

# Welcome to the CEDAS Academy Economic Development Series



*CEDAS Academy is a web-based educational learning series developed by the University of Connecticut Extension in collaboration with the Program Committee of the Connecticut Economic Development Association.*



# WebEx Housekeeping

- **Today's webinar is being recorded.** The full recording will be made available to CEDAS members on the CEDAS member portal [www.cedas.org](http://www.cedas.org) within about a week. Slides will be available on request and at <https://communities.extension.uconn.edu/>.
- **Participant audio has been muted to prevent background noise.** You may join the audio by computer or by phone. +1-415-655-0002  
Access code: 648 156 441
- **To submit questions, please use the chat box on your WebEx screen** and submit the text to the panelists. We will be monitoring the chat box and will direct your questions to the presenters during our Q&A at the end of the presentation.
- **After you close your webinar window you will be directed to an short evaluation.** Please take a moment to tell us how we did!

Advancing the  
Practice of  
Economic  
Development in  
Connecticut



**Connecticut Economic Development Association, is a not-for-profit organization committed to advancing the practice of economic development within the state of Connecticut. CEDAS encourages communication among its members by providing a forum for discussion and information exchange.**

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# The Re-Urbanization of Manufacturing

**A CEDAS Academy Webinar**

**August 9, 2018 | 11:00 a.m. - 12:00 p.m. ET**

This webinar is free and offered as a cooperative program of CEDAS and the University of Connecticut Extension Program in Community & Economic Development.



EXTENSION



# Today's Presentation

This webinar is part of our Reuse, Recycle, Rejuvenate Series and we hope you learn:

- The status of re-urbanization of manufacturing in the US and the Northeast as well as current research, and references
- Lessons learned from other communities in developing and sustaining urban manufacturing centers
- Opportunities, successes, and challenges of urban manufacturing in addressing broader community goals as well as for low income and underserved communities

# Our Presenters



## **Katy Stanton, Program Director, Urban Manufacturing Alliance**

As program and membership director, Katy works closely with the Urban Manufacturing Alliance's (UMA) network to build programming that brings people together between and within cities to support urban manufacturing. She oversees many of UMA's key research and activities, including UMA's Communities of Practice, in-person events, national research, and membership communication. Building off of 10 years in campaign politics across the country, Katy takes a community-organizing approach to growing UMA's network. She believes that manufacturing creates equitable pathways for people of all backgrounds. She is driven by creating opportunities for storytelling so that people can open their minds to this kind of place-based economic development. Katy also loves cities, having lived in Washington D.C., London, Milwaukee, Los Angeles, San Francisco, and Philadelphia before returning to her hometown of Madison, WI, where she lives with her husband and two cats.



## **Tanu Kumar, Senior Fellow at the Pratt Center for Community Development**

Tanu Kumar is a Senior Fellow at the Pratt Center for Community Development, consulting on economic development projects that foster more equitable and resilient communities through research, planning, and policy. She is working on several initiatives focused on advancing equity in the innovation economy and manufacturing sector, including the Urban Manufacturing Alliance's Equitable Innovation Economies initiative and Pratt's Equip Partnership. She holds a Master's in Regional Planning from Cornell University.



# Reuse, Recycle, Rejuvenate: Re-urbanization of Manufacturing

Katy Stanton, Program Director  
Urban Manufacturing Alliance

August 9, 2018  
[urbanmfg.org](http://urbanmfg.org)



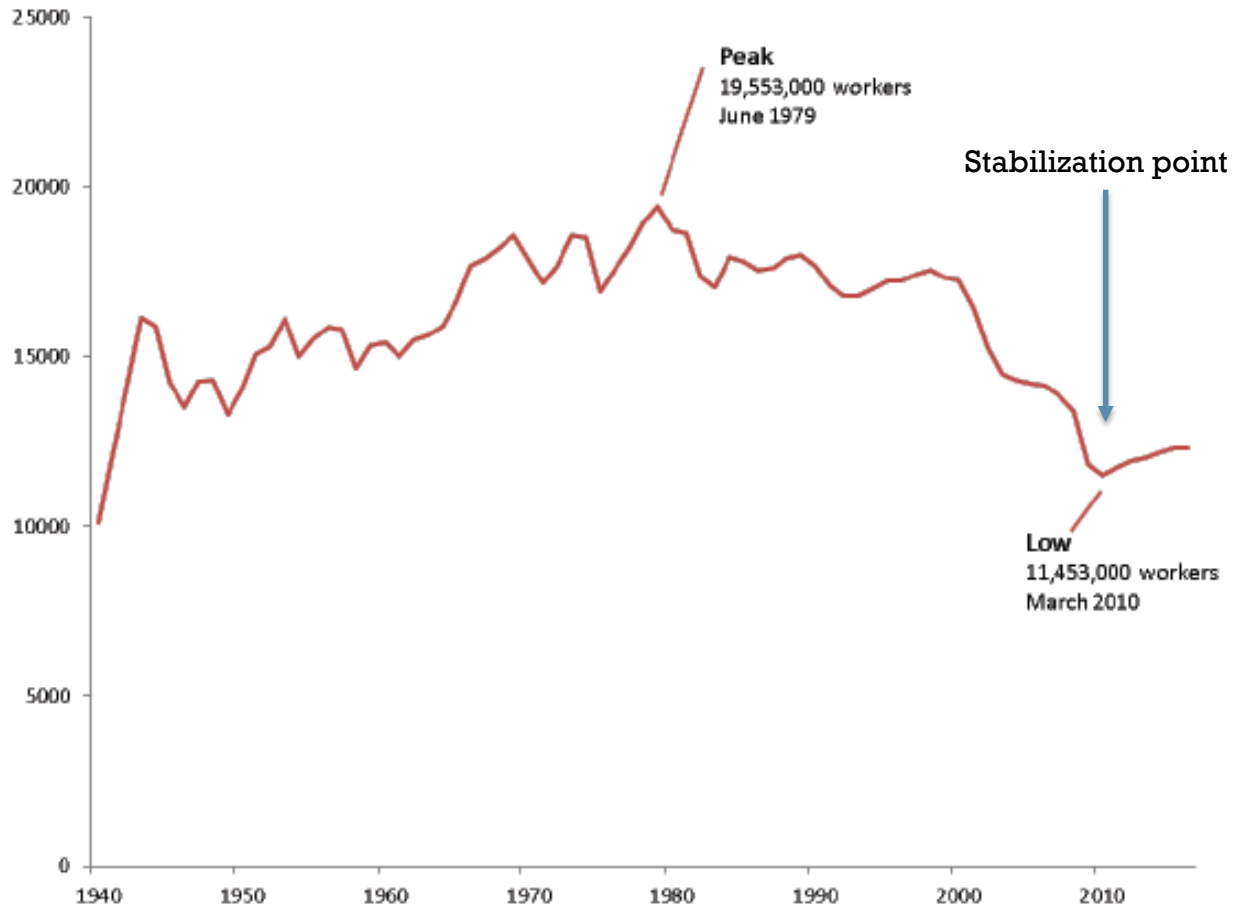
# Agenda

1. What is urban manufacturing?
2. Why is urban manufacturing important to a city's economy?
3. What are the challenges urban manufacturers face?
4. Why the Urban Manufacturing Alliance (UMA)?
5. What are strategies and policies that stakeholders are utilizing to help these businesses thrive?

