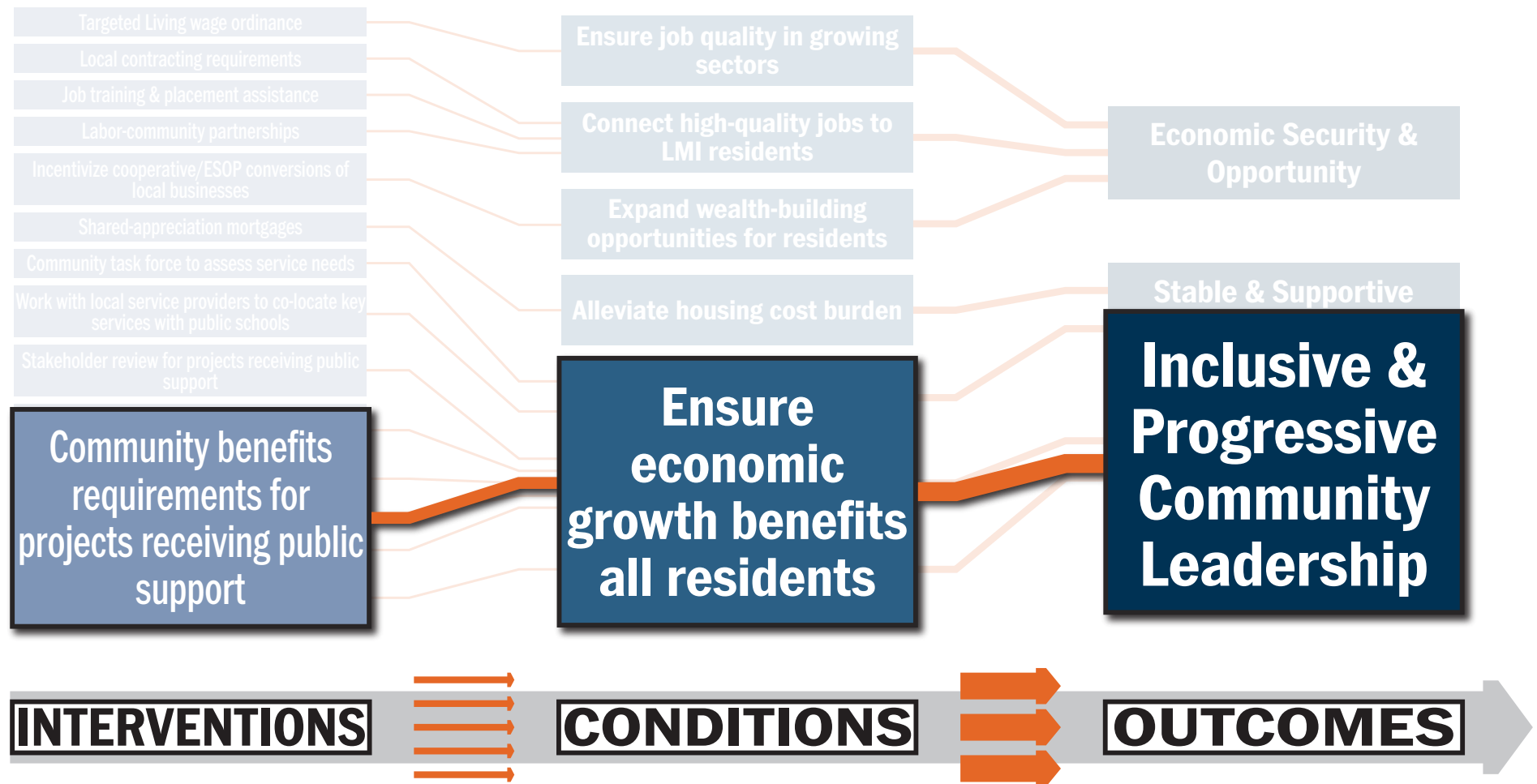
PROPOSED STRATEGY

EXPAND ACCESS TO CRITICAL FAMILY-SUPPORTING SERVICES



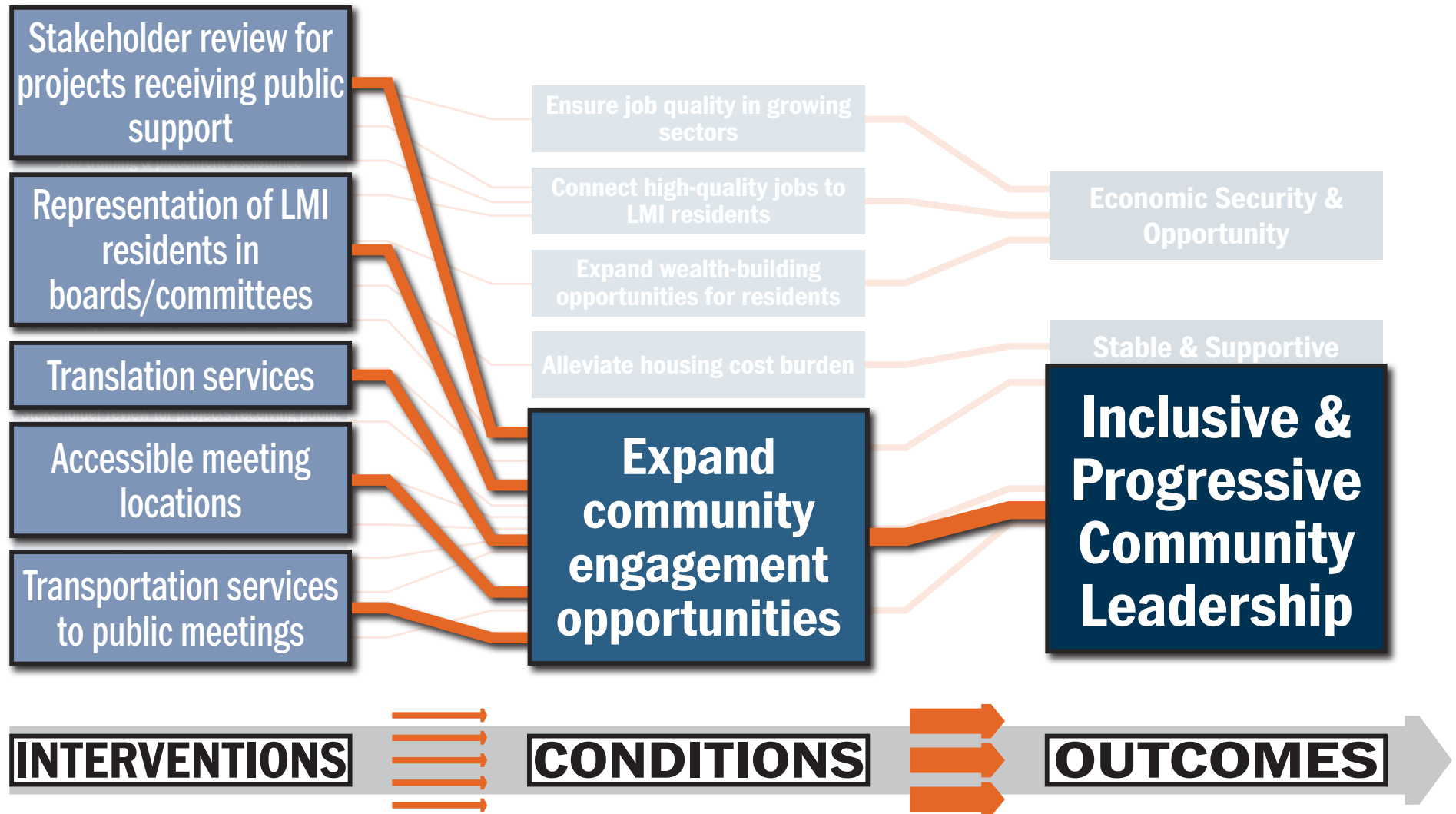
PROPOSED STRATEGY

ENSURE ALL RESIDENTS SHARE IN BENEFITS OF GROWTH



PROPOSED STRATEGY

EXPAND COMMUNITY ENGAGEMENT OPPORTUNITIES



PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *OVERVIEW*



ANCHOR



PROPOSED STRATEGY

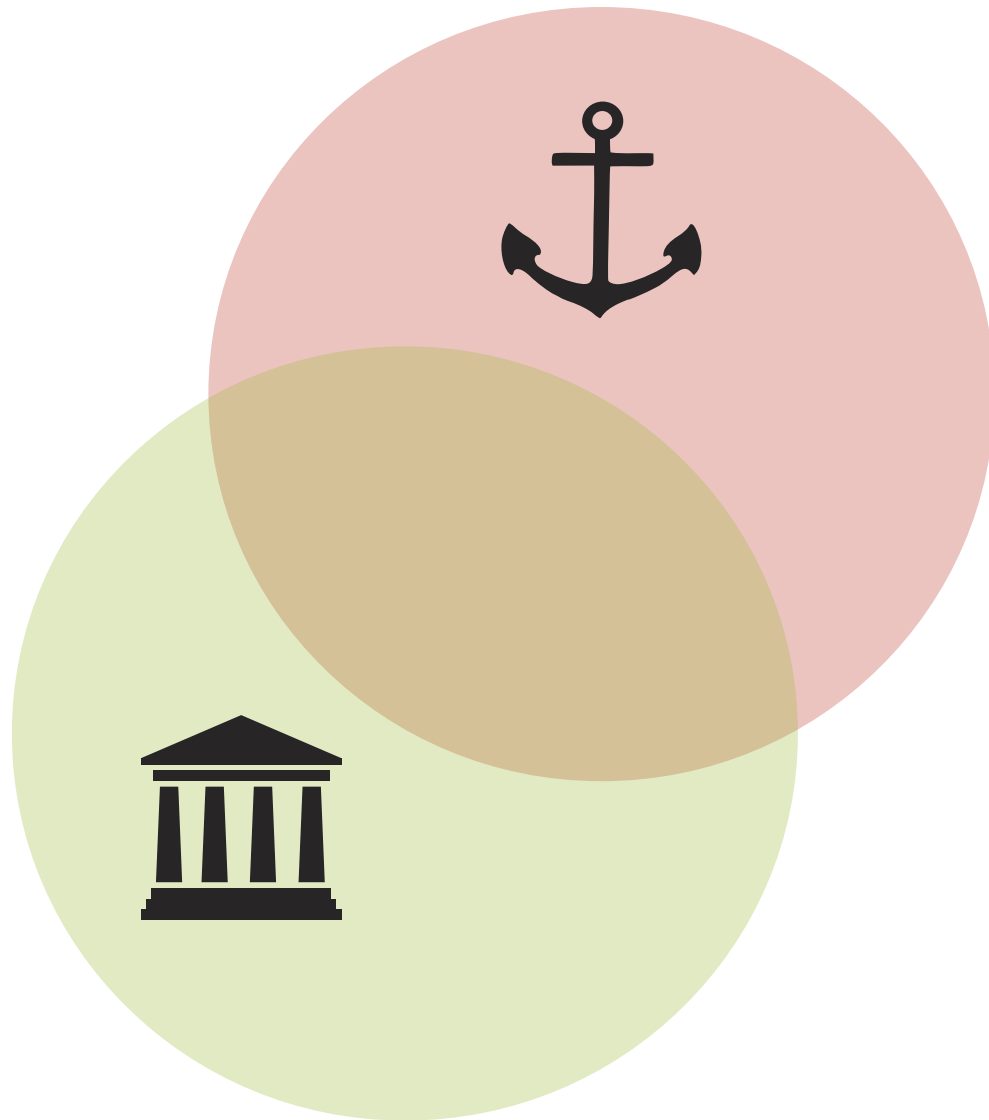
ANCHOR-BASED DEVELOPMENT: *OVERVIEW*



ANCHOR



CITY



PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *OVERVIEW*



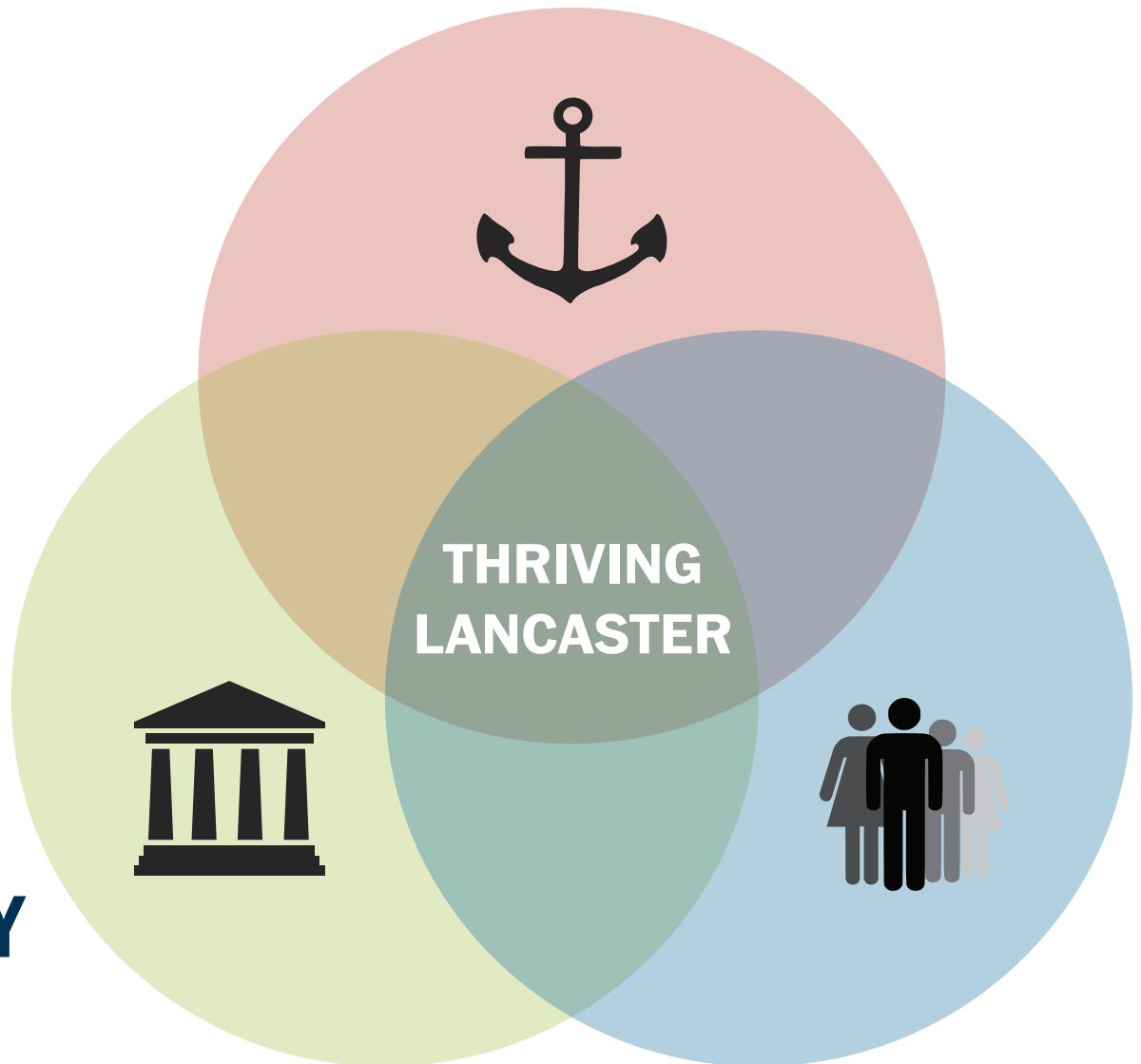
ANCHOR



CITY



COMMUNITY



Lancaster

PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *ANCHOR BENEFITS*



ANCHOR

- Expanded customer base
- Improved access to human capital
- Improved quality of services
- Improved relationships with suppliers and contractors



CITY



COMMUNITY

PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *CITY BENEFITS*



ANCHOR



CITY

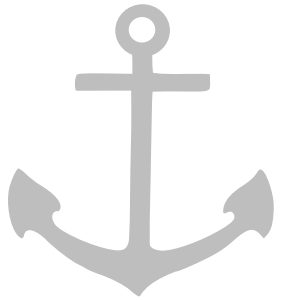
- Improved tax base
- Stable economy
- Increased competitive advantage
- Improved image



COMMUNITY

PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *COMMUNITY BENEFITS*



ANCHOR



CITY

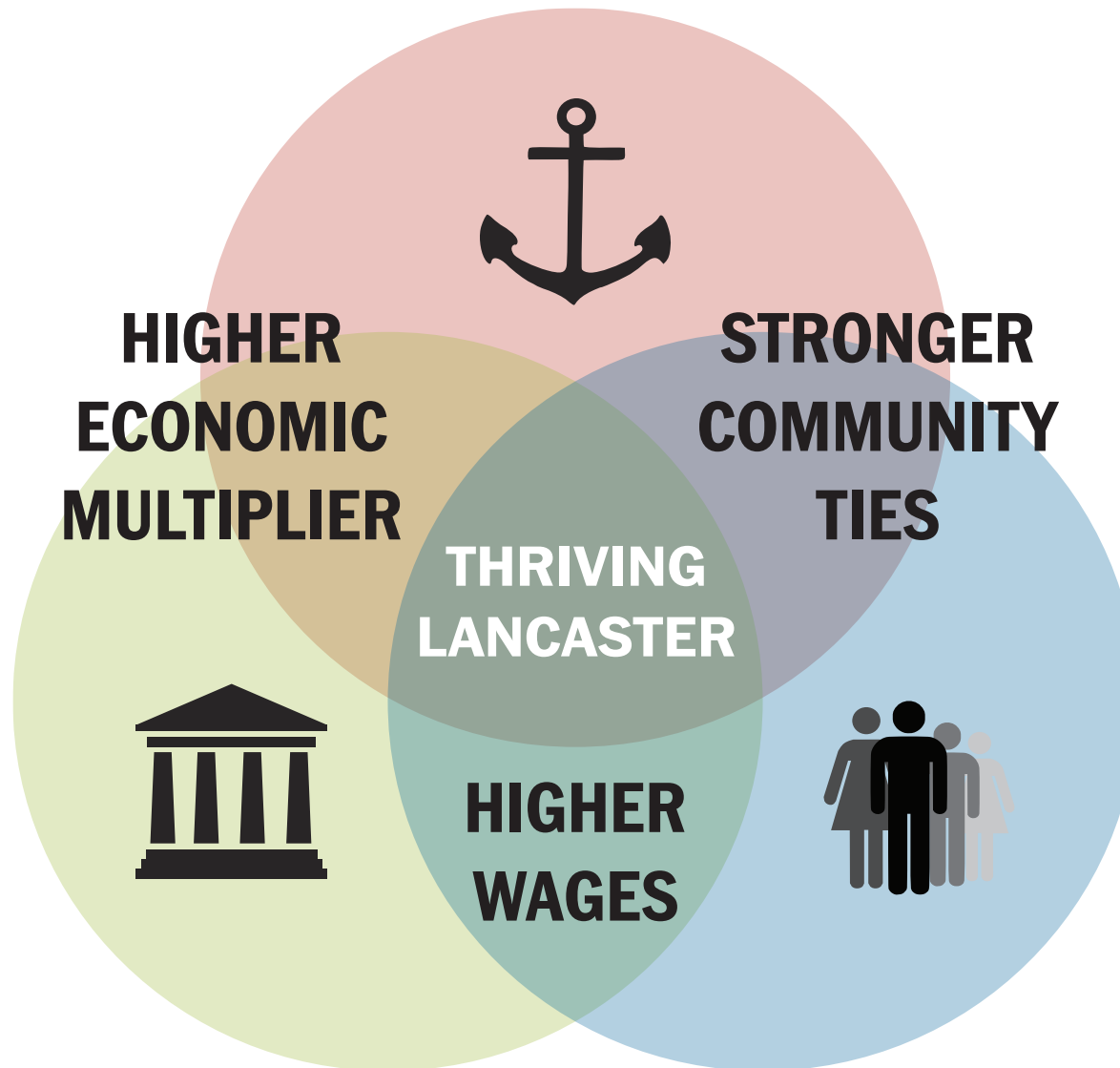


COMMUNITY

- Increased access to employment
- Improved access to services
- Expanded access to capital
- More opportunities for inclusion

