

The State of Economic Development Organizations:

A Summary of the Capacity Building Survey

Pioneer Valley Planning Commission
Regional Information Center
September 9, 2003



What is Capacity?

Five dimensions of capacity are:

- Organizational
- Resource
- Programmatic
- Networking
- Political

Source: Glickman, Norman J., and Lisa Servon. 2003. "By the Numbers: Measuring Community Development Corporations' Capacity." *Journal of Planning Education and Research* 22:240-256.



Organizational Capacity

□ Strengths

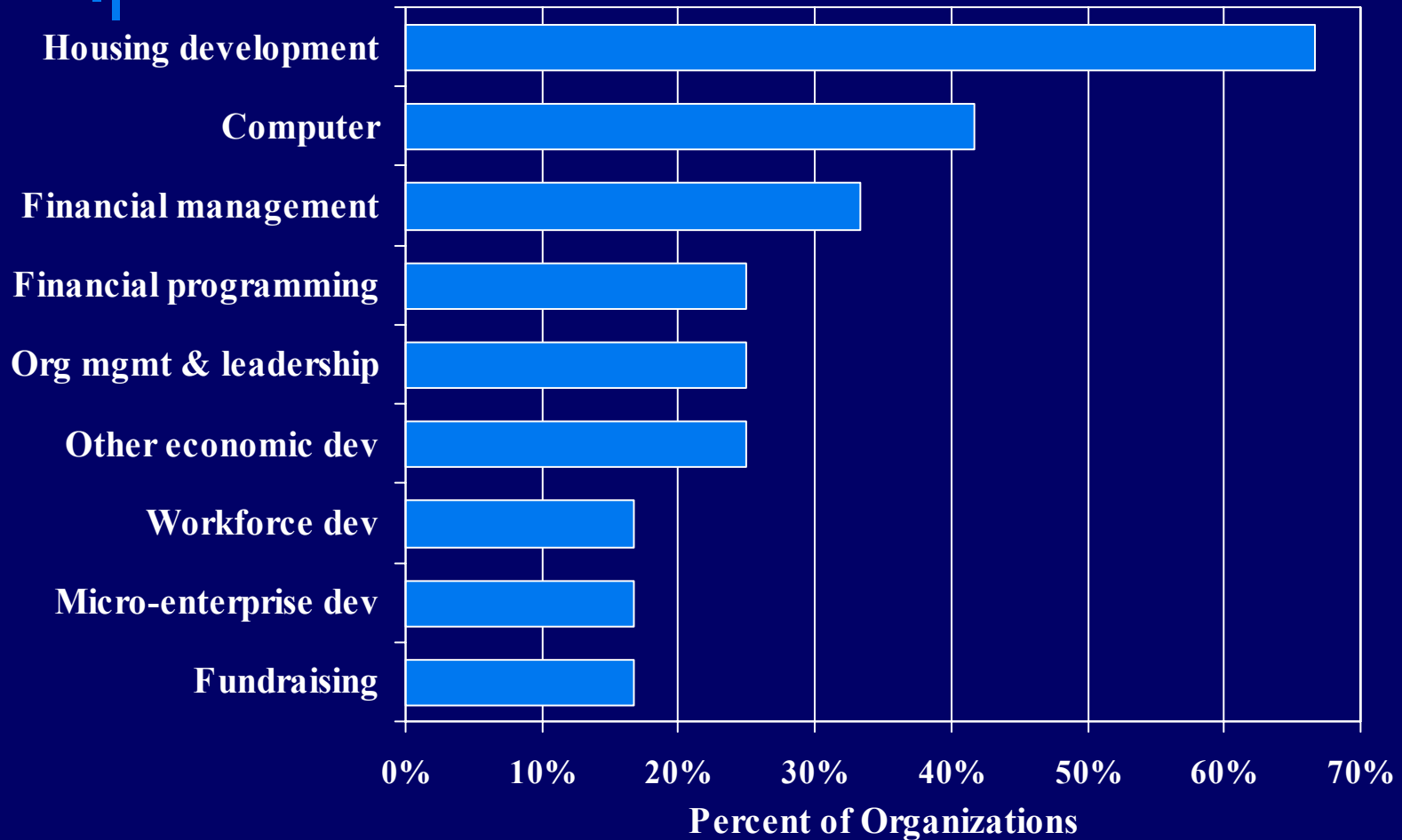
- Increase in number of staff (1998-2003)
- Some staff training
- Community participation on boards
- Active strategic planning
- High technological proficiency

