



LYNN:

Economic Development and Outlook



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by the Center For Economic Development and Sustainability (CEDs)
Salem State University

Elizabeth Duclos-Orsello
William Hamilton
Lorri Krebs

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LYNN: Economic Development and Outlook

Executive Summary

This report was prepared for the Lynn Area Chamber of Commerce to broadly explore the economic development situation in the City of Lynn. The aim is to gain an understanding of the community's goals and growth potentials, determine what components must exist to meet those goals, identify obstacles and provide suggestions and recommendations for future directions. The purpose is not an extensive background on Lynn, MA, rather this study is intended to provide suggestions and recommendations and serve as a basis for formulating a strategy to capitalize on the identified opportunities.

Background

The first step in this process is to understand the current situation, and to this end a self-assessment study was undertaken internally. Specific participants were targeted to explore the business and political community's self-perception and identification of perceived issues. Following that effort, recent demographic, cultural and socio-economic data were gathered, analyzed and compared with the perception results. In-depth interviews with community groups, business owners, residents, local government officials, and representatives from a vast array of organizations provided insights into many of the identified issues—but also highlighted some others. The interview results coupled with a comparative analysis of successful cities (as well as neighboring municipalities) and a review of recent studies, delivers a series of suggestions and recommendations regarding Lynn's economic development potential.

The primary thought behind the series of recommendations is *economic success*—the collective ability of a community to create new net wealth for its residents over a sustained period of time. For comparison purposes, communities were considered successful if they have strong basic-sector businesses that bring more revenue into the community than its residents and businesses spend elsewhere. In addition, job opportunities should be available for the residents of successful cities and widely dispersed throughout the community, not concentrated in one geographic area. Successful cities should also be able to generate the collective wealth adequate to support their public and non-profit sectors at a level which allows both to be healthy partners in maintaining and improving the standard of living in that community.

Entrepreneur magazine published an article titled “Focus on Global Issues: What Makes for a Successful City” (Brooke 2003) where ten drivers were seen as instrumental in paving the road to success:

1. Diversity
2. Good Governance
3. Skilled workforce
4. Quality of life
5. Connectivity physical infrastructure, but also partnerships between public and private and non-profit
6. A culture of innovation
7. Business-friendly culture
8. Distinctive brand
9. City-region relationship
10. Physical renewal

Indeed, in the successful cities compared for this report these criteria were all present in varying degrees and certain ones notably absent in less successful comparatives. These criteria then also formed the basis for the series of recommendations.

Cultural and Heritage, Community Building and Economic Development

Scholars of economic development have made the case in recent years that an older model of economic development which focuses solely on luring businesses with changes and incentives such as tax breaks does not address the needs of the community itself. When local residents are involved in the process of planning, many issues emerge as being relevant—such as quality of life, local resident needs and experiences. Community development and economic development in today's society are linked in such a way that one cannot prosper without consideration of the other (Greenwood and Holt, 2010), thereby placing a certain amount of importance on factors that are not necessarily measurable using traditional economic tools.

The self-perception survey (completed by others previously) was not able to fully capture some seemingly “non-economic” items that are known to be beneficial for both community development and social capital development; which in turn have been proven to be related to and to serve goals of economic development (Putnam, 2000; Greenwood and Holt, 2010). From this rationalization, three facets that need to be understood and considered in any plan include:

- a. Existing social networks and social capital
- b. Participatory arts and cultural opportunities
- c. Multiple and overlapping “community” identities



Demographic Overview (taken directly from Census 2010)

POPULATION: 87,196 (Census 2009) 90,603 (zoom prospector 2011)– of that 24,168 identified themselves as Latino (28%). The median age was 35.2 years in 2009 and 25 percent of the population was under 18 years and 11 percent was 65 years and older. This is a much smaller dependency ration than in surrounding communities of the North Shore.

LANGUAGE: Twenty-seven percent of the people living in Lynn in 2009 were foreign born. Among those that were at least five years old, 39 percent spoke a language other than English at home. Those languages constituted 62 percent Spanish speaking with the remainder speaking another language. Fifty-one percent of the people reported that they did not speak English “very well.”