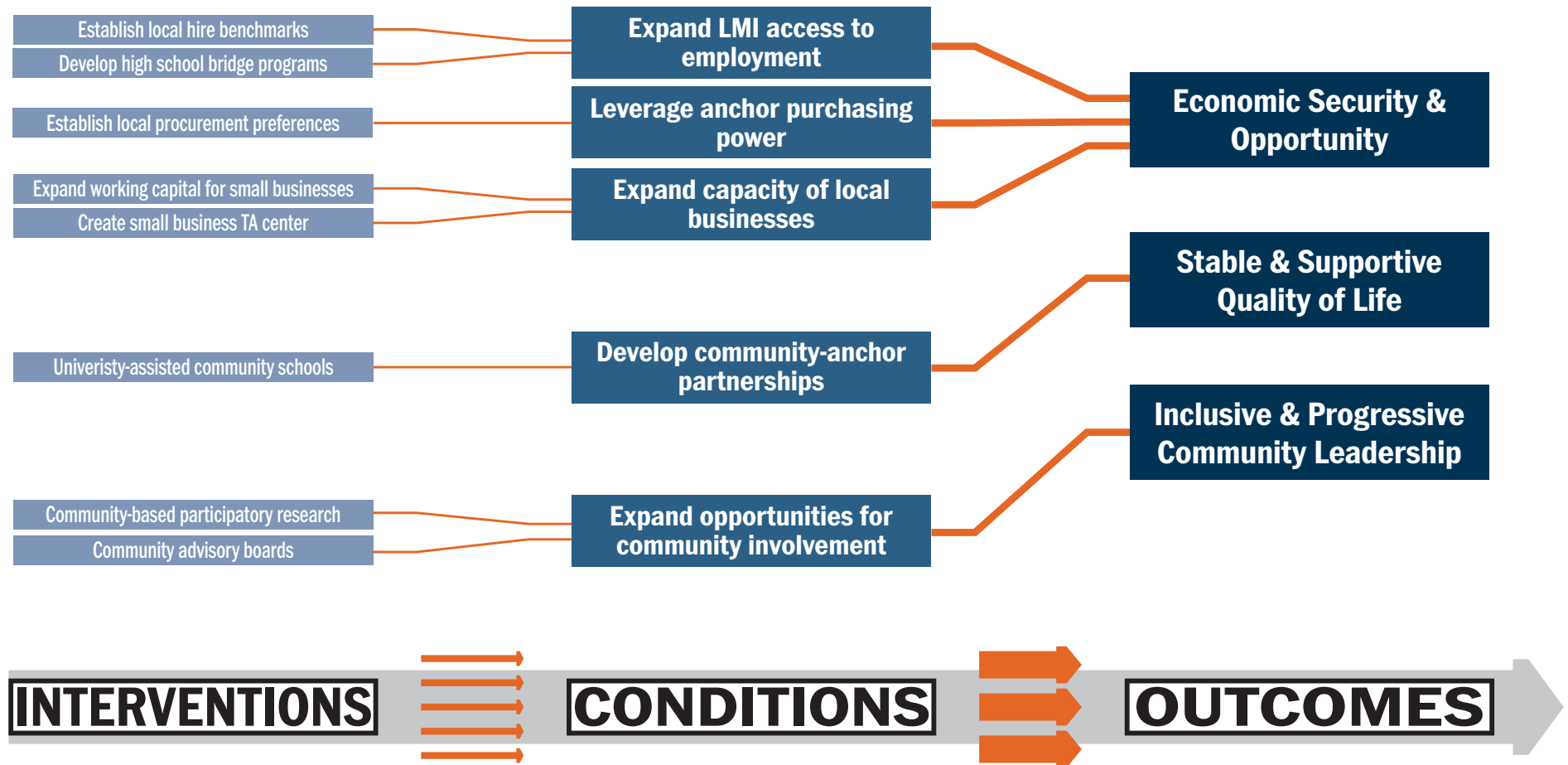
PROPOSED STRATEGY

ANCHOR-BASED DEVELOPMENT: *SHARED BENEFITS*



PROPOSED STRATEGY

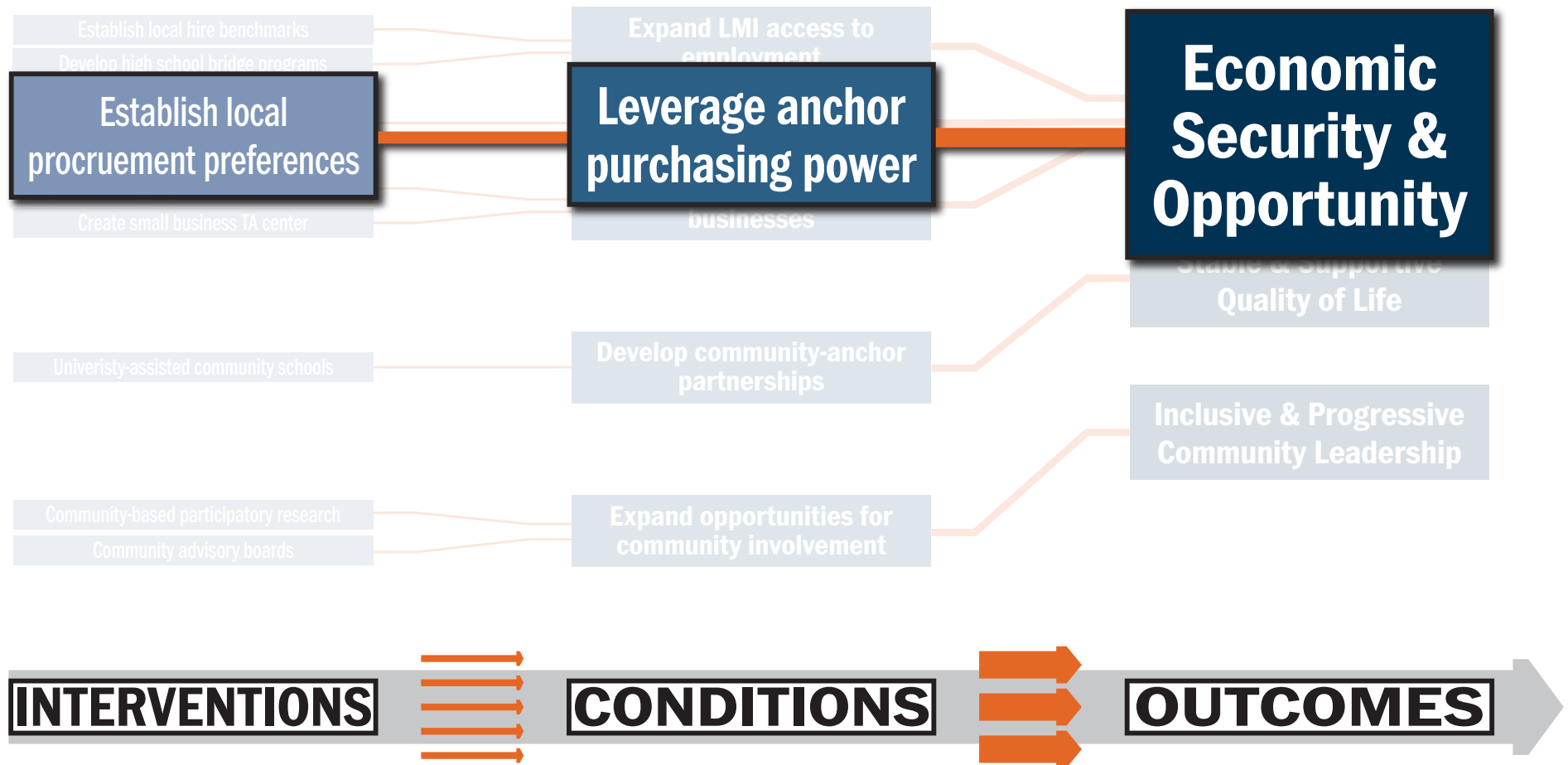
ANCHOR-BASED THEORY OF CHANGE



PROPOSED STRATEGY

ECONOMIC SECURITY & OPPORTUNITY

LEVERAGE ANCHOR PURCHASING POWER



PROPOSED STRATEGY

LEVERAGE ANCHOR PURCHASING POWER *LOCAL PROCUREMENT BENCHMARKS*



EVERGREEN COOPERATIVE LAUNDRY, CLEVELAND

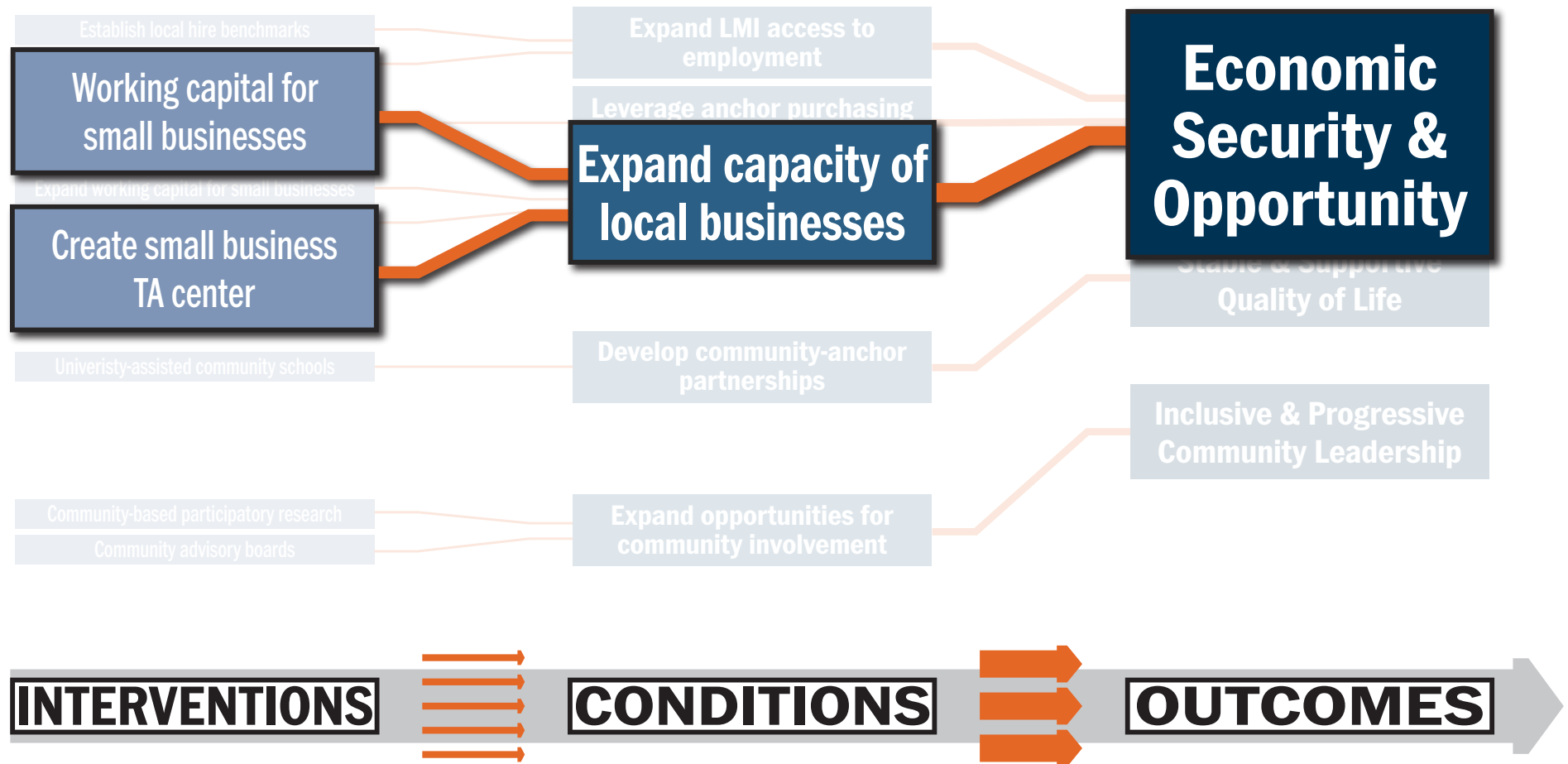


Lancaster

PROPOSED STRATEGY

ECONOMIC SECURITY & OPPORTUNITY

EXPAND CAPACITY OF LOCAL BUSINESSES



PROPOSED STRATEGY

EXPAND CAPACITY OF LOCAL BUSINESSES

WORKING CAPITAL FOR SMALL BUSINESSES



COMMUNITY FIRST FUND, LANCASTER

Lancaster

PROPOSED STRATEGY

EXPAND CAPACITY OF LOCAL BUSINESSES

LOCAL CONTRACTOR/VENDOR TA CENTER



OFFICE FOR BUSINESS & COMMUNITY ECONOMIC DEVELOPMENT, UNIV. OF MINNESOTA

Lancaster

SUMMARY

LESSONS LEARNED

ADVANTAGES

- Potential for mutual benefit
- Leverage public subsidy to work for residents
- Builds on existing assets

CHALLENGES

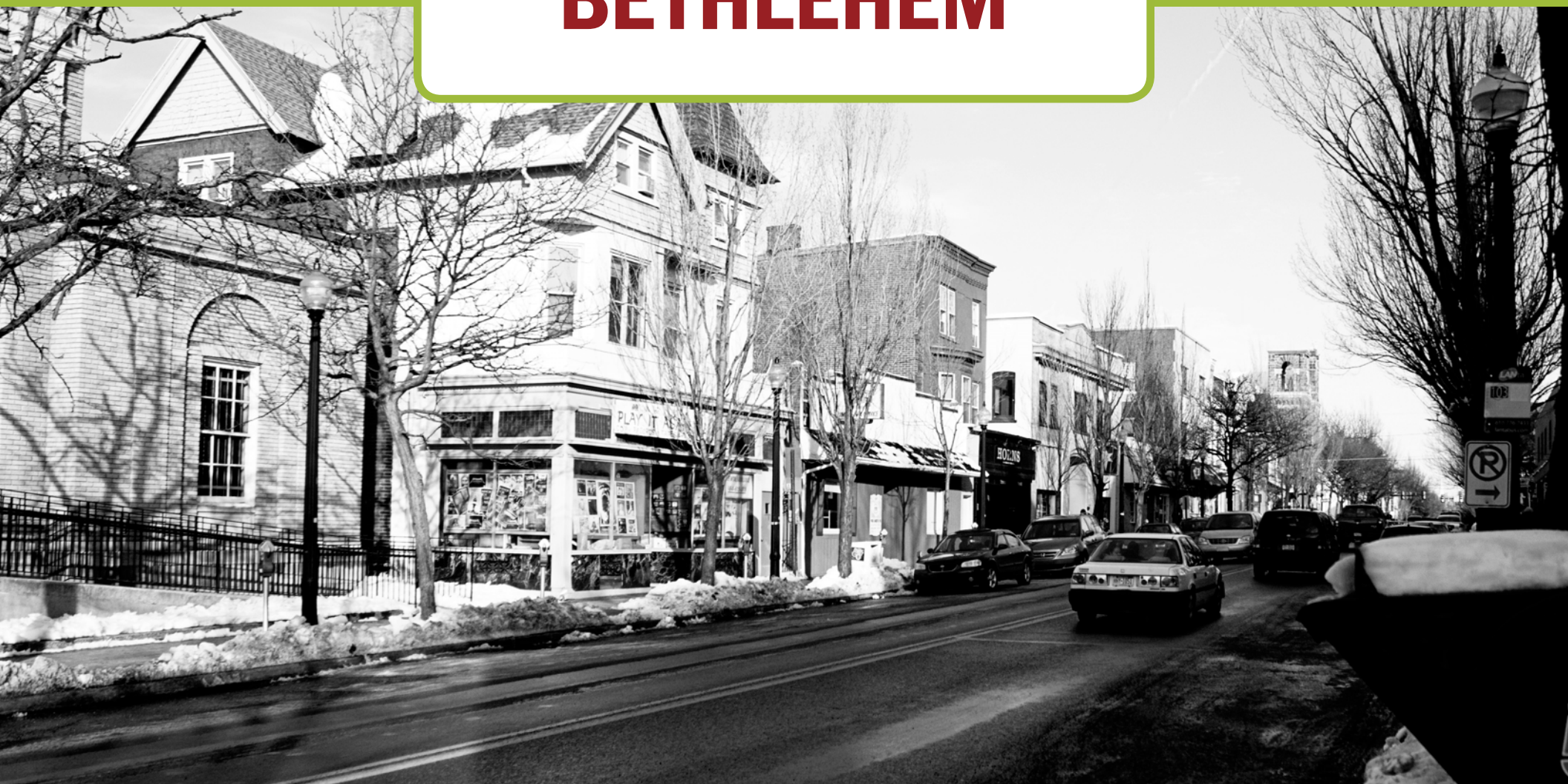
- Coordinating actors
- Building capacity