# WHAT IS URBAN MANUFACTURING?

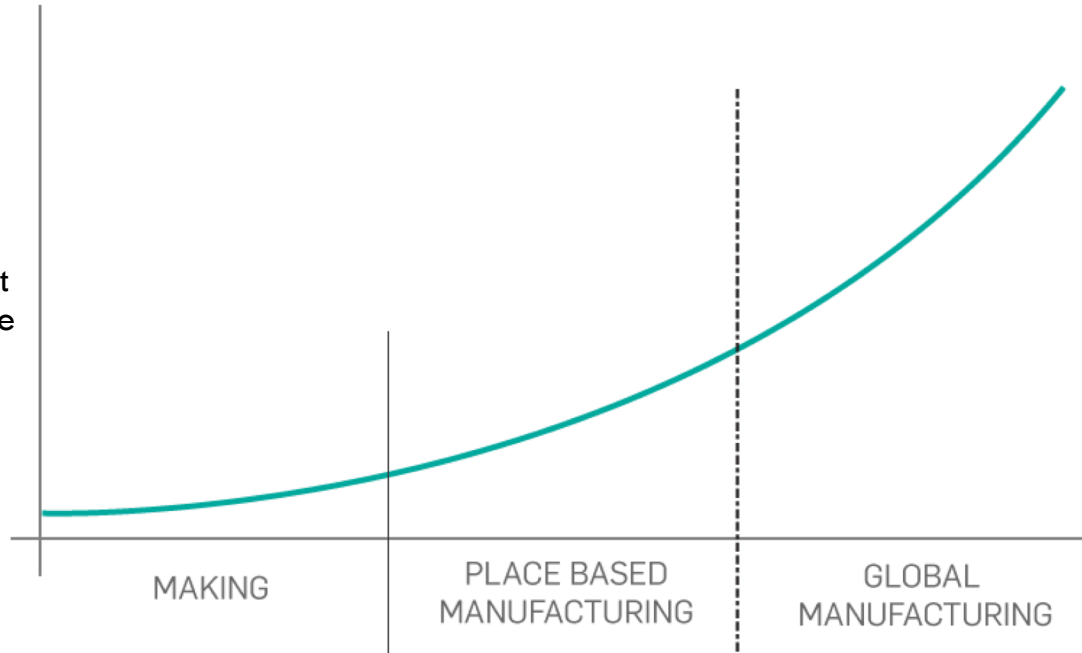


# What does manufacturing look like today?



# What does manufacturing look like today?

**Scale:**  
-Employment  
-Sales volume  
-Units



**Business model:**  
-Flexible vs. Fixed  
-Intent to commercialize

# Making: often craft-based, with design or technology components



# Place-Based Manufacturing: reached/ing scale, looking to grow



# A Closer Look: Small Firms as Big Employers

| City          | Number of manufacturers with < 20 employees | Percentage of manufacturers in city |
|---------------|---|-------------------------------------|
| New York City | 5,488                                       | 82.8                                |
| Los Angeles   | 4,914                                       | 80.3                                |
| San Diego     | 906   | 74.7                                |
| Philadelphia  | 696   | 73.6                                |
| San Jose      | 688   | 71.7                                |
| San Antonio   | 616   | 71.2                                |
| Phoenix       | 1,117                                       | 68.7                                |
| Chicago       | 1,498                                       | 68.6                                |
| Houston       | 1,752                                       | 67.9                                |
| Dallas        | 886   | 67.2                                |



Source: *The Federal Role In Supporting Urban Manufacturing*. Brookings/Pratt, April 2011



# Global Manufacturing: established, legacy manufacturers



# WHY IS URBAN MANUFACTURING IMPORTANT?





# Why Cities?

## Business Strategies

- Shorter supply chains
- Local/Custom products
- Workforce productivity
- Advanced manufacturing technologies

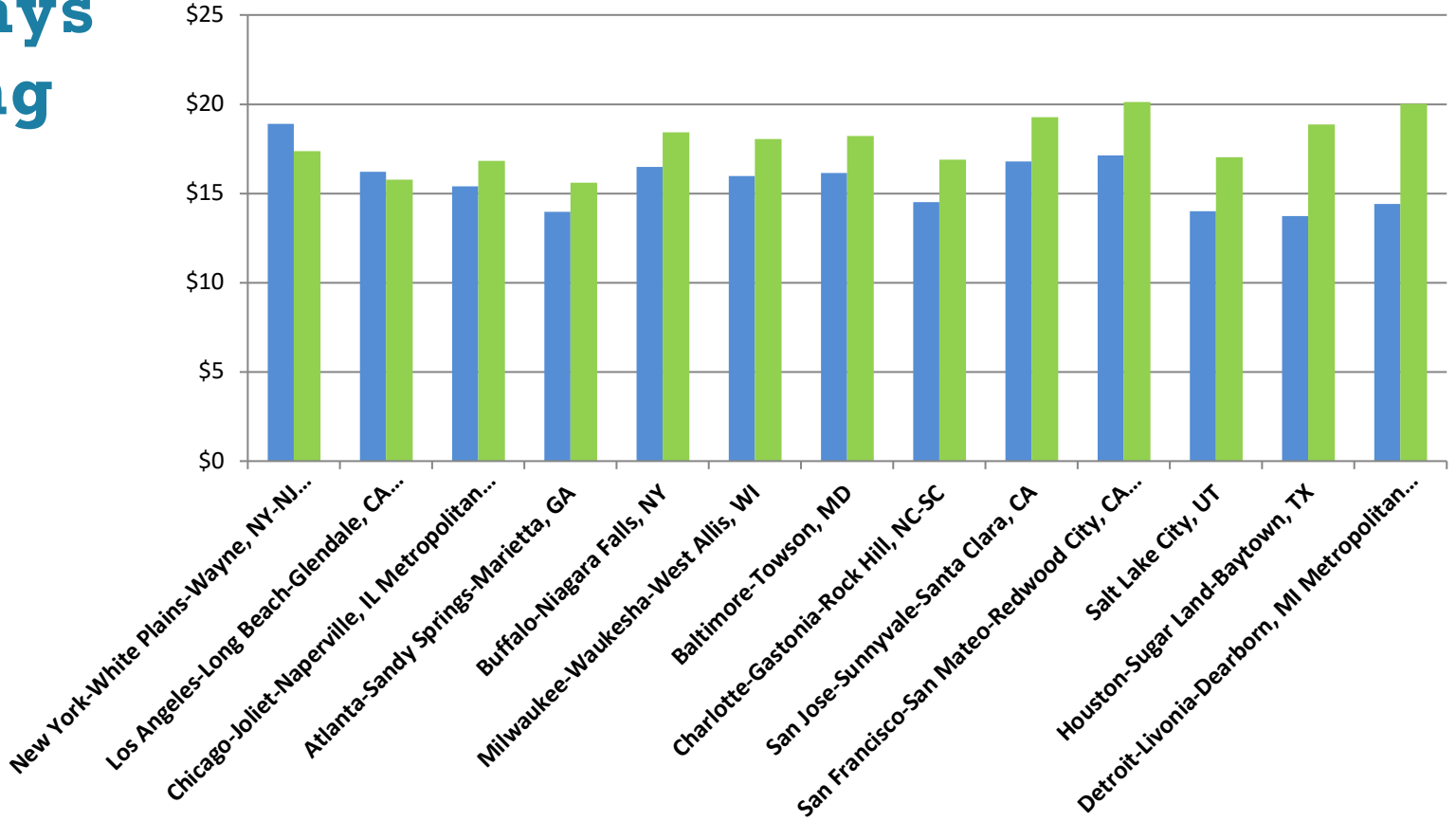
## Competitive Advantages

- Transportation hubs
- Strong consumer markets
- Dense labor markets
- Major tech hubs



# Often Still Pays a Living Wage

■ Hourly Living Wage (2 Working Adults, 2 Children) ■ Average Hourly Production Wage



Sources: Bureau of Labor Statistics, Occupational Employment Statistics, 2014; MIT Living Wage Calculator

# Challenges of Urban Manufacturing

## Land Use

- High Costs
- Aging Infrastructure
- Land Use Conflicts

## Workforce Development

- Skills gap
- Access to technology

## Ecosystem Building

- Cities have vast, complex, hidden networks
- Contract manufacturers, consumer markets, government agencies

## Equity

- Access to jobs and opportunity



# THE URBAN MANUFACTURING ALLIANCE



# Mission

To cultivate networks, learn from each other, share and amplify what works from city to city, and to support the implementation of local, regional and national policies that encourage the development of environmentally sustainable, diverse, innovative, and equitable manufacturing in urban settings.

# Vision

The Urban Manufacturing Alliance envisions a future where urban manufacturing is thriving in our cities, creating dense, vibrant networks of businesses, talent, communities and consumers, and reflecting the diverse communities in which it is located through the ownership and employment opportunities it offers.





