



National Reports and Studies

2001 Practitioner's Guide to Federal Resources for Community Economic Development, February 2001. This book provides descriptions, contact information, current program status, and additional research resources for the majority of Federal programs that revitalize low- and moderate-income communities. NCCED members can login to the "Members Only" page and view the book online <http://www.ncced.org>

2002 FIELD MIS Software Review. This 65 page software review, a companion document to the MIS for Microenterprise manual, contains detailed reviews and comparisons of 11 major commercial software products designed for use in the microenterprise field. A \$20 purchase, this publication would be a valuable tool to any practitioner interested in developing or enhancing an MIS system.

Abell, Barbara. **Supermarket Development: CDCs and Inner City Economic Development**, 80 pages, 1998. A case study book of 16 successful supermarket development projects by CDCs. Examines the role of the city, the supermarket operator, the number of jobs created, and sources of financing. <http://www.ncced.org> **Price: \$20.00**

A Bibliography: Microenterprise in the U.S. An extensive bibliography of microenterprise resources prepared by The Institute for Social and Economic Development (ISED). For more information and resources from ISED, visit www.ised.org

Bartlett, Joseph W. and David Ehrenfest Steinglass. **Standard Documents for Community Development Venture Capital Transactions**. This book contains a collection of boilerplate documents, including a review of model social covenants, designed to provide community development venture capital practitioners with a road map of issues of which one should be aware in making a private equity investment (or soliciting one). These documents are derived from a variety of transactions over the course of decades. Although they represent the lessons of those years of experience, they should not be used as - and are not intended to be - a substitute for the advice of a lawyer familiar with a specific transaction and the state laws that govern that transaction. (To order see: <http://www.iedonline.org>)

Benchmarking Practices to Achieve Customer Driven Economic Development, 103 pages, April 1996. Evaluating the progress of economic development programs is becoming increasingly important to justify the efforts and investments made in them. Based on the best thinking in the field and a survey of how performance is being measured by various kinds of economic development agencies and organizations, this report provides an overview of best practices, a critical review and analysis of the effectiveness of program measurement and an approach to designing and implementing a benchmarking program. Features case studies of best practices and representative efforts at designing and applying performance measurements in each of these areas. To order see: <http://www.iedonline.org>

Business Incentives Reform Clearinghouse, CFED, 2001, 2000, 1999. Critiques the common practice of offering incentives—often in the form of preferential tax consideration—to attract and retain businesses, primarily at the state and local levels. Most economists and policy analysts agree that incentives waste scarce public resources, subsidize shareholders, foster unfair competition, and divert the attention of policymakers from other issues that could lead to additional job creation and a better business climate. This online resource offers ideas, vignettes, alternatives, models, legislation, and other tools for development professionals who seek to reform business incentive practice. **Price: Free online**

Community Development Financing: Coming Up With the Money, Federal Reserve Bank of St. Louis, 2002. This guide was created for people who are unable to attend the community development finance workshops. Users of this guide will be able to familiarize themselves with the basics of the sort of financing that is crucial today for getting needed development projects off the ground. These are the types of projects that might not be undertaken without broad community support, projects such as affordable housing or downtown revitalization.



This self-guided workbook includes usable worksheets and is available at no-cost. Download online: www.stlouisfed.org or order directly by calling: 800-333-0810

Converting Brownfields to Green, December 2001. Shows that many communities are finding unique social, economic, and environmental benefits from turning brownfields into parks and open space—benefits such as recreation opportunities and transportation choices, restored natural environments, improved community appearance and perception, and higher surrounding property values. The report includes 25 case studies illustrating innovative brownfield redevelopment projects in the United States and provides information on funding sources, liability, and creative partnerships. The publication is intended to help local practitioners develop their own strategies for creating valuable public green spaces from brownfields. To order see: <http://www.iedconline.org>

FIELD Best Practice Guide: Vol. 1: Entering the Relationship: Finding and Assessing Microenterprise Clients. This training module explores how program practitioners can conduct market research, develop effective marketing strategies and appropriately screen and assess incoming clients. Each of these topics is discussed in depth, along with lessons and findings based on research into best practices in use in the microenterprise industry today. Also included is a set of tools practitioners can use to adapt these best practices to their own institutions. [Download PDF](#) or [Order Printed Copy](#).