LANCASTER

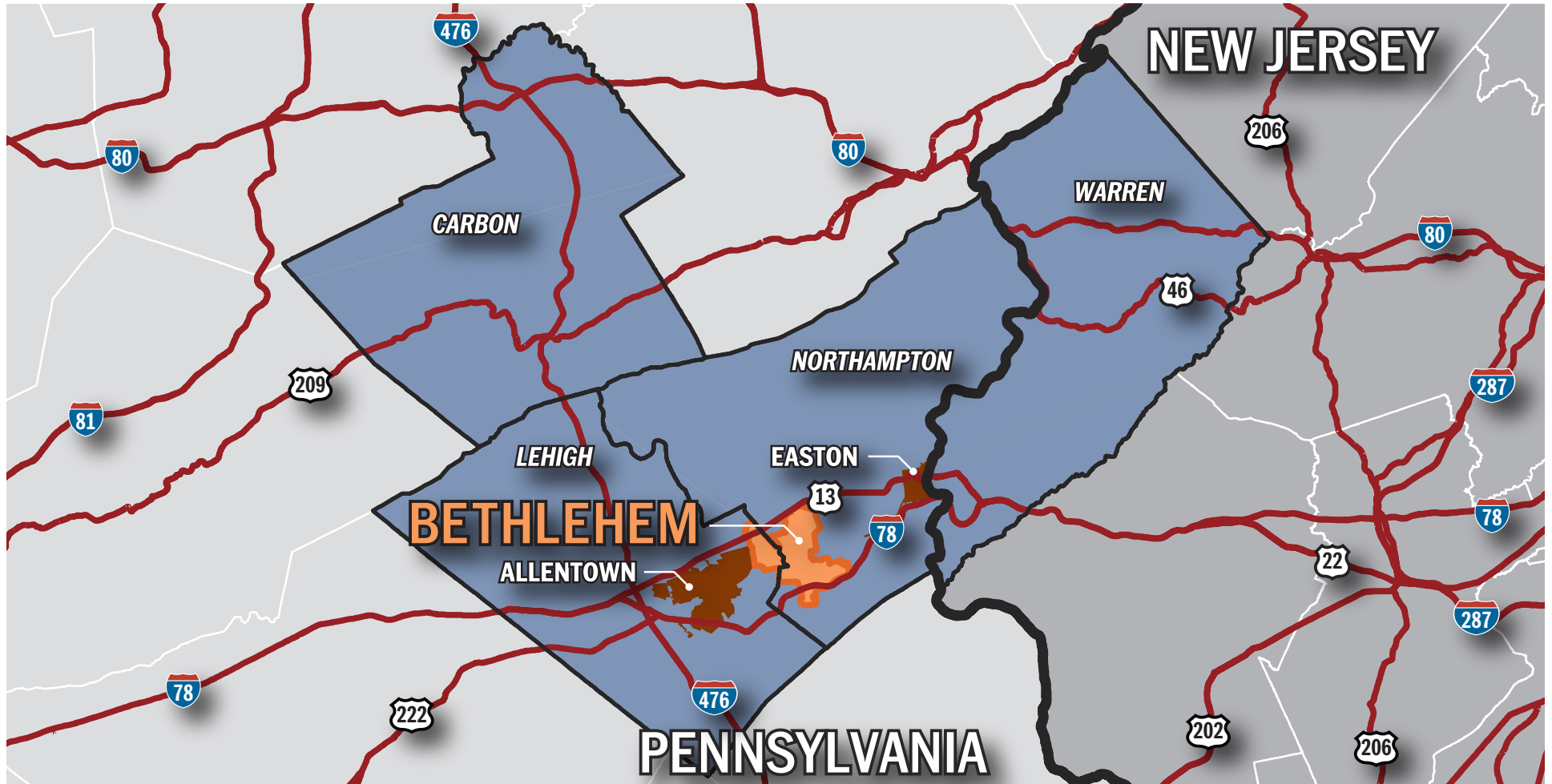
Lancaster

BETHLEHEM



THE REGION

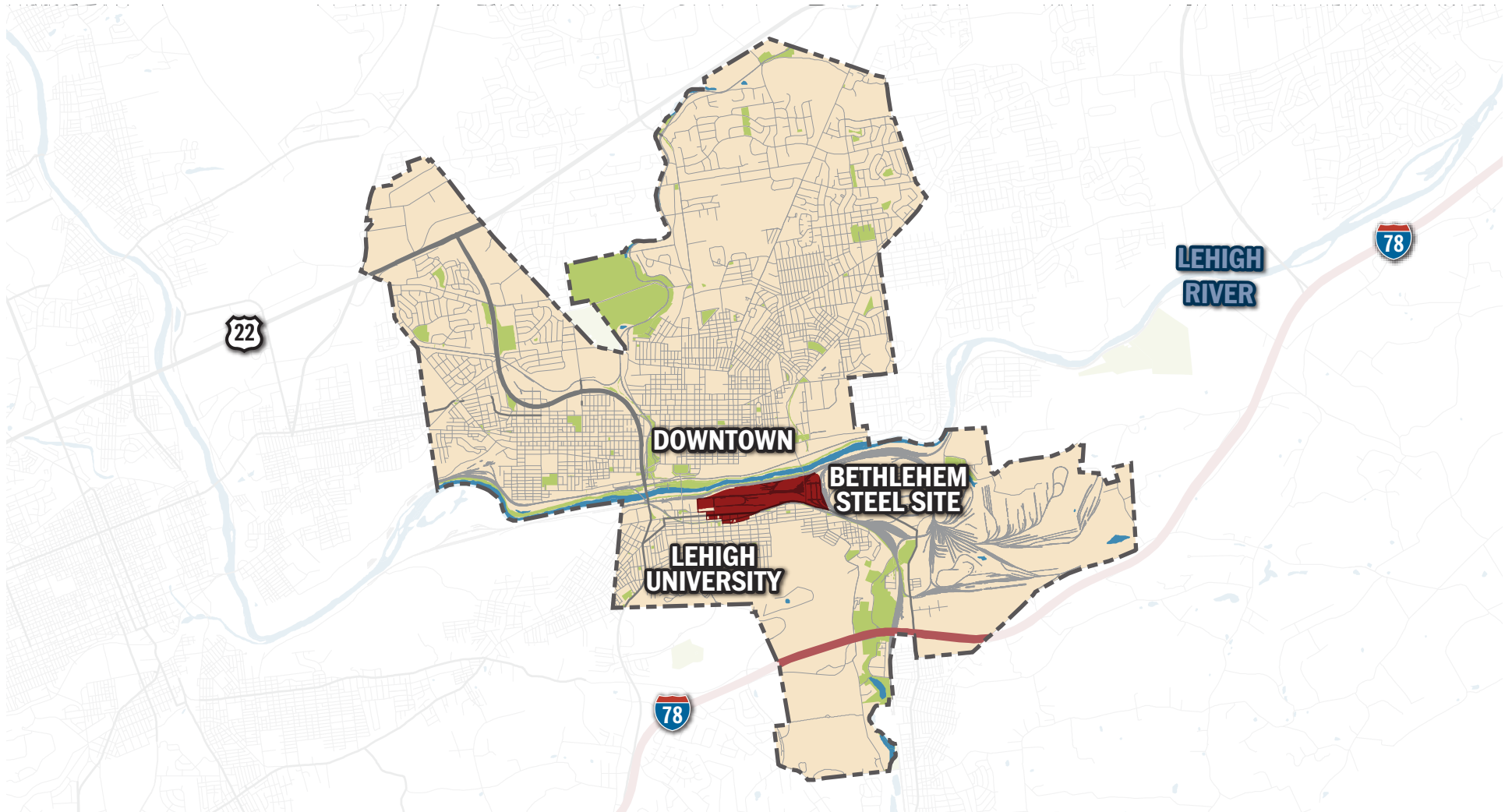
LEHIGH VALLEY



Bethlehem

THE CITY

NOTABLE SITES



0 2,500 5,000 10,000
FEET

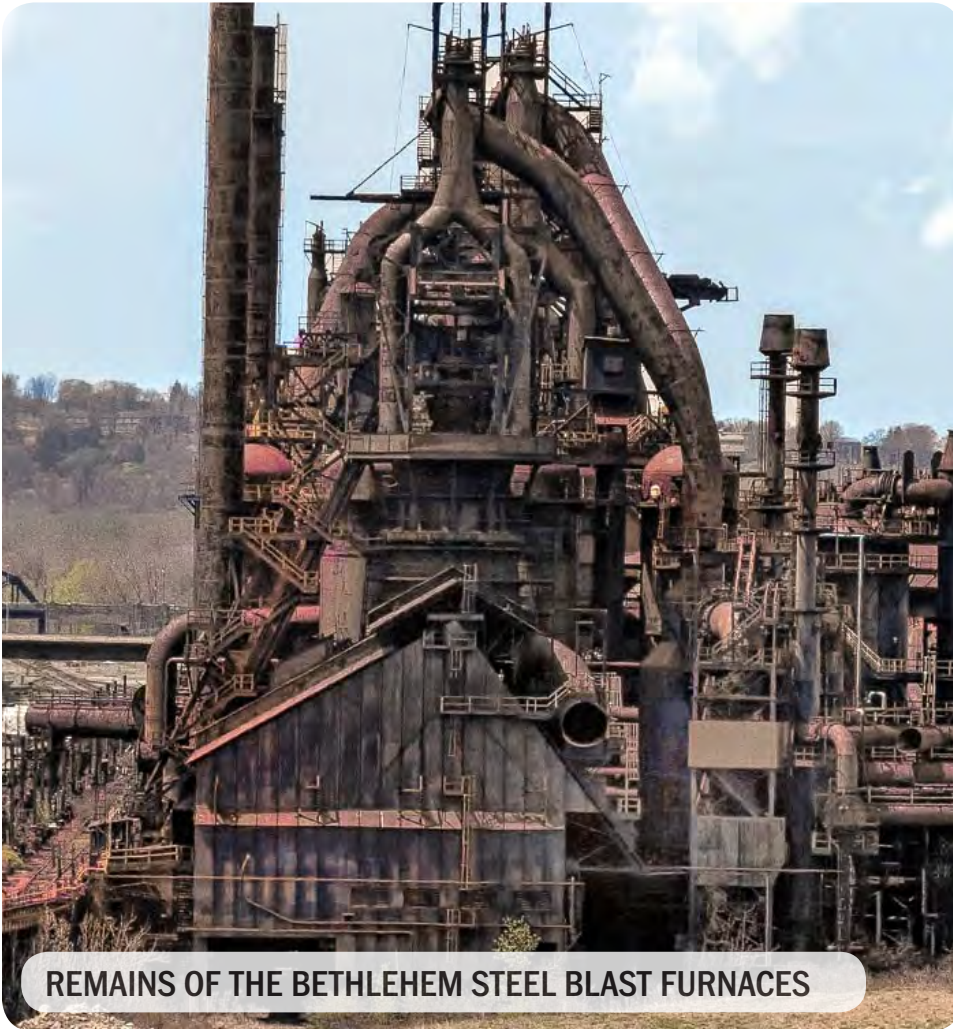


Bethlehem

HISTORY

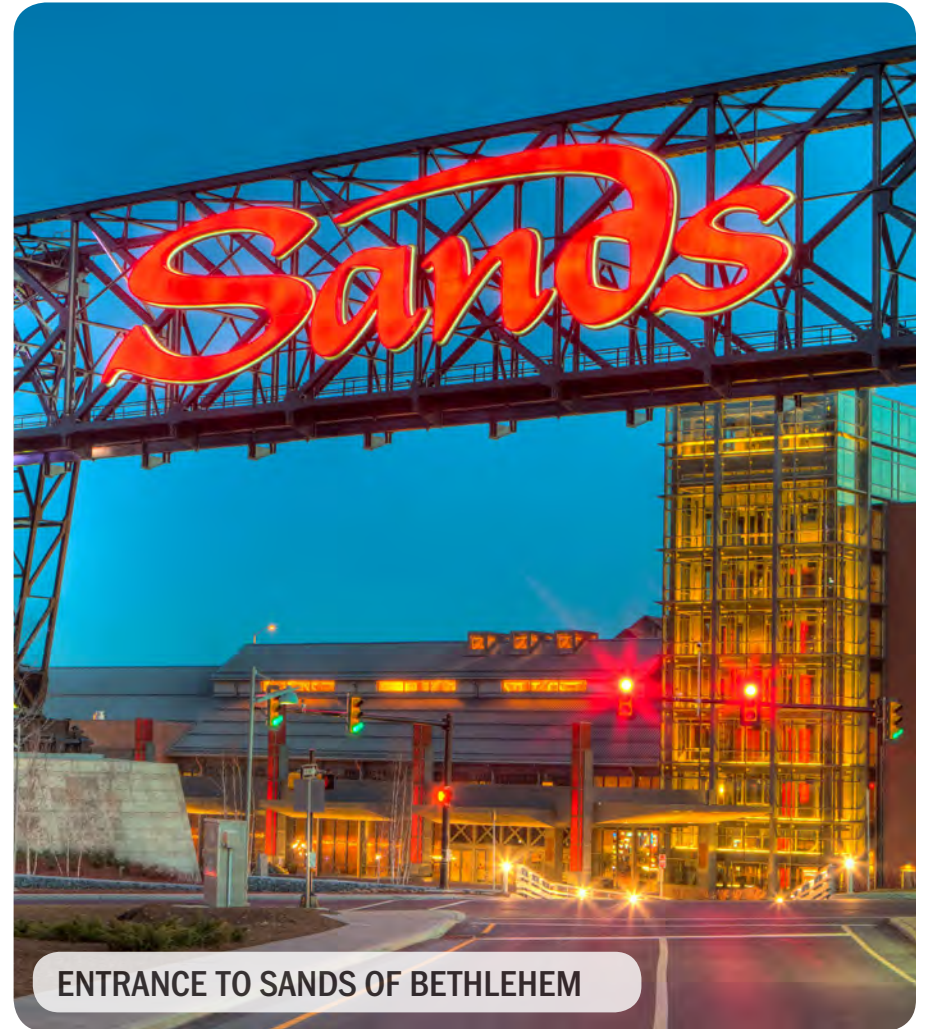
1995 TO 2009

BETHLEHEM STEEL PLANT CLOSES



REMAINS OF THE BETHLEHEM STEEL BLAST FURNACES

SANDS OF BETHLEHEM OPENS



ENTRANCE TO SANDS OF BETHLEHEM

Bethlehem

CONTEXT

SANDS CASINO & STEELSTACKS



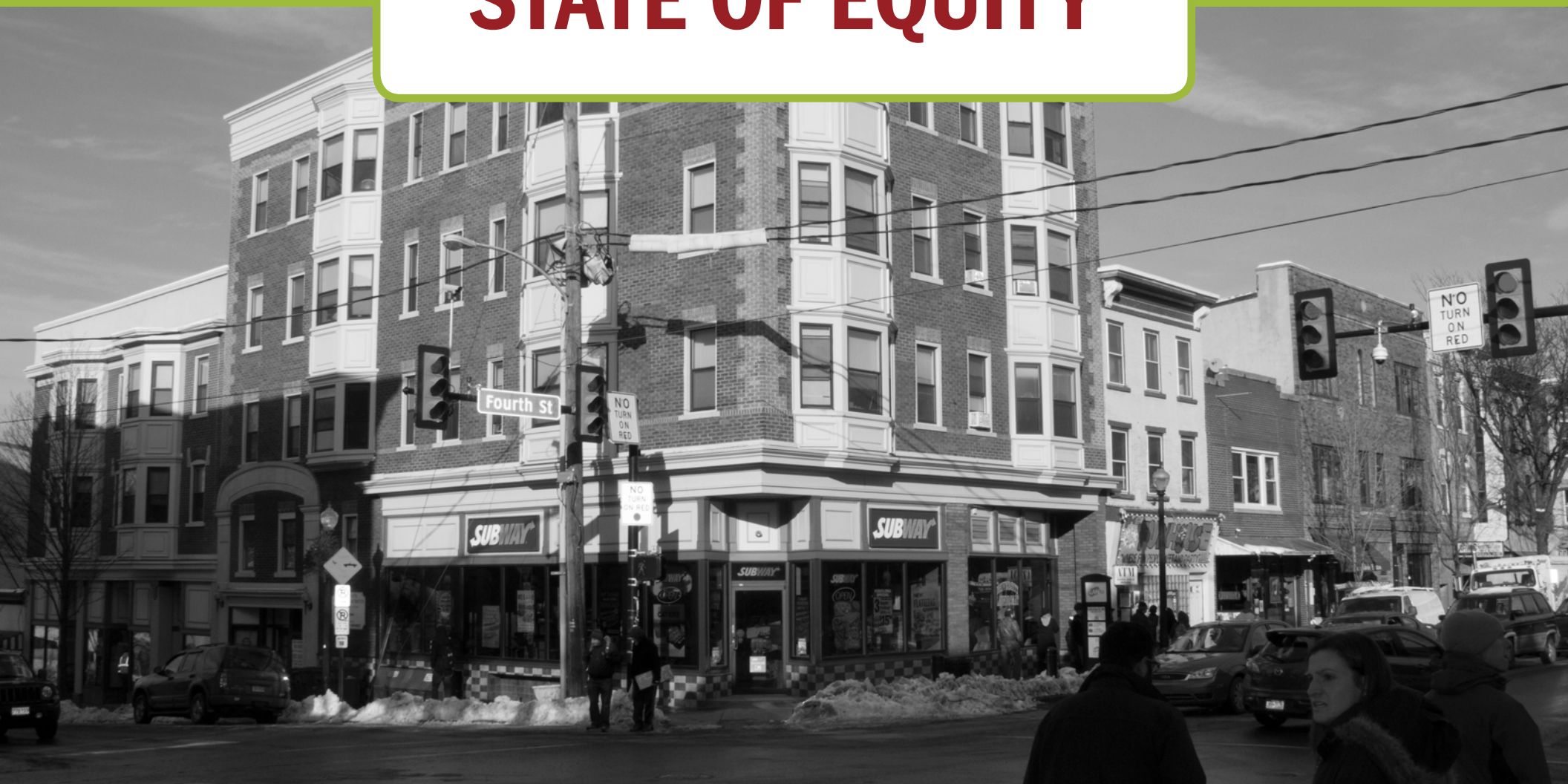
CONTEXT

LVIP VII & SOUTH BETHLEHEM



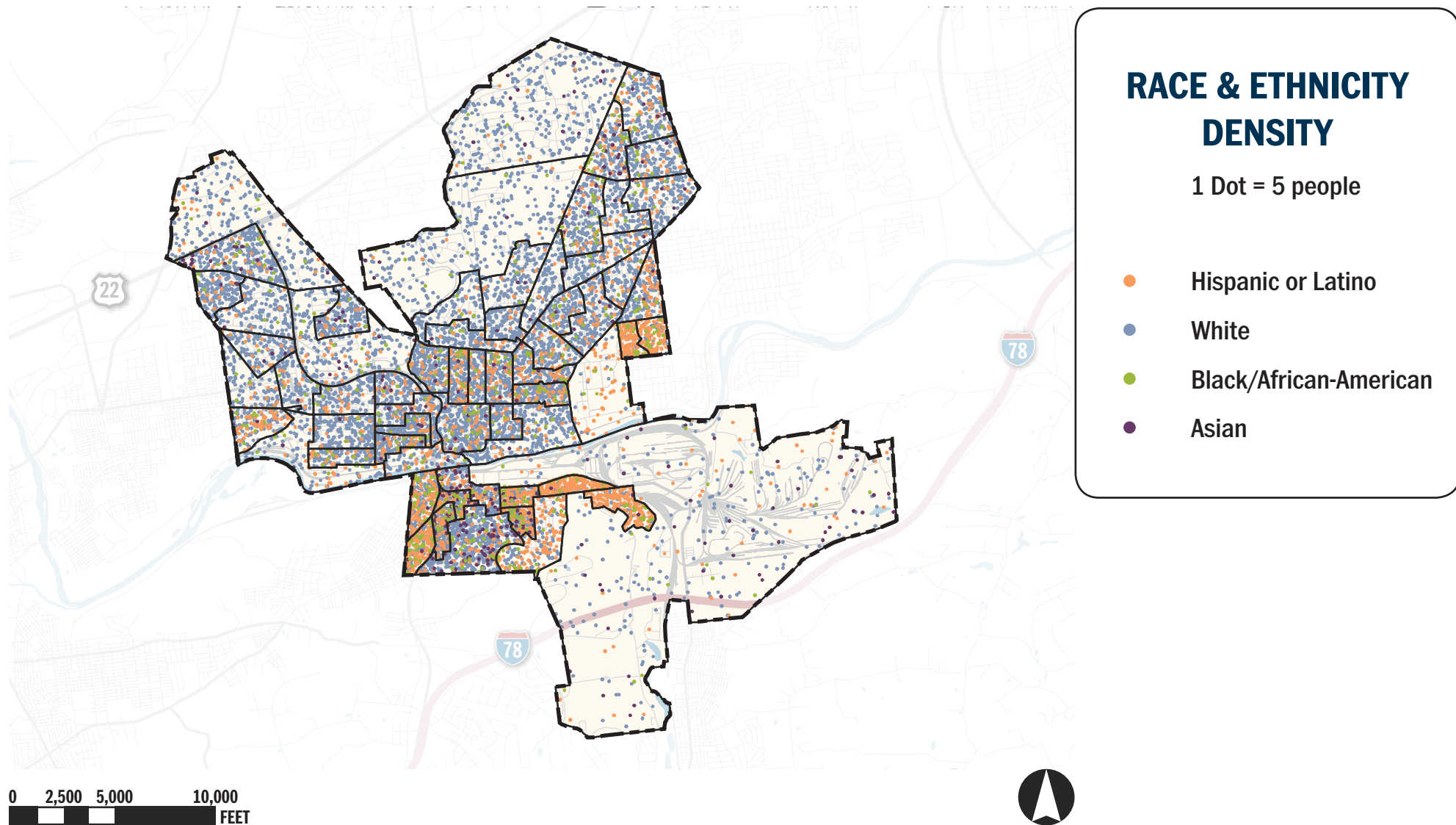
Bethlehem

STATE OF EQUITY



STATE OF EQUITY

RACIAL DIVERSITY

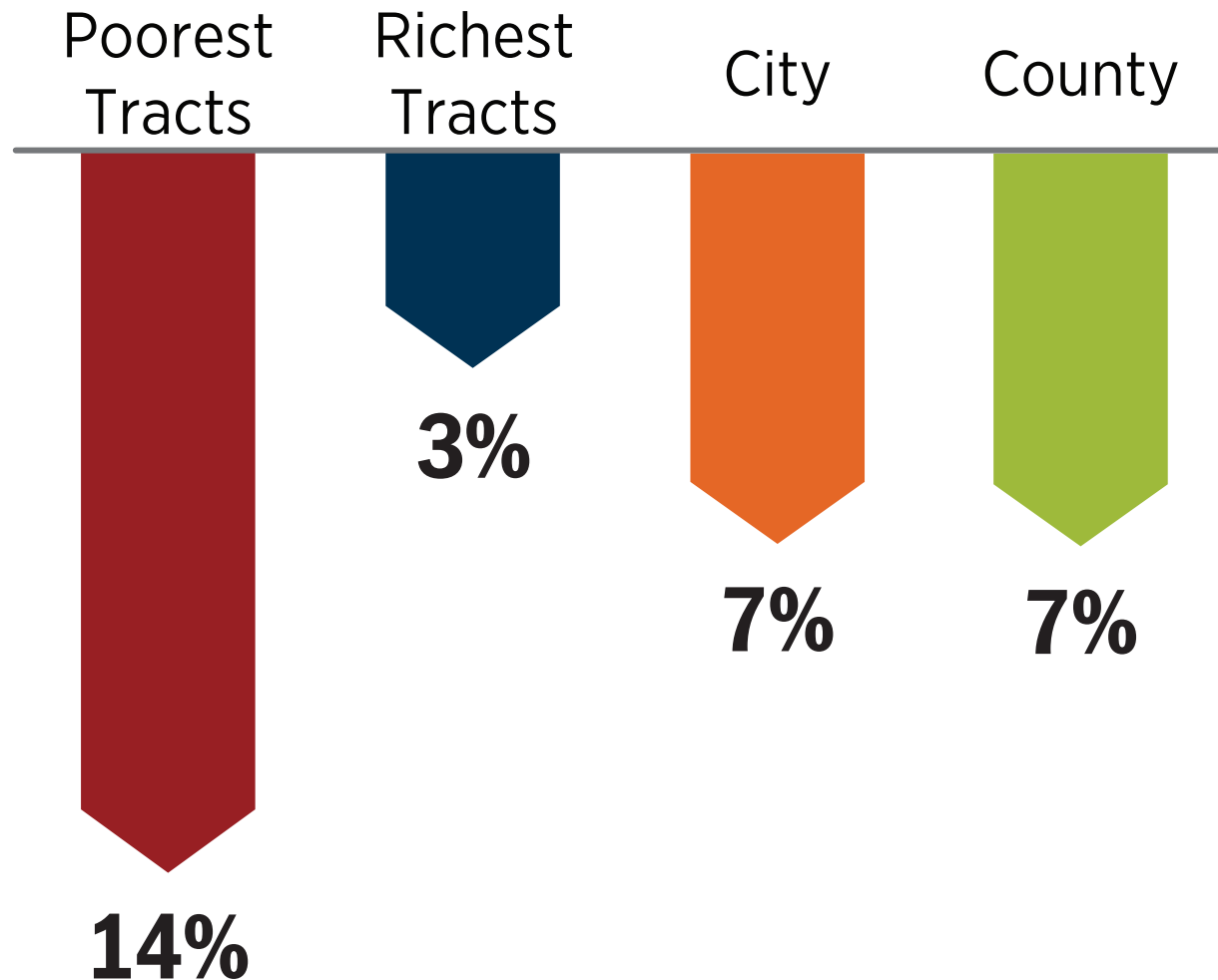


Bethlehem

STATE OF EQUITY

INCOME DISTRIBUTION:

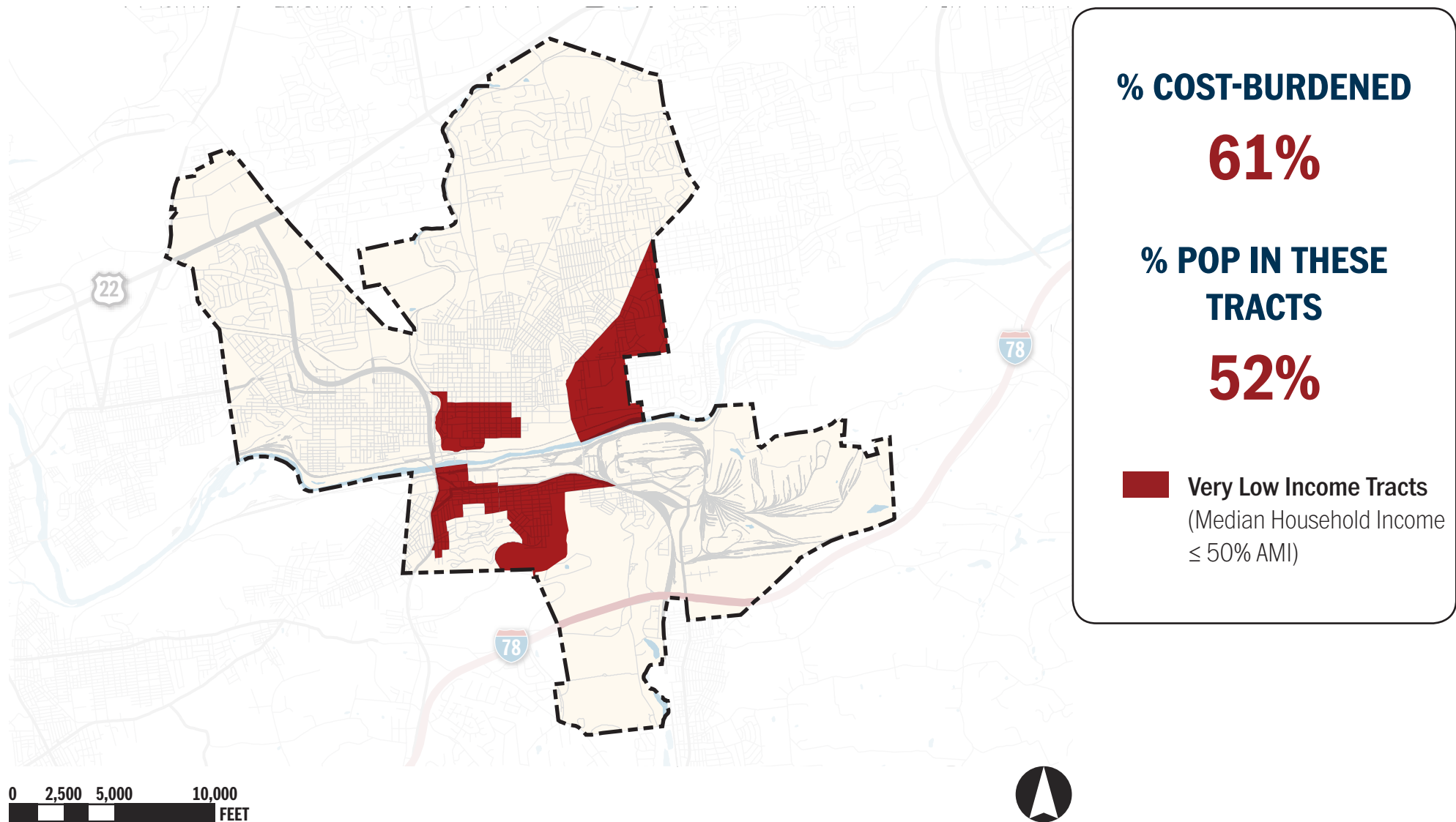
CHANGE IN MEDIAN HOUSEHOLD INCOME, 2000-2012



Bethlehem

STATE OF EQUITY

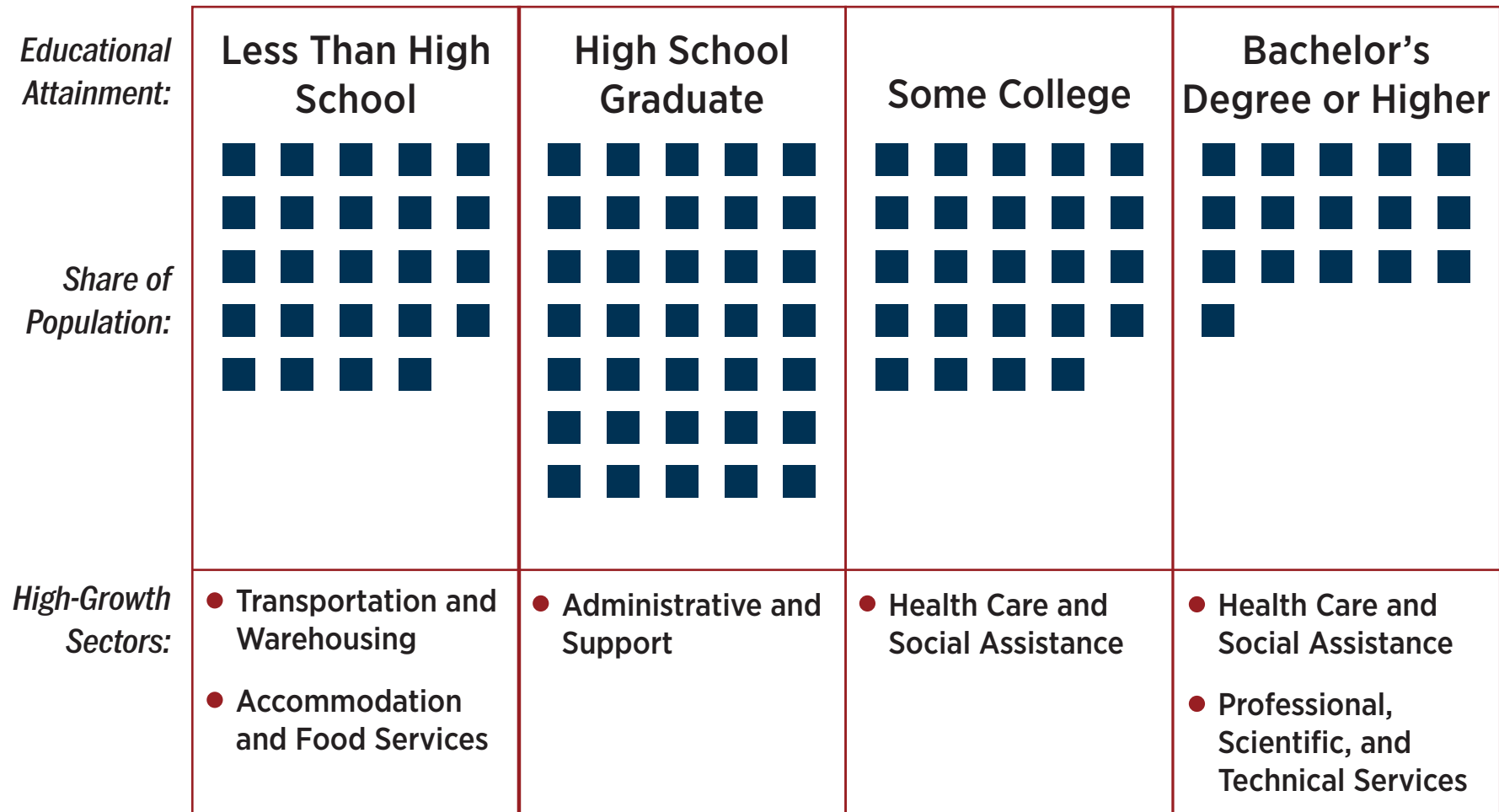
COST BURDENED RENTERS: *VERY LOW INCOME TRACTS, 2012*