□ Weaknesses

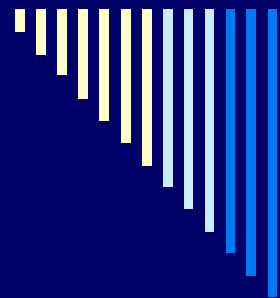
- HR infrastructure
- Board composition
- Board involvement
- Fundraising Capacity (staff, board)



Staff Training



Board Members Involvement





Resource Capacity

□ Strengths

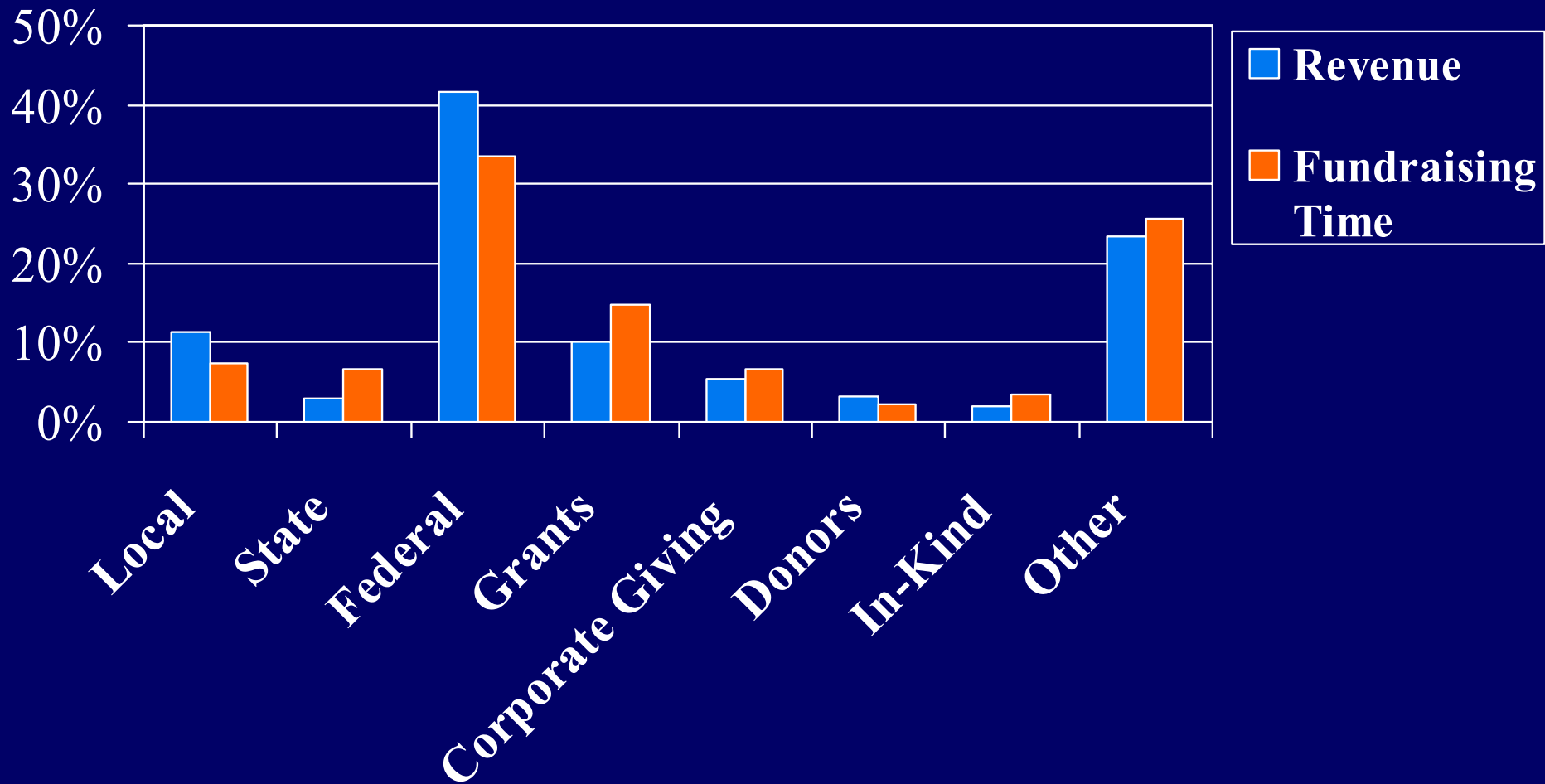
- Five organizations have sustainable income from rent, fees or products
- Share of time and revenue are relatively equal
- Fifty four percent success rate in grant proposals