Food Marketing Institute's Urban Initiatives Task Force Recommendations, May 1993. A description of FMI's Urban Initiatives Task Force and its commitment and recommendations for serving the inner city. Members of the Task Force has toured disadvantaged communities and talked with community leaders about the challenges and opportunities presented by efforts to revitalize neglected neighborhoods. The Task Force lists the following key points as a part of their findings:

There are many important neighborhoods that are vastly underserved when compared with suburban areas.

- There are many challenges and barriers to meeting the needs of underserved populations, including the availability of land, bureaucracy and regulation.
- Many supermarket companies are operating a number of stores in these areas very successfully.
- There are outstanding success stories involving supermarket operators, community development corporations and city governments.
- There are impressive and unique business-community partnerships furthering training and education for youth, particularly youth at risk.

For Good Measure: Performance of the Microenterprise Industry. This report provides: an in-depth look at the performance of the microenterprise development field; insight into what "best" performance looks like; a sense of trends in the field drawing on multi-year MicroTest program data; and data programs can use to compare their microenterprise program's performance to their peers. Also included are extensive data tables of multi-year MicroTest data.

Incentives: A Guidebook for an Effective and Equitable Policy, 80 pages, January 1996. The granting of incentives by states and localities to attract businesses, to help incumbent businesses expand and to encourage economic development impact projects is a major subject of interest. How can state and local governments get what they want from incentive deals without jeopardizing their financial position? What is a reasonable level of incentives for both the government and the company being assisted? This guidebook examines best practices being employed by states, regional entities and local governments to help new and existing businesses and to maintain a healthy economic climate. Features effective policies in holding companies to performance standards, models for assessing the fiscal impact of an incentive package, and various tools applied as incentives. (To order see: <http://www.iedconline.org>)

Inner-City Shopper, Preliminary Findings (June 1998): Today the inner city is perceived as an impossible business environment plagued by high real estate costs, costly regulations, crime, high taxes, and poor consumers. The reality is that the inner city, despite real and perceived challenges, is a large untapped retail frontier with a promising future. This inner city retail opportunity is the subject of a study by Management Horizons, A Consulting Division of Price Waterhouse LLP in partnership with the Initiative for a Competitive Inner



City (ICIC), a national not-for-profit organization founded by Harvard Business School professor Michael E. Porter.

Management Horizons and ICIC have conducted a consumer survey of households in the inner city. The objective of this first national consumer survey of inner city households was to:

1. Determine inner city consumer preferences.
2. Highlight preferred store types among inner city consumers.
3. Compare preferences to non inner city consumers.
4. Identify disproportionate spending categories among inner city consumers.

Lovorn, Jr., John M. ***100 Do's and Dont's for Economic Developers***, CED. This book was created in an effort to help the new economic developer in the local community. (To order see: <http://www.iedonline.org>)

Microenterprise Works: Success Stories Across the Nation, 36 pages, 2000. The booklet features six stories of entrepreneurs who faced personal struggles and challenges, yet, with the help and assistance of local microenterprise development programs, succeeded in stepping out of poverty and developing successful businesses. Stories cover the states of Maine, North Carolina, Utah/Colorado, Illinois, Maryland, and Michigan, and feature AEO members Coastal Enterprises, Mountain Microenterprise Fund, Utah Microenterprise Loan Fund, ACCION Chicago, FINCA USA, and Grand Rapids Opportunities for Women. The booklet is also available online. <http://www.microenterpriseworks.org/links/resources.htm>

Microenterprise Fact Sheet Series. The Microenterprise Fact Sheet Series was developed to provide more comprehensive information about the various aspects of microenterprise development. This series of six fact sheets addresses the following topics: overview of microenterprise, designing a microenterprise program, microlending, training and technical assistance, public funding sources, and outcomes of microenterprise. <http://www.microenterpriseworks.org/links/resources.htm> to download or order fact sheets. The Microenterprise Fact Sheets have been developed by FIELD (the Microenterprise Fund for Innovation, Effectiveness, Learning and Dissemination) in collaboration.