Bethlehem

STATE OF EQUITY

EMPLOYMENT AND EDUCATION

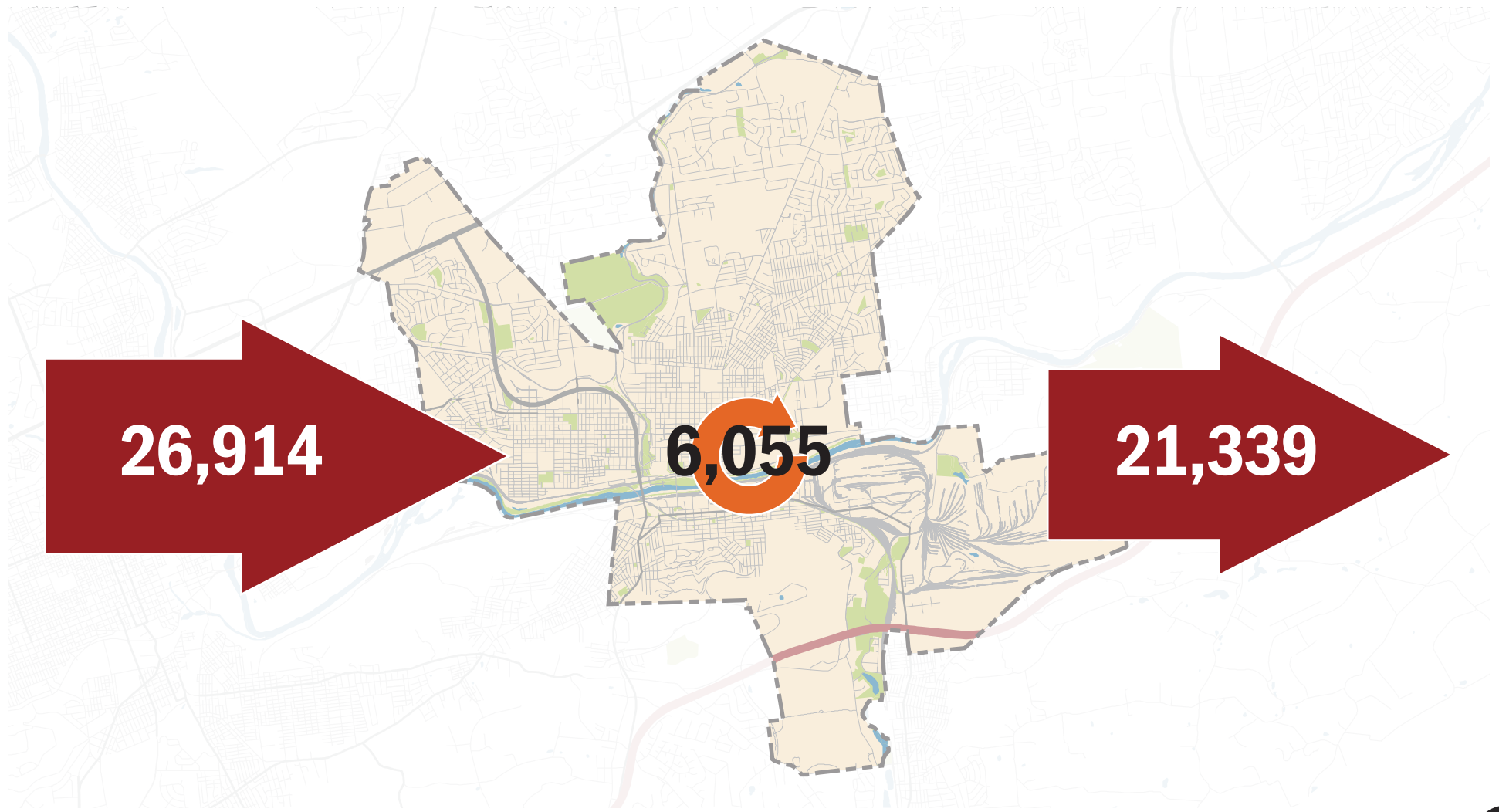


 = one percentage point of the age 25+ population

Bethlehem

STATE OF EQUITY

JOB DISTRIBUTION: *WHO WORKS IN BETHLEHEM?*



0 2,500 5,000 10,000
FEET

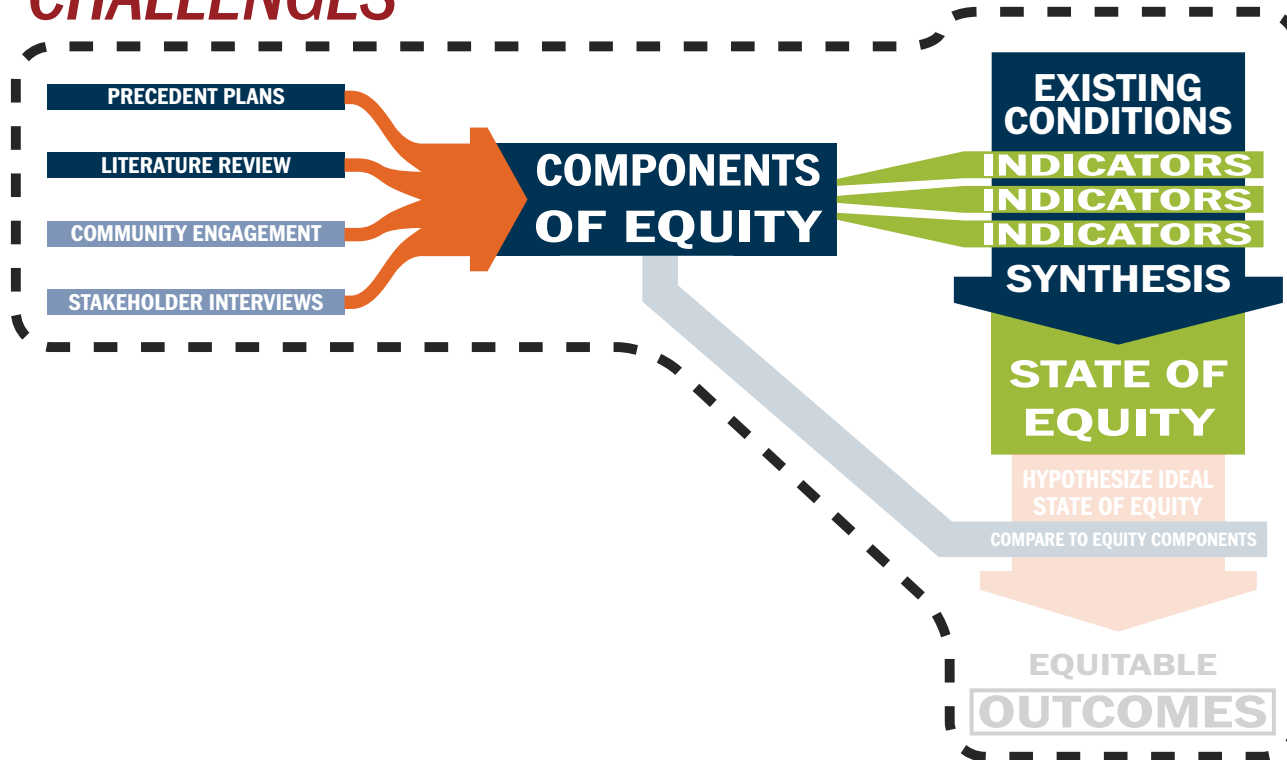


Bethlehem

STATE OF EQUITY

SUMMARY

CHALLENGES



**INCREASING
HOUSING
COST BURDEN**



**IMBALANCED JOB
DISTRIBUTION**

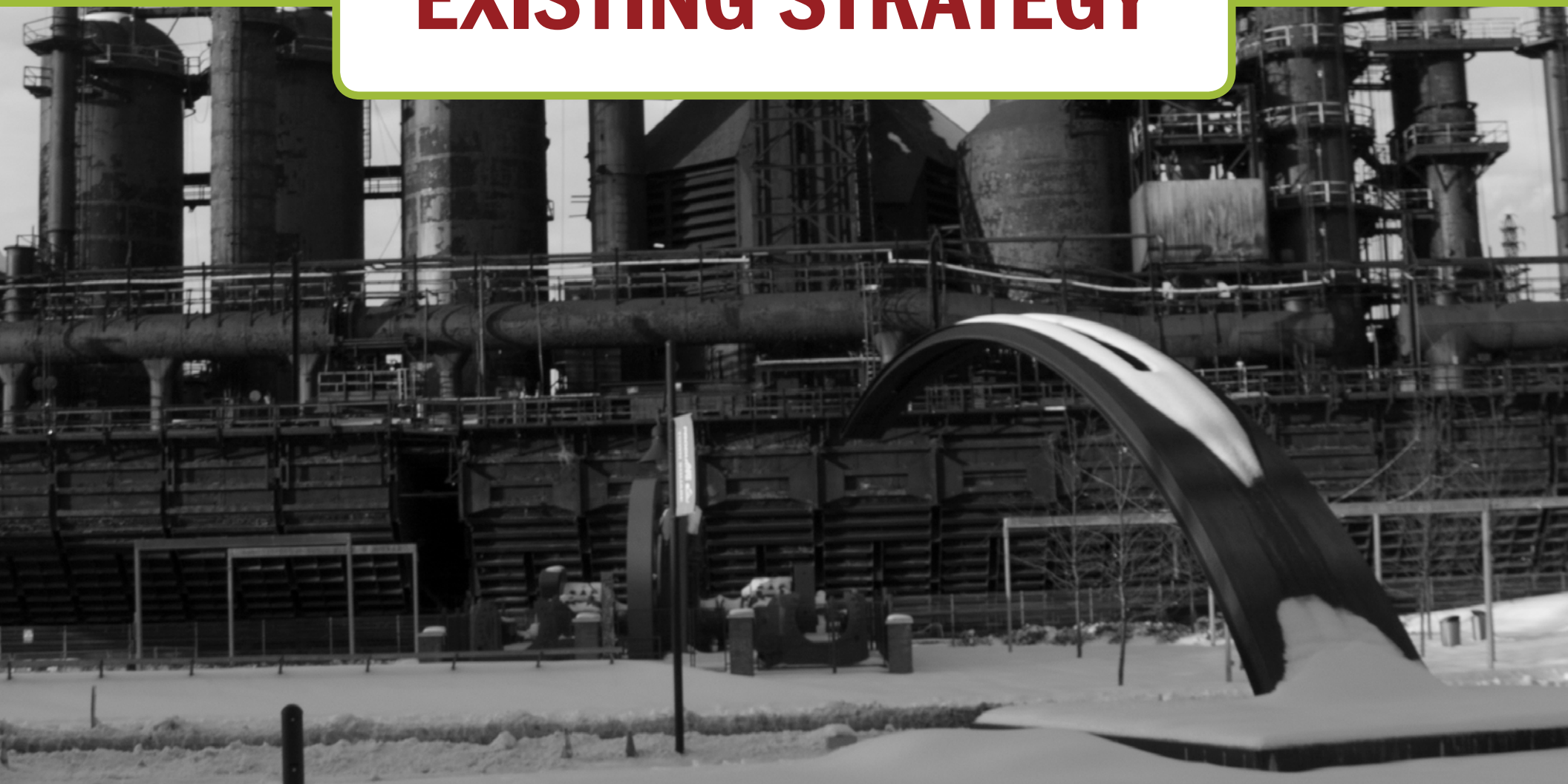


**DECLINING
INCOMES**



**SKILLS
MISMATCH**

EXISTING STRATEGY



EXISTING STRATEGY

BETHLEHEM STEEL SITE

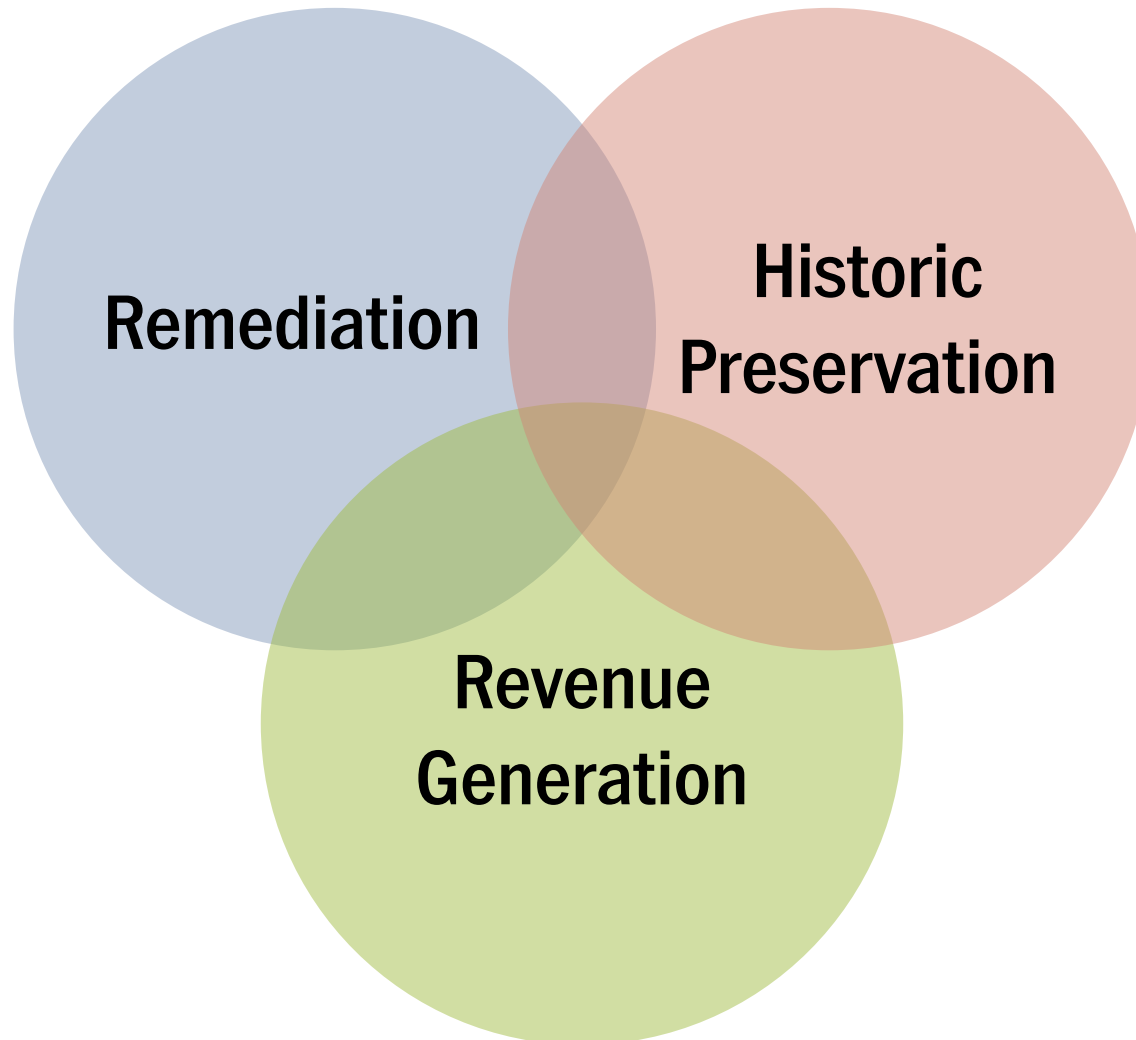


BETHLEHEM STEEL SITE

Bethlehem

EXISTING STRATEGY

INTENDED OUTCOMES



EXISTING STRATEGY

JOB OPPORTUNITIES AT THE CASINO



NORTHAMPTON COMMUNITY COLLEGE, FOWLER CAMPUS

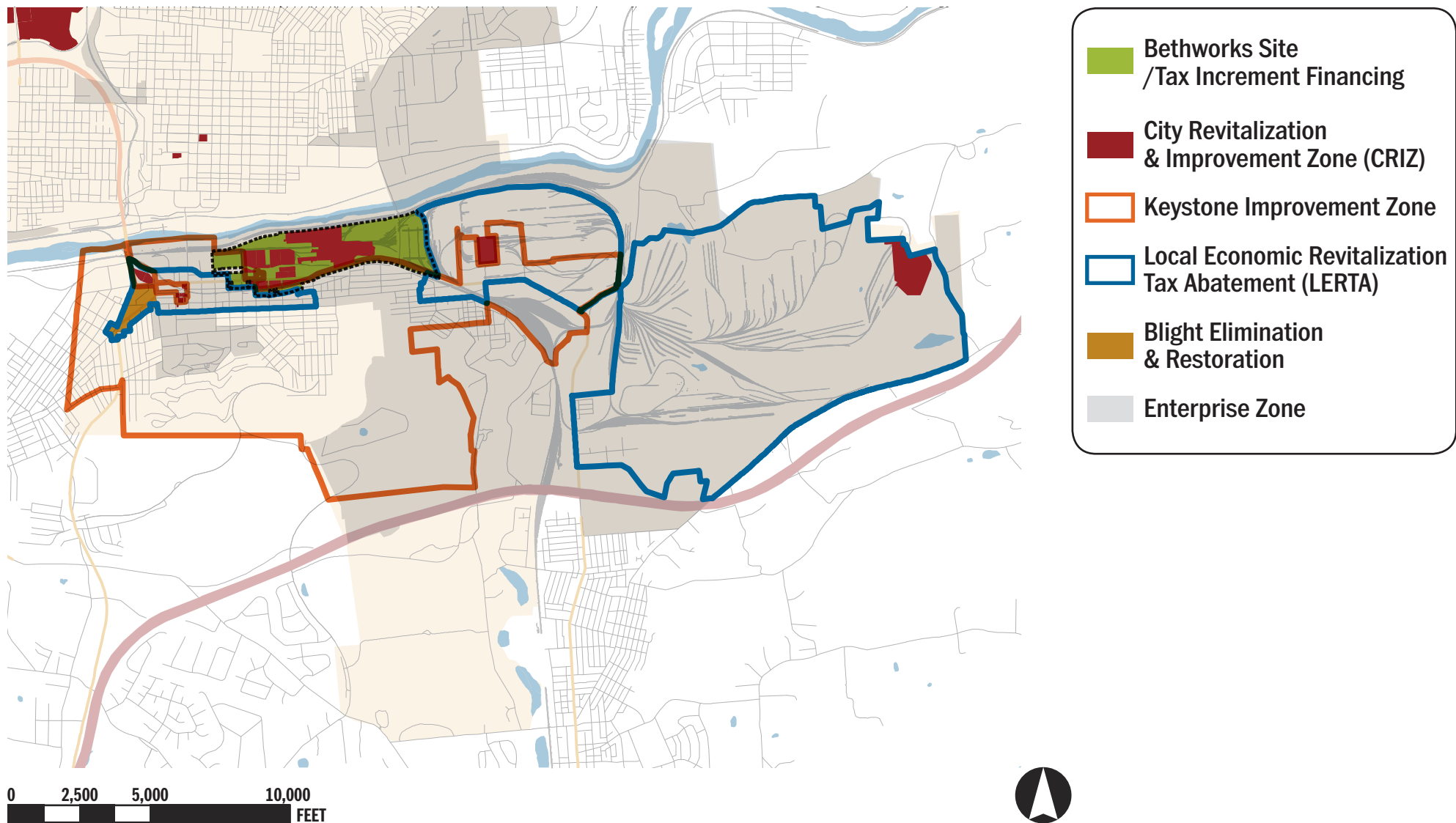


LOCAL HIRE

Bethlehem

EXISTING STRATEGY

ECONOMIC DEVELOPMENT TOOLS



Bethlehem

EXISTING STRATEGY

IMPACT



\$800M
total tax rev.

\$9.6M
host fees/year

2,200
total jobs

35%
jobs held by
minorities

Bethlehem

EXISTING STRATEGY

SYNTHESIS



SUCCESSSES

- New jobs and tax revenue
- Site reactivation

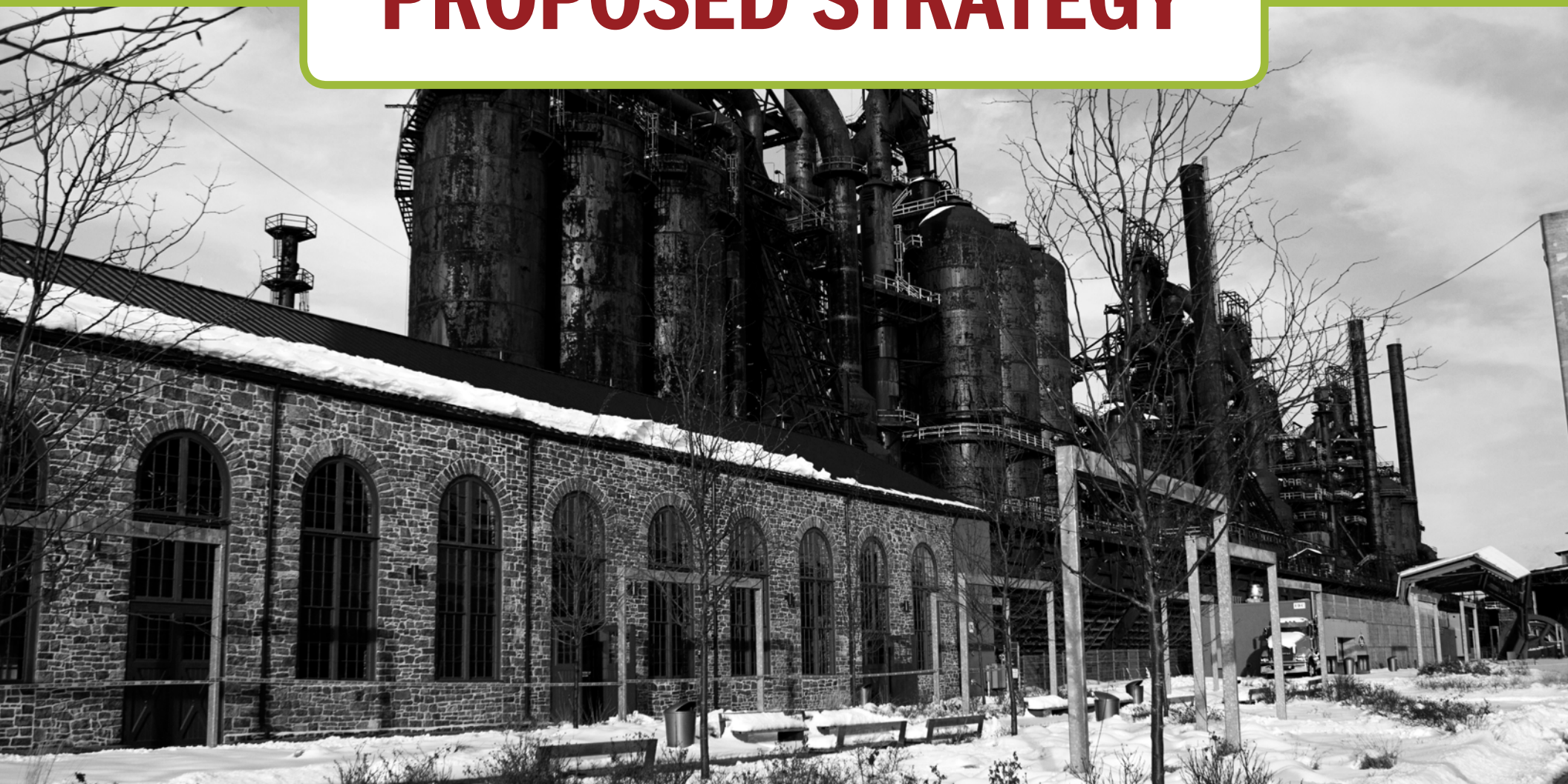
CHALLENGES

- Opportunity gap
- Housing costs



Bethlehem

PROPOSED STRATEGY



PROPOSED STRATEGY

BETHLEHEM ASSETS



QUALITY HOUSING STOCK



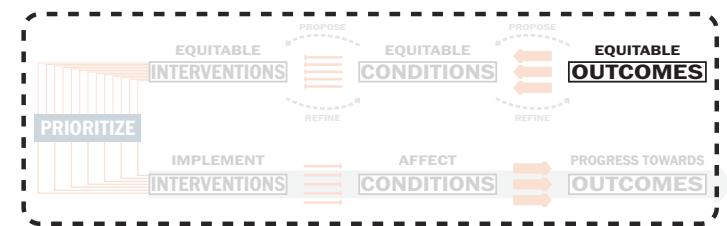
STRONG REGIONAL SCHOOLS



ROBUST COMMUNITY ORGANIZATIONS

PROPOSED STRATEGY

SELECTED OUTCOMES *CITYWIDE*



**Inclusive & Progressive
Community Leadership**

**Economic Security &
Opportunity**

**Stable & Supportive
Quality of Life**

INTERVENTIONS



CONDITIONS

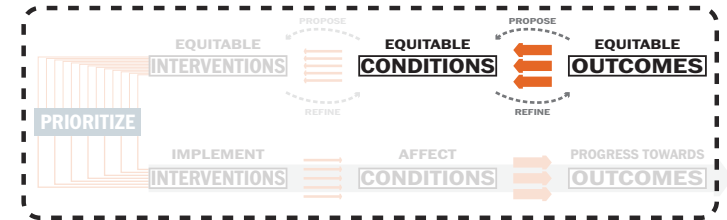


OUTCOMES

Bethlehem

PROPOSED STRATEGY

SELECTED CONDITIONS *CITYWIDE*



Diversify community representation

Bolster M/W/DBE Capacity

Expand workforce training & education programs

Implement employer-led investment programs

Increase / Stabilize Affordable Housing Supply

**Inclusive & Progressive
Community Leadership**

**Economic Security &
Opportunity**

**Stable & Supportive
Quality of Life**

INTERVENTIONS



CONDITIONS

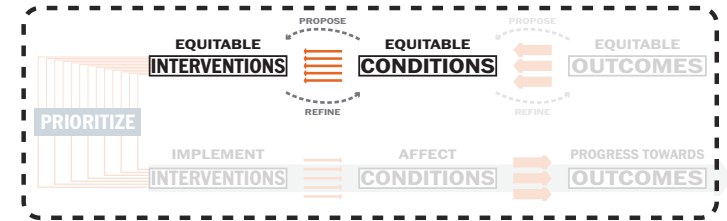
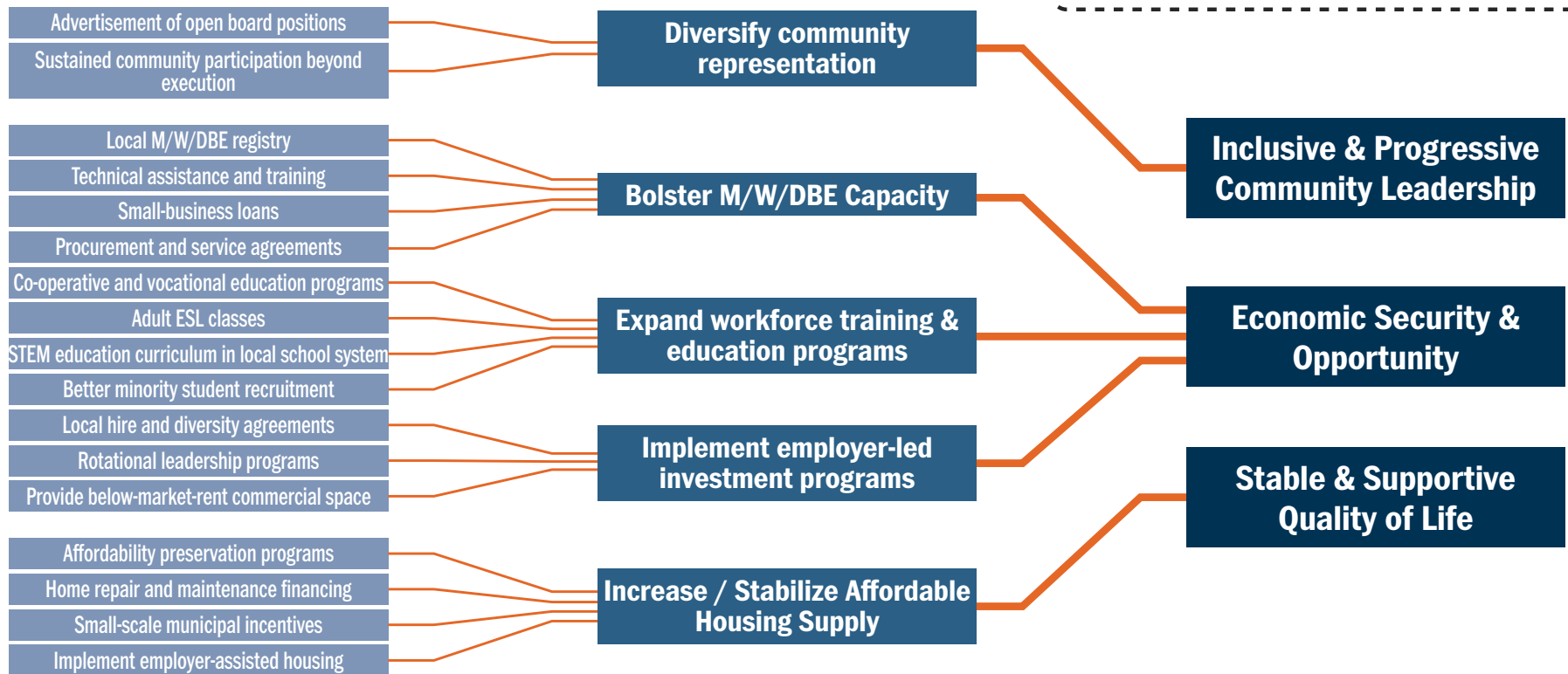


