

FORWARD CITIES

A National Learning Collaborative Among Cities of Innovation

Intended Outcomes of the Forward Cities National Learning Collaborative

Note: This is an excerpt from the January 2014 proposal for the Forward Cities National Learning Collaborative, and specific goals and outcomes may have evolved during the initiative implementation, which began June 2014.

Working with the Urban Institute, we have mapped out short and long-term outcomes along three dimensions, namely: 1) the impact this collaborative will have within the participating cities; 2) the impact realized among participating cities; 3) the impact we hope to have in other cities that engage in the national conversation that takes place through our knowledge sharing platform. These intended outcomes are illustrated in a chart below. Please note that the "increased new enterprise activity/growth" outcome will include the recruitment, development and support of innovative change-makers and entrepreneurs from low income communities of color, in addition to ensuring that there is a vibrant pipeline for the next generation of local leaders and citizen problem solvers in each of the cities.

National Learning Collaborative: Intended Outcomes

	Short Term		Medium Term		Long Term
Within Collaborative Cities	Increased: networks; cross-sector relationships; local engagement	Increased: individual & organizational social capital	Increased: new enterprise activity/growth 	Financial Investment 	Economic and Social Impact
Between Collaborative Cities	Networks across collaborative cities; shared learning	Increased: cross-city social capital	Cross-city collaboration btw. entrepreneurs	Cross-city investment opportunities	Economic and Social Impact
Among "New" Cities	Increased Knowledge	Increased Engagement	Increased Action	Collaborative Participation	Economic and Social Impact

Over the two year period, we expect each participating city will gain additional knowledge, diverse networks and investments that will help to accelerate their local entrepreneurial communities, leading to increased and sustained measurable economic and social impact.

This impact can include:

- a) Increased awareness, engagement, and subsequent social capital, among emerging entrepreneurs/leaders and local citizens as they gain the confidence and competence to work with others in order to drive change in their own neighborhoods/communities and the world;
- b) Increased entrepreneurial activity resulting from the enhanced capacities and connections;
- c) More business and social entrepreneurs coming from, and working in, low income communities, and communities of color, in each of the cities.
- d) Increased private and public financial investment in the emerging entrepreneurial economy;
- e) Increased jobs and economic growth in diverse sectors;
- f) Measurable social impact in neighborhoods/communities/cities - such as increased access to health care, improved high school graduation rates, decreased poverty rates, etc. - that is driven by local entrepreneurial activity.

Additionally, we anticipate that through this collaboration, city leaders and local entrepreneurs will discover dynamic ways to collaborate and grow the power of the network. This in turn, will lead to opportunities for entrepreneurial collaboration and expansion as well as cross-city and regional investment opportunities. All of which can help accelerate entrepreneurial impact within and across the participating cities.

Finally, through dissemination of the best practices and lessons learned through the collaborative's national learning platform, and individual team members' networks (i.e. Aspen Institute and Urban Institute's networks), we hope that a growing number of cities will become smarter about how to develop their entrepreneurial ecosystems and will embark on a similar set of strategies – ideally within the collaborative network.