

RESOLUTION NO. 08-032

A RESOLUTION AUTHORIZING THE COMMITMENT OF THE PAYMENT OF \$31,250 TO THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL CONTINGENT ON THE CITY OF PORT ARTHUR SECTION 4A ECONOMIC DEVELOPMENT CORPORATION AND OTHER ENTITIES PROVIDING COMMITMENTS FOR THE \$93,750 AND THE RECEIPT OF A DETAILED CONTRACT WITH AGREED TIMETABLES AS TO PAYMENTS AND DELIVERABLES

**WHEREAS**, the City of Port Arthur desires to enter into an agreement with the International Economic Development Council (IEDC) to prepare an economic development strategy focusing on downtown and Pleasure Island; and

**WHEREAS**, the International Economic Development Council (IEDC) has submitted a proposal to complete the scope of services for \$125,000, which is attached hereto as Exhibit "A"; and

**WHEREAS**, the City Council authorizes the commitment of the payment of \$31,250 contingent on the City of Port Arthur Section 4A Economic Development Corporation and other entities providing commitments for the \$93,750; and

**WHEREAS**, unless other entities provide commitments for funding of \$93,750 by August 1, 2008, this resolution will be null and void; and

**WHEREAS**, a detailed contract with agreed timetables as to payments and deliverables needs to be provided.

**NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY**

OF PORT ARTHUR, TEXAS:

Section 1. That the facts and opinions in the preamble are true and correct.

Section 2. That the City Council herein authorizes the commitment and payment of \$31,250 contingent on, (a) the City of Port Arthur Section 4A Economic Development Corporation and other entities providing commitments for the \$93,750, and (b) the receipt of and approval of a detailed contract with agreed timetables as to payments and deliverables being provided.

Section 3. That if the other entities do not make a commitment by August 1, 2008 and if a detailed proposed contract, with agreed timetables as to payments and deliverables are not provided by August 1, 2008, then this Resolution is null and void.

Section 4. That this Resolution is further contingent on the City Council's approval of the budget amendment, as contained in Proposed Ordinance No. 5839.

Section 5. That a copy of the caption of this Resolution be spread upon the Minutes of the City Council.

READ, ADOPTED AND APPROVED on this 29<sup>th</sup> day of

January, A.D., 2008, at a Meeting of the City Council of the City of Port Arthur, Texas, by the following vote: AYES:

Mayor Prince; Mayor Pro Tem Sinegal;  
Councilmembers Chatman, Jones, Beard,  
Williamson and Lewis

NOES:

None.

Deloris Preice  
MAYOR

ATTEST:

Terri Hanks  
ACTING CITY SECRETARY

APPROVED AS TO FORM:

Mark Sobole  
CITY ATTORNEY

APPROVED FOR ADMINISTRATION:

[Signature]  
CITY MANAGER

APPROVED AS TO THE AVAILABILITY OF FUNDS:

Rebecca Underhill  
DIRECTOR OF FINANCE

## **EXHIBIT “A”**


*Dib 1/12/08*

**RECEIVED** *Copy Mayor + Council /*  
*Treas.*

JAN 22 2008

**LEGAL DEPARTMENT**

*M. H.  
Harvey  
O-k  
me*



**IEDC PROPOSAL and  
QUALIFICATIONS PACKET**

Presented to  
**PORT ARTHUR, TEXAS**

November 21, 2007



INTERNATIONAL  
ECONOMIC DEVELOPMENT  
COUNCIL

Submitted by:

**THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL**

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Jeffrey A. Finkle, CEcD  
President & CEO



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November 21, 2007

Mr. Carl R. Griffith  
Carl R. Griffith & Associates, Inc.  
2901 turtle Creek Dr., Ste. #101  
Port Arthur, TX 77642

Dear Mr. Griffith:

It was a pleasure to meet you on my recent trip to Port Arthur. From that visit, we understand that the City of Port Arthur has identified the need for an economic development strategy, focusing on the downtown and Pleasure Island. We are pleased to have the opportunity to share our experience and services for an International Economic Development Council (IEDC) role in that process.

The primary mission of IEDC is to provide leadership and excellence in economic development for communities, members, and partners worldwide. We draw on the experience of our over 4,500 members to help develop and revitalize local and regional economies. IEDC's Advisory Services and Research Department assists communities in their economic development efforts through client-oriented technical assistance and customized research. Our membership base of local and state government officials, industry professionals, and private consultants, serves as a key resource for identifying best practices.

Our technical assistance ranges from helping cities develop economic development strategic plans to assisting at-risk urban neighborhoods with small-scale revitalization and development. We have provided comprehensive economic development plans for Prince George's County Maryland; Tulsa, OK; Abilene, TX; Hull, UK; Feicheng, China; Rock Hill, SC; and Charlotte, NC. We've also provided strategic planning work for Columbus, OH; New Orleans, LA; Hamilton County, OH; Dallas, TX; Wheeling, WV; King County, Washington; and Washington, DC. The attached qualifications provide more detail about the breadth and depth our work on these and other projects.

Enclosed is an overview of an economic development strategic planning process, part of the IEDC Proposal and Qualifications Packet. We propose a process that includes five major steps: 1) Kickoff Meetings, 2) Economic Assessment, 3) Planning Meetings & Research, 4) Subcommittee Plans, and 5) Consolidated Economic Development Strategic Plan. This approach includes a focus on community participation, and we place particular emphasis on engaging the business community. We are available to discuss your particular challenges and opportunities to refine the proposal and planning process to address the specific needs of Port Arthur.

Sincerely,

Jeff Finkle, CEcD  
President & CEO

- IEDC Proposal
- IEDC Statement of Qualifications
- IEDC Past Work
  - . Economic Development Strategic Planning
  - . International Technical Assistance and Strategic Planning Projects
  - . Economic Development Research and Analysis

# **Economic Development Strategic Planning for Port Arthur, Texas**

International Economic Development Council (IEDC)

The city of Port Arthur, Texas has identified the need for an economic development strategy, focusing on the downtown and Pleasure Island. After recovering from hurricane Rita, the city is in a position to grow its economy and improve the quality of life. There is considerable oil and gas investment anticipated over the next half-dozen years. Given this economic activity, the city sees the opportunity to develop a sustainable economy with a high quality workforce and services for residents and visitors. IEDC proposes an economic development plan that focuses on those objectives with particular emphasis on the downtown and Pleasure Island.

## **SCOPE OF SERVICES**

IEDC will facilitate a comprehensive process to develop an economic development strategic plan for Port Arthur, Texas. IEDC will work with the city through a series of issue-specific subcommittees that will provide stakeholder input and involvement into the planning process. We will facilitate a kick-off meeting, subcommittee meetings, and a final consolidated session with all of the subcommittees. IEDC will supplement this process through research on best practices. The final output will be a draft and final strategic plan.

The strategic planning process is comprised of the following steps:

- I. Kickoff Meetings
- II. Economic Assessment
- III. Planning Meetings, Research
- IV. Subcommittee Plans
- V. Consolidated Economic Development Strategic Plan

To prepare for the planning process, the city will develop a committee of approximately 20 to 30 public and private leaders willing to participate in the planning process. The participants will be divided into subcommittees to address specific geographic or topic areas.