□ Weaknesses

- Eight organizations have at-risk revenue streams
- Extreme variation in success of grant proposals



Fundraising and Revenue





Programmatic Capacity

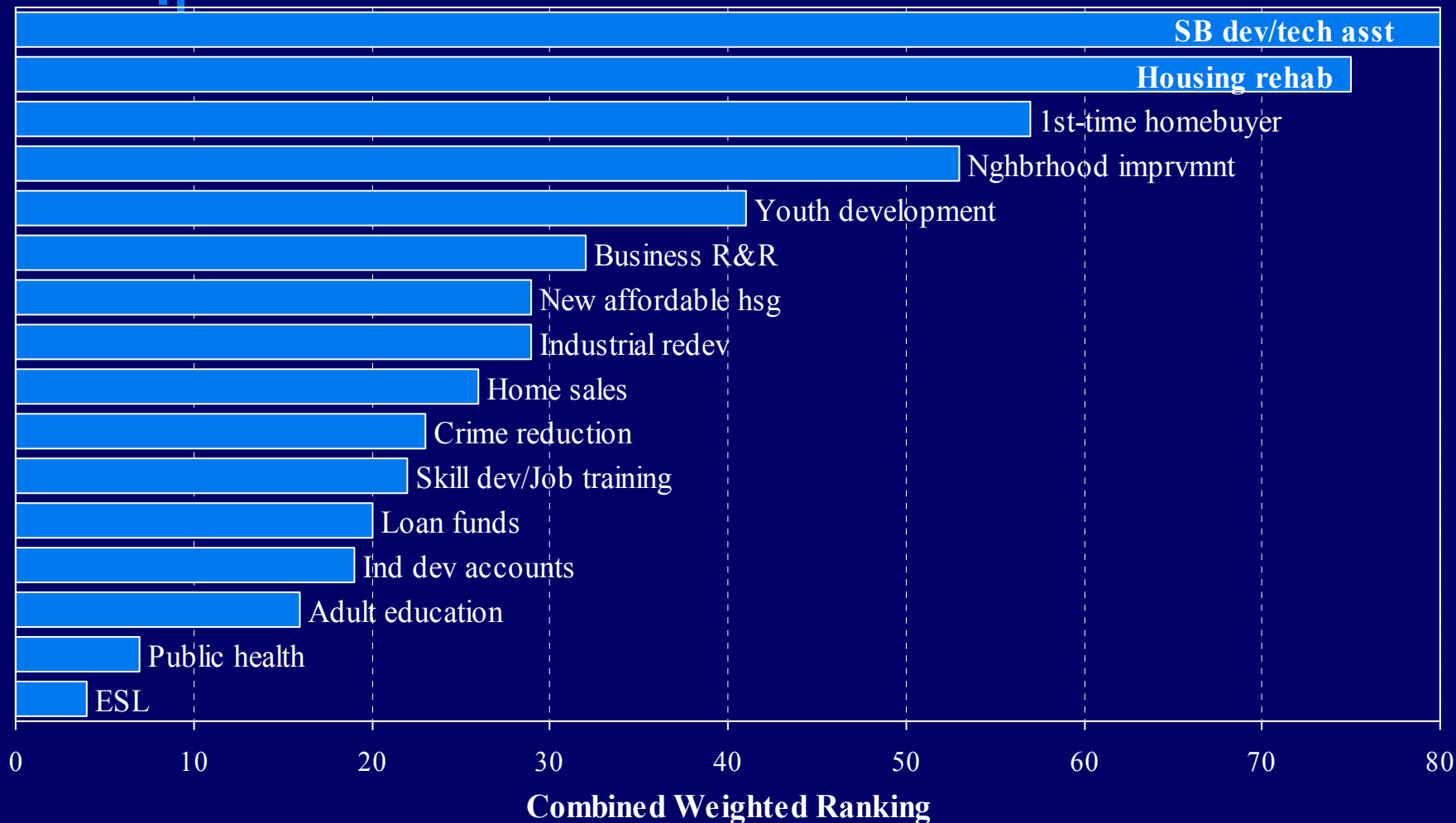
□ Strengths

- Diverse array of programs offered
- Active assistance in launching new business (53) and housing rehab (58)
- Combined loan fund assets of \$9M
- Over half of organizations own property

