

11.945 Springfield Studio

Session 5 Notes

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Developing an Economic Development Plan

The first task is to put together an agenda for the economic development plan. There are three steps to go through in dealing with this:

- 1) What are the options to consider (in framing this agenda)?
 - a. We have a set of ideas that the community has developed both formally and informally
 - b. Do we feel that is the right list? Is there anything missing? Do we want to modify by editing down or adding to those options?
 - c. How do we organize and think about those options?
- 2) What factors should we consider to propose an agenda?
 - a. How do we move from those options to an agenda?
- 3) How do we get to a recommended agenda?
 - a. The work side: how do we actually get this done within the time and resource constraints we have?

Step 1: Considering the Options

How complete is the set of ideas in the list we have compiled? Do we think collectively that we have a good set of ideas and options?

Bottom-up perspective: local community

Top-down perspective: regional economy

Important Gaps:

- a. Partnerships with Community Colleges: STCC
 - a. Small Business Development (incubator space)
 - b. Resident Employment: Internships with local employers
 - c. Retaining Skills
- b. Situating the North End regionally
 - a. Comparative advantage in attracting business, employment growth local and within the region
 - i. There has been some discussion of this in terms of software jobs, healthcare, manufacturing
 - ii. Current thinking around two themes:
 1. Health care (Bay State)
 2. Retail/hospitality
 - iii. Are there other sectors that might be an agenda for them to look at?
 1. Manufacturing

- a. Yes:
 - i. There might be local trade professions that might never leave.
 - ii. Manufacturing jobs are higher-paying
 - iii. The neighborhood may have a skilled workforce for manufacturing positions
- b. No:
 - i. There is a long-term trend that manufacturing has been leaving the neighborhood, the region, and the U.S.
- c. How much of the population we are concerned about are women vs. men?
- 2. Call center - Technology
- 3. Tourism
- 4. Financial Services
 - a. Prominent and proximate industry
 - b. Mass Mutual in Springfield
- b. Affirmative action
- c. Public sector employment
- d. Political strategy
 - i. Where does the North End sit politically?
- e. Day Care strategy
- f. Occupational opportunities
 - i. Might be possible to get at this by looking at employers or industries.
- c. Community Capacity

Organizing Framework

- a. How would we move from situating the North End into an actual agenda?
 - a. Are there sectors that might be more important regionally in the future that the North End should consider?
- b. How do we propose an employment agenda? Should we link it to particular industries or link it to occupation? Keep in mind that there is no fundamental shift in our thinking here. We are just broadening our range slightly.
 - a. Broad Goal of the Campus Committee: Make it not the poorest census tract.
 - i. In meeting that goal, would it make a difference in the way they would be thinking about this if the goal was to increase wealth of the neighborhood?

- ii. We should be thinking about poverty alleviation not just as raising income but also as increasing community assets so community can sustain its economic development outcomes over time.
 - c. What is the pathway of expanded economic development that people are thinking about?
 - a. Employment and Labor Market Approach/Strategy (How do we better equip residents for employment? How do we connect them to jobs in the area?)
 - i. Business Development Approach
 - 1. Business Attraction: Bringing more businesses into neighborhood
 - 2. Develop resident-owned small businesses
 - ii. Market Development Approach
 - 1. Consumers regionally can support businesses in community
 - iii. Real Estate Approach
 - 1. Vacant building reuse
 - 2. Incubator
 - 3. School as a resource
 - 4. Housing
 - iv. Institutional Approach
 - 1. Leveraging possibilities of Bay State
 - v. Political Capacity Building Approach
 - b. Overarching frameworks:
 - i. Place-based approach
 - 1. Economic opportunities in the North End
 - 2. Connects to market development/Bay State/business development
 - ii. Population-based approach
 - 1. Resident development:
 - a. Employment/capacity/resident-owned business development
 - b. Is one framework more compelling?
 - i. What do we decide to focus on?
 - 1. Do we want to/have capacity to make a difference across both of the frameworks?
 - ii. If we use the Approach Framework, do we want to cover all six categories or just one or two?
- b. Short Term/Long Term
 - a. What will have the most impact?
 - b. What can the community take action on?

Step Two: Parameters / Considerations

Goals and the relationship of the approach/idea to the outcomes

- a. What is the relationship between effort and resources and what the outcome will be?
- b. Do any approaches drop out because they are less compelling as a way to get us to the outcomes?
 - a. Market Development. How would it trickle down to improved outcomes for the residents?
 - i. Leads to business expansion, leads to employment of residents
 - ii. Business expansion of resident-owned businesses
 - iii. Goes through business development pathway
 - iv. Perhaps a more long-term strategy – need stronger business capacity in neighborhood to take advantage of
 - v. Lots of potential for leakage at all areas
 - c. Are any of the approaches too important to the outcomes to leave behind?
 - a. Employment / Labor Market Approach: Improve outcomes generally
 - i. Difficult to see significant poverty alleviation without improving labor market outcomes and resources
 - 1. Do we focus on one institution?
 - 2. Focus on an industry?
 - 3. Create a community-based employment opportunity?
 - b. Capacity Building
 - i. Important to deal with this.
 - ii. Getting better understanding of existing capacity/existing resources
 - iii. Should this be the center of what we work on?
- d. What is the set of opportunities and resources available?
 - a. Regional
 - b. Local: Community assets
 - c. Resources and institutional capacity
 - i. Need partners, funding
- e. Community support and engagement
 - a. Multiple levels:
 - i. What is the client most willing to engage in?
 - ii. Community leadership
 - iii. Residents
- f. Capacity to take action at the North End Level
 - a. Starting with almost no economic development capacity

Step 3: Moving Forward

Gathering more information

- a. How might we do that in the next month?
 - b. Everything we do is about preparing ourselves for a conversation, not a final decision
 - c. Additional client meetings

- i. Will we be prepared to have the type of conversation we want with them?
 - ii. What more do we need to learn to prepare for a conversation?
- d. More stakeholder meetings
 - i. Take two or three ideas as the issues we look at
 - ii. Look at issues in terms of the questions raised
 - 1. What goals would we set?
 - 2. What are the opportunities there?
 - iii. Group has not yet gotten the spectrum of view from the client
- e. Sit down and think through the 5 approaches
 - i. What activities would achieve goals
 - ii. Learn about community commitment to it
 - iii. What is the capacity
- f. Look at funding available for various types of activities
- g. Asset mapping – update of previous work
- h. Two ways of attacking work:
 - i. Approach perspective – testing in more depth
 - 1. Would give useful information for the client meeting
 - 2. Resources will come in to it later
 - 3. Resource perspective will limit to something that might not be the most effective approach
 - 4. We could take a resource-based approach to the 5 approach categories.
 - 5. May give more time for research, keeps information organized, may allow for faster decisions.
 - ii. Cross-cutting issues / resource perspective (e.g. funding/asset mapping)
 - 1. Within the time-frame, might make more sense to be conscious of the resources available.
 - 2. Initially, letting interviews with stakeholders around cross-cutting issues might yield more surprising results
 - 3. Might require more time for interpretation and how it maps onto different approach options
 - 4. Might ensure that we look at some things like the residents that might otherwise fall out if we only focus on the approaches.

Staffing the Approaches

The class should split up into four groups of two with 1 person acting as a client manager/project manager who manages the organization of the teams and communication with the client.