GEOGRAPHIC MOBILITY: In 2009, 84 percent of the people, at least one-year-old, were living in the same residence one year earlier; 11 percent had moved during the past year from another residence in the same county, three percent from another county in the same state, one percent from another state, and one percent from abroad.

EDUCATION: Averages from 2005-2009 saw 77 percent of people 25 years and over having at least graduated from high school and 17 percent holding a bachelor’s degree or higher. Twenty-three percent were dropouts; they were not enrolled in school and had not graduated from high school. The total school enrollment was 23,000 in 2005-2009. Nursery school and kindergarten enrollment was 2,400 and elementary or high school enrollment was 15,000 children. College or graduate school enrollment was 5,600.

INDUSTRIES: For the employed population 16 years and older, the leading industries in Lynn were educational services, health care and social assistance, 23 percent; and retail trade 15 percent in 2009 with further breakdown as follows:

Employment by Industry in Lynn, Massachusetts in 2005-2009

Agriculture, forestry, fishing and hunting, and mining	0%
Construction	8%
Manufacturing	11%
Wholesale trade	3%
Retail trade	15%
Transportation and warehousing, and utilities	6%
Information	2%
Finance and insurance, and real estate and rental and leasing	6%
Professional, scientific, and management, and administrative and waste management services	8%
Educational services, and health care and social assistance	23%
Arts, entertainment, and recreation, and accommodation and food services	8%
Other Services, except public administration	6%
Public administration	4%

Percent of employed people 16 years and over

Source: American Community Survey, 2005-2009

OCCUPATIONS AND TYPE OF EMPLOYER: Among the most common occupations were: sales and office occupations, 28 percent; service occupations, 23 percent; management, professional and related occupations, 23 percent; production, transportation and material moving occupations, 15 percent; and construction, extraction, maintenance, and repair occupations, 10 percent. Eighty-one percent of the people employed were private wage and salary workers; 14 percent were Federal, state or local government workers; and five percent were self-employed in own not incorporated business workers.

TRAVEL TO WORK: 71% of Lynn city workers drove to work alone between 2005-2009, 11 percent carpooled, 10 percent took public transportation, and six percent used other means. The remaining two percent worked at home. Among those who commuted to work, it took them on average 26.9 minutes to get to work.

POVERTY AND PARTICIPATION IN GOVERNMENT PROGRAMS: In 2005-2009, 19 percent of people were in poverty. Twenty-four percent of related children under 18 were below the poverty level, compared with 20 percent of people 65 years old and over. Fifteen percent of all families and 29 percent of families with a female householder and no husband present had incomes below the poverty level.

HOUSING COSTS: The median monthly housing costs for mortgaged owners was \$1,909, nonmortgage owners \$647 and renters \$906. Fifty-three percent of owners with mortgages, 29 percent of owners without mortgages, and 58 percent of renters in Lynn city spent 30 percent or more of household income on housing. Median Home value \$287,600

Occupants with a Housing Cost Burden in Lynn city, Massachusetts in 2005-2009

Owners with mortgage	53%
Owners without mortgage	29%
Renters	58%



SPECIFIC INSIGHTS and EMPLOYMENT TRENDS:

2,155 small businesses registered

336 non-profit organizations with an income of \$34.428 billion total assets \$873 million

3,876 total businesses located in Lynn

Most notable is that there were not a significant number of sole proprietors or start ups in last two year (2009-2010), actually fewer than 50 suggesting a trend significantly different from not only Essex County, but also national trends that saw a jump in the number of sole proprietorships as more people opened there own business having left the larger job market. In Lynn, the patterns show most small business and sole proprietorships to be well established. However, they have not shown growth (in terms of adding employees) that would be expected. This suggests the possible need for programs and support mechanisms to encourage or allow the hiring of employees by these businesses.