Moving Into Economic Development: CDCs and Job Creation, 21 pages, 1998. Provides tips for making the transition from developing only housing to job creation projects. Provides an overview of several job creation strategies, including small business lending, commercial development, and business incubators. Gives examples from specific CDCs that have made this transition. <http://www.ncced.org> Price: \$20.00

National Survey of Urban Economic and Community Development Models, Local Initiatives Support Corporation, 1999. Prepared by LISC for the Connecticut Department of Economic and Community Development in 1999, this report examines 18 separate economic development models that have successfully promoted urban competitiveness in communities around the country. The 18 profiles present a look at the program mechanics, structure and impact, and include first-hand accounts of lessons learned from program leaders and participants. The report also identifies a set of characteristics common to each program, which fall into four categories: (1) Quality urban education models linked to workforce development; (2) Programs and services supporting successful transition-to-work; (3) Successful urban entrepreneurial strategies and resources; (4) Effective incentives and tools to promote inner city development. (downloadable online: www.liscnet.org).

Proscio, Tony. ***Smart Communities: Curbing Sprawl at its Core***, 2002. Can community development and Smart Growth find common cause, share a common agenda, and serve mutual interests? Or are the aims of individual neighborhoods, resident-led development organizations, and central-city reinvestment necessarily at odds with those of regional planning and reduced sprawl? Downloadable online: www.liscnet.org

Real Estate Redevelopment and Reuse: An Economic Practitioners Guide, 248 pages, September 2000. Serves as a reference and how to manual for economic development professionals looking to redevelop property and areas. It covers topics such as building reuse options, land assembly, public participation, parking, financial analysis, economic impact, environmental issues, developer requests for proposals, and developer approvals and agreements. The publication discusses various private, federal, state and local sources of funding and the



strengths and weaknesses of each. The book also summarizes the characteristics of building reuse through a survey of 57 projects across the country. To order see: <http://www.iedconline.org>

Reclaiming the Land: Successful CDC Brownfield Redevelopment Projects, 52 pages, 1999. A case study book of 15 CDCs that have redeveloped brownfield sites. Case studies include information on type of pollution, clean-up methods and cost, type of project placed on redeveloped site, and financing. Obstacles encountered by the CDCs and how they were overcome is also included. <http://www.ncced.org> **Price: \$20.00**

Retail as a Catalyst for Economic Development, 104 pages, 2001. Discusses how municipal officials and retail real estate professionals can understand each other's needs and goals and find a successful common ground. Six illustrated case studies demonstrate the challenges and possibilities of public-private partnerships. (To order see: <http://www.iedconline.org>)

Revisiting Inner-City Strips: A Framework for Community and Economic Development, Economic Development Quarterly (May 2000): This article focuses on the commercial strips of the American inner city, many of which are currently characterized by major decay and disinvestment. After a brief historic overview of the evolution and decay of inner-city commercial strips, the article turns to fieldwork research. The study uses case studies from Los Angeles for an assessment of the current economic environment of inner-city strips. Drawing information from surveys of inner-city residents and merchants along three corridors and focus group research with merchants along a fourth corridor, the article reports the perils and potential of business development along the strips and outlines suggestions for economic improvement and community development.

Self-Employment Initiatives: How to Promote and Finance Micro-Enterprises. National Council for Urban Economic Development, 64 pages, 1988. Discusses creative ways to help very small businesses and cottage industries. Addresses the importance of training and capital to micro-enterprises. Examines financing needs for micro-businesses and the capacity for localities to address these needs. <http://www.ncced.org> **Price: \$20.00**

Taking Advantage of the NMTC: Case Study Scenarios, The National Congress for Community Economic Development and The Reznick, Fedder and Silverman Accounting Firm. March, 2002. This report provides three different case scenarios illustrating the ways in which the New Markets Tax Credit (NMTC) may be utilized. Specific areas addressed include Commercial Real Estate Development, Direct Business Investment, and a Revolving Loan Fund. Both Development financial statements and annual statements are provided as is a step by step chart of the deal. A projected budget and flow chart is provided for ease and understanding. The article also provides a brief overview of the NMTC and Community Development Entities (CDE). To order: Contact NCCED at (202) 289-9020 or visit <http://www.ncced.org>

The Business Case for Pursuing Retail Opportunities in the Inner City (June 1998): The Boston Consulting Group in partnership with the Initiative for a Competitive Inner City has conducted a study of principally six inner city markets--Atlanta, Boston, Chicago, Harlem, Miami and Oakland. Collectively, these markets provide a critical mass of information that is applicable to inner-cities nationwide. Within each city, the study examined the following sectors: grocery, apparel, mass merchant, pharmacy, fast food, and other.