# Who is UIMA?



Urban  
Manufacturing  
Alliance

**How we do  
our work:  
*Core  
Strategies***

- **Communities of Practice**
- **Movement Building**
- **Shaping Policy**
- **Collaborative Research**

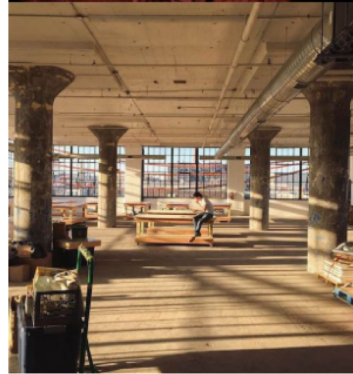


# Core Strategy #1

## Communities of Practice

LAND USE POLICY & REAL ESTATE DEVELOPMENT

LOCAL BRANDING



EQUITY & INCLUSION

WORKFORCE DEVELOPMENT



# Core Strategy #2

# Movement Building



# Core Strategy #3

# Shaping Policy



**NLC** NATIONAL LEAGUE OF CITIES  
CITIES STRONG TOGETHER

## Discovering Your City's Maker Economy

BY THE NATIONAL LEAGUE OF CITIES, ETSY, RECAST CITY AND THE URBAN MANUFACTURING ALLIANCE

## ARTISAN ZONING

### THE PROBLEM

Over the past several decades, urban economies in the United States evolved at jarring speed. As major manufacturers shifted their operations overseas, thousands of blue-collar jobs at the city level were lost and the availability of blue-collar jobs diminished. Yet many urban areas are experiencing signs of manufacturing job stabilization, spurred in part by a growing demand for specialty products and easier access to advanced manufacturing technologies.

Cities are now seeing a new generation of small, local makers and manufacturers develop sustainable ways to make a middle-class living. These producers are the bakers, small-batch brewers, woodworkers, hardware startups and artists that enrich the city landscape, support the creation of new family-sustaining jobs, and lift up the city's tax revenue. But without specific zoning laws in place that give producers accessible and affordable locations to set up shop, cities risk stunting the growth of this diversified, resilient economy. In an era where both consumers and nearby businesses are increasingly hungry for locally fabricated products.

### THE SOLUTION

Artisan zoning is an approach to land use and development that provides space for small-scale manufacturers that produce little to no vibration, noise, fumes, or other nuisances, meaning they can fit within a wide variety of industrial, commercial, and even residential districts. Planning departments don't always need total zoning code overhaul to carve out more spaces for these types of businesses – in some cases, cities have pursued changes or additions to ordinance language instead of drafting new zoning maps from scratch. Some creative approaches include building ordinances around existing but unoccupied industrial facilities, or requiring that new residential buildings devote part of their bottom floor to light industrial production.

Proposals for these types of additions – often referred to as artisan or fabrication zones – are predicated

on their potential boon to the economy. Many types of light manufacturers run low-maintenance and low-cost operations, and can support the revitalization of underserved areas.

### POLICY SOLUTIONS

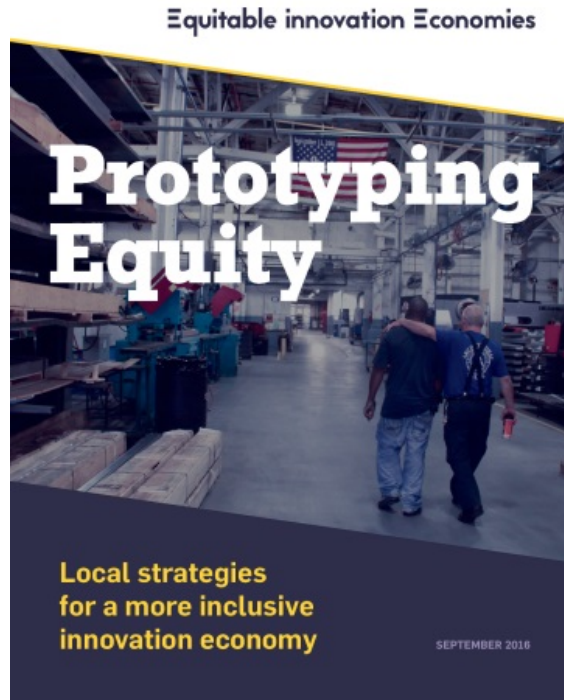
One of the most creative ways to make space available for artisan manufacturers while revitalizing neighborhoods is to tap into low-cost, vacant, or unutilized real estate that can be repurposed to host a community of producers. Only a small percentage of businesses or communities active in the artisan industry may know they can take advantage of this real estate, so legislators play a key role in widely communicating this approach to those who are looking to ramp up their operations.

When reviewing whether to create artisan zoning changes, elected officials act as the liaison between the planning department and the public. There should be clear consensus on the potential economic and sustainability benefits of supporting small-scale producers in mixed use areas, while also making sure community members are being heard as they question what types of changes new zoning laws may bring to the neighborhood. For example, if artisan manufacturers in the food and beverage industry also want to sell their products out the door, it's important to make sure the business community and residents agree on issues like business traffic or noise. **Indianapolis** is currently navigating this issue, as artisan food and beverage businesses look to expand their retail operations into the night hours.

Legislators can also play a role in making sure zoning language is clear enough that non-industrial interests cannot take advantage of land use changes designed to benefit small businesses. For example, **Philadelphia's** zoning revision in 2012 included an industrial-residential classification that labeled industrial components as optional, meaning a housing developer could build a new apartment condo under the industrial-residential classification without having to provide any space for manufacturers.<sup>1</sup> City council members successfully passed a

# Core Strategy #4

# Collaborative Research



Mark Foggin, Noelle St.Clair, Juliet Downie<sup>1</sup>  
November 7, 2017

In partnership with



# Approaching Challenges of Urban Manufacturing

## Land Use

- Non-profit real estate development
- Artisan zoning ordinances

## Workforce Development

- Community / Industry/ Non-profit partnerships
- Engaging non-traditional populations

## Ecosystem Building

- Local branding organizations

## Equity

- Program and policy development



# Non-profit RE development: space for manufacturers



**BUILDING LEASEABLE SPACES:**  
 BASEMENT - 5 UNITS per FLOOR  
 1st FLOOR - 6 UNITS per FLOOR  
 2nd FLOOR - 5 UNITS per FLOOR  
 3rd FLOOR - 7 UNITS per FLOOR  
 4th FLOOR - 7 UNITS per FLOOR  
 5th FLOOR - 7 UNITS per FLOOR

- RESTROOMS ON EACH FLOOR (EXCEPT FOR BASEMENT)
- WASH OUT SINK ON EACH FLOOR
- 8'-0" WIDE HALLWAYS FOR EASY MATERIAL HANDLING
- AUTOMATIC FREIGHT ELEVATOR
- 6'-0" x 7'-0" TENANT ENTRY UNIT DOORS
- ELECTRICAL PANEL - 200 AMP, 3-PHASE 277/480 VOLT IN EACH UNIT
- CONCRETE COLUMNS
- CONCRETE FLOORS\* (SOME UNITS WILL HAVE HARD WOOD FLOORS)
- NATURAL LIGHT IN EACH UNIT. GLASS BLOCK ALLOWS FOR CUT OUT FOR VENTILATION OR EXHAUST AIR.

**BRICK CITY MAKES** 2528 TEXAS AVE  
 SAINT LOUIS, MO 63118  
 THE HUB FOR GROWING MANUFACTURERS

**AGM, INC.**  
 515 SAINT CHARLES PLACE  
 SAINT LOUIS, MO - 63107  
 TEL: 314.646.8006  
 FAX: 314.646.9777  
 WWW: 314.646.8006

**Spotlight: Brick City Makes**  
[brickcitymakes.org](http://brickcitymakes.org)



# Artisan zoning ordinances: protecting industrial land

## Artisan Manufacturing

"Application, teaching, making, or fabrication of crafts or products by an artist, artisan or craftsman either by hand or with minimal automation and may include direct sales to consumers. This definition includes uses that employ activities and processes such as small-scale fabrication, welding, and coating, that are typically not permitted in non-industrial zoning districts."



**Spotlight: Indianapolis**  
[urbanmfg.org/project/artisan-zoning/](http://urbanmfg.org/project/artisan-zoning/)

# Workforce partnerships: building a community pipeline



**MANUFACTURING  
CONNECT**

High-school based program serving youth 9th through 12th grades.



**YMA**

Supporting alumni and young adults already working or interested in working in manufacturing.



**IAAM**

Training instructors to be technically, culturally and pedagogically competent.