Industries in Lynn that Outperformed National Trend

	2008 Employment	Average Weekly Wages
Depository credit intermediation	1,070	\$1,799
Home health care services	848	\$542
Civic and social organizations	225	\$326
Bakeries and tortilla manufacturing	102	\$401
Accounting and bookkeeping services	98	\$378
Activities related to real estate	138	\$974
Architectural and engineering services	180	\$1,132
Auto parts, accessories, and tire stores	94	\$545
Dry-cleaning and laundry services	57	\$318
Residential buildings construction	61	\$666
Other amusement and recreation industries	61	\$326
Building foundation and exterior contractors	44	\$604
Florists	34	\$311
Consumer goods rental	50	\$527
Electronic markets and agents/brokers	23	\$333
Offices of physicians	661	\$970
Taxi and limousine services	29	\$359
Specialty food stores	21	\$1,023
Medical equipment and supplies manufacturing	68	\$692

(Source: Torname 2011)

Lynn Industry Location Quotients (LQ)

	2008 Employment	LQ	Average Weekly Wages (2008)
Civic and social organizations	225	4.7	\$326
Home health care services	848	4.5	\$542
Individual and family services	763	3.4	\$541
Depository credit intermediation	1,070	2.7	\$1,799
Beer, wine and liquor stores	61	2.3	\$410
Taxi and limousine services	29	2.2	\$359
Death care services	53	2.1	\$605
Florists	34	2.0	\$311
Bakeries and tortilla manufacturing	102	1.9	\$401
Motor vehicle/part merchant wholesalers	127	1.7	\$671
Machine shops and threaded products	125	1.7	\$1,064
Health and personal care stores	313	1.6	\$523
Offices of physicians	661	1.6	\$970
Direct selling establishments	63	1.6	\$643
Offices of dentists	226	1.4	\$816
Outpatient care centers	170	1.3	\$788
Grocery stores	582	1.2	\$372
Nursing care facilities	359	1.2	\$614
Medical equipment and supplies manufacturing	68	1.2	\$692

(Source: Torname 2011)



Discussion and Recommendations

Waterfront development

- Developing the waterfront areas is critical to both the economic viability and identity of Lynn.

Retaining, expanding and attracting local business

- Develop and implement a strategy to attract new investment with the objective of creating and expanding the employment base for the small business sector. The strategy could focus initially on (but is not limited to) the sectors that are outperforming national trends such as: depository intermediation, home health care services, bakeries and tortilla manufacturing, accounting and booking services, architecture and engineering, civic and social organization, and small business in general.
- Take advantage of the large number of sole proprietors located throughout Essex County (and the high ratios in Lynn) by encouraging and providing increased support, mechanisms and opportunities to take advantage of current programs (WIB, Enterprise Center, Small Business Development Center, Center for Economic Development and Sustainability at Salem State) with the objective of creating and expanding the employment base for the small business sector, and providing services needed for small business to grow (physically and economically).
- Identify target areas for economic development (rehabilitation) and undertake façade improvements (namely storefronts).
- Collaborate with private land owners and developers to establish an inventory of properties within the city that may be bought/sold and slated for future development or rehabilitation. This directive will also work to build partnerships and align interests between the city and local stakeholders.

Collaboration and leveraging existing networks

- Many organizations (small, large, government, non-profit) are performing outstanding initiatives and efforts of economic support, growth and the provision of opportunities for Lynn. However, these are quite often undertaken in “silos” with little collaboration amongst others with similar goals. There is certainly support acknowledged between many, but it is the collaborative efforts that should be fostered.
- For example, the Office of Community Development and EDIC are providing essential services and doing so in exemplary fashion. Other organizations such as LynnArts, New Lynn Coalition, Lynn Nonprofit Business Association, Latino Business Association are just a few of the many, many organizations that are working on economic development initiatives.
- The LACC could be the conduit to assist in coordinating efforts amongst various organizations.

In conclusion, Lynn does not necessarily need more studies to become successful in their economic development initiatives, rather a plan to collect feedback on a regular basis and produce an annual update, taking the temperature of the community. The results should be shared with the broader region and re-evaluate efforts annually. Use the education and training connections already established in the city. Much of the needed research can be ascertained with a partnership between city departments (who already collect and summarize results regularly), the educational/training organizations, and other organizations interested in economic development.