□ Weaknesses

- Small number of workforce related programs (grown recently)
- Concentration of small business development and housing rehab by a few organizations
- Widely varied outcomes by size of organization

Programmatic Priorities





Networking Capacity

□ Strengths

- Half of respondents report joint ventures
- Private sector support via board membership

□ Weaknesses

- Half of respondents report no joint ventures
- Lack of hands on support from private sector



Private Sector Partner Support





Political Capacity

□ Strengths

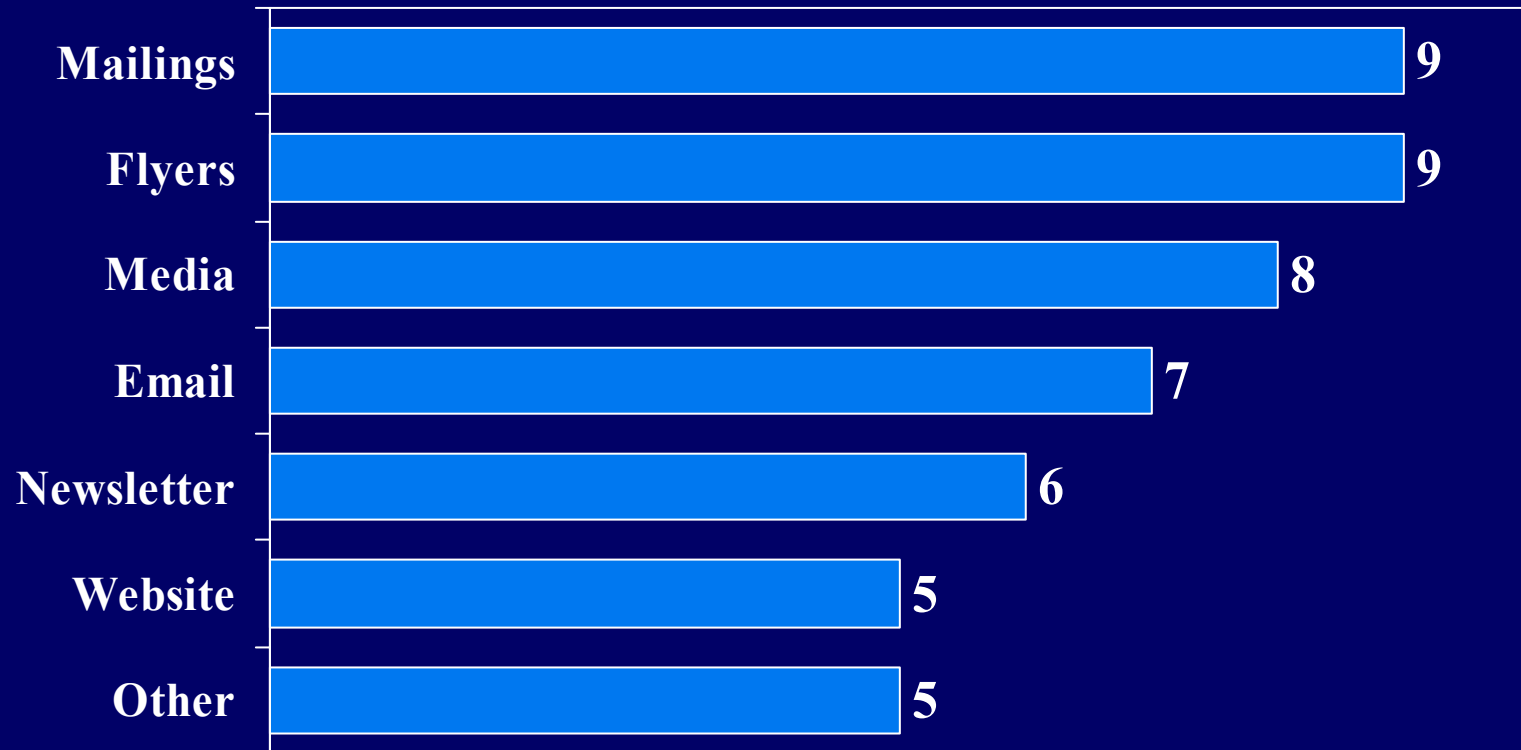
- Communication via mailings and flyers
- Local support in form of state & federal pass-through grants
- Strong ties to State Senators and Representatives