**Spotlight: Manufacturing Renaissance**  
[mfgren.org](http://mfgren.org)

# Engaging non-traditional populations: industry-led



**Spotlight: Nehemiah Manufacturing**  
[nehemiahmfg.com](http://nehemiahmfg.com)

# Ecosystem building: local branding organization



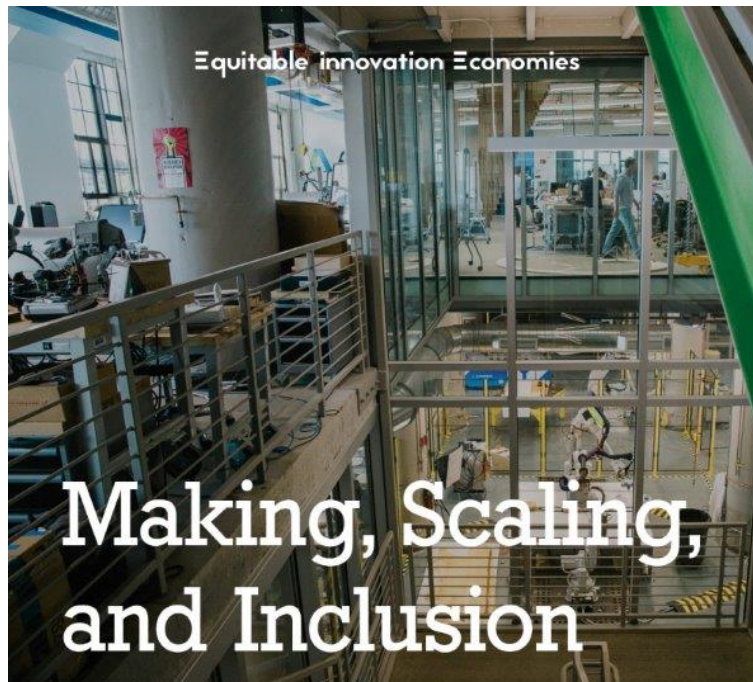
**Spotlight: Made in Baltimore**  
[madeinbaltimore.org](http://madeinbaltimore.org)

Thank you!

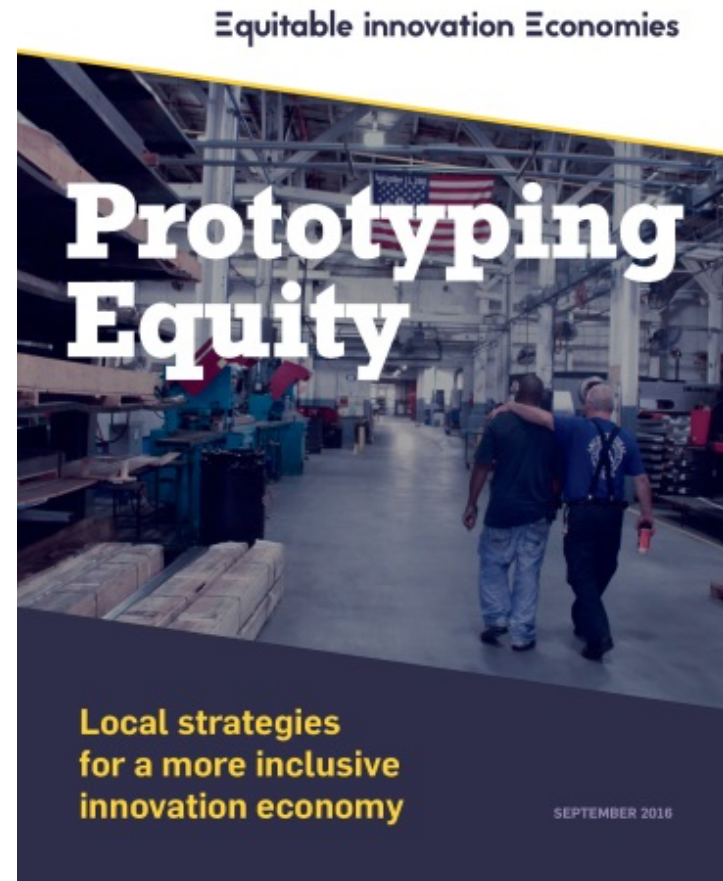
To learn more and join our  
community, visit **[urbanmfg.org](http://urbanmfg.org)**



# Advancing Equity and Inclusion in Innovation & Manufacturing: Research and Practice



What will it take to bring an equitable innovation economy to scale?

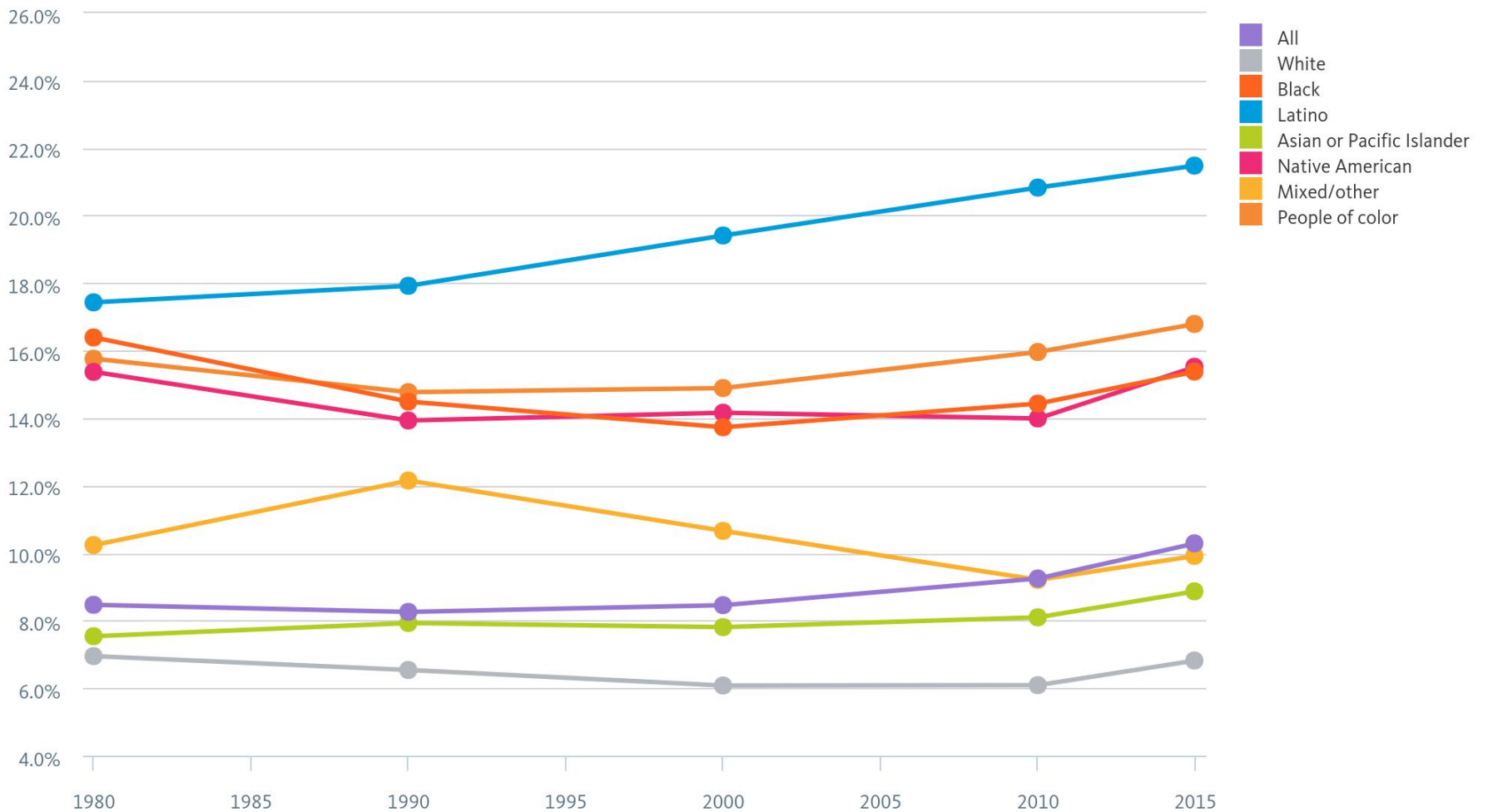


CEDAS Academy Reuse, Recycle, Rejuvenate: Re-urbanization of Manufacturing  
August 9, 2018

