



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**