Acting on Recommendations

From what was learned by comparing successful cities as well as the results from the analysis of Lynn, the recommendations can be accomplished through the following series of action items:

1. Create a vision for the City of Lynn. Considering the economic development suggestions and LACC's priorities, create a "vision" for Lynn. Then hold focus group type meetings to discuss the "vision" with residents, businesses, institutions and city officials. Integrate the feedback into the vision and disseminate the results to achieve community buy-in.
2. Engage in community asset mapping. After the vision has been established, an in-depth look at recently completed studies of Lynn and available current relevant socio-economic and demographic information should be integrated to highlight the competitive advantages of Lynn. Ensure that existing infrastructures (physical, governmental, virtual, and educational) and cultural nuances (innovation, entrepreneurship and collaboration) are evaluated, as these measures are critical to success. This Asset Map should then become the basis for future marketing efforts of Lynn and partnering organizations and networks to achieve a holistic approach.
3. Develop and market the brand identity. A cohesive, comprehensive strategy needs to be in place for the city as a whole and then widely marketed. Once residents, businesses, institutions and organization have a clear idea of the direction Lynn is leaning toward, and internal identity will form thereby enabling a successful campaign when marketed on a broader scale.
4. Develop a strategy for growing and supporting existing businesses. The strategy should focus on (but is not limited to) the following: construction, manufacturing, health care and social assistance, finance and insurance, and small business. Collaborate with private land owners and developers to establish an inventory of properties within the city that may be bought/sold and slated for future development that would support these sectors.

Appendices

A - Community Comparisons

B - Massachusetts Crime Comparison

C - Overview Points

Appendix A

Community Comparisons

Lynn, MA

People	
Population:	90,603
Labor Force:	47,472
Job Growth (2000 - 2011):	8.5%
Unemployment Rate:	9.2%
Median Age:	40.4
Labor Force Quality	
Bachelors Degree or higher:	13,553
High School Degree or higher:	50,178
Bachelors Degree or higher:	21.64%
High School Degree or higher:	80.14%
White Collar Workers:	62%
Blue Collar Workers:	38%
Young and Educated:	1.56%
Universities in Community:	0
Universities in County + 50 miles:	96
Universities in Metro Area:	60
Community Colleges in Community:	0
Community Colleges in County + 30 miles:	20
Community Colleges in Metro Area:	27
Entrepreneurs and Innovation	
Venture Capital Invested:	Not Reported
Small Businesses:	2,155
Budgets	
Home value (Median):	\$287,600
Household Expenditures (Average):	\$47,449
Household Income (Median):	\$43,044
Top State Personal Income Tax:	5.3%
Top State Corporate Income Tax:	9.5%
Top State Personal Capital Gains Tax:	5.3%
Top State Corporate Capital Gains Tax:	9.5%
State Sales Tax:	6.3%

(Source: zoomprospector 2011)

Brockton, MA

People	
Population:	94,177
Labor Force:	49,571
Job Growth (2000 - 2011):	1.5%
Unemployment Rate:	10.9%
Median Age:	40.0
Labor Force Quality	
Bachelors Degree or higher:	11,950
High School Degree or higher:	52,058
Bachelors Degree or higher:	18.83%
High School Degree or higher:	82.01%
White Collar Workers:	65%
Blue Collar Workers:	35%
Young and Educated:	2.62%
Universities in Community:	0
Universities in County + 50 miles:	97
Universities in Metro Area:	2
Community Colleges in Community:	2
Community Colleges in County + 30 miles:	21
Community Colleges in Metro Area:	3
Entrepreneurs and Innovation	
Patents Issued:	3
Venture Capital Invested:	Not Reported
Small Businesses:	2,658
Budgets	
Home value (Median):	\$271,100
Household Expenditures (Average):	\$51,357
Household Income (Median):	\$51,673
Top State Personal Income Tax:	5.3%
Top State Corporate Income Tax:	9.5%
Top State Personal Capital Gains Tax:	5.3%
Top State Corporate Capital Gains Tax:	9.5%
State Sales Tax:	6.3%

(Source: zoomprospector 2011)