@prattcenter @UrbanMfgAlliance

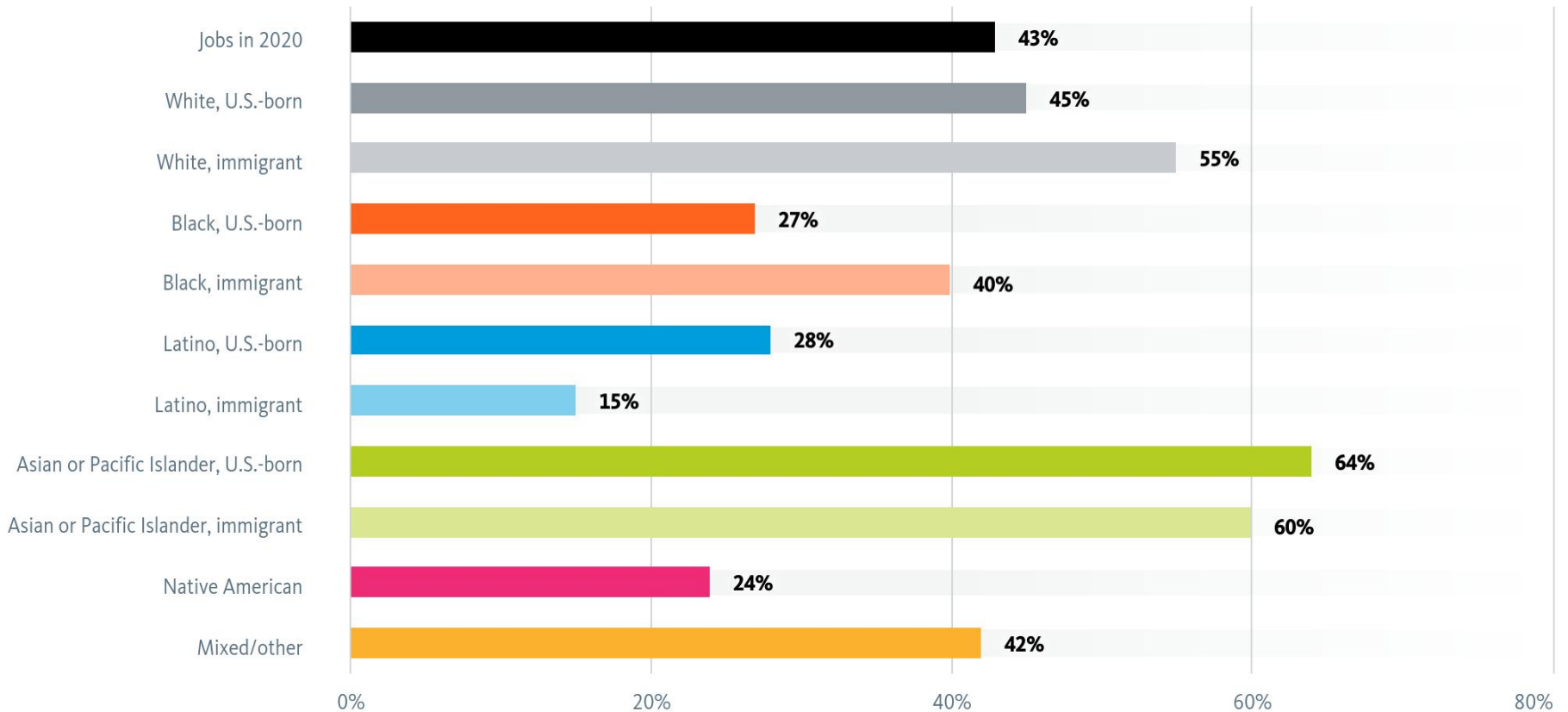
# The share of FT workers living in poverty is higher amongst people of color

Percent working poor by race/ethnicity: United States, 200%, 1980-2015



## Educational requirements are increasing, and the workforce isn't prepared

Current educational attainment and projected state/national-level job education requirements by race/ethnicity and nativity: United States, AA degree or higher, 2015



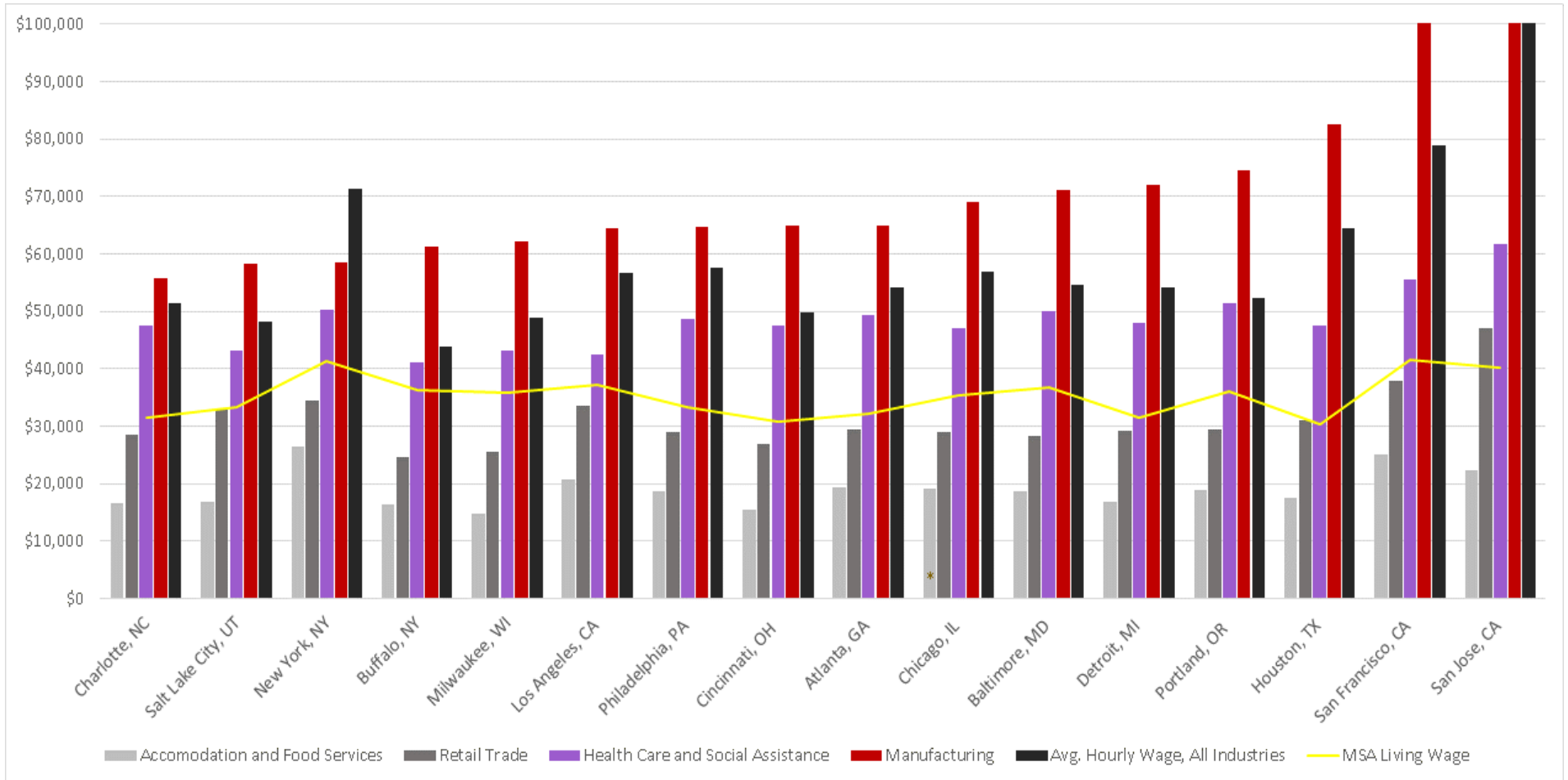
IPUMS; Georgetown University Center on Education and the Workforce  
PolicyLink/PERE National Equity Atlas, [www.nationalequityatlas.org](http://www.nationalequityatlas.org)



# State of Urban Manufacturing: manufacturing is still an industry of opportunity

Manufacturing wages are consistently higher than wages in other industries accessible to workers without a college degree

Wage comparison of manufacturing with selected industries and local living wage, select U.S. Metropolitan Statistical Areas 2014