OUTCOMES

PROPOSED STRATEGY

SELECTED INTERVENTIONS

CITYWIDE



INTERVENTIONS

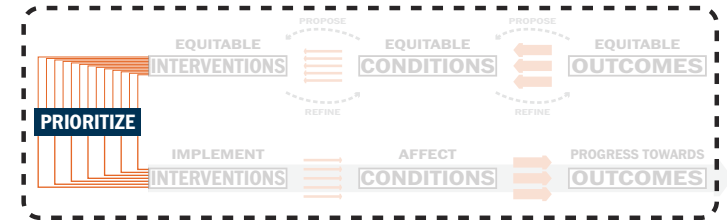
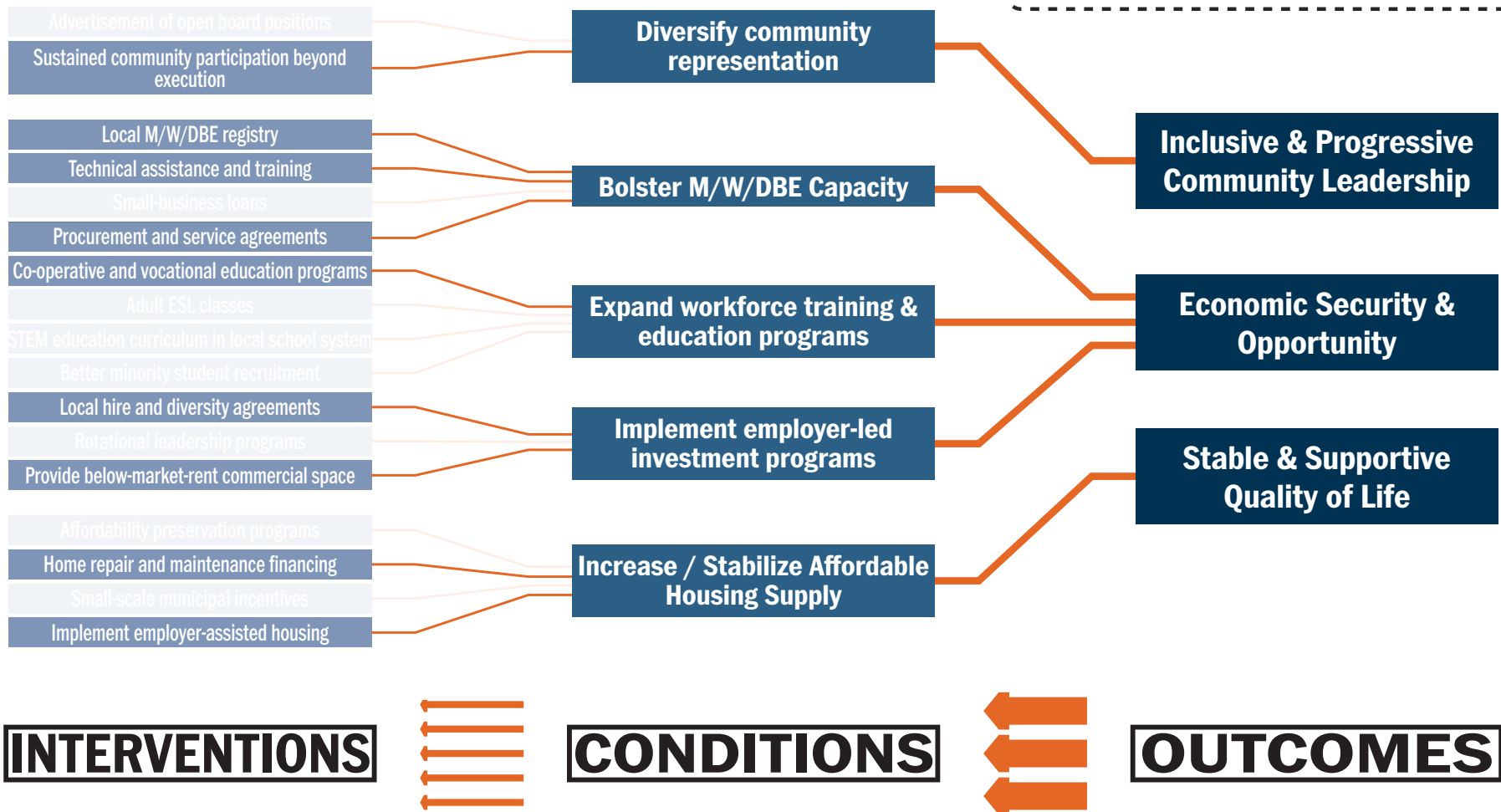
CONDITIONS

OUTCOMES

PROPOSED STRATEGY

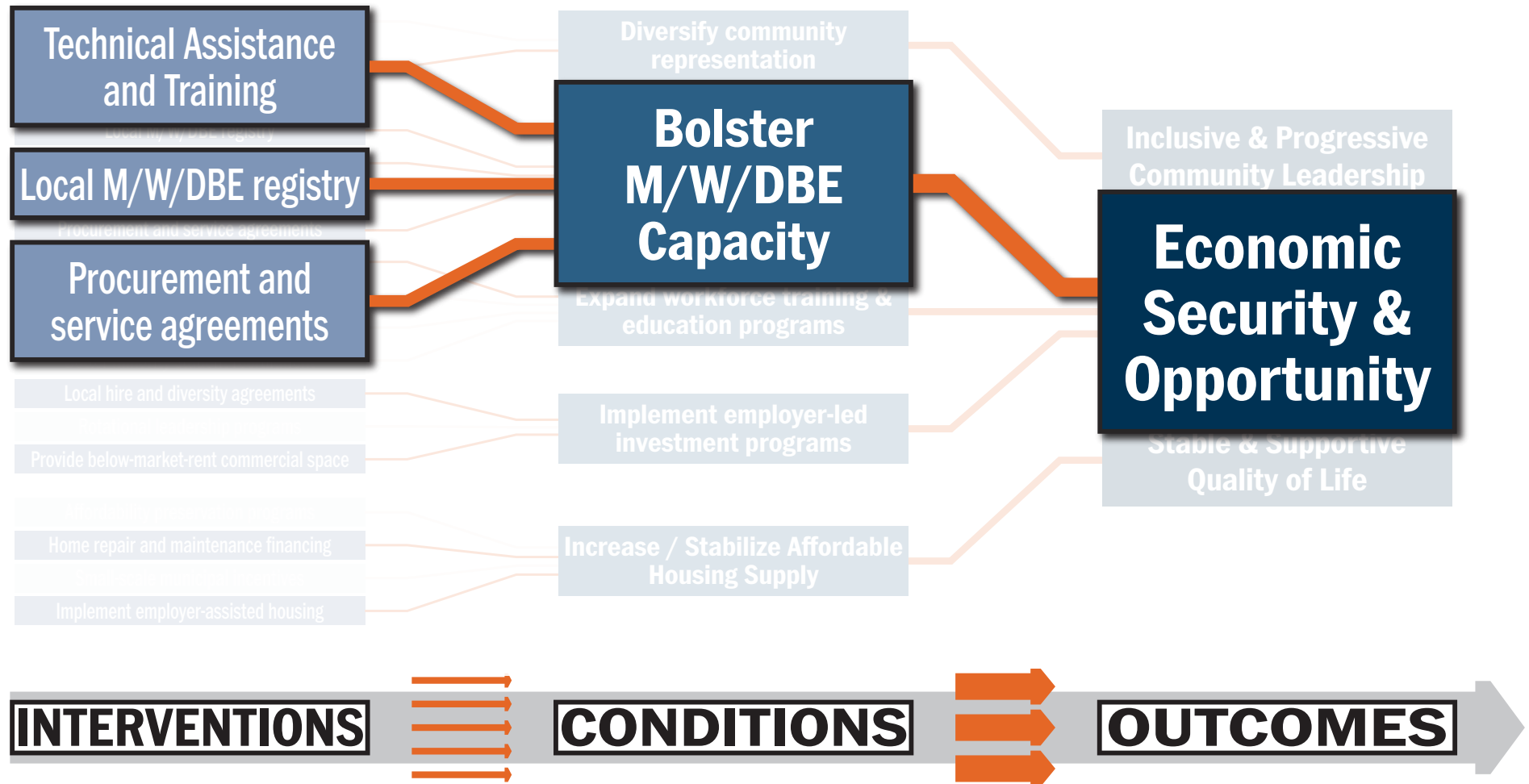
PRIORITIZED INTERVENTIONS

CITYWIDE



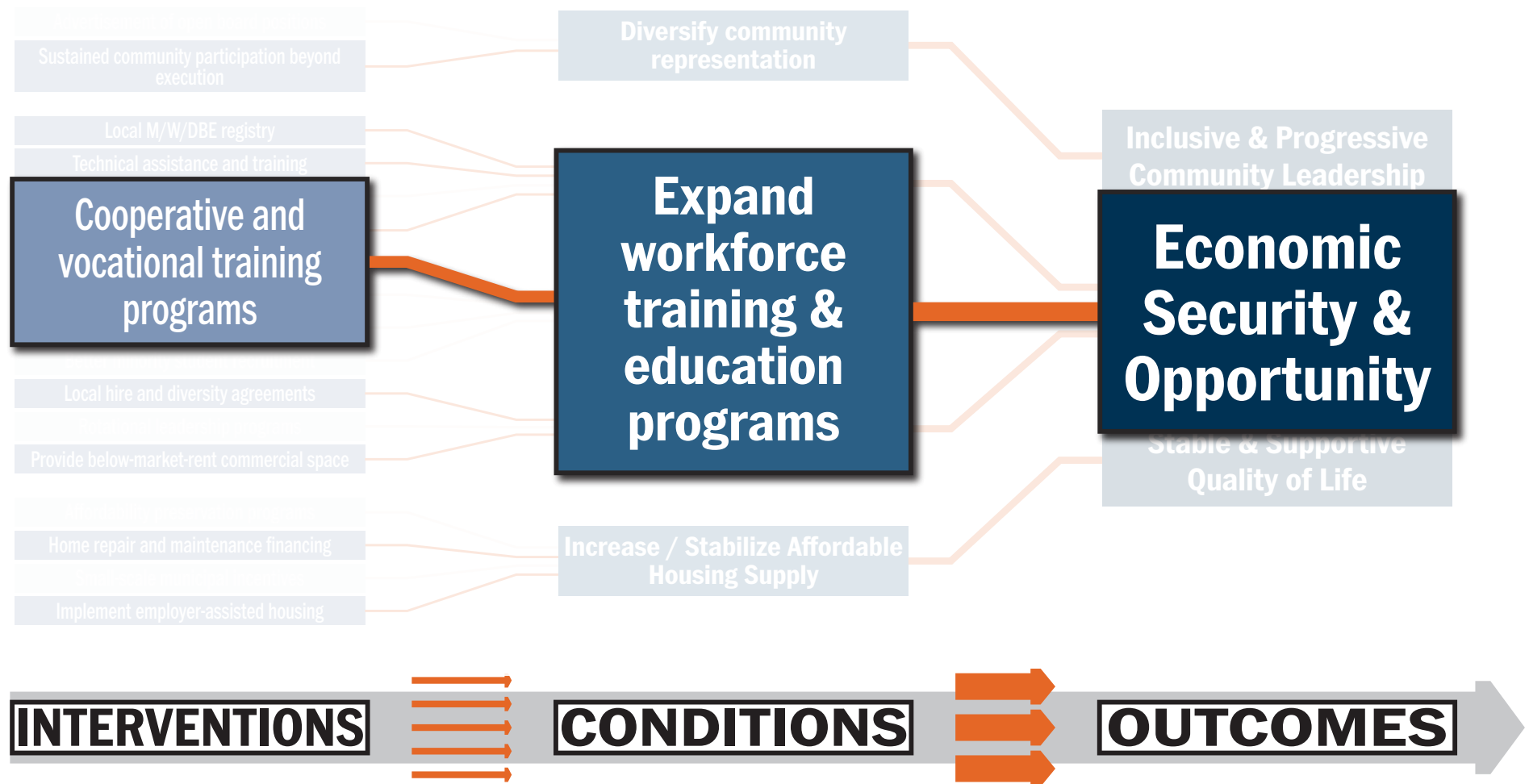
PROPOSED STRATEGY

BOLSTER M/W/DBE CAPACITY *CITYWIDE*



PROPOSED STRATEGY

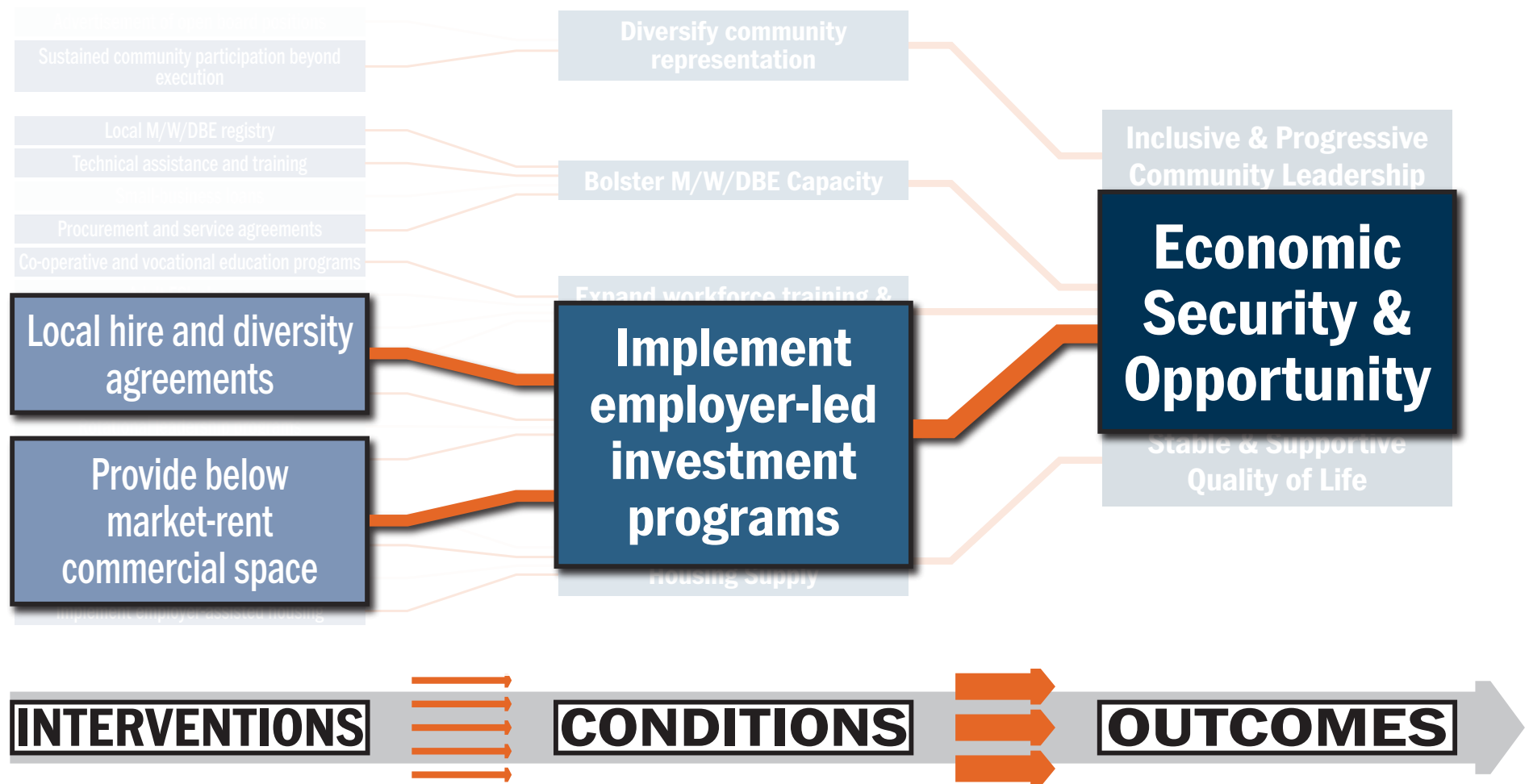
EXPAND HEALTHCARE TRAINING & EDUCATION PROGRAMS *CITYWIDE*



PROPOSED STRATEGY

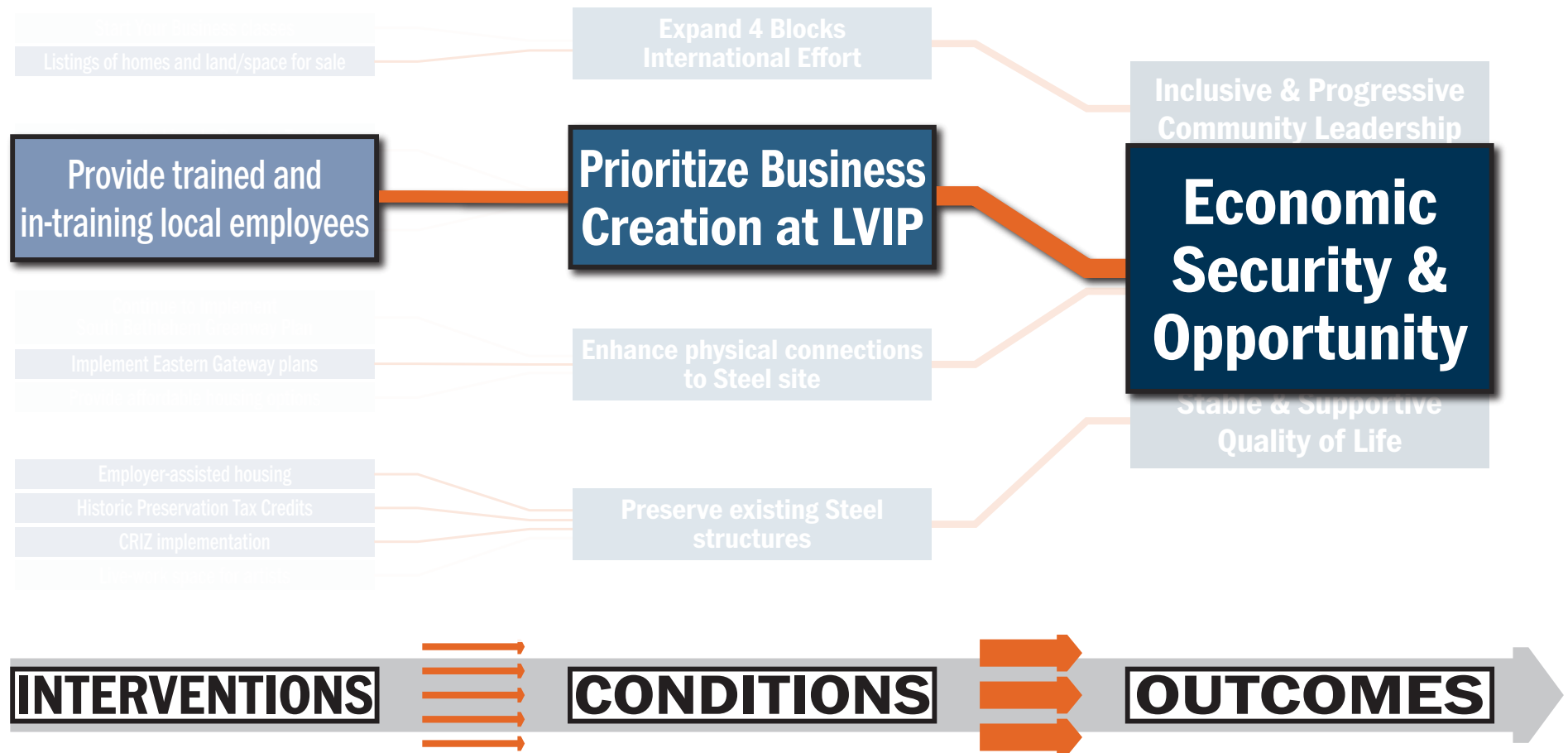
IMPLEMENT EMPLOYER-LED INVESTMENT PROGRAMS