Fall River, MA

People	
Population:	89,757
Labor Force:	46,190
Job Growth (2000 - 2011):	1.4%
Unemployment Rate:	13.8%
Median Age:	39.5
Labor Force Quality	
Bachelors Degree or higher:	9,008
High School Degree or higher:	43,242
Bachelors Degree or higher:	14.55%
High School Degree or higher:	69.85%
White Collar Workers:	62%
Blue Collar Workers:	38%
Young and Educated:	2.22%
Universities in Community:	0
Universities in County + 50 miles:	89
Universities in Metro Area:	10
Community Colleges in Community:	1
Community Colleges in County + 30 miles:	20
Community Colleges in Metro Area:	9
Entrepreneurs and Innovation	
Patents per 10,000 people:	1
Patents Issued:	9
Venture Capital Invested:	Not Reported
Small Businesses:	3,046
Budgets	
Home value (Median):	\$262,400
Household Expenditures (Average):	\$44,078
Household Income (Median):	\$36,991
Top State Personal Income Tax:	5.3%
Top State Corporate Income Tax:	9.5%
Top State Personal Capital Gains Tax:	5.3%
Top State Corporate Capital Gains Tax:	9.5%
State Sales Tax:	6.3%

(Source: zoomprospector 2011)

Portsmouth, VA

People	
Population:	93,280
Labor Force:	48,339
Job Growth (2000 - 2011):	1.9%
Unemployment Rate:	8.7%
Median Age:	32.6
Labor Force Quality	
Bachelors Degree or higher:	11,607
High School Degree or higher:	50,078
Bachelors Degree or higher:	19.45%
High School Degree or higher:	83.94%
White Collar Workers:	63%
Blue Collar Workers:	34%
Young and Educated:	2.21%
Universities in Community:	0
Universities in County + 50 miles:	14
Universities in Metro Area:	12
Community Colleges in Community:	0
Community Colleges in County + 30 miles:	7
Community Colleges in Metro Area:	19
Entrepreneurs and Innovation	
Venture Capital Invested:	Not Reported
Small Businesses:	2,649
Budgets	
Home value (Median):	\$186,500
Household Expenditures (Average):	\$47,518
Household Income (Median):	\$46,250
Top State Personal Income Tax:	5.8%
Top State Corporate Income Tax:	6.0%
Top State Personal Capital Gains Tax:	5.8%
Top State Corporate Capital Gains Tax:	6.0%
State Sales Tax:	4.0%

(Source: zoomprospector 2011)

Richmond, CA

People	
Population:	105,333
Labor Force:	51,006
Job Growth (2000 - 2011):	2.8%
Unemployment Rate:	17.6%
Median Age:	38.1
Labor Force Quality	
Bachelors Degree or higher:	19,802
High School Degree or higher:	57,101
Bachelors Degree or higher:	27.86%
High School Degree or higher:	80.33%
White Collar Workers:	63%
Blue Collar Workers:	37%
Young and Educated:	2.83%
Universities in Community:	0
Universities in County + 50 miles:	64
Universities in Metro Area:	0
Community Colleges in Community:	0
Community Colleges in County + 30 miles:	25
Community Colleges in Metro Area:	0
Entrepreneurs and Innovation	
Patents per 10,000 people:	1
Patents Issued:	12
Venture Capital Invested:	\$9,400,000
Businesses Funded:	1
Small Businesses:	3,051
Budgets	
Home value (Median):	\$417,200
Household Expenditures (Average):	\$52,315
Household Income (Median):	\$54,161
Top State Personal Income Tax:	10.6%
Top State Corporate Income Tax:	8.8%
Top State Personal Capital Gains Tax:	10.6%
Top State Corporate Capital Gains Tax:	8.8%
State Sales Tax:	7.3%

(Source: zoomprospector 2011)