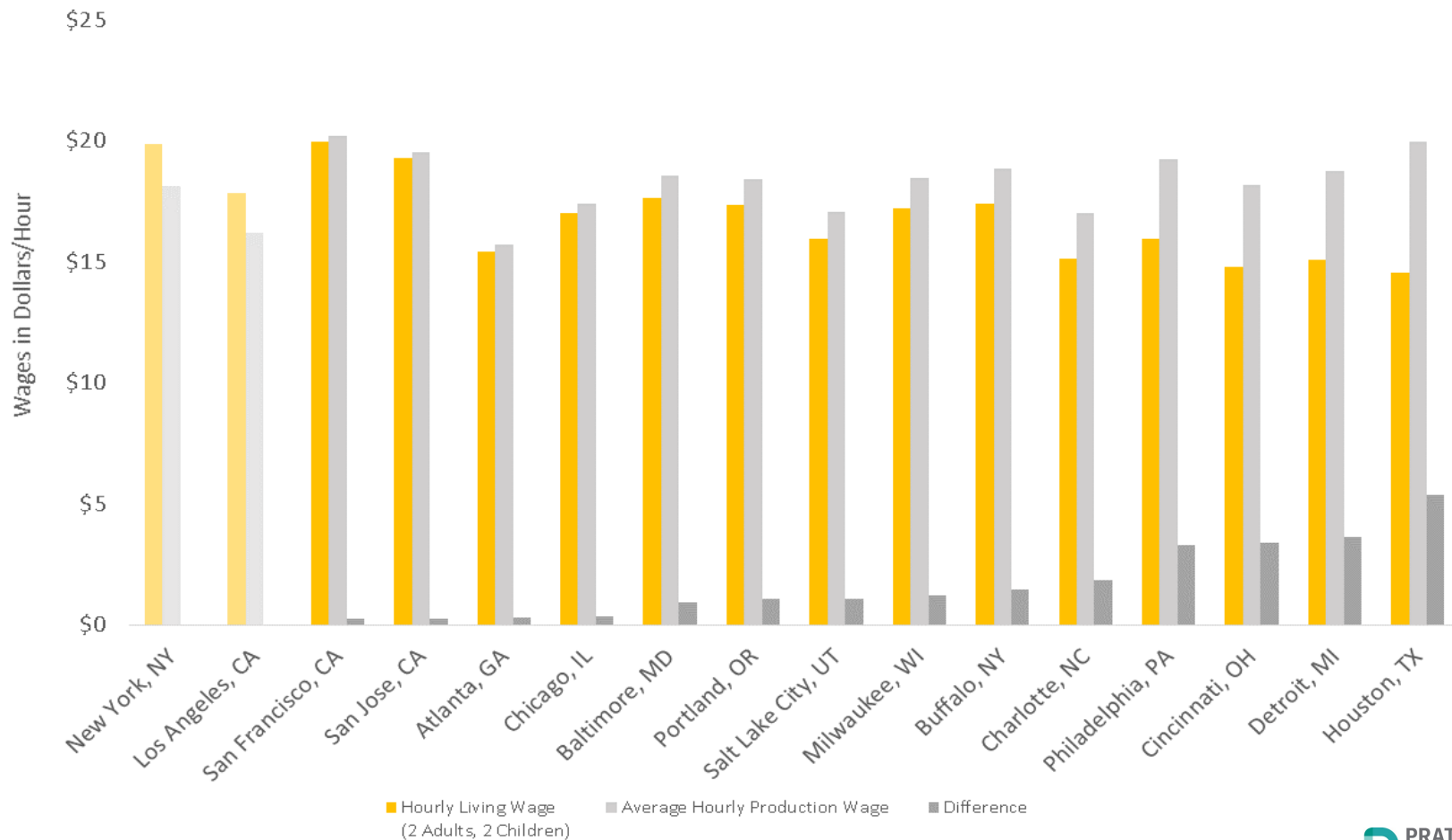


Sources: BLS QCEW, 2014, CBP 2014, MIT Living Wage Calculator 2015 (two adults, two children measure)

# State of Urban Manufacturing: manufacturing is still an industry of opportunity

Across 11 of 13 MSAs studied, production workers earn more than the living wage

Hourly production wages and local living wage for a family with 2 children and 2 adults, select U.S. Metropolitan Statistical Areas 2015

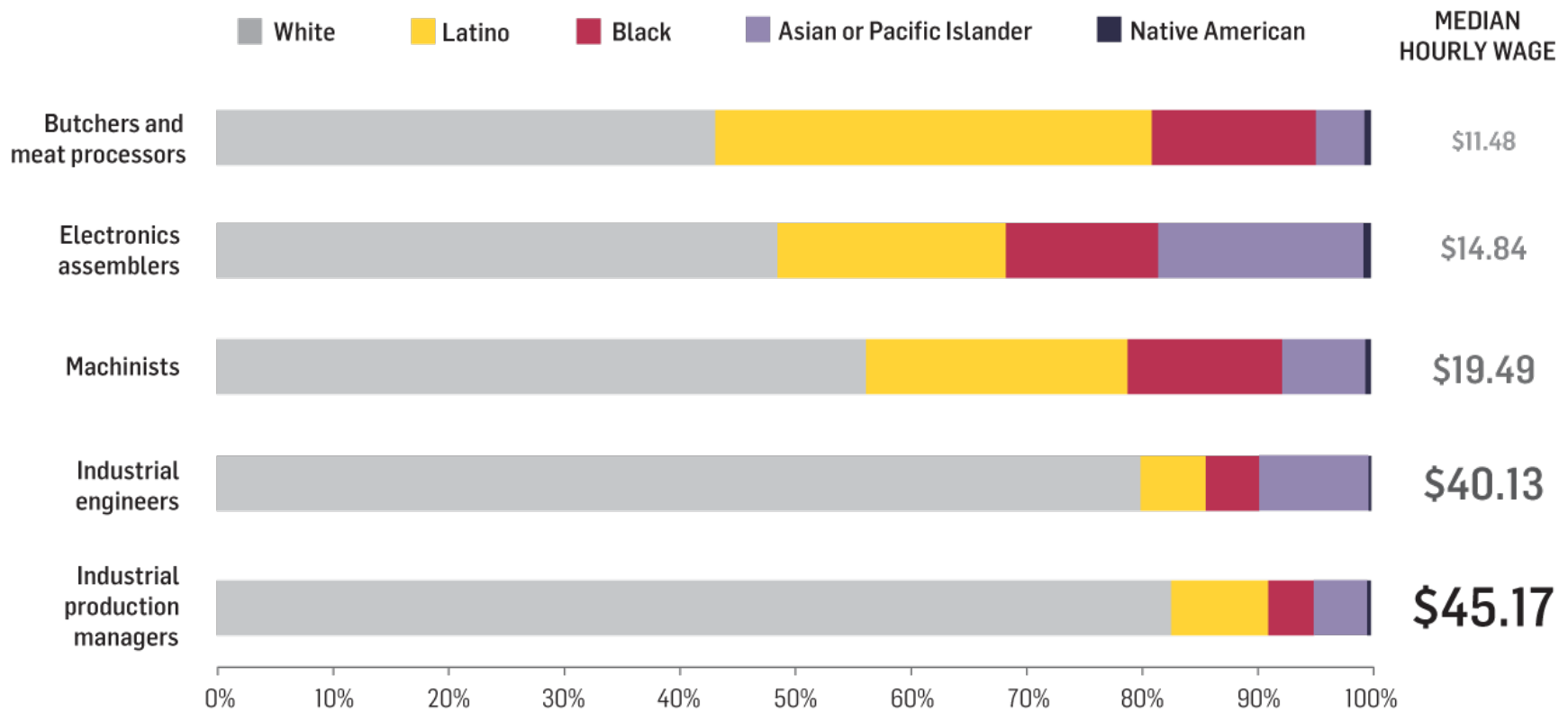


Sources: BLS OES 2015, MIT Living Wage Calculator 2015 (two adults, two children measure)

# Manufacturing: industry of opportunity?

People of color are under-represented in higher paying occupations within manufacturing

Demographics and median wages for select manufacturing occupations, U.S. 2010



Source: American Community Survey 2010, 5 year estimates

# Equitable innovation Economies

Equitable innovation Economies



The Equitable Innovation Economies Initiative (EIE) helps cities pursue inclusive growth strategies in their innovation and manufacturing sectors to advance more equitable outcomes.



# EIE Pilot Cities (2014-17)

## INDIANAPOLIS

### CLOSING OPPORTUNITY GAPS THROUGH INDUSTRIAL REDEVELOPMENT

Equitable Innovation Economies CITY REPORTS

### Indianapolis

CLOSING OPPORTUNITY GAPS THROUGH INDUSTRIAL REDEVELOPMENT

On the cusp of Indianapolis's 200th anniversary in 2020, the government and community leaders are confronting many issues head-on.

In equity under change made possible, Round one is giving the redneck effort every bit the same opportunity to compete for jobs in the city.

The kind of education and training that is needed to help those who are not getting the same education as the rest of the young population of the Midwest city. The gap is widening and the solution has been one of the city's leading efforts to address the gap in equity.

Equitable Innovation Economies

The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity.