CITYWIDE



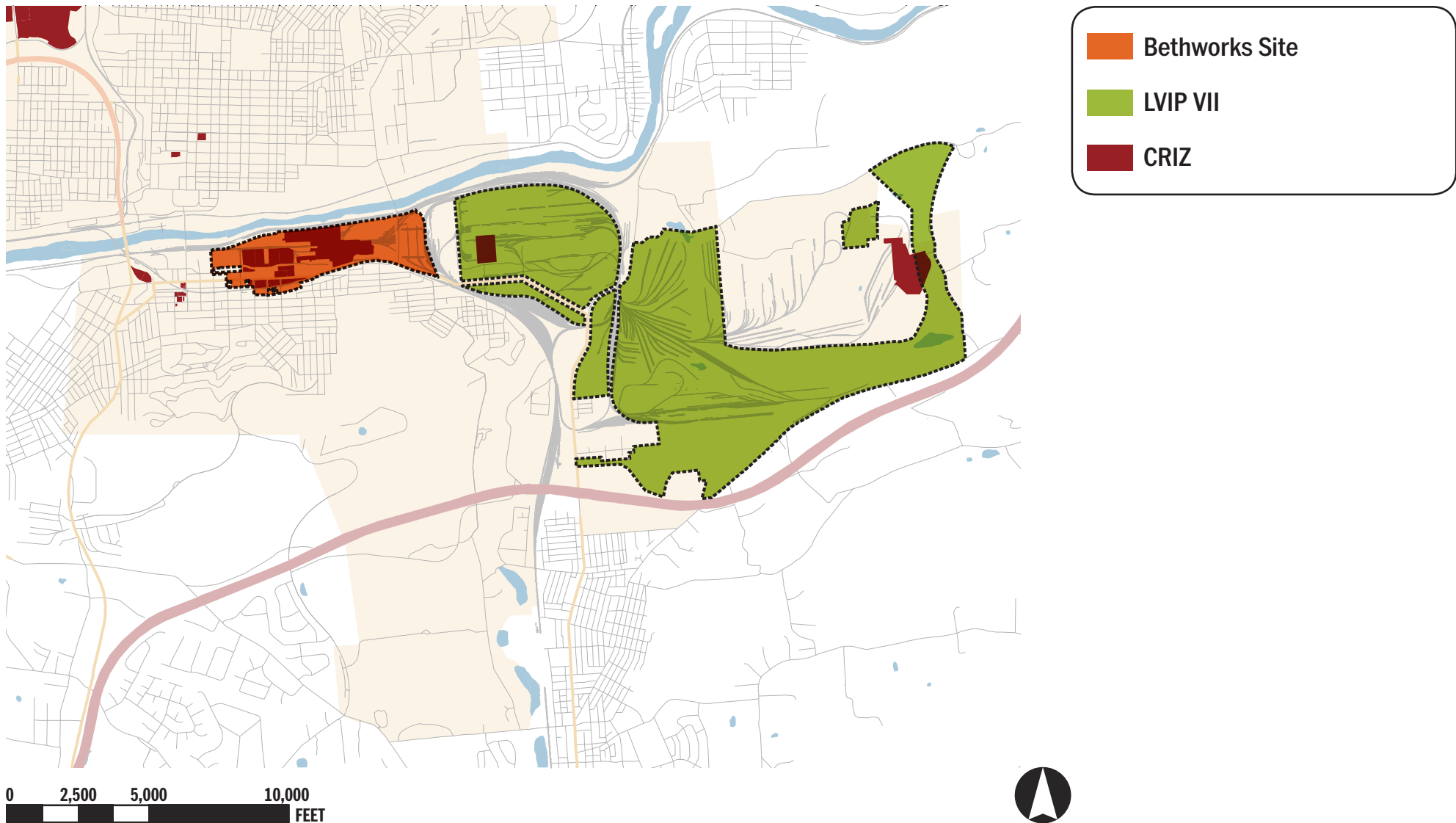
PROPOSED STRATEGY

PRIORITIZE BUSINESS CREATION AT LVIP VII *SITE-SPECIFIC*



PROPOSED STRATEGY

EQUITABLE REDEVELOPMENT IN SOUTH BETHLEHEM



PROPOSED STRATEGY

CULINARY CENTER PROPOSAL



- STEEL SITE BOUNDARY
- COLD DRAWN BUILDING
- PUBLIC OPEN SPACE

- CULTURAL/
ENTERTAINMENT
- RETAIL

- EXISTING STRUCTURES
- VACANT STRUCTURES
FOR ADAPTIVE REUSE

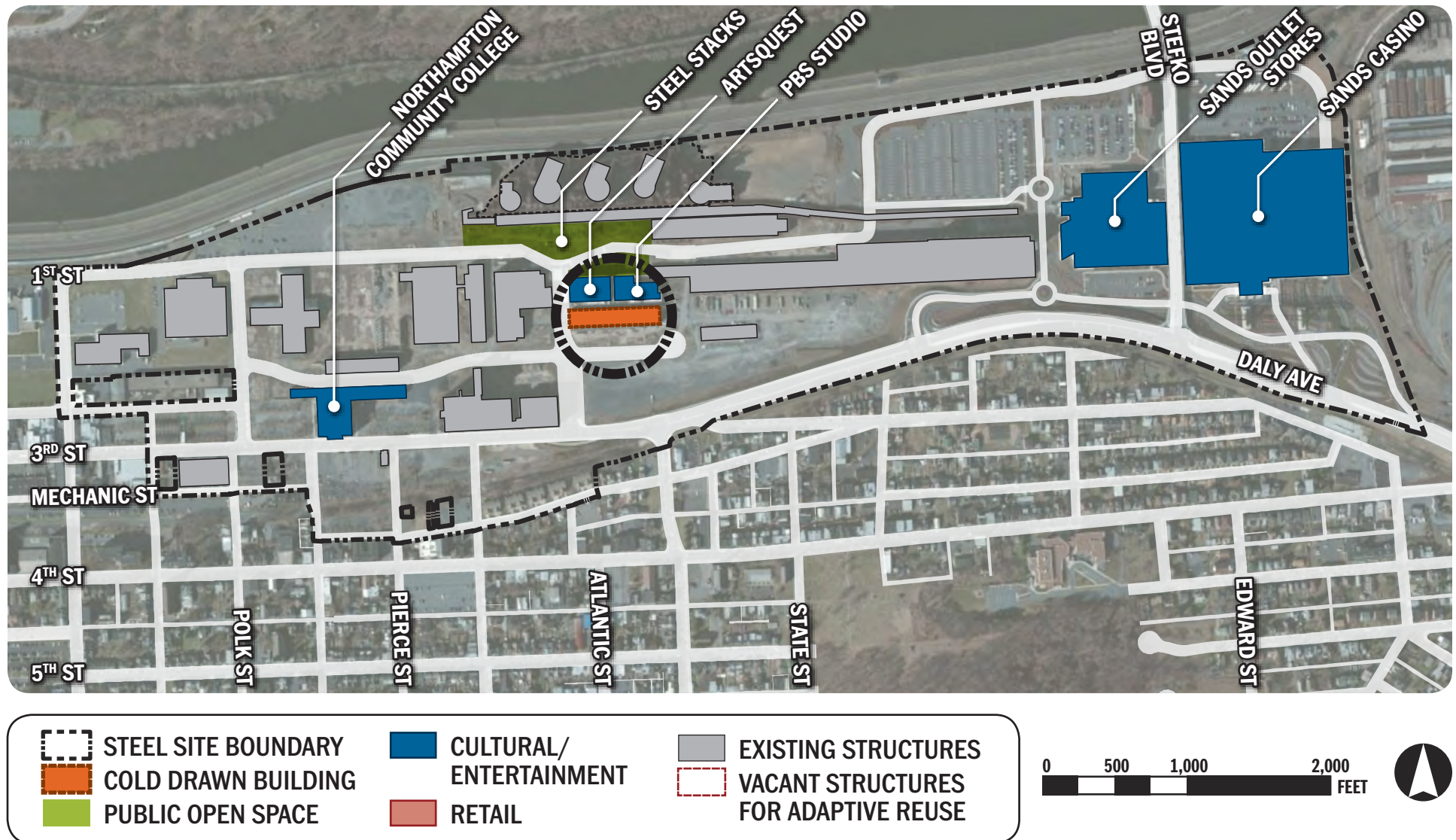
0 500 1,000 2,000
FEET



Bethlehem

PROPOSED STRATEGY

CULINARY CENTER PROPOSAL



Bethlehem

PROPOSED STRATEGY

CULINARY CENTER PROPOSAL

GROUND FLOOR RESTAURANT/KITCHEN INCUBATOR



Bethlehem

PROPOSED STRATEGY

CULINARY CENTER PROPOSAL

GROUND FLOOR RESTAURANT/KITCHEN INCUBATOR



Bethlehem

PROPOSED STRATEGY

CULINARY CENTER PROPOSAL

UPPER FLOOR RESIDENTIAL/OFFICE



Bethlehem

PROPOSED STRATEGY

IMPLEMENT EMPLOYER LED INVESTMENT PROGRAMS

PROVIDE BELOW-MARKET RENT COMMERCIAL SPACE



\$20.82

Average hourly
rate for incubator
kitchen rental

- Econsult, U.S. Kitchen Incubators:
An Industry Snapshot

\$25

Average
hourly rate for
commercial
kitchen rental

- Chefs Center of California,
Greensgrow Farms

Bethlehem

PROPOSED STRATEGY

EXPAND WORKFORCE TRAINING AND EDUCATION PROGRAMS *COOPERATIVE AND VOCATIONAL TRAINING PROGRAMS*



LA COCINA, SAN FRANCISCO

POTENTIAL PARTNERS

- NCC Culinary Arts Program
- NCC Hospitality Workshops like ServSafe
- Bethlehem Area Vocational and Technical School

Bethlehem

PROPOSED STRATEGY

BOLSTER M/W/DBE CAPACITY

LOCAL M/W/DBE REGISTRY



KITCHEN USERS

61%

Women

28%

Low-Income

32%

Minorities

- Econsult, U.S. Kitchen
Incubators: An Industry Snapshot

Bethlehem

PROPOSED STRATEGY

LVIP VII BUSINESS DEVELOPMENT

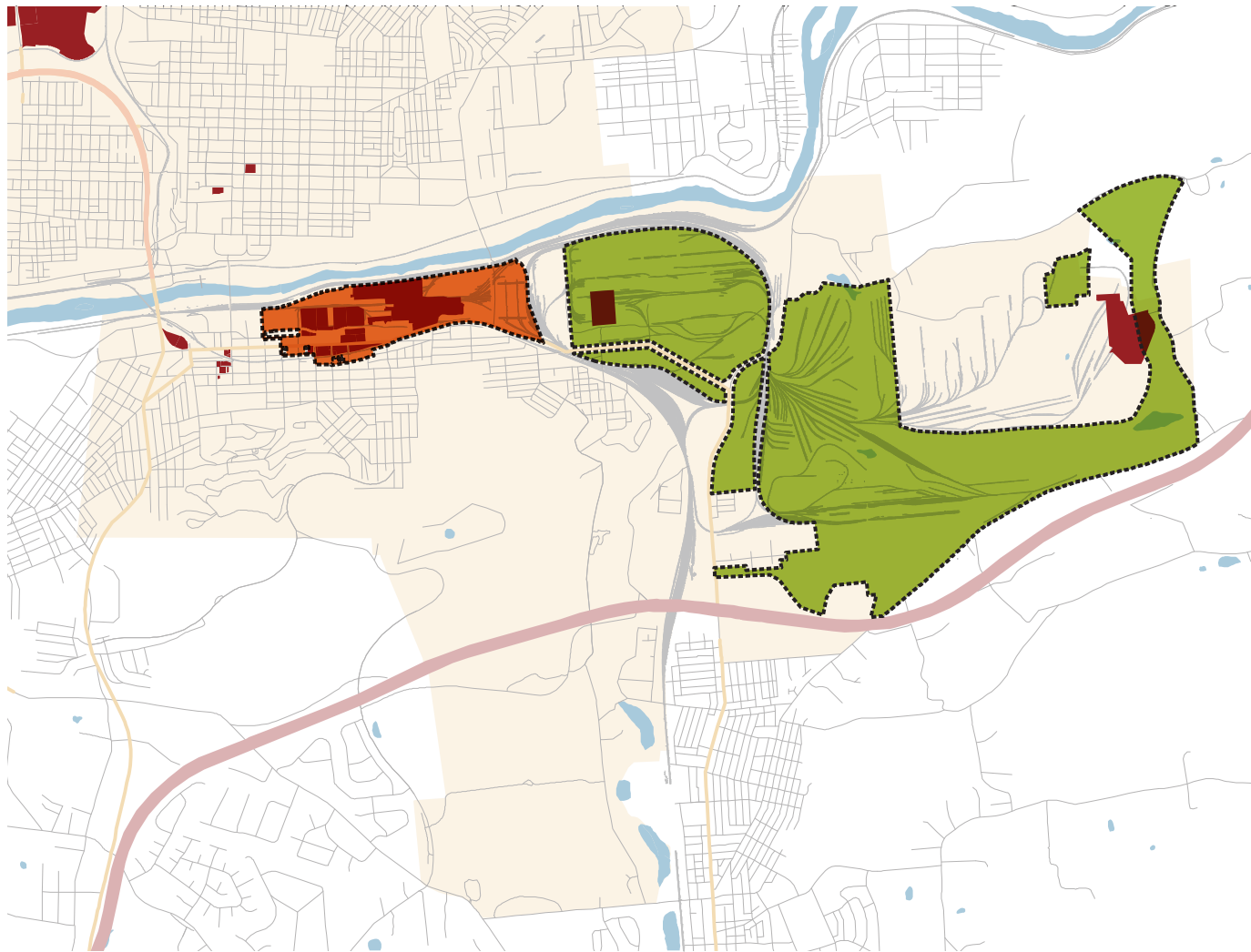


LVIP VII

Bethlehem

PROPOSED STRATEGY

LVIP VII BUSINESS DEVELOPMENT



- Bethworks Site
- LVIP VII
- CRIZ

PROPOSED STRATEGY

IMPLEMENT EMPLOYER LED INVESTMENT PROGRAMS *LOCAL HIRE AND DIVERSITY AGREEMENTS*



"PUTTING THE GREATER LEHIGH VALLEY BACK TO WORK" JOB FAIR AT ARTSQUEST

Bethlehem

PROPOSED STRATEGY

PRIORITIZE BUSINESS CREATION AT LVIP

PROVIDE TRAINED/IN-TRAINING FOR LOCAL EMPLOYEES

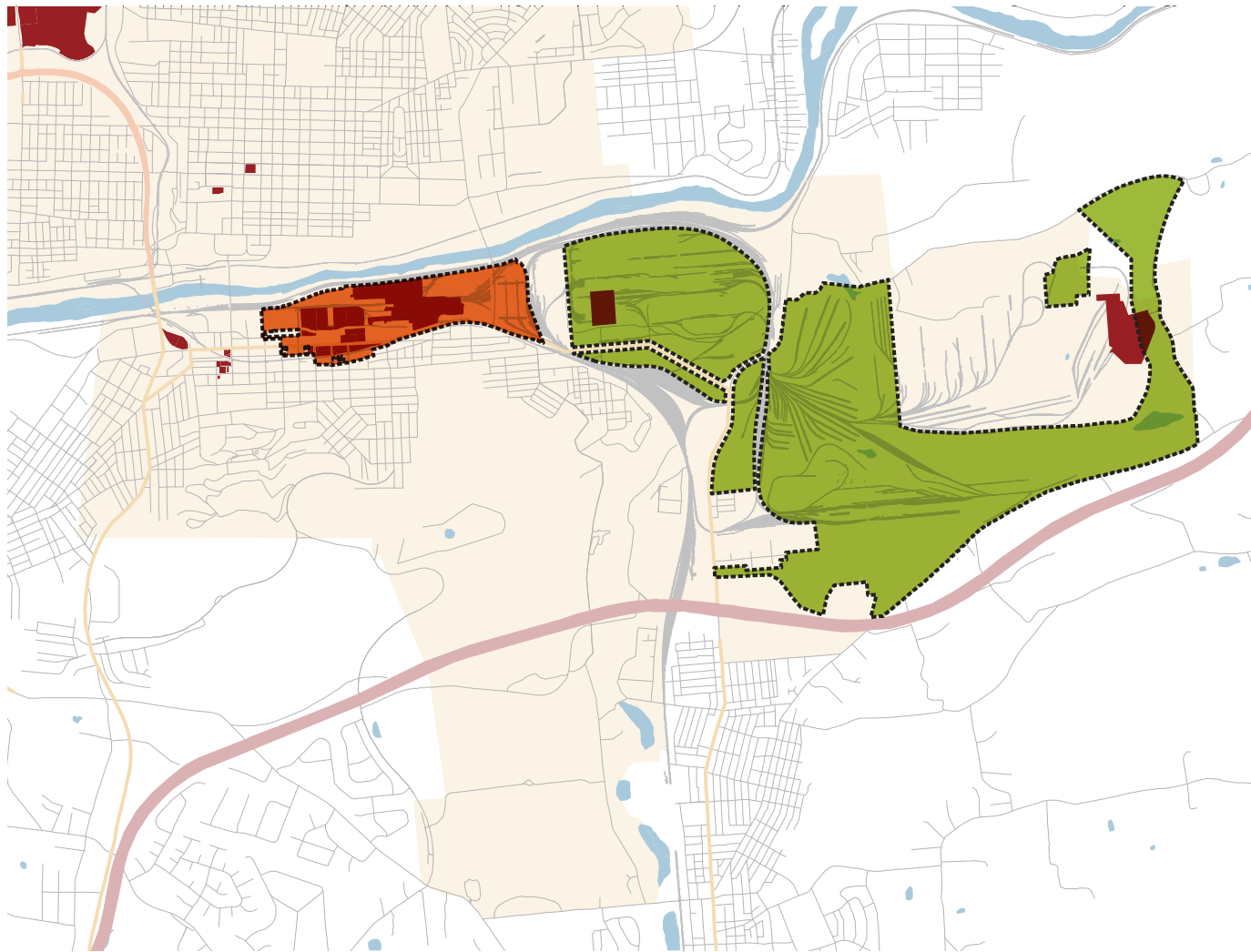


MEDICAL DEVICE MANUFACTURING

Bethlehem

PROPOSED STRATEGY

CRIZ IMPLEMENTATION



- Bethworks Site
- LVIP VII
- CRIZ

0 2,500 5,000 10,000
FEET



Bethlehem

SYNTHESIS

LESSONS LEARNED

ADVANTAGES

- Formalizes a process for addressing equity
- Leverages public subsidy to work for residents
- Links development with local residents and businesses
- Builds on existing assets

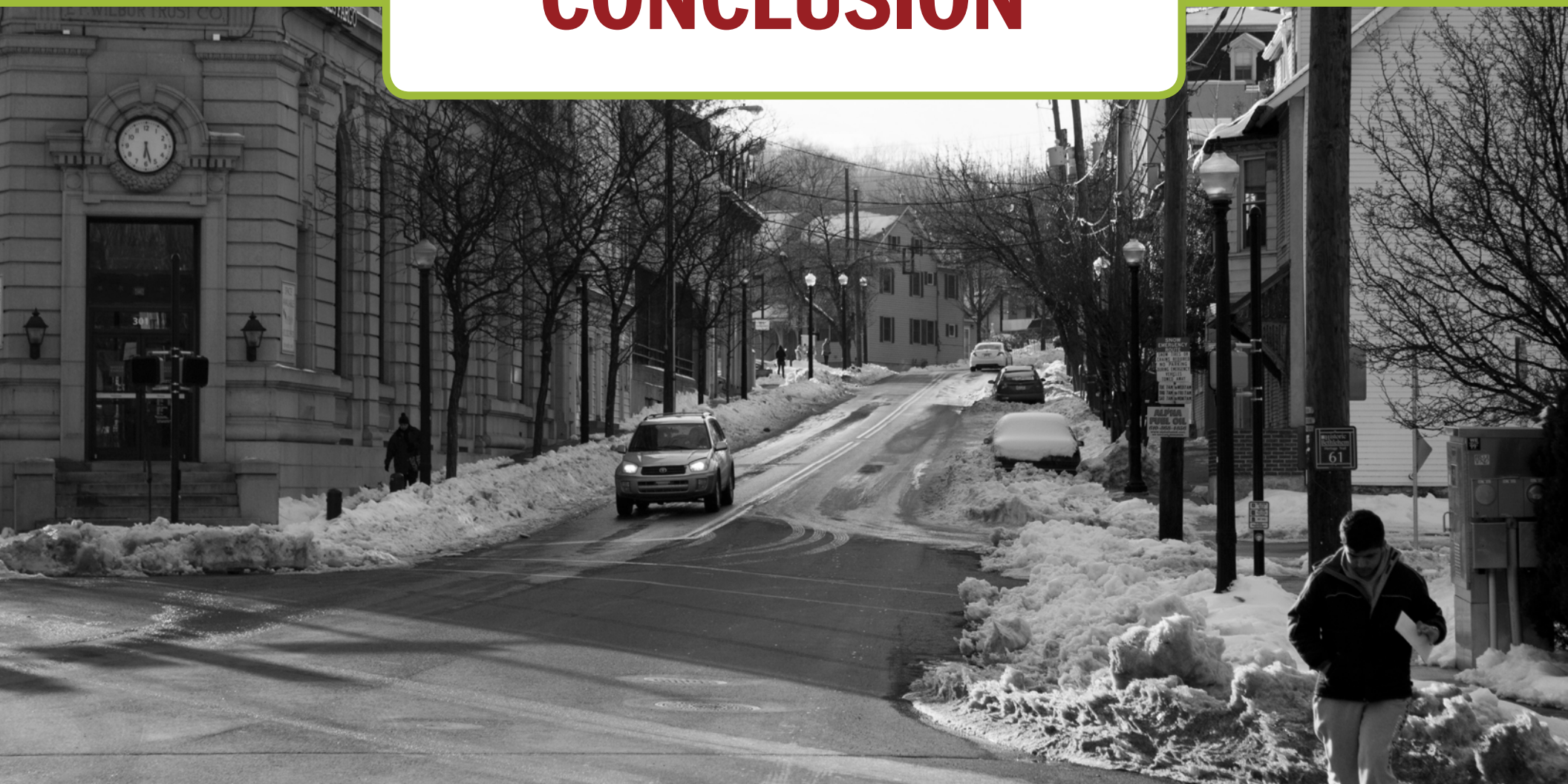
CHALLENGES

- Obtaining private financing and public subsidy
- Measuring impact



Bethlehem

CONCLUSION



SYNTHESIS

SUCCESS FACTORS



COORDINATION
across interests

LANCASTER CITY HALL

SYNTHESIS

SUCCESS FACTORS



COORDINATION

across interests

LEADERSHIP

promoting equity

SYNTHESIS

SUCCESS FACTORS



COORDINATION

across interests

LEADERSHIP

promoting equity

CUSTOMIZE

development strategies

SYNTHESIS

RACE TO THE BOTTOM?

