Community Economic Development

11.201 GATEWAY: Planning Action

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Talk Outline

- Barriers to Opportunity
- Opportunity Pathways and Intermediaries
- Types of Intermediaries
  - Workforce
  - Business Development
  - Financial
- Leveraging Opportunity for Development Projects
Poor Neighborhoods: Many Barriers to Economic Opportunity

- Low educational and skill attainment
- English language skills
- Limited work experience
- Career and opportunity "literacy"
- Child care responsibilities
- Health problems
- Limited social networks and exposure
- Transportation
Opportunity Pathways & Intermediaries

- **Strategy of creating opportunity pathways for low-income residents**
  - Build community knowledge of opportunities
  - Structure accessible ways to access opportunity
  - Provide services and resources to address barriers

- **Intermediaries manage this process**
  - Gain buy-in and build partnerships
  - Tailor services to special conditions/needs
  - Securing funds and other resources
  - Advocate for expanded access and resources
Workforce Intermediaries

- Manage employment & training services for target populations and employers
  - Identify good job/career opportunities
  - Dual customer focus: job seekers and employers
  - Organize funds & partnerships to improve employment outcomes, overcome barriers and fill skill/labor gaps
- Variety of Organizational Forms
  - CBO Networks, Community Colleges, Workforce Investment Boards
Workforce Intermediary Tools

- Neighborhood employment & training centers
  - Fort Worth New North side Partners’ Council
- Sector/Industry Training Programs
  - San Antonio Project Quest
- Career ladder programs
  - Phil. Customer Service Training Collaborative
- Case management and post-placement services
  - Seattle Jobs Initiative
Business Development Intermediaries

- Expand resources and strengthen systems for small business development
- Address multiple business needs
  - Education and training
  - Technical assistance, counseling, mentoring
  - Access to capital and specialized lending
  - Sector or industry initiatives
- Target underserved entrepreneurs
- CBO or lender based networks
Business Development Tools

- Microenterprise Programs
  - Training-led vs. credit led models
- Entrepreneurial development “leagues”
- Small business incubators
- Business networks and associations
- Market development initiatives
- Set-asides and procurement programs
- Mentoring programs
Financial Intermediaries: CDFIs

- Access to capital as path to economic advancement
- Asset development focus
  - Housing, businesses, personal saving
- Link financing to development services
- Financially self-sufficient institutions
- South Shore Bank, Chicago
- Opportunities Credit Union, Vermont
Development Projects & CED

- **Improve image and physical conditions**
  - Pre-condition for other goals

- **Tenants: primary lever**
  - Jobs vs. services vs. locally owned enterprises
  - Relocated vs. new facility

- **Resident employment by tenants**
  - Tenant fit with local jobs needs
  - Outreach, placement, training, career ladders

- **Real Estate project: secondary lever**
  - Contracts with local firms
  - Resident employment/training
  - Linkage funds
Commercial District Strategy

- **Shared vision and agenda**
  - Key for buy-in and coordinated action

- **Relationships with 5 stakeholder groups**
  - Merchants, property owners, residents, civic/non-profit organizations and city government

- **Manage development outcomes**
- **Foster and market positive image**
- **Incremental changes and large projects**
- **Priorities vary with goals & context**