## NEW YORK

### BUILDING A 21ST CENTURY PRODUCTION ECONOMY FOR ALL NEW YORKERS

Equitable Innovation Economies CITY REPORTS

### New York

BUILDING A 21ST CENTURY PRODUCTION ECONOMY FOR ALL NEW YORKERS

Imagine you could explore and navigate around a new city without being held to your prior's mapping app.

Imagine being able to explore and navigate around a new city without being held to your prior's mapping app.

Imagine being able to explore and navigate around a new city without being held to your prior's mapping app.

Equitable Innovation Economies

The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity.

## PORTLAND

### CULTIVATING DIVERSE LEADERS AND AN INCLUSIVE STARTUP CULTURE

Equitable Innovation Economies CITY REPORTS

### Portland

CULTIVATING DIVERSE LEADERS AND AN INCLUSIVE STARTUP CULTURE

"There is a very subtle, progressive city," said Katherine Kravitz, Senior Industry Counsel at the Portland Development Commission (PDC). The city is looking for a way to address the gap in equity.

Equitable Innovation Economies

The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity.

## SAN JOSE

### BUILDING PATHWAYS TO GOOD-PAYING JOBS IN THE HEART OF SILICON VALLEY

Equitable Innovation Economies CITY REPORTS

### San Jose

BUILDING PATHWAYS TO GOOD-PAYING JOBS IN THE HEART OF SILICON VALLEY

San Jose has been a bastion of high-tech manufacturing since the emergence of Silicon Valley, but the future of this industry is far from assured. To strengthen the sector and create a pipeline for a new generation of diverse workers, the City is using a job-building strategy that combines business support, workforce development, and anti-displacement.

Equitable Innovation Economies

The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity. The city is looking for a way to address the gap in equity.

## Defining equity in the innovation economy

**EQUITY** is just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

An **INNOVATION ECONOMY** positions knowledge, design, technology, entrepreneurship, and increased productivity as the drivers of economic growth.

An **EQUITABLE INNOVATION ECONOMY** leverages the productive gains of innovation to create good jobs and broaden access to these jobs for people of color and low-income communities, while expanding growth by increasing the talent pool and addressing inequality.

## Four principles for an equity-driven growth model

1. Choose strategies that promote inclusion and growth simultaneously
2. Target programs and investments to the people and places most often left behind
3. Assess equity impacts at every stage of the process
4. Ensure meaningful community participation, voice and leadership

## Reflections on the EIE process



### SUCCESSES

- Visionary and creative thinking advances difficult and untested approaches
- Each city defined an equity focus and moved forward with implementation
- Data collection in progress for priority indicators

### INSIGHTS

- Process built comfort discussing issues of race and equity, but change is long-term
- Involving community partners and stakeholders early is critical
- Lack of data on economic impact and demographics of the innovation economy and urban manufacturing is a challenge for decision-making
- Political turnover is a struggle; broader engagement and impact tracking needed to ensure replicability



## Learning from the field: examples of inclusion strategies from the UMA network

1. Identify bold equity goals
2. Measure equity impacts at every stage
3. Expand networks and outreach strategies
4. Invest in minority and women-owned businesses
5. Develop cross-sector partnerships
6. Address barriers in workforce development
7. Create innovative land use models

## 1. Name equity goals in urban manufacturing

The vision of Commonwealth Kitchen is “closing Boston’s wealth divide by supporting inclusive entrepreneurship and creating sustainable employment with a focus on people that have been impacted by racial, social, and economic inequality”



Image: Commonwealth Kitchen

## 2. Measure equity impacts at every stage

EIE Pilot: select indicators designed to measure impact against equity goals



## 2. Measure equity impacts at every stage

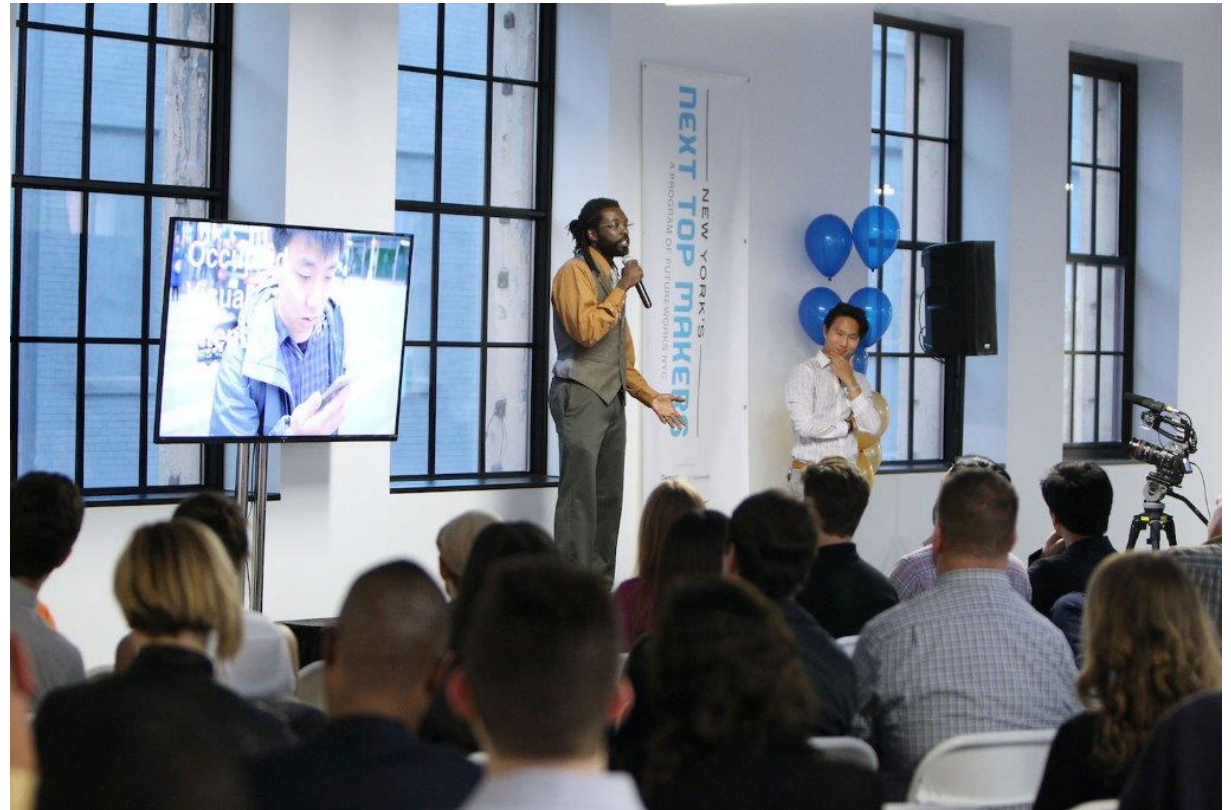
LISC Indianapolis, in partnership with the University of Indiana, has customized an online data collection platform to track and analyze equity outcomes across multiple partners and project sites



| Outcomes  |               |              |        |   |
|---|---------------|--------------|--------|---|
| Name  | Current Value | Year to Date | Change |   |
| All GP: Livability Measures: All Partner-Reported Measures (Qtrly)                                |               |              |        |   |
| All GP: # greenspace improvements (Qtrly)   | 4             | 9            | ↑      | 2 |
| All GP: # health and/or recreational facilities improved in neighborhoods (Qtrly)                 | 2             | 4            | ↑      | 1 |
| All GP: # of Connectivity improvements (Qtrly)  | 0             | 2            | ↓      | 1 |
| All GP: # of Cultural/Creative Placemaking Events (Qtrly)   | 33            | 73           | ↓      | 1 |
| All GP: # of people impacted by food initiatives (Qtrly)  | 1             | 56           | ↓      | 1 |
| All GP: # of Public Safety and Community Partnerships (Qtrly)                                     | 6             | 6            | ↓      | 1 |
| All GP: # projects within one block of projected transit corridors sites in neighborhoods (Qtrly) | 2             | 8            | ↑      | 1 |
| All GP: Opportunity Measures: All Partner-Reported Measures (Qtrly)                               |               |              |        |   |
| All GP: # Brownfields tested or remediated (Qtrly)  | 2             | 11           | ↓      | 1 |
| All GP: # New jobs created (Qtrly)  | 45            | 73           | ↑      | 2 |
| All GP: # of Commercial square footage improved (Qtrly as reported)                               | 271,601       | 300,413      | ↑      | 1 |
| All GP: # small businesses assisted (Qtrly)   | 4             | 12           | ↓      | 1 |

### 3. Expand networks and outreach strategies

NYC Economic Development Corporation retooled outreach strategies for its Next Top Makers program to increase interest amongst entrepreneurs of color and women.