### **Task I. Kickoff Meetings**

To get the process started, IEDC will facilitate a series of initial meetings. The initial plenary meeting would include all members of the subcommittees and other stakeholders the city identifies. This meeting will allow IEDC and city leaders to provide an overview of the strategic planning process, the subcommittee structure, and discuss goals and timelines for the process. The session would feature a discussion of goals and objectives for the overall plan. The four to six subcommittees will be formed from a larger, 20-30 person committee selected at the beginning of this process. The city will need to designate and arrange for the meeting location and invite attendees as specified later in this proposal. IEDC will work with the committee chair and subcommittee chairs to jointly facilitate the plenary and subgroup meetings.



Following this plenary meeting, IEDC staff would meet with each subcommittee to develop a subcommittee specific SWOT analysis and begin drafting goals, strategies, and actions. IEDC will meet with each subcommittee, beginning immediately after the plenary meeting, for two hours over a two and a half day period.

We anticipate the planning process to lead to needs for further research and understanding of particular topics to move forward with creating sound economic development strategies. IEDC will work with city staff and the subcommittees to identify topics for supplemental research. The IEDC team will conduct the research and present findings in three to four technical memorandums. The memos will describe the research findings and highlight practical conclusions for Port Arthur. As a practitioner driven organization, IEDC is adept at identifying best practices that are very relevant to local communities.

*Deliverable: Facilitate initial plenary and subcommittee meetings. Provide written summaries of the initial plenary and subcommittee meetings AND provide written description / outlines of the supplemental research and research memorandum due dates.*

## **Task II. Economic Assessment**

The purpose of this task is to provide a common base of knowledge to establish the goals and objectives of the strategic plan and process. IEDC will assess overall economic trends and characteristics for Port Arthur including the downtown and Pleasure Island. This will include, but not be limited to:

- Demographics,
- Employment and tax base,
- Business and industrial sectors,
- Real Estate (housing, office, industrial, retail, & mixed-use),
- Transportation,
- Existing and proposed city economic development programs, projects, policies, and tools
- Comparative analysis of key trends and characteristics to nearby jurisdictions

It will also include a preliminary analysis of city strengths, weaknesses, opportunities, and threats (SWOT). To conduct this work, IEDC will review existing literature and data and interview key public and private leaders. These interviews will take place concurrently with the initial site visit that includes the Task I kickoff meetings. IEDC will prepare a draft report, deliver it to the city, and revise it based on city comments.

*Deliverable: Economic Assessment Report and a summary PowerPoint presentation.*

## **Task III. Planning Meetings**

This phase will focus on developing each subcommittee's component of the plan. It will include independent work by the subcommittees and IEDC-facilitated sessions.

### *Independent Meetings*

Subcommittees are encouraged to meet independently throughout the planning process. At a minimum, each subcommittee will meet once independently during the time between IEDC's

first and second visits to refine their goals, strategies and actions. The city may wish to assign city staff to assist the subcommittees with their independent work. During this time, IEDC will perform research for three to four of the subcommittees as decided in the first phase.

#### *IEDC Facilitated Meetings*

Over a three-day period IEDC will assist the subcommittees to further refine and begin finalizing their goals, strategies and actions. Additionally, the subcommittees will begin to identify resources and responsible parties for the actions developed. IEDC will present initial research findings, including the economic development assessment, to aid this process. IEDC will facilitate a meeting of representatives from each subcommittee. This “cross-cutting” meeting will begin the process to prioritize actions for the overall strategic plan.

*Deliverables: Facilitate plenary and subcommittee meetings, provide written summaries of all IEDC-facilitated meetings, economic development assessment report.*

#### **Task IV. Subcommittee Plans**

This phase will include finalizing each subcommittee’s plans. IEDC will facilitate a final strategic planning session with each of the subcommittees to bring the subcommittee process to a close. Prior to the meetings, IEDC will provide members with final research memorandums. IEDC will work with each subcommittee to finalize their action plan and will prepare each subcommittee’s final draft action plan. In addition, IEDC will consolidate each of the subcommittee’s plans into a draft final economic development action plan for review by the city and subcommittee participants.

*Deliverables: 3-4 research memorandums  
Facilitate subcommittee meetings,  
Subcommittee action plans,  
Draft consolidated strategic plan*

#### **Task V. Consolidated Strategic Plan**

In this final phase, IEDC will assist the city to prioritize the goals, strategies and actions drafted by the subcommittees by facilitating a plenary meeting with city staff, subcommittees, and other stakeholders as identified by the city. From this meeting and from comments received on the draft plan, IEDC will prepare the final economic development action plan.

*Deliverables: Facilitate plenary meeting,  
Final consolidated strategic plan*

#### **City Participation**

The strategic planning process is most effective with active participation by city staff and private sector volunteers. IEDC will need the city to manage the relationship with these participants by encouraging their involvement and contacting them about meetings. IEDC will work closely with city staff and committee members to develop agendas for each meeting. IEDC will need the city to arrange logistics including

- Invite representatives to Task II economic assessment interviews and secure a meeting location for those interviews,
- Schedule plenary and subcommittee meetings and Task II interviews over a compressed time period as described in the scope of services,
- Select, reserve and cover costs, if any, for meeting locations,
- Invite participants to committee and subcommittee meetings,
- Make arrangements for and cover the costs of food or refreshments, if they are to be provided for meetings,
- Make copies of final, high graphic quality strategic plan for wide distribution.

## **SCHEDULE**

The city strategic planning process involves an eight-month effort. The kickoff meetings and economic assessment interviews are held during the first month. The economic assessment takes place during the first three months and report provided in month three during the 2<sup>nd</sup> site visit. The independent meetings occur during the first and second months and the subsequent IEDC facilitated planning sessions are held in the third month. The research is prepared throughout this process with the final memorandums due at the beginning of the sixth month; IEDC also prepares the draft subcommittee plans by the sixth month. Final subcommittee plans and a draft strategic plan are prepared by the seventh month. Delivery of the final strategic plan is in the eight month. See attached schedule.

## **MANAGEMENT AND STAFFING**

Jeff Finkle, CEcD, President & CEO of IEDC will oversee IEDC's work. He will facilitate two to three plenary committee meetings and some of the IEDC facilitated subcommittee meetings. He is also available to meet separately with city leadership as necessary. In addition to his twenty years of experience directing IEDC (formerly CUED), Mr. Finkle is a frequent speaker, national media source, facilitator and trainer in economic development. Ed Gilliland, CEcD, AICP, Vice President and Senior Director of Advisory Services, will be project manager, manage IEDC's technical work, and split, with Mr. Finkle, the task of facilitating the subcommittee meetings. His seventeen years of economic development experience have encompassed all facets of economic development including strategic planning, organizational strategies, and real estate development. Mr. Gilliland directs all of IEDC's local, state, and federal contract work. He has taught IEDC training courses, authored books, and facilitated workshops. Additional staff may include Rebecca Moudry, Senior Associate and Carrie Ridgeway, Senior Associate.

## BUDGET



IEDC will complete this scope of services for \$125,000 including all professional fees and expenses. This includes four IEDC trips to Port Arthur of two to three staff on each trip for a total of ten staff trips. The budget breakdown is shown below.