□ Weaknesses

- Using technology for communication
- Participation in local decision making
- Connection to local government



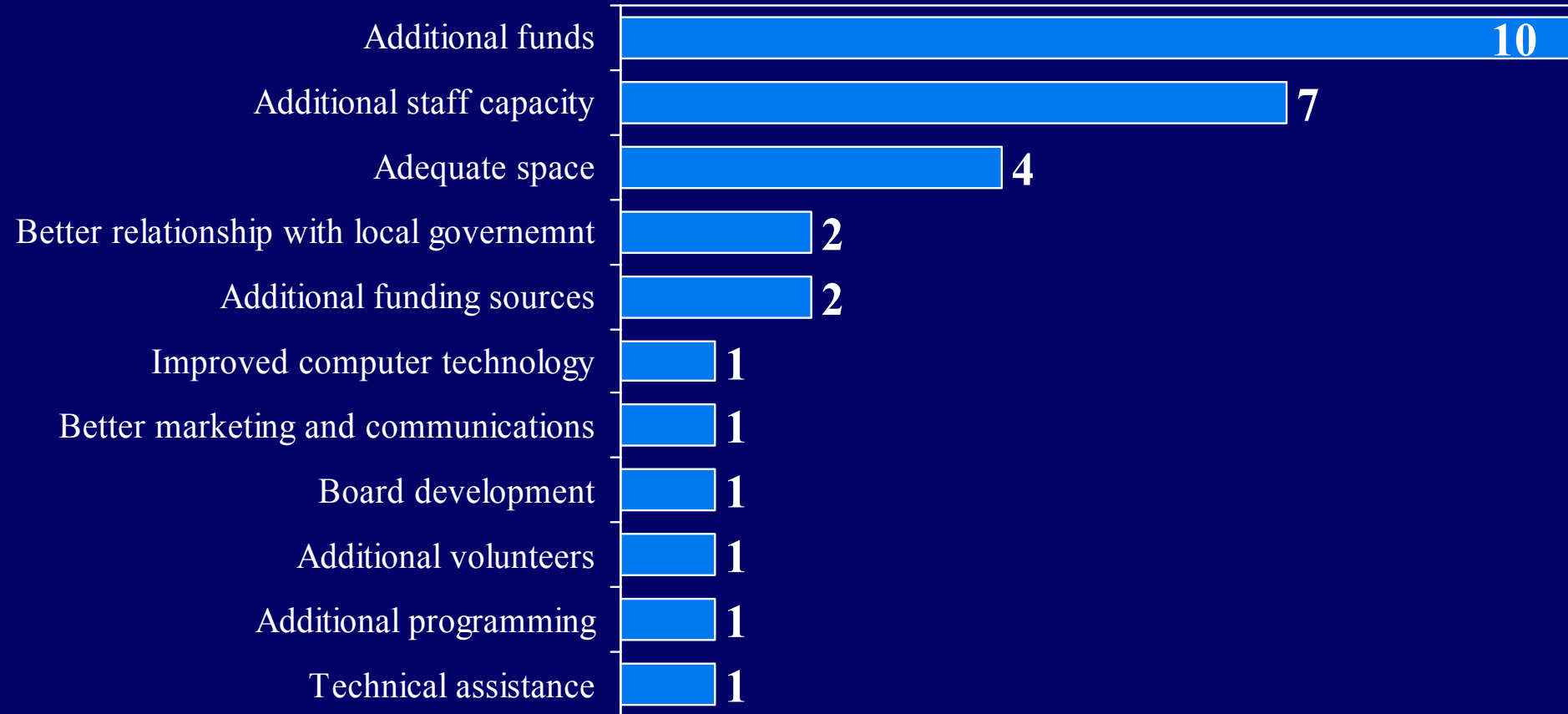
Communication Vehicles



Number of Organizations



Responses to Unmet Needs Question



Number of Times Mentioned



Planning for the Future

- Funding
- Networking and Communications
- Board Development
- Staffing Capacity