NEW YORK'S  
**NEXT TOP MAKERS**

A PROGRAM OF FUTUREWORKS NYC

Image: Next Top Makers

### 3. Expand networks and outreach strategies

Detroit Kitchen Connect, a food entrepreneur incubator program, partners with churches and CBOs to conduct outreach to entrepreneurs from disinvested communities.



Image: Detroit Kitchen Connect

## 4. Invest in minority and women-owned businesses

Prosper Portland in partnership with the state of Oregon, launched a start-up fund to invest in early-stage businesses owned by members of underrepresented communities across a range of industries.

Equitable innovation Economies

CITY SNAPSHOTS



**"We're a very white, progressive city," said Katherine Krajnak, Senior Industry Liaison at the Portland Development Commission (PDC).**

The city's 72 percent non-Hispanic white population ranks it as the whitest of America's 50 largest metros. "But there's diverse talent and diverse leadership in our community that we need to be supporting."

PDC, Portland's redevelopment, urban renewal, and economic development agency, has documented that change is coming—according to the [National Equity Atlas](#), by 2040, 42 percent of the city's population will be people of color. Recognizing the fact that Portland's economic future is tied to growing the wealth of the city's communities of color, the agency made equity and inclusion the central themes of its five-year strategic plan, adopted in 2015.

Equitable innovation Economies

The EIE initiative is a multi-year effort led by the Pratt Center for Community Development in partnership with PolicyLink and the Urban Manufacturing Alliance.

EIE helps cities pursue inclusive growth strategies in innovation and manufacturing to advance more equitable outcomes.

In its pilot phase, four cities - Indianapolis, New York City, Portland, OR and San Jose, CA - have been collaborating to identify equity objectives, refine programmatic approaches, and track the impacts of their efforts focused on these sectors.

## 4. Invest in minority and women-owned businesses

Cincinnati's Minority Business Accelerator supports businesses poised for growth by connecting them with contracting opportunities, networking and mentoring, and investment opportunities.



Image: Minority Business Accelerator

Mortar enables underserved entrepreneurs in Cincinnati to launch businesses that benefit their communities.





## 5. Develop cross-sector partnerships

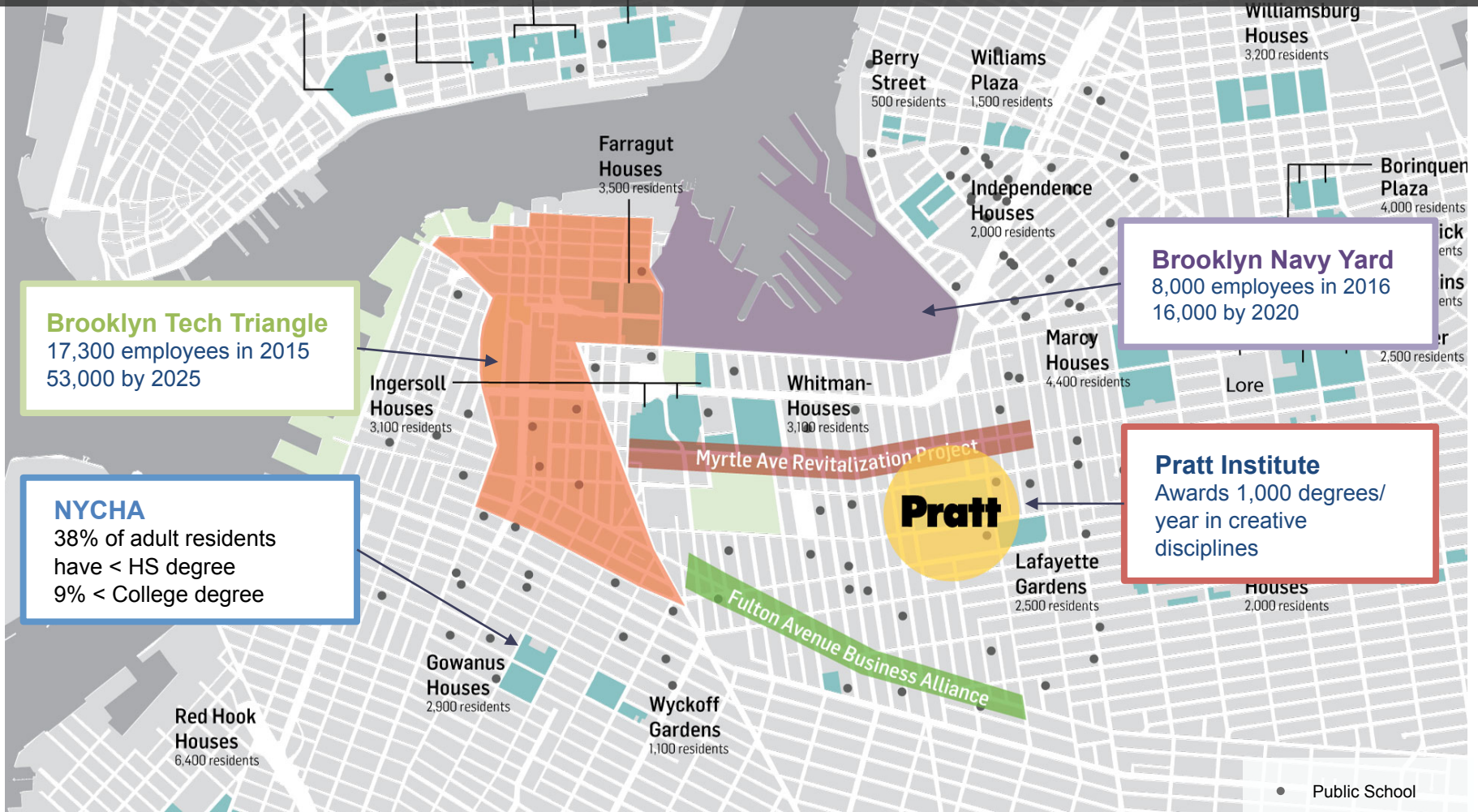
Sierra College, a community college in Sacramento, has partnered with Hacker Lab to create community-driven makerspace on campus. The result has been deeper connections between pedagogy and making, and career exposure and hands-on learning for students.



Image: Check

## 6. Address barriers in workforce development

**Equip Brooklyn:** A formalized collaboration between residents, educational institutions, and businesses founded on a shared goal of create pathways for neighborhood youth into career-based learning and work opportunities in the local creative, tech, and manufacturing sectors.



## 6. Address barriers in workforce development

Manufacturing apprenticeship, internship, and preparatory programs are addressing inclusion in the manufacturing workforce pipeline across the country. These programs are focused on women, youth, ex-offenders, immigrants, and other groups facing higher barriers to entry, especially into higher-skilled and good paying jobs.

### *Connecting Youth to High-Tech Manufacturing, San Jose*



### *Raise the Floor: Training Women for Advanced Manufacturing Careers, Northern Kentucky*



## 7. Create innovative land use models

The City of San Francisco has introduced Production, Design and Repair (PDR) zoning designations that protect and foster manufacturing uses in appropriate locations, and also require enforcement mechanisms such as non-profit industrial management.



Image: SF Made

## Moving Forward

1. Continue knowledge sharing and opportunities for dialogue between and within cities to build a shared movement
2. Create and strengthen a platform to leverage that movement to shape policy in cities
3. Support efforts to scale inclusion strategies across UMA network
4. Help communities leverage urban manufacturing as an equitable, local economic development strategy

## Contact

Thank you!

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# Resources

- Urban Manufacturing Alliance  
<https://www.urbanmfg.org/>
- State of Urban Manufacturing Report  
<https://www.urbanmfg.org/project/state-of-urban-manufacturing/>
- Made in Place Report - Smart Growth America  
<https://smartgrowthamerica.org/app/uploads/2017/11/made-in-place-small-scale-manufacturing-neighborhood-revitalization.pdf>

Questions for our presenters? What sparked your interest in today's presentation?

What resources or insights would you like to share?



A graphic for the webinar series featuring a background of a brick wall and a building. The text is overlaid on this background.

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Stay tuned for more details regarding our final webinar in this series in September addressing Adaptive Reuse

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Thank you!

When you close the webinar window please take a moment to complete the program evaluation.

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