The New York Times

The American Middle Class Is No Longer the World's Richest

APRIL 24, 2012

By David Leonhardt and Kevin Quealy

The American middle class, long the most affluent in the world, has lost that distinction.

While the wealthiest Americans are outpacing many of their global

peers, a New York Times analysis of income taxes, citations of other nations considerably larger ratios over the li

The Augusta Chronicle

Companies receive incentives, fail to deliver jobs

Investment News

Augusta Chronicle Jan. 2012

ATLANTA — State records show many companies that have been awarded expansion grants have fallen short of delivering the number of jobs they promised to state officials looking to bolster economic development.

The Atlanta Journal-Constitution reported Monday that a group of public grants fell short of producing the number of jobs they promised.

Georgia's accountability agreement calls for companies receiving public jobs they promised to fulfill legal obligations.



The Uselessness of Economic Development Incentives

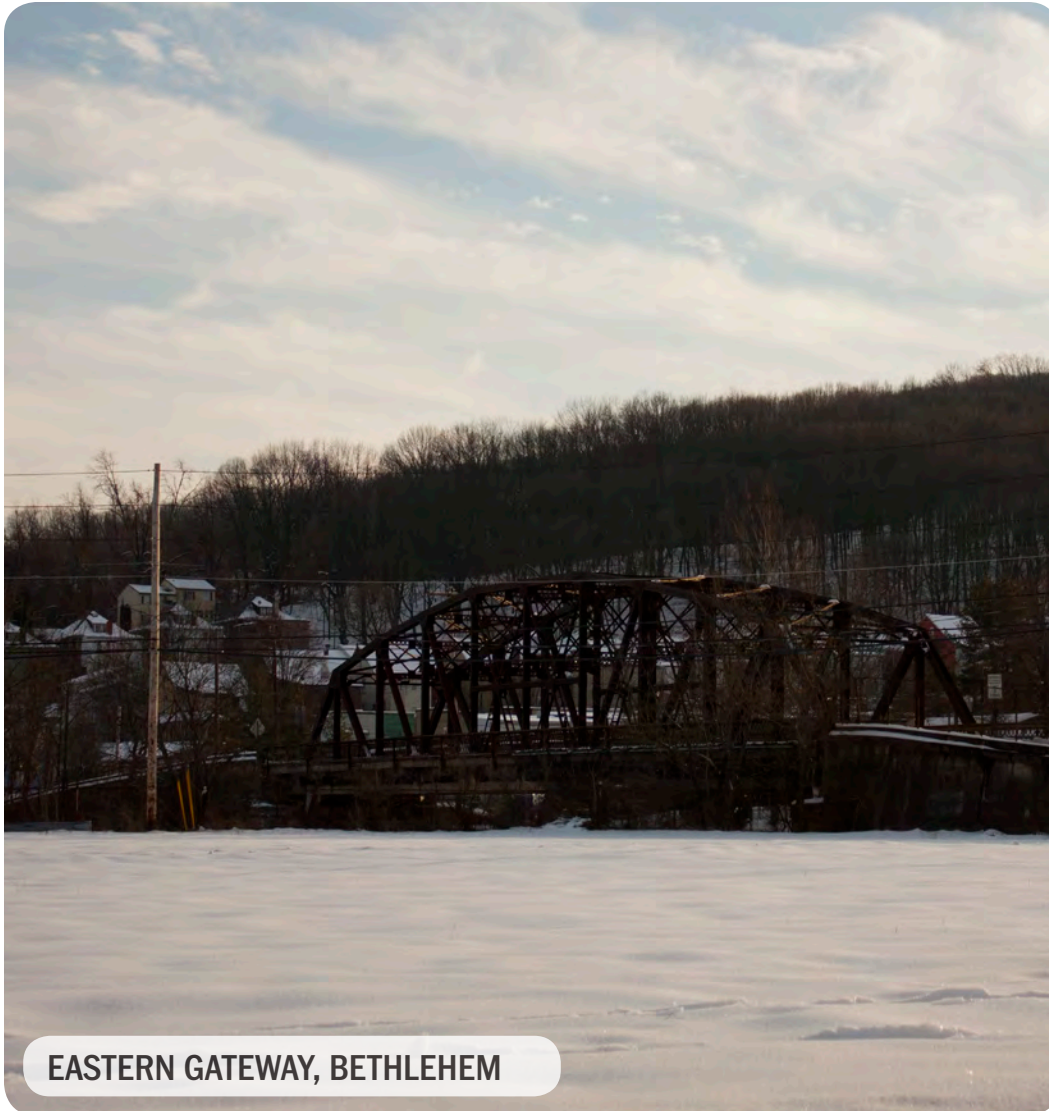
RICHARD FLORIDA DEC 07, 2012 29 COMMENTS

The week the New York Times ran an important series of articles on state and local incentives for business, this reporting was terrific, but what bothered in the data on the Times put together are the only real scraps of hard numbers. The paper points out that its reporters spent some 13 months compiling, [see](#) these charts, cities and counties.

All told, states, cities, and counties give away some \$100 billion in corporate cash each year, including both expenditures and tax abatement, according to the Times estimates. There are 48 companies with Tax [incentives](#) that have [lost](#) jobs since 2007, and the General Motors, which

SYNTHESIS

QUESTIONS TO ADDRESS

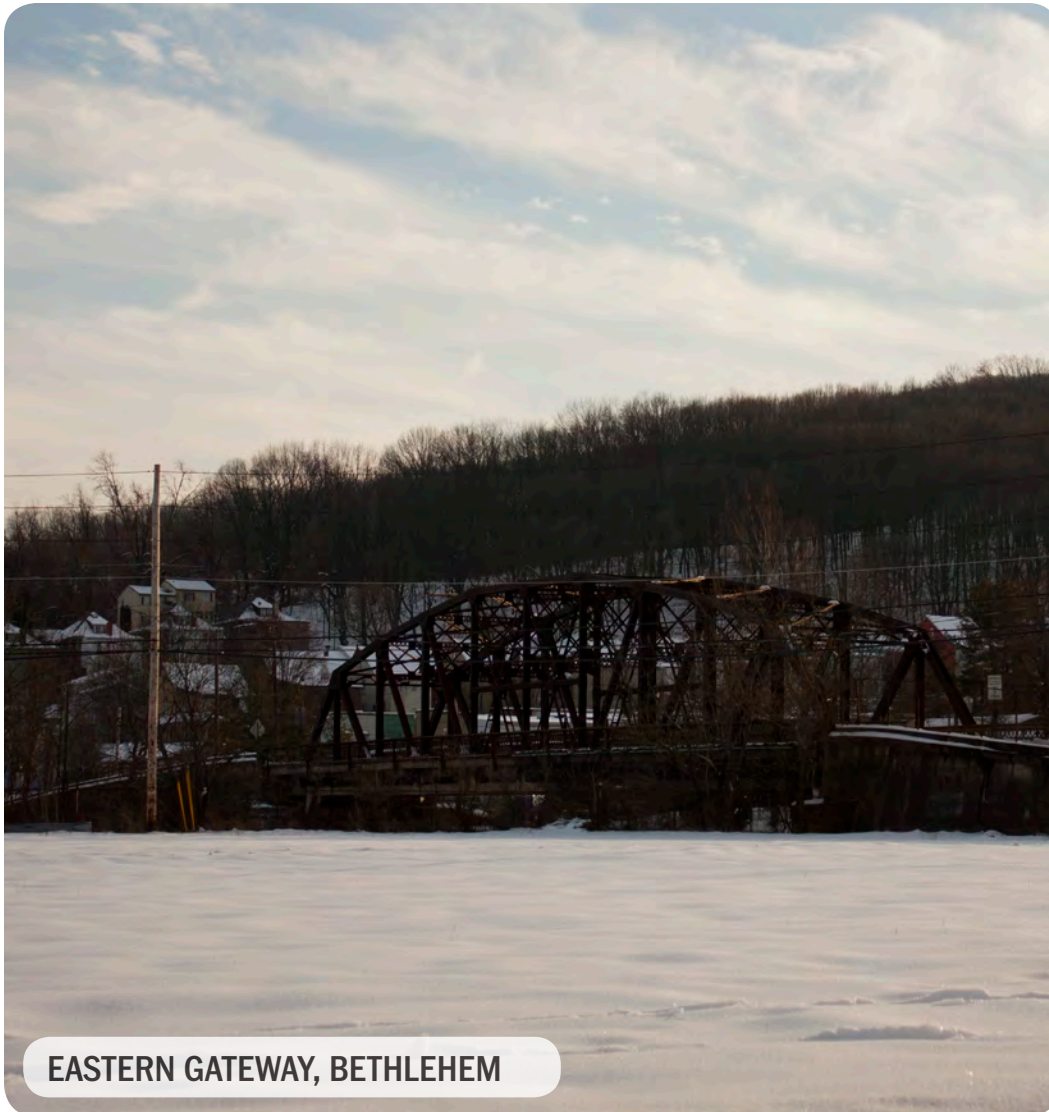


MONEY

What are the funding sources?

SYNTHESIS

QUESTIONS TO ADDRESS



MONEY

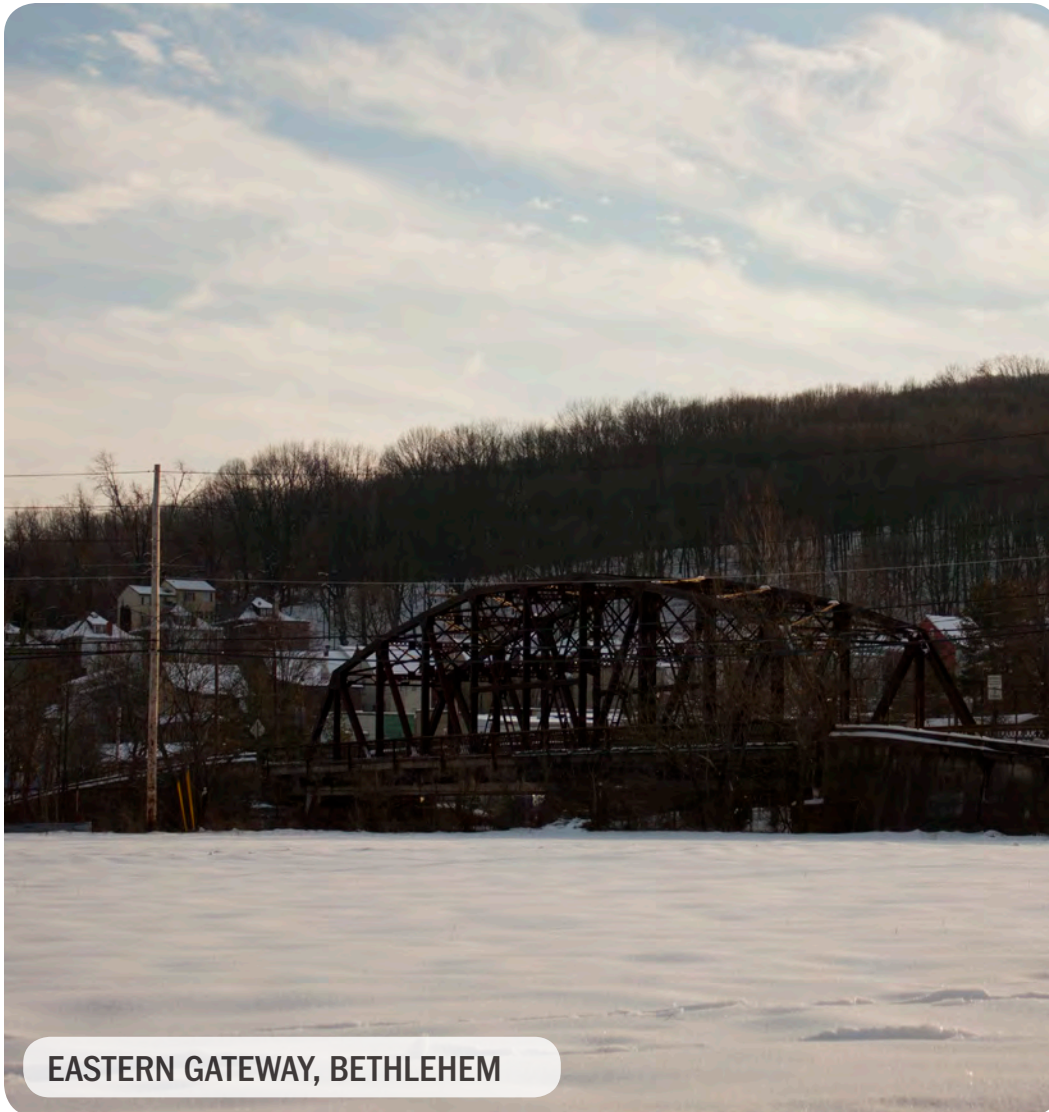
What are the funding sources?

PLACE

Are successes replicable?

SYNTHESIS

QUESTIONS TO ADDRESS



MONEY

What are the funding sources?

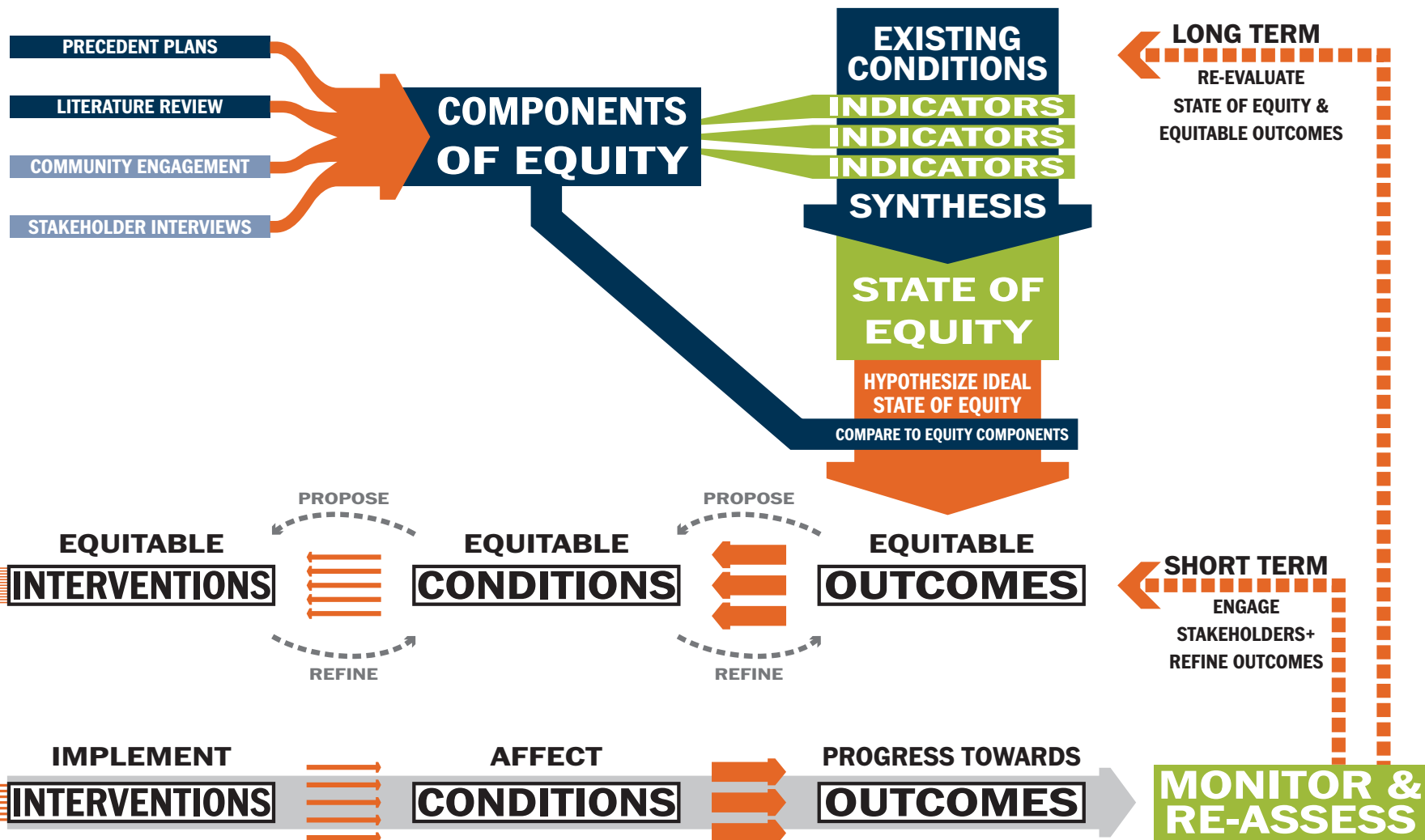
PLACE

Are successes replicable?

PEOPLE

Who will monitor and re-evaluate?

METHODOLOGY



EXPANDING THE SCOPE

AT ALL LEVELS OF GOVERNMENT

LOCAL

**Equity Outcomes in
Project Planning**

**Formalized Planning
Advisory Boards**

**Forum for Knowledge
Sharing**

EXPANDING THE SCOPE

AT ALL LEVELS OF GOVERNMENT

LOCAL

Equity Outcomes in
Project Planning

Formalized Planning
Advisory Boards

Forum for Knowledge
Sharing

STATE

Revise Economic
Development Programs

Require Equity
Assessments

Improve Regional
Collaboration

EXPANDING THE SCOPE

AT ALL LEVELS OF GOVERNMENT

LOCAL

Equity Outcomes in
Project Planning

Formalized Planning
Advisory Boards

Forum for Knowledge
Sharing

STATE

Revise Economic
Development Programs

Require Equity
Assessments

Improve Regional
Collaboration

NATIONAL

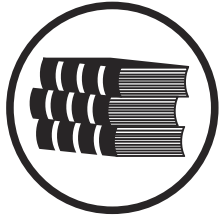
A National Equity Agenda

Define and
Institutionalize Equitable
Development

Formulate Equity Goals

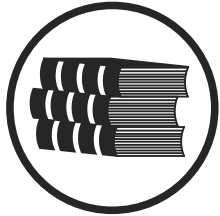
MOVING FORWARD

DEFINING THE GOAL



MOVING FORWARD

DEFINING THE GOAL



OPPORTUNITIES

CHOICES

ACCESS

THANK YOU