Lakeland, FL

People	
Population:	98,039
Labor Force:	45,837
Job Growth (2000 - 2011):	5.1%
Unemployment Rate:	11.2%
Median Age:	38.5
Labor Force Quality	
Bachelors Degree or higher:	13,981
High School Degree or higher:	56,334
Bachelors Degree or higher:	20.97%
High School Degree or higher:	84.49%
White Collar Workers:	63%
Blue Collar Workers:	37%
Young and Educated:	2.49%
Universities in Community:	3
Universities in County + 50 miles:	42
Universities in Metro Area:	5
Community Colleges in Community:	0
Community Colleges in County + 30 miles:	17
Community Colleges in Metro Area:	4
Entrepreneurs and Innovation	
Patents per 10,000 people:	2
Patents Issued:	14
Venture Capital Invested:	Not Reported
Small Businesses:	3,594
Budgets	
Home value (Median):	\$148,300
Household Expenditures (Average):	\$47,963
Household Income (Median):	\$42,024
Top State Personal Income Tax:	0.0%
Top State Corporate Income Tax:	5.5%
Top State Personal Capital Gains Tax:	0.0%
Top State Corporate Capital Gains Tax:	5.5%
State Sales Tax:	6.0%

(Source: zoomprospector 2011)

Waterbury, CT

People	
Population:	111,902
Labor Force:	56,915
Job Growth (2000 - 2011):	10.0%
Unemployment Rate:	14.1%
Median Age:	37.8
Labor Force Quality	
Bachelors Degree or higher:	14,250
High School Degree or higher:	62,011
Bachelors Degree or higher:	18.83%
High School Degree or higher:	81.96%
White Collar Workers:	64%
Blue Collar Workers:	35%
Young and Educated:	1.90%
Universities in Community:	2
Universities in County + 50 miles:	62
Universities in Metro Area:	1
Community Colleges in Community:	1
Community Colleges in County + 30 miles:	21
Community Colleges in Metro Area:	3
Entrepreneurs and Innovation	
Patents per 10,000 people:	1
Patents Issued:	6
Venture Capital Invested:	Not Reported
Small Businesses:	3,569
Budgets	
Home value (Median):	\$169,600
Household Expenditures (Average):	\$45,408
Household Income (Median):	\$40,316
Top State Personal Income Tax:	6.5%
Top State Corporate Income Tax:	8.3%
Top State Personal Capital Gains Tax:	6.5%
Top State Corporate Capital Gains Tax:	8.3%
State Sales Tax:	6.0%

(Source: zoomprospector 2011)

New Bedford, MA

People	
Population:	95,328
Labor Force:	47,807
Job Growth (2000 - 2011):	5.6%
Unemployment Rate:	13.5%
Median Age:	38.8
Labor Force Quality	
Bachelors Degree or higher:	9,714
High School Degree or higher:	44,295
Bachelors Degree or higher:	14.96%
High School Degree or higher:	68.22%
White Collar Workers:	63%
Blue Collar Workers:	37%
Young and Educated:	1.61%
Universities in Community:	0
Universities in County + 50 miles:	76
Universities in Metro Area:	2
Community Colleges in Community:	0
Community Colleges in County + 30 miles:	17
Community Colleges in Metro Area:	1
Entrepreneurs and Innovation	
Patents per 10,000 people:	1
Patents Issued:	12
Venture Capital Invested:	Not Reported
Small Businesses:	3,095
Budgets	
Home value (Median):	\$248,000
Household Expenditures (Average):	\$43,621
Household Income (Median):	\$37,675
Top State Personal Income Tax:	5.3%
Top State Corporate Income Tax:	9.5%
Top State Personal Capital Gains Tax:	5.3%
Top State Corporate Capital Gains Tax:	9.5%
State Sales Tax:	6.3%

(Source: zoomprospector 2011)

Appendix B

Massachusetts Crime Comparison

Crime Statistics Comparison Index

City	Population	Crime Index*
Lynn	86,340	885
Boston	644,064	903
Lawrence	69,679	906
North Adams	13,590	942
Worcester	181,908	959
Lowell	103,065	1,156
Brockton	92,383	1,176
Holyoke	40,026	1,192
Fall River	89,741	1,211
New Bedford	89,613	1,294
Springfield	154,314	1,354
Chelsea	37,335	1,661

* number of violent crimes per 100,000 population (violent crimes defined as including murder, manslaughter, rape, robbery, assault)

Crime Comparison in MA by Population

City	Population	Crime Index*
Lawrence	69,679	906
Somerville	75,585	315
Newton	83,781	103
Lynn	86,340	885
New Bedford	89,613	1,294
Fall River	89,741	1,211
Quincy	90,304	458
Brockton	92,383	1,176
Lowell	103,065	1,156
Cambridge	108,356	439
Springfield	154,314	1,354
Worcester	181,908	959
Boston	644,064	903