Project Initiation, Kickoff meetings (includes travel for first visit)	\$20,000
Economic assessment	\$24,500
Planning meetings / site visit	\$15,500
3-4 white papers	\$29,500
Subcommittee plans / site visit	\$19,000
Final plan / site visit	<u>\$16,500</u>
Total	\$125,000

# Port Arthur's Strategic Planning Process Schedule

	Month 1				Month 2				Month 3				Month 4				Month 5				Month 6				Month 7				Month 8			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Task One: Kickoff Meetings</b>																																
Initial Research & Meeting Coordination																																
Kick-Off Plenary Meeting																																
First Subcommittee Strategic Planning Sessions																																
<b>Task Two: Economic Assessment</b>																																
Port Arthur Interviews																																
Preparation of Draft Report																																
Report presentation																																
<b>Task Three: Planning Meetings</b>																																
Subcommittees Meet Independently																																
2nd Subcommittee Strategic Planning Sessions																																
"Cross-Cutting" Strategic Planning Session																																
Research & Prepare supplemental research memos																																
<b>Task Four : Subcommittee Plans</b>																																
Submit Research Memos																																
Final Subcommittee Strategic Planning Sessions																																
Finalize Subcommittee Plans																																
<b>Task Five: Consolidated ED Plan</b>																																
Draft Economic Development Strategic Plan																																
City & Subcommittees Review Draft Plan																																
Prioritization of Strategies																																
Prepare Final Strategic Plan																																
Deliver Final Strategic Plan																																



 IEDC-facilitated meeting in city  
 Ongoing work by IEDC or other party as indicated

## **1. QUALIFICATIONS OVERVIEW OF IEDC**



## International Economic Development Council

THE INTERNATIONAL ECONOMIC DEVELOPMENT COUNCIL (IEDC), formed through the merger of The American Economic Development Association (AEDC) and the Council for Urban Economic Development (CUED), is the leading association serving economic development professionals and those in allied fields. IEDC's more than 4,500 members are committed to building local and regional economies worldwide.

The key to IEDC's reputation and steady growth is its access to a large and diverse pool of professionals and the quality of its staff. For more than 30 years, IEDC has been producing quality services that help find solutions to varied issues of economic development.

To support these endeavors, IEDC cultivates an ever-increasing wealth of resources that includes:

- A history of designing successful conferences and educational events,
- Active Advisory Services & Research department that fulfills private and government contracts,
- An extensive in-house library and an information clearinghouse that incorporates member and staff expertise, and
- Leading-edge case-study-oriented publications.

### Membership

IEDC's broad international membership includes economic development experts from both the public and private sectors. Composed of elected and appointed officials active in city, regional and state development, IEDC's members represent an array of organizations: development agencies, institutions, quasi public development corporations, neighborhood groups and nonprofit organizations. IEDC's members direct nationally recognized programs in communities from urban areas such as Miami, Florida and Portland, Oregon to smaller communities in Flint, Michigan and Abilene, Texas.

Private-sector development professionals in the worlds of financing, consulting, utilities, banking and real estate also make up a significant segment of the membership. These public and private sector professionals create a unique constituency of development practitioners who provide a tremendous source of technical and research expertise.

IEDC members are involved in a range of economic development activities including real estate development, commercial revitalization, job training, infrastructure finance, community development, export promotion, tourism development, industrial rehabilitation and location, and business financing. These members

possess a wide range of development skills such as strategic planning, marketing, financial packaging, negotiating and program management.

### **Services & Resources**

IEDC's primary mission is to develop and revitalize local and regional economies. We recognize that achieving this goal is a complex task requiring innovative strategies, tools and techniques. To meet these goals, IEDC has established strong programs that analyze and disseminate information, provide educational and professional training opportunities, and improve decision-makers' responsiveness to economic development needs. These services and resources consist of: technical advisory services, research, legislative tracking and support, publications, an information clearinghouse, conferences, training, certification, and association management.

*Advisory Services and  
Research staff complete  
dozens of federal, local and  
private contracts each year  
on a full range of economic  
development issues.*

Throughout its history, IEDC has continuously expanded not only its services but the places it assists. Today, IEDC's projects and members work in states across the nation and to countries across the globe. The environments in which economic growth takes place are as varied as the states and nations themselves, but the tenets of economic development remain the same. Therefore, IEDC has created the International Network of Economic Developers (INED). INED was co-founded by the European Association of Development Agencies (EURADA), the Australian Regional Best Practice Network (ARBPN) and the Economic Developers Association of Canada (EDAC). INED's purpose is to promote and enable an international exchange of information, experience and best practices among economic development practitioners and organizations. IEDC is committed to providing its resources and the expertise of its staff and members to economic developers worldwide.

### **Advisory Services**

Advisory Services helps communities that wish to design or improve their economic development initiatives. IEDC has more than 20 years of experience and an excellent record of providing technical assistance to communities of all sizes. For a fee, IEDC assembles a team of staff and member experts who spend several days in a community to assess the challenges, needs and opportunities of a particular issue or problem. The team's recommendations are presented to the community and are set forth in a final report. IEDC has provided this service throughout the United States and abroad.

Advisory Services projects consist of a range of economic development issues including strategic planning, organizational structuring, property reuse, entrepreneurial development, creating revolving loan funds, marketing strategies and commercial revitalization. They may also include the siting of a major league sports arena complex, the siting of a multi-modal transportation center, selection of a rapid transit route, land development, business development and financing.



In addition, IEDC's Advisory Services department fulfills a number of government contracts. For example, IEDC works with the U.S. Department of Energy (DOE) to provide assistance to communities that are facing downsizing and closure of DOE facilities. For the U.S. Department of Justice (DOJ), IEDC provides specialized assistance to communities restoring their neighborhoods after periods of intensive law enforcement. Additionally, we conduct research, and publish reports for the Environmental Protection Agency (EPA) on brownfield redevelopment, smart growth, and targeted area redevelopment.

## **Research**

The Research staff may be engaged to conduct customized research or to address key issues in a full range of economic development areas. The department fulfills contract work by examining emerging trends in economic development, studying multi-jurisdiction comparisons and identifying best practices. Staff also conducts study tours, supervises legislative tracking and support services, and oversees IEDC publications. IEDC's research team has worked in communities across the United States as well as communities in Western and Eastern Europe.

To increase the applicability of its information, IEDC relies on a case-study methodology and best practice identification. For example, Research has published a two-volume report on benchmarking and performance monitoring as well as a best practices report on business-driven workforce development programs.

## **Legislative Tracking & Support**

IEDC monitors all federal agencies and departments that issue regulations and/or legislation pertinent to economic development. At the end of each fiscal year, IEDC publishes a legislative report, which provides a detailed analytical review of changes, proposals and funding in federal programs that affect economic development. Additionally, an analysis of the proposed federal budget, as it affects economic development and related programs, is published upon the annual release of the president's budget.

Specifically, IEDC tracks budget authorizations and appropriations for the Housing and Urban Development Department (HUD) community development programs; all Economic Development Administration (EDA) programs; Environmental Protection Agency (EPA) Superfund and brownfields programs; Department of Defense (DOD) base closure assistance; and all Small Business Administration (SBA) programs. In addition, close monitoring of the Department of Labor's (DOL) Workforce Investment Act (WIA) and EDA's regulations are high priorities.

## **Publications**

In recognition of the various levels of local expertise, the need for timely information and the degree of complexity in economic development issues, IEDC publishes several technical and news publications. They are:

*IEDC publishes more than 40 newsletters a year as well as other publications including the Legislative Review.*

***Economic Development Now.*** Published 22 times a year, IEDC's membership newsletter provides a timely snapshot of the economic development field. The newsletter provides the latest trends, best practices, innovations, funding opportunities and activity that affect economic-developers.

The ***Economic Development Journal*** is published quarterly and features in-depth accounts of important programs, projects, and trends from the United States and around the world. Subjects include: urban, suburban, and rural development issues, infrastructure financing, public-private partnerships, military base redevelopment, and business retention.

