

Smaller Cities that Think Big: Lessons from Resurgent and Transforming Cities

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About the Presenters

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Jeremiah Boyle is managing director of economic development for the Federal Reserve Bank of Chicago's Community Development & Policy Studies division. He has served as an advisor to the Milwaukee Urban Entrepreneur Partnership, as a member of the Governor's Advisory Council on Financial Literacy in Wisconsin, and is a contributing editor for the Federal Reserve Bank of Chicago's *Profitwise News & Views* publication. Before joining the Fed, Boyle served in Chicago Mayor Richard M. Daley's administration as an assistant commissioner of planning and development, and as economic development coordinator for the Village of Arlington Heights, Ill. He also held several positions with the North River Commission, a nonprofit housing and economic development group in Chicago. Boyle holds a bachelor's degree in political science and a master's in urban and regional planning from the University of Illinois at Urbana-Champaign, and an MBA from North Park University in Chicago.

"The Federal Reserve Bank of Chicago's Community Development & Policy Studies Division (CDPS) staff interviewed dozens of leaders in 10 cities to explore how they perceived each city's success in responding to changes in employment and industrial mix. As measures of community well-being, we also compared each city's change in manufacturing employment to changes in total employment, changes in population and changes in median family income.

"Our preliminary findings highlight four themes about 'resurgent' and 'transforming' cities that clearly emerged from our field work. These cities:

- appear to have developed coordinated workforce development programs that address the skills mismatch;
- seem to have adopted at least a regional, if not always global, economic mind-set, acknowledging the interdependence of proximate cities on each other's success;
- have developed economic development finance strategies that emphasize public-private partnerships; and
- have public- and private-sector leaders working in concert to align disparate interests and marshal resources for the economic well-being of their cities and regions."

YOLANDA KODRZYCKI

Vice President and Director
New England Public Policy Center
Federal Reserve Bank of Boston

Yolanda Kodrzycki works at the Federal Reserve Bank of Boston as a vice president and director of the New England Public Policy Center. She is responsible for establishing the center's research and outreach agenda, serving as its public spokesperson, and providing strategic and administrative direction to staff. Previously, Kodrzycki was a senior economist and policy advisor in the Boston Fed's research department. She specializes in regional, labor market and public-sector economics. Kodrzycki's research has examined diverse topics, including economic development strategies for older industrial cities, the long-term implications of job loss, the migration patterns of college graduates, causes of regional differences in educational attainment, privatization of government functions, and corporate tax policy at the national and state levels. She is a senior contributor to "[Toward a More Prosperous Springfield](#)," a multi-year commitment by the Boston Fed to support the economic revitalization of Springfield, Mass. Kodrzycki serves as an advisor to numerous organizations with an interest in the economies of New England and the nation. In 1991-92, she consulted for the U.S. Treasury advisory program in Central and Eastern Europe. Prior to joining the Boston Fed, Kodrzycki taught economics at Amherst College. A graduate of Radcliffe College (Harvard University), she received a doctorate from the University of Pennsylvania.

"As part of the Federal Reserve Bank of Boston's commitment to supporting efforts to revitalize the economy of Springfield, Mass., my paper analyzes the economic development approaches of other mid-sized manufacturing-oriented cities during the past half century. From among a comparison group of 25 municipalities that were similar to Springfield in 1960, the study identifies 10 'resurgent cities' that have made substantial progress in improving living standards for their residents and that are recognized as vital communities in a broader sense by experts on urban economic development and policy. The case studies that we develop suggest that industry mix, demographic composition and geographic position are not the key factors distinguishing the resurgent cities from Springfield. Instead, the most important lessons from the resurgent cities concern leadership and collaboration.

"Initial leadership in these cities came from a variety of key institutions and individuals. In some cases, the turnaround started with efforts on the part of the public sector, while in other cases nongovernmental institutions or private developers were at the forefront. Regardless of who initiated the turnaround, economic redevelopment efforts spanned decades and involved collaborations among numerous organizations and sectors."

ALAN MALLACH

Visiting Scholar
Community Development Studies and Education
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Alan Mallach is a senior fellow at the Center for Community Progress, a non-resident senior fellow at the Metropolitan Policy Program of The Brookings Institution in Washington, D.C., and a visiting scholar at the Federal Reserve Bank of Philadelphia. A widely known speaker and writer on urban change and housing policy, he has been engaged in planning, community development and urban policy as a public- and private-sector practitioner, advocate and scholar for more than 40 years. He teaches in the graduate city planning program at Pratt Institute in New York City, and served as a Brookings Scholar at the University of Nevada, Las Vegas, for the 2010-2011 academic year. Mallach's books include *A Decent Home: Planning, Building and Preserving Affordable Housing* (2009) and *Bringing Buildings Back: From Vacant Properties to Community Assets* (2006; 2010, ed. 2). He is also a concert pianist and scholar on Italian opera, and author of *The Autumn of Italian Opera: From Verismo to Modernism 1890-1915* (2007). He is a member of the College of Fellows of the American Institute of Certified Planners, and received his bachelor's degree from Yale University.

"My research focuses on 13 small industrial cities in the mid-Atlantic region centered on Philadelphia, in which I track their histories and current conditions and explore their divergent trajectories and emerging challenges. I find that of these cities, three are showing strong evidence of revitalization and the creation of new economic engines to replace their lost industry, while another three, despite continued sustained population loss, appear nonetheless to be weathering the transition to a smaller, post-industrial state. At the same time, other cities have yet to find the key to that transition, and a few appear to be following a spiral of decline that may be difficult to reverse. Revitalization, however, which is reflected in both the social and economic well-being of the city's population and the vitality of its housing market and neighborhoods, appears to be more dependent on strong regional workforce and housing linkages than on internally generated economic activity. At the same time, the most successful cities appear to be those that combine strong regional linkages with growth of new economic sectors capable of changing their image and drawing strong private investment."