(sources: melissadata 2010; FBI 2011)

Similar Community Crime Comparisons

LYNN, Massachusetts	
Crime Index	885
Population	86,340
Murders	3
Rapes	41
Robberies	208
Assaults	512
Burglaries	595
Thefts	1,595
Motor Vehicles Thefts	306
Arsons	3

BROCKTON, Massachusetts	
Crime Index	1,176
Population	92,383
Murders	9
Rapes	61
Robberies	243
Assaults	773
Burglaries	750
Thefts	1,675
Motor Vehicles Thefts	445
Arsons	21

LAKELAND, Florida	
Crime Index	485
Population	94,569
Murders	12
Rapes	20
Robberies	140
Assaults	287
Burglaries	1,104
Thefts	3,754
Motor Vehicles Thefts	241
Arsons	6

RICHMOND, California	
Crime Index	1,137
Population	103,442
Murders	21
Rapes	44
Robberies	405
Assaults	706
Burglaries	1,521
Thefts	1,506
Motor Vehicles Thefts	1,596
Arsons	51

FALL RIVER, Massachusetts	
Crime Index	1,211
Population	89,741
Murders	5
Rapes	52
Robberies	252
Assaults	778
Burglaries	940
Thefts	2,006
Motor Vehicles Thefts	351
Arsons	35

NEW BEDFORD, Massachusetts	
Crime Index	1,294
Population	89,613
Murders	3
Rapes	69
Robberies	272
Assaults	816
Burglaries	1,237
Thefts	1,974
Motor Vehicles Thefts	388
Arsons	29

WATERBURY, Connecticut	
Crime Index	337
Population	108,489
Murders	5
Rapes	6
Robberies	176
Assaults	179
Burglaries	781
Thefts	3,441
Motor Vehicles Thefts	424
Arsons	3

PORTSMOUTH, Virginia	
Crime Index	612
Population	99,576
Murders	14
Rapes	17
Robberies	265
Assaults	313
Burglaries	1,318
Thefts	3,885
Motor Vehicles Thefts	271
Arsons	24

Cultural and Heritage, Community Building and Economic Development

OVERVIEW POINTS

- 1) Scholars of economic development have made the case in recent years that an older model of economic development which focuses solely on luring businesses with changes and incentives such as tax breaks etc. does not address the needs of the community itself. When local residents are involved in the process of planning, many issues emerge as being relevant—such as quality of life, local resident needs, experiences. Community development and economic development are linked. (Greenwood and Holt, 2010)
- 2) The Northeastern Survey could not/did not measure some seemingly “non economic” items that are known to be beneficial for both community development and social capital development—both of which have been proven to be related to and to serve goals of economic development (Putnam, 2000; Greenwood and Holt, 2010)
 - a. **Social Networks**
 - b. **Participatory Arts**
 - c. **Multiple and Overlapping “community” identities**
- 3) **Community Asset Mapping** is perhaps the best way to go. Start from what works and what is desirable/good and use a process that is inclusive and transparent.

[e.g., Community Asset Mapping by Sandra Kerka 2003] Asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced, not deficits to be remedied.

Kretzmann and McKnight (1993) are credited with developing the concept of asset-based community development (ABCD), which draws on appreciative inquiry; the recognition of social capital; participatory approaches to development, which are based on principles of empowerment and ownership; collaborative economic development models that place priority on making the best use of a community's resource base; and efforts to strengthen civil society by engaging people as citizens rather than clients (Mathie and Cunningham 2002). Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations (Berkowitz and Wadud 2003). The ABCD process involves the community in making an inventory of assets and capacity, building relationships, developing a vision of the future, and leveraging internal and external resources to support actions to achieve it (Beaulieu 2002). Asset mapping is positive, realistic (starting with what the community has), and inclusive (Guy et al. 2002).





Center for Economic Development and Sustainability (CEDS)
352 Lafayette Street
Salem, Massachusetts 01970-5353