**Special Technical Reports.** IEDC publishes reports on emerging policy issues or problems of particular concern to local economic development officials. Often, these publications are joint ventures with other organizations. Technical reports have dealt with joint transit and economic development programs, best practices in defense conversion, bank-sponsored community development corporations, and the global exchange of economic development ideas.

## **Information Clearinghouse**

IEDC operates one of the field's most extensive information clearinghouses. Staff and members collect written materials such as case studies and financial documents that are added to an extensive library. IEDC then provides this analysis, information and research in response to member inquiries.

## **Conferences**

IEDC has been creating and running successful educational events for more than 30 years. Conferences have attracted thousands of economic development professionals and firms from across the nation and the world. IEDC's efforts to bring together a variety of topics and speakers have allowed practitioners to hear from top economic development experts and meet informally with peers. IEDC conferences are known for their in-depth educational content, networking opportunities and providing a forum for discussion of current issues.

*IEDC organizes and manages close to 40 events each year — including nearly 20 conferences, 15 training courses, board meetings and workshops.*

IEDC conferences cover a wide variety of issues faced by the public- and private-sector developer, including infrastructure and large project planning and financing, business attraction and retention, downtown revitalization, strategic planning, community economic development banking, and public-private partnerships. Examples of

recent conferences include: *If You Build It, Will They Come?* (covering stadiums, arenas and convention centers), the *Economic Development Summit* in Washington, D.C. (focusing on federal legislative and programmatic issues), the Annual Conference, *Expansions and Relocations*, and *Neighborhood Economic Development and Revitalization*.

*IEDC offers a full complement of training courses, provides customized training and offers a professional certification program.*

## **Training**

IEDC courses are designed to provide economic development practitioners with the training they need for their professional growth. The IEDC Training Program focuses on the building blocks of economic development and provides up-to-date tools and techniques to meet the challenges of the future. IEDC also has a relationship with the National Development Council, which conducts our finance courses.

IEDC training programs offer a variety of benefits to participants. We apply expertise in economic development to design comprehensive training courses to give participants the latest knowledge in the field. They also are designed to cover many different aspects of economic development and serve the needs of a large body of professionals. In addition to regularly scheduled sessions, IEDC offers customized training sessions. IEDC staff can tailor existing courses to meet the unique needs of a particular community.

IEDC has developed and currently delivers courses in 10 areas—introduction to economic development, economic development marketing, economic development finance, economic development planning, neighborhood development strategies, entrepreneurial and small business development strategies, real estate redevelopment, business retention and expansion, managing economic development organizations and technology-led economic development.

Members can also take a three-session program on economic development offered by Economic Development Institute (EDI) at the University of Oklahoma. The course provides a broad-based education incorporating skills and subjects economic developers need to deliver economic development programs.

## **Certification**

Participants in IEDC's Training Program have the option to enroll in the Certification Program and become designated as a Certified Economic Developer, CEcD. The certification program recognizes a mastery of principal skills in economic development as well as a commitment to professional growth. The Certification Program is international in its applicability and steadfast in its commitment to training and recognition of economic developers worldwide.

The CEcD exam tests a practitioner's broad based knowledge in economic development. Rather than testing an individual on their specialty, the test unites the field of economic development and establishes a base line of what is considered the core body of

knowledge for economic developers. The exam covers eight core competency topic areas.

### **Association Management**

IEDC provides full-service association management services. Presently, we provide these services for the Association of Defense Communities (ADC, formerly NAID). These services include organizational development (including financial and board development and the creation of strategic objectives), management and planning services. IEDC manages conferences and events, membership retention and development, administration, marketing, information services, periodicals and publications, web sites, finances, and other related activities.

*IEDC manages the  
Association of Defense  
Communities (ADC).*

ADC's mission is to assist individuals and organizations with the conversion and reuse of former military installations. Management of ADC complements IEDC's ongoing work, broadens its network of economic development professionals and brings together a diverse pool of experts, all of whom share the common goal of assisting their communities.

### **The Future**

IEDC is growing domestically and internationally. As we do so, we continue to strive to contribute to the field of economic development, both in the services we provide and in how we apply the expertise of our Advisory Services & Research staff. IEDC consistently stays one step ahead by anticipating the educational and professional needs of those in the industry. IEDC is well positioned to provide the entire development community with a central forum where ideas will continue to be created and exchanged.

## **2. STRATEGIES FOR ECONOMIC DEVELOPMENT ORGANIZATIONS**

*ORGANIZATION ASSESSMENTS AND STRATEGIC PLANNING*

## **Strategies for Economic Development Organizations**

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IEDC works with communities to develop new organizational approaches for economic development; define roles and responsibilities for existing agencies; identify existing and innovative funding sources; define cooperative joint strategies for cities and regions; and design programs using best practices in economic development.

### **Economic Development Assessment, Columbus, OH, 2007**

IEDC assisted the City of Columbus, OH in conducting an assessment of its Economic Development Division. The assessment evaluated the division's operations, organizational and programmatic capacity, and staff resources with a focus on business retention, expansion, attraction, and marketing. IEDC staff prepared a background report, brought an expert panel for a site visit to meet with key stakeholders in Columbus, and prepared a final report with recommendations based on member expert experience and case-oriented research. IEDC investigated three comparable cities to identify best practices and strategies to improve the city's effectiveness in business retention, expansion and recruitment.

### **Organization Assessment, Washington, DC, 2007**

IEDC assessed two District of Columbia economic development organizations and put forth scenarios for restructuring. The project analyzed current structures and activities, introduced comparative city economic development organization case studies, and offered scenarios of future organizational structures for Washington DC. The project was conducted under the Deputy Mayor's Office for Planning & Economic Development.

### **Strategic Economic Development Plan, Tulsa, OK, 2005**

In association with Development Strategies, Inc (DSI), IEDC assisted the City of Tulsa, Oklahoma in the creation of a strategic economic development plan. The plan is designed to identify specific strategies, actions, and programs to enhance the city's economic and fiscal position, and its competitiveness in the region. IEDC and DSI inventoried current policies and programs, and investigated three comparable cities to identify practices that will help Tulsa. IEDC and Development Strategies, Inc. visited Tulsa several times to gather information, meet with key stakeholders, and present the plan.

The Tulsa Strategic Plan organized 13 economic development topics key to the City of Tulsa. Each topic was identified by one goal followed by objectives and strategies for implementation, as well as priorities. The Plan also defined performance measures and benchmarks, along with the key agency or agencies to oversee implementation. Performance schedules by topic and by lead agency were included. The Strategic Plan was passed and adopted unanimously by the Tulsa City Council.

**Prince George's County, MD, Economic Development Strategic Plan, 2005**

IEDC facilitated a yearlong economic development strategic planning process that brought together business leaders, community representatives, private and non-profit developers, entrepreneurs, planners, county officials and staff, and other county stakeholders. To start, IEDC prepared an economic assessment of Prince George's County that reviewed and analyzed the economic, social, and demographic conditions in the county. The county convened six subcommittees to address the major economic development issues in the county and prepare goals, objectives, and strategies. Facilitated by IEDC, the subcommittees addressed workforce and industry development, revitalization and redevelopment of established communities, financial tools, technology led development, transit-oriented development, and growing entrepreneurship. IEDC drafted a five-year strategic economic development plan for the county that reflected the work of the subcommittees. To supplement the work of the subcommittees, IEDC also prepared three issue specific white papers on 1) Identifying Targeted Industries, 2) Community Branding, and 3) Impact of Federal Research Facilities.