The Equity and Near-Equity Investment Primer: A Tool for Community Development Investors, This Primer is designed to provide community development investors, advisors, lenders and other interested parties with a basic understanding of equity and "near-equity" investing. It provides a concise overview intended for those without extensive backgrounds in private equity investing, a glossary of common equity terms and chapters on four specific deal structures that span the spectrum between debt and equity. (To order see: <http://www.iedconline.org>)

The Whole Agenda: The Past and the Future of Community Development, Local Initiatives Support Corporation, 2002. *The Whole Agenda*, produced by Local Initiatives Support Corporation (LISC), describes the broad-based achievements community development corporations (CDCs) have made over the past several decades, where the community development industry is headed, and what this means for inner city and rural neighborhoods across America. It was commissioned to provide community development funders, supporters and advocates with a better understanding of how far our industry has come, where we stand today, and how we can



most effectively work together to respond to the challenges inner city neighborhoods and rural areas will face in the coming years. (downloadable at www.liscnet.org)

What Is Economic Development?: A Primer, 95 pages, January 1996. This primer explains the various programmatic components of an economic development strategy from business attraction/retention to technology, exporting and telecommunications infrastructure. Details issues being addressed by economic development efforts in communities and regions across the country. Describes goals set to achieve healthy economies and state, regional, local and community-based efforts. Discusses trends and forces affecting economic development in the foreseeable future. To order see: <http://www.iedconline.org>

Schweke, William, Carl Rist, and Brian Dabson. **Bidding for Business: How Cities and States Sell Themselves Short**, 1994. Proposes new guidelines to govern the responsible use of development incentives and offers 24 specific recommendations to federal, state, and local governments on how to curb the worst types of incentives to make them more fiscally responsible. In short, this report is the resource policy makers need to increase the cost-effectiveness and accountability of development incentives. **Price: \$18.00**

Magazine Articles

Ferguson, Dr. Bruce, and Barbara Abell. **The Urban Grocery Store Gap**, Commentary, Winter 1998. Describes three strategies for revitalizing food markets in central cities:

- A few city governments, including Dallas and Rochester, have galvanized competition among supermarket operators for the grocery store dollar.
- CDCs, such as New Community Corporation in Newark, have demonstrated a comparative advantage in the ownership and some aspects of the development of supermarket-anchored central city shopping centers.
- A few supermarket operators, such as Fiesta Mart Inc. in Houston and Finast in Cleveland, have learned how to serve and prosper in ethnic, mixed-income neighborhoods.

Fisher, Christy. **City Lights Beckon to Business**, American Demographics, October 1997. Discusses the demographic profile of the underserved inner city. The work of the Initiative for a Competitive Inner City is cited.

Francese, Peter K. **Big Spenders**, American Demographics, August 1997. A description of American consumer spending and current trends related to spending by category.

Kaufman, Leslie. **Supermarket Solutions**, Newsweek, August 11, 1997. Describes the success of CDCs in partnering with grocery retailers in the inner city.

Kline, Kelly and Jim Schutz, AICP. **Getting in on the Ground Floor**, Planning, August, 2001. Discusses the use of zoning ordinances to require retail development in the downtowns of several cities.

Knack, Ruth Eckdish, AICP. **Downtown Where the Living is Easy**, Planning, August 1998. Discusses the connection between attracting new residents to downtown areas and providing supporting retail.

Mogelonsky, Marcia. **Meet the Inner City Shopper**, American Demographics, December 1998. An article based on **Inner-City Shopper, Preliminary Findings** a study by Management Horizons, A Consulting Division of Price Waterhouse LLP in partnership with the Initiative for a Competitive Inner City (ICIC) described on page 2 of this document.

Porter, Michael E. **The Competitive Advantage of the Inner City**, Harvard Business Review, May-June 1995. Proposes a radically different approach to revitalizing the inner city. A coherent economic strategy should replace the social programs of the past as the main focus of efforts at revitalization. A sustainable economic base can be created in the inner city, but only as it has been created elsewhere: through private, for-profit initiatives and investment based on economic self-interest and genuine competitive advantage - not through subsidies, preference programs, or expensive efforts to stimulate activity in tangential fields such as housing, real estate, and neighborhood development.