UEP 271 – Community Economic Development  
Fall Semester 2008  
Tufts University, Graduate Department of Urban and Environmental Policy and Planning  

Peg Barringer  e-mail: pegsquare@aol.com, Office Hours by Appointment  

Course Objectives  
Through lecture, case studies, and research assignments, this course will help students accomplish the following:  

• Gain an understanding of what economic development is and the evolving paradigms that influence economic development approaches;  

• Explore the range of strategies and tools being implemented to address economic issues and understand the underlying principles that should guide economic development efforts (with special emphasis on distressed communities and lower income populations);  

• Increase knowledge of analytical tools, methods and data sources used to assess local economies and project feasibility;  

• Acquire a basic knowledge of technical skills in areas such as real estate development finance and business planning necessary to evaluate feasibility and carry out economic development initiatives; and  

• Develop a framework to evaluate the costs and benefits of economic development programs.  

Course Outline at a Glance  

<table>
<thead>
<tr>
<th>Date</th>
<th>Reader</th>
<th>Topics</th>
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</thead>
<tbody>
<tr>
<td>8-Sept</td>
<td>1</td>
<td>Course Overview; Introduction to Economic Development, Defining CED, Community/ Constituency, Key Players</td>
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<tr>
<td>15-Sept</td>
<td>2</td>
<td>Analyzing Costs and Benefits, Selected ED Terms and Concepts, Evolution of Economic Development Paradigms and Strategies</td>
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<tr>
<td>22-Sept</td>
<td>3</td>
<td>Review of Guiding Principles and Measures, Improving Economic Conditions - Typology of Goals, Strategies, Objectives, &amp; Tools</td>
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<tr>
<td>29-Sept</td>
<td>4</td>
<td>Economic Analysis Tools, Methods and Information Sources</td>
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<tr>
<td>6-Oct</td>
<td>5</td>
<td>Commercial Real Estate Development and Finance--Part 1</td>
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<tr>
<td>13-Oct</td>
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<td>Columbus Holiday - No Class</td>
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<tr>
<td>20-Oct</td>
<td>6</td>
<td>Commercial Real Estate Development and Finance--Part 2</td>
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<tr>
<td>27-Oct</td>
<td>7</td>
<td>Commercial Real Estate Development and Finance--Part 3</td>
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<tr>
<td>3-Nov</td>
<td>8</td>
<td>Business Development</td>
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<tr>
<td>10-Nov</td>
<td>9</td>
<td>Feasibility Analysis for ED Ventures</td>
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<tr>
<td>17-Nov</td>
<td>10</td>
<td>Social Enterprise and Business Planning</td>
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<tr>
<td>24-Nov</td>
<td>11</td>
<td>Commercial District Revitalization</td>
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<td>1-Dec</td>
<td>12</td>
<td>To Be Announced</td>
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<tr>
<td>8-Dec</td>
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<td>Team Project Meetings</td>
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<tr>
<td>15-Dec</td>
<td></td>
<td>Team Project Presentations (will be in the morning, not at regular class time)</td>
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</table>
Class 1

I. Course Overview; Introduction to Economic Development, Defining Community/ Constituency, Key Players and Financing Sources, CED Terminology

- Course Objectives
- Course overview and syllabus
- Requirements, policies, etc.
- Reader
- Readings that need to be downloaded should be accessed immediately to ensure availability
- Blackboard Site

- Defining community economic development
- Defining community, defining constituency (e.g. low income persons)
  - Key Players in Economic Development (federal, state, local government agencies, quasi public organizations, private business/trade organizations, financial intermediaries, secondary markets, foundations, local non profits/community development corporations)
  - CDCs – characteristics, operation of for-profit ventures, typical CED activities
  - Trade associations and information resources

Distribute Assignment #3 & #5 (available on Blackboard website)

Required Reading

Peg Barringer, “Introduction to Community Economic Development” (will be distributed in class)

Peg Barringer, “Funding Sources and Sponsors of Economic Development” (available on Blackboard)

Something You Might Find Interesting

“45 Social Entrepreneurs that are Changing the World”, Profiles of 2008 Award Winners, Fast Company
Class 2

II