**Hamilton County, OH Economic Development Assessment, 2004**

For Hamilton County, IEDC assessed the county's role in economic development and provided policy alternatives and recommendations for improving the county's effectiveness. IEDC brought a panel of member experts and staff to Hamilton County to review the following economic development activities:

- Current county policies, strategies, programs and priority projects
- Development and redevelopment area strategies and policies, including financing
- Strategic planning
- Organizational capacity and programs
- Business attraction and marketing
- Business retention and expansion
- Business incubators
- Relationships with other agencies

Prior to the site visit, IEDC prepared a background report. At the end of the site visit, the team presented their preliminary recommendations to the Board of County Commissioners. Following the site visit, IEDC prepared a final report that covered analysis of strengths and challenges and recommendations for, strategic planning, image and branding, roles for the county's nonprofit economic development company, relationship with Cincinnati, arts district development, riverfront development, land assembly, and tax increment financing. IEDC provided best practice case studies to support the recommendations.

**Economic Development Marketing Strategy, Town of Islip, NY, 2003 - 2004**

IEDC worked with the Town of Islip to develop an economic development marketing plan. The IEDC expert panel evaluated and analyzed the past marketing activities of Islip and the region. After meeting with key stakeholders, the team recommended specific goals, objectives and an annual marketing calendar. Specific areas of focus included business retention and expansion outreach, website development, public relations, and use of the airport as a marketing tool.

**A White Paper of Best Practices for Regional Economic Development – *Regional Development Corporation of New Mexico, 2003***

IEDC facilitated a forum attended by economic development stakeholders from local governments, pueblos, state and federal governments, and nonprofits in Los Alamos, Rio Arriba and Santa Fe counties. The group discussed regional challenges, barriers to regional cooperation and suggested strategies to address them. Based on input gathered at the forum, IEDC produced a white paper of best practices and case studies focused on the stakeholders' identified areas of interest: regional marketing; film industry development; regional economic development training for elected officials, and increasing communication among funding entities.

**Strategic Economic Development Plan - *West Palm Beach, Florida, 2003***

IEDC prepared an economic development strategic plan for West Palm Beach and assisted them in their efforts to elevate the importance of economic development to the city; improve viability of and integration between neighborhoods/districts; and increase organizational capacity, coordination and partnerships. IEDC staff and an expert panel visited the site and met with economic development groups, representatives of the business community, neighborhood groups, arts and cultural organizations, city departments, the mayor and city commissioners. IEDC prepared a report presenting its findings and recommendations. The plan covered all facets of economic development including business



attraction, retention, and expansion; downtown development; and neighborhood revitalization.

**Economic Development Plan – Matanuska-Susitna Borough, Alaska, 2002.**

IEDC identified an economic development strategy to improve employment opportunities, stimulate business attraction, and direct growth patterns in the Matanuska-Susitna Borough. After extensive background research, IEDC visited the Borough to conduct interviews and hold workshops with community stakeholders. The final report highlighted actions to increase the area's economic base, including developing tourism, expanding telecommunications infrastructure, and cultivating select industrial and agricultural opportunities.

**Economic Development Strategy - Southwest King County, Washington, 2002.**

IEDC worked with the Southwest King County to define, market, and implement an economic development strategy. IEDC organized a site visit, facilitated an expert panel, and prepared a final report that included an analysis of a previous draft strategy, recommended appropriate economic development strategies, and listed specific suggested actions to implement the strategies.

**Abilene Strategic Planning—Abilene, Texas, 2001**

IEDC worked closely with the City of Abilene over nine months to assist with a community and economic development strategic planning process. IEDC advised city leadership on the direction and content of the plan and facilitated key meetings with five community-based committees designed to address the major community and economic development issues in Abilene. IEDC also provided research on key topics and compiled the final report. The final strategic plan, *Abilene Community Excellence: Creating the Future for Abilene*, includes 32 separate action plans—of which 12 are priorities—dealing with the major community and economic development issues identified by the committees. The strategic action plan provides details on goals, strategies, actions, estimated costs, timeframe, and performance milestones and measures.

**Historic Rock Hill Strategic Planning—Rock Hill, South Carolina, 2001**

In Rock Hill, urban core revitalization represents an important strategic issue for the entire community. Toward that end, the city of Rock Hill retained IEDC to conduct a planning charrette for its urban core known as Old Town. IEDC wrote a background report detailing current conditions in the urban core, the City of Rock Hill, and York County and assembled an expert panel to meet with stakeholders to help determine a vision for Old Town. Goals and strategies were developed based on the planning charrette with participation from a

number of community groups including the Council of Neighborhoods. IEDC also facilitated a public forum to gain input from Rock Hill citizens. The final goals in the strategic plan outline the community's future vision for Old Town as well as the necessary strategies to achieve the vision. The plan outlines how the redevelopment of Old Town can take advantage of historic textile mill sites, proximity to local universities, the new economy, and planned light rail and trolley systems.

**Charlotte Strategic Planning—*City of Charlotte, 2000***

In association with Development Strategies, Inc., IEDC assisted the City of Charlotte with strategic planning. IEDC and the prime contractor made recommendations to improve the City's economic development efforts. To aid the process, IEDC prepared in-depth case studies on economic development in three cities similar to the City of Charlotte—Austin, Cincinnati, and Phoenix. IEDC investigated how eight areas of economic development are handled in each of the cities—business attraction, business retention and expansion, industrial development, neighborhood development, workforce development, technology transfer, major projects, and transit. In addition, IEDC prepared profiles of all major organizations active in economic development in each of the three cities.

**Assessment, Analysis, and Recommendations for the City of Dallas Economic Development Organizations—*Dallas, Texas, 2000***

IEDC provided assistance in analyzing economic development organizations in Dallas. IEDC organized and facilitated an economic development forum. Working with the prime contractor, IEDC made recommendations to improve the services of the City and affiliated nonprofit economic development organizations. IEDC also conducted comparative evaluations on economic development in Atlanta, Kansas City (Missouri), and San Diego. IEDC analyzed the type and effectiveness of economic development activities in these cities. For each city, IEDC identified key economic development organizations, characteristics of each organization, and their role in business attraction, industrial development, neighborhood development, and business retention and expansion.

**Economic Development Planning—*City of Española, New Mexico, 2000***

IEDC assisted the City of Española—18 miles from Los Alamos National Laboratory—with a comprehensive economic development strategy. IEDC conducted background research on the City and its issues and barriers for economic development. IEDC staff and three economic development practitioners conducted a site visit to Española and met with economic development stakeholders. The panelists made recommendations in five areas: land use planning and zoning; infrastructure; economic development organizational

capacity, including the City's role in business retention and expansion, business attraction, and regional economic development; education; and performance measurement.

**Southwest Indiana Regional Economic Needs Analysis and Economic Development Strategy—Indiana Department of Transportation, 2000 and 1998**

IEDC studied a 25-county region of Southwest Indiana to assess regional economic development issues in light of a proposed interstate highway. IEDC conducted research and convened an expert panel of economic development professionals. Among IEDC's findings were: Possible threats to future rail access for commercial and industrial customers; potential constraints to growth posed by workforce development issues; possible electricity supply shortages; high business dependency on highway transportation system; existing business concerns about the quality of the road system; solid regional cooperation for economic development; and needs for economic development and transportation planning. IEDC also evaluated economic development options such as rural enterprise zones, tax abatements, improvements to freight rail handling capabilities, funding for industrial development, high-technology park construction, and job training programs.

**National Capital Revitalization Corporation Strategic Plan—Washington, D.C., 1999**

IEDC, acting as a subcontractor, provided assistance in establishing the newly created National Capital Revitalization Corporation (NCRC). IEDC helped draft the suggested strategy and spending plan for NCRC. Specifically, IEDC staff sat on the committees that addressed all issues in forming the new organization. IEDC was given responsibility for drafting the final plan that went to the Mayor. IEDC also conducted research and wrote four in-depth case studies on best practices in transaction-driven economic development organizations. Each case study included: organizational history, area of focus, resources (budget and staff, funding, powers), governance and decision-making, and organizational strengths and weaknesses.

**Brownfields Redevelopment Charettes—U.S. Environmental Protection Agency, 1997-present**

As part of a larger contract with the U.S. Environmental Protection Agency (EPA), IEDC is designing charettes—hands-on, participatory workshops—for EPA's Brownfield Showcase Communities. The goal of the charettes is to convene key stakeholders to talk through concerns and educate each other on the particular brownfield redevelopment areas and issues in their community. At the end of this day-long process, participants create a plan to carry out specific actions. Specific charrette topics have included finance, liability, land use and marketing. IEDC has worked

with Salt Lake City and Lowell, Massachusetts on charettes for their communities.

**Washington, D.C. Economic Development Strategic Plan—*Washington, D.C., 1998***

The Department of Housing and Community Development (DHCD) retained IEDC to coordinate a peer review team to benchmark the District of Columbia's current economic system and recommend ways to help Washington, D.C. achieve its strategic economic development plan. The report examined all aspects of Washington's economic development delivery system, including business retention, attraction and expansion; entrepreneurship and small business development; economic development finance; workforce development; downtown development; neighborhood development; and land management. Recommendations covered organization and staffing, strategy, finance, small business support, business climate, marketing, and economic development leadership.

**St. Louis Industrial Development—*St. Louis, Missouri, 1998***

Acting as a subcontractor, IEDC evaluated tools to facilitate industrial development in St. Louis. For Phase I of the assignment, IEDC looked at land assembly, tax increment financing, loan securitization, and HUD Section 108 loans. For Phase II, IEDC prepared case studies on land assembly and recommended a land assembly strategy for St. Louis.

**Nicaragua Economic Development Strategy—*Nicaragua, 1998***

IEDC participated on an expert panel evaluating Nicaragua's economic development strategy for large businesses. The panel, which was coordinated by the Inter-American Development Bank, met directly with the Minister of the Economy and Development and his staff.

**Virginia Peninsula Economic Development Organization Restructuring—*Virginia Peninsula, 1997***

IEDC, acting as a subcontractor, provided assistance to the Virginia Peninsula Mayors and Chairs, a group of leaders from the Virginia communities of Hampton, Newport News, York County, and Williamsburg. IEDC prepared case studies to assist in determining an organizational approach for economic development on the Virginia Peninsula. IEDC also evaluated techniques for benchmarking and regional strategies that would create the most effective organization(s).

**Charlotte Economic Development Organizational Strategy—*Charlotte North Carolina, 1997***

IEDC worked with the City of Charlotte to evaluate the need for and characteristics of a transaction-driven economic development organization. IEDC prepared case studies, examined Charlotte's

existing organizations and recommended options for a new organization. The recommendations covered the following aspects: mission statement, board selection and composition, budget, staffing, funding, relations with existing organizations, roles of the public and private sectors, geographic focus, and the focus of activities.

**Southern Ohio Diversification Initiative—*Piketon, Ohio, 1998-2000***

*Comprehensive Economic Development Planning:* A team from IEDC traveled to Waverly, Ohio three times during 1998 to assist the Southern Ohio Diversification Initiative (SODI) with their Year 2 planning process. IEDC facilitated open planning meetings, which generated ideas and project solutions for local transition issues. IEDC compiled the outcomes of the meetings into a strategic planning report.

In 2000, IEDC again facilitated SODI's annual strategic planning sessions. At the strategic planning session, IEDC was asked to review proposals submitted to SODI requesting funding for economic development projects. IEDC developed criteria by which to analyze the proposals, analyzed the proposals, and offered recommendations to the SODI Board regarding primary and secondary funding priorities.

### **3. INTERNATIONAL TECHNICAL ASSISTANCE AND STRATEGIC PLANNING PROJECTS**

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## International Projects

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### **Shiheng, China Sustainable Town Development Project – United Nations Industrial Development Organization (UNIDO), 2006**

UNIDO-ITPO China contracted IEDC to develop strategies regarding the sustainable economic development for a rapidly developing industrial community in Feicheng County, Shandong Province, P.R. China. The study involves researching best practices and providing key recommendations for industrial development, eco-industrial projects, workforce development, and real estate development. Shiheng Town, located in the jurisdiction of Tai'an and Feicheng cities, includes a mixture of heavy and light industrial enterprises, which include mining and extractive businesses related to the energy sector, building materials industry, chemical industry, and agro-processing. Major issues to address in the study include developing healthy living and working conditions in the town, increasing the capacity of the region to provide jobs and skilled workers, expanding employment opportunities for incoming migrants while minimizing the environmental impact of current and future enterprises.

### **Economic Development Action Plan – Hull Citybuild United Kingdom, 2006**

Hull Citybuild contracted IEDC to develop a project regarding economic and industry development initiatives in the city of Hull, United Kingdom. The IEDC project resulted in an action plan detailing recommendations and best practices to implement specific initiatives to strengthen the Hull region's competitiveness and stimulate economic development. Specific topics addressed included value added manufacturing and port logistics, renewable energy, biomedical healthcare, call centers, as well as city regeneration. The action plan focused on the optimal application of the competitive positioning analysis conducted by IBM Business Consulting Services' Global Location Strategies.

### **National Capacities to support Small Business Development Policy in Latin America – InterAmerican Development Bank, 2006**

This study, conducted in collaboration with the Inter-American Development Bank, identifies weaknesses in the process to develop optimum support policies for micro, small, and medium enterprises (MSMEs) in Latin America and the Caribbean. Research and surveys inform on the availability and quality of information regarding MSMEs and presents a comparative analysis of the capacity of national MSME institutions to support small business development. The study includes a rating of the institutions' capacity to coordinate the MSME sector based on the Institutional

Capacity Index and the proposed creation of an MSME Institution Learning system to devote resources and knowledge to improve MSME public policy and institutional support in Latin America and the Caribbean.

**Special American Internship Training Program (SABIT) - US Department of Commerce, 2006**

The Special American Internship Training Program (SABIT) is conducted by the US Department of Commerce. IEDC has been selected to work with this program and will host two mid-to senior level interns from the Eurasian region for 3 months of hands-on professional training in US business setting, IEDC will receive interns from Russia and the Ukraine. This training program directly supports Eurasian economic and civil society development by encouraging market-based reforms, while generating valuable export and investment opportunities for U.S. industry.

**US-Russian Partnership Grant - University Research Corporation International, Maryland, and International Economic Development Council, 2006**

This partnership grant between IEDC and The Russian Economic Developers Association (ASSET) of the International Center for Social and Economic Research "Leontif Centre" establishes cooperation in the area of international training and exchange between the two organizations. It broadens the capabilities of the Russian partner by transferring experience, knowledge and other know-how from IEDC to ASSET.

IEDC invites two representatives from the Leontif Center for a week to participate in IEDC training and research, to take part in a seminar that focuses on best practice tools in ED, and help identify ways that practitioners use these tools in Russia. Following the US visit, IEDC representatives will attend a weeklong seminar in St. Petersburg, Russia.

**Bulgarian Economic Development Association Consulting - ICMA, Bulgarian Foundation for Local Government Reform (FLGR), 2005**

IEDC took part in the business plan development for the Bulgarian Foundation for Local Government Reform (FLGR), an Economic Development Membership Organization. Part of an International City Management Association (ICMA) team, IEDC participated in the CityLinks program. Linking over 30 municipalities in Bulgaria in an economic development network, this program enables FLGR to offer economic development training, certification, technical assistance, and marketing. IEDC advised FLGR on how to position itself as a membership-based organization of municipalities in Bulgaria.



**“Creating Connections to Build New Global Markets”—  
International Network for Economic Developers, Atlanta,  
Georgia, September 13-14, 2000**

The International Network for Economic Developers' (INED) Third International Summit of Development Agencies, organized by IEDC, brought together economic developers, government officials and small businesses from the United States, Europe, and Canada. It focused on practical methods to assist small businesses compete in the global market place. The program was organized for economic development professionals to learn how to assist small business develop their global business capabilities.

**Adjusting to Nuclear Defense Downsizing: Russian Nuclear  
Cities Initiative—U.S. Department of Energy, 1999**

Under a larger contract from the U.S. Department of Energy, IEDC prepared a policy briefing on lessons learned in local U.S. communities responding to the economic impacts of nuclear defense downsizing and their application to the Russian context. While IEDC found that Russia's profound legal and economic differences made the transfer of national policy impossible, it did find evidence of effective policy transfer at the local level. This was most effective when Russian local economic adjustment was driven by proactive, business-minded elected officials.

**Mobilizing Community Resources for Local Economic  
Development in Central and Eastern Europe and the Newly  
Independent States—ICMA/U.S. Agency for International  
Development, 1999**

IEDC worked with the International City/County Management Association to produce a final report that summarized the main themes, findings, conclusions and recommendations developed during the November 9-12, 1998, conference in Bucharest, Romania on mobilizing local resources for economic development. The conference was sponsored by U.S. AID, the Council of Europe, the World Bank and the Soros Foundation.

***Performance Monitoring: Achieving Excellence in Economic  
Development* (publication)—Economic Development  
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IEDC partnered with Deloitte & Touche and Greater London Enterprise to prepare the second report in a two-part series on benchmarking. IEDC created the report to help economic developers understand the potential of using performance monitoring to improve program results. This report is a companion volume to an earlier IEDC report, *Benchmarking Practices to Achieve Customer Driven Economic Development*. This volume looks at the uses of performance measurement in six program areas: (1) infrastructure; (2) economic development finance; (3) workforce development; (4) metropolitan and regional economic strategies; (5) neighborhood

revitalization; and 6) Enterprise Zones, Empowerment Zones and Enterprise Communities.

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**Nicaragua Economic Development Strategy—Nicaragua, 1998**

IEDC participated on an expert panel evaluating Nicaragua's economic development strategy for large businesses. The panel, which was coordinated by the Inter-American Development Bank, met directly with the Minister of the Economy and Development and his staff.

**Study Tour of Public-Private Partnerships for a South African Delegation—U.S. Agency for International Development, 1997**

IEDC organized a tour of U.S. public-private partnerships for a visiting South African delegation. The delegation came from the community of Harrismith, South Africa. It comprised business, community and political representatives who were working together to develop a public-private partnership for economic development. The tour, funded by the U.S. Agency of International Development (U.S. AID) South Africa, was designed to teach the delegation how to set up and manage a public-private partnership to achieve economic development objectives.

**Study Tour of Local Economic Development in Eastern and Western Germany—German Marshall Fund, 1997**

With a grant from the German Marshall Fund, IEDC organized a study tour for IEDC staff and members. The tour was of local economic development initiatives in Eastern and Western Germany. The purpose of the trip was to learn about local economic development problems in Eastern Germany, share experiences and

develop networks to identify areas for joint work and regular information exchanges.

***American Suburbanization: Its Economic and Social Effects on the Central City* (publication)—Organisation for Economic Co-operation and Development, 1997**

This paper, commissioned by the OECD addresses the process of suburbanization as experienced in the United States. It was written to educate other countries about U.S. growth patterns to help them manage their own emerging suburbanization problems. The report documented that the American experience is attributable to a range of factors including the abundance of land in the United States, dependence on the private automobile, an extensive freeway system within metropolitan areas, greater suburban political and economic independence, federal policy biased toward suburban growth, higher crime rates in central cities, a lack of concern for the historical central city, a lack of accounting of the costs of infrastructure, and greater ethnic and social variance.

**Local Economic and Employment and Development Program (LEED)**

LEED, a sub-group of the Organisation for Economic Cooperation and Development (OECD), analyzes the dynamics of job creation and economic development through locally based initiatives. IEDC is a partner in the LEED network.

***United States Utilities in Economic Development*—Scottish Enterprise Operations, 1995**

IEDC produced a report that examined the role of utility companies in economic development. The study looked at why utility companies participate in economic development, and what programs and services they provide to businesses and the regulatory environment in which this happens. This study also looked at numerous types of utility companies, such as electric, gas, telecommunications and water companies. This study also examined the populations these utilities serve with special attention to urban and rural distinctions.

## **4. ECONOMIC DEVELOPMENT RESEARCH AND ANALYSIS**

## **Economic Development Research and Analysis**

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IEDC's Advisory Services and Research Department consistently stays abreast of major issues and new trends in economic development. This research helps practitioners broaden their understanding and enhance the effectiveness of economic development tools and techniques. Additionally, with its expansion into international economic development, the department is more capable than ever of tapping into resources such as case studies, research and networks to provide clients with timely and useful information.

### ***Economic Development and Smart Growth: (publication) - U.S. Environmental Protection Agency, August 2006***

IEDC's *Economic Development and Smart Growth* presents eight case studies on communities that incorporated smart growth principles in their development projects and have experienced economic development improvements in the form of increased tax revenue, more jobs, higher income levels, downtown revitalization, business growth, and other indicators of economic success. The case studies range from the use of transit-oriented development in Portland, Oregon, where light rail has sparked \$3 billion in new development, to commercial corridor revitalization in Pittsburgh, Pennsylvania where it has nearly doubled the per capita income in the south side of the city. IEDC's case-based research provides direction for local government officials, economic development professionals, and all those concerned with the future of their communities.

### ***International Brownfields Redevelopment (publication) — U.S. Environmental Protection Agency, February 2005***

IEDC's publication *International Brownfields Redevelopment* describes and compares the approaches to redeveloping contaminated land in Canada, the United Kingdom, the Netherlands and Germany. Funded by a grant from U.S. EPA, the publication reviews each country's regulatory environment, planning processes, redevelopment practices and funding sources. The focus extends beyond contaminated property issues to encompass redevelopment more broadly. Case studies help illustrate how different countries' economic and legal frameworks and social goals affect the redevelopment process.

***Targeted Area Redevelopment (publication), U.S. Environmental Protection Agency, 2005***

This publication examines core issues and best practices in targeted area redevelopment, which derives synergy from the improvement of multiple properties. In targeted area redevelopment, localities, with state enabling legislation and through a public participation process, designate physically, economically and underutilized areas for redevelopment.

IEDC's research is based on interviews and information from redevelopment practitioners across the country, focusing on nine states. Our research builds on the experiences of best practice cities and states, with goals to make targeted area redevelopment stronger where it is already in place, and help cities and states adopt it in areas where needed. IEDC reviewed the approach of states that have successfully implemented targeted area redevelopment, identified best practices, and explored ways to improve redevelopment at the policy level.

**Michigan Urban Agenda: Best Practices in Urban Redevelopment—Michigan Economic Development Corporation (MEDC), 2001**

IEDC assisted the Michigan Economic Development Corporation (MEDC) with the development of an Urban Agenda for the state of Michigan. To assist MEDC in this effort, IEDC conducted research on best practices in urban redevelopment. The first phase included a survey of best practices covering all aspects of urban redevelopment—from predevelopment to construction. After working with MEDC to identify priority areas for further research, IEDC conducted in-depth case study research of best practices in those specific areas of interest to MEDC. IEDC examined land assembly and acquisition, market-rate housing, and building code revisions for rehabilitation.

***Converting Brownfields to Green Space (publication)—U.S. Environmental Protection Agency, December 2001***

This publication 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 assist local practitioners to develop their own strategies for creating valuable public green spaces from brownfields.

***Brownfields Reuse Report* (publication)—XL Environmental Inc., 2001 and 2000**

Under contract with the environmental insurance firm XL Environmental, IEDC researched and wrote the *Brownfields Reuse Report* in 2000 and 2001. The report is a brownfields media review. XL Environmental staff gathered approximately 400 brownfields-related articles from newspapers and journals throughout the United States. IEDC staff analyzed the articles, which discussed both specific brownfields projects and general brownfields programs in regions and states. The report outlines the trends in site size, type of reuse, governmental involvement, public participation, remediation methods, funding, and other topics.

***Strategies for Reinventing Cities* (publication)—U.S. Department of Housing and Urban Development, 2001**

Under a subcontract, IEDC conducted research for HUD on the economic transformation of six cities: Denver, CO; Oakland, CA; Boise, ID; Fargo, ND; Akron, OH; and Newark, NJ. IEDC completed in-depth case studies on each city. HUD combined IEDC cases with those of the prime contractor and published the report: *Strategies for Success: Reinventing Cities for the 21<sup>st</sup> Century*.

**Non-Traditional Financing Options for Real Estate Development—City of Hartford, Connecticut, 2000**

As a subcontractor, IEDC investigated options available to the City of Hartford for real estate development and redevelopment. The project focused on non-traditional funding sources for small- and large-scale projects. In addition to identifying financing options, IEDC developed multiple scenarios to show how a development deal could be structured using traditional and non-traditional financing with special attention to three current Hartford projects. Additionally, IEDC explored innovative techniques such as resident-based equity capital, historic preservation easements, transfer of development rights, tenant financing, and tax-increment financing.

**Revitalization through Interjurisdictional Partnerships: Lessons for Georgia Avenue—Washington, DC, DC Agenda, 2000**

For DC Agenda's efforts to facilitate the revitalization of Upper Georgia Avenue (Silver Spring, Maryland and Washington, DC), IEDC conducted research and prepared in-depth case studies on successful multi-jurisdictional revitalization efforts. IEDC prepared four case studies on innovative interjurisdictional cooperation including: a special improvement district that includes both Philadelphia and Lower Merion Township; a nonprofit organization that coordinates the revitalization activities of a three-county, 13-community corridor in the Detroit region; a joint planning and revitalization process between the City of Oakland and a wealthy suburban neighbor; and a multi-jurisdictional special improvement district in San Diego.

**Economic Development Survey—Commonwealth of Puerto Rico, 2000**

IEDC conducted a comprehensive survey of the economic development framework in the Commonwealth of Puerto Rico. IEDC found Puerto Rico's informal political structures and movement toward non-labor intensive industries, geographic location, connection to U.S. governing systems, bilingual and bi-cultural society important aspects of economic development as Puerto Rican officials look toward the potential of globalization.

***Real Estate Redevelopment and Reuse: An Economic Development Practitioner's Guide* (publication)—Economic Development Administration, 2000**

The book 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.

***Economic Development Performance Measurement: Key Factors Influencing Evaluation Methods and Measurement Results* (publication)—U.S. Department of Energy, 2000**

This white paper evaluates definitions and procedures for the performance measures that are frequently used to evaluate federal economic development investments. This report takes a critical look at the indicators used by federal agencies—specifically, jobs created and costs-per-job. Additionally, the report looks at definitions of jobs, the methods used to calculate cost per job, and factors that influence job creation and cost figures. The report concludes with a set of recommendations for improving the use of these indicators in evaluating economic development efforts.

***Brownfields Redevelopment Performance Evaluation* (publication)—U.S. Environmental Protection Agency, October 1999**

This report provides research to determine benchmarks: discrete, measurable indicators that can be evaluated and applied to a wide variety of brownfield redevelopment projects. The benchmarks focus on economic development benefits—primarily jobs created and leveraged private sector funding. This research provides insight on how 107 brownfield deals around the country were structured and financed. It provides practitioners with a better understanding of the dynamics of real estate deals involving contamination. Most



importantly, this report fills an important gap in brownfields studies, which has been criticized for the lack of empirical research.

**Best Practices in Business-Driven State Workforce Development Programs—Texas Workforce Commission, 1999**

As a subcontractor, IEDC prepared a report documenting case studies in best practices of business-driven state workforce development programs. The report cited programs in California, Massachusetts, Michigan, North Carolina and Wisconsin. The purpose of the report is to demonstrate successful ways state workforce development programs market their services to businesses.

***Performance Monitoring: Achieving Excellence in Economic Development* (publication)—Economic Development Administration, 1999**

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**Changing Management Practices in Economic Development Incentive Programs—Cleveland State University, 1997-1998**

On subcontract, IEDC undertook a 12-state study to determine whether changing incentive-management practices emerging in economic development were making local governments more accountable to the public. This was part of a larger study evaluating the state of Ohio's ensemble of economic development programs. The study looked at the increasing use of performance-based incentives in economic development programs. The study determined how these methods were changing the management of economic development.

***American Suburbanization: Its Economic and Social Effects on the Central City* (publication)—Organisation for Economic Co-operation and Development, 1997**

For the Organisation for Economic Co-operation and Development (OECD), IEDC produced a publication providing an overview of the suburbanization process in the United States. The report seeks to explain the unique American experience of suburbanization and how its progression has had widespread consequences on the economic health of the central city. The report includes sections on historical reasons for the flight of businesses and people from the inner city, social and economic impacts of suburbanization, and government responses that could alleviate the negative impacts.

***Incentives: A Guide to an Effective and Equitable Policy* (publication)—Economic Development Administration, 1996**

IEDC published a report summarizing and comparing current practices in business attraction. The publication's case studies and examples were chosen as guides for economic development practitioners to use when developing their own recruiting and retention policies. The work discusses types of incentives, their efficiency in achieving community goals, and ways to link performance with the value of the incentives.

## **IEDC PAST PROJECTS**

*Economic Development  
Research & Analysis*

### ***Benchmarking Practices to Achieve Customer Driven Economic Development* (publication)—Economic Development Administration, 1996**

IEDC and PHH Fantus Consulting published the first of a two-volume set on benchmarking in 1996. The document presents best practices in evaluating standard economic development initiatives: industry attraction and retention, technology transfer programs, business incubators and research parks, downtown development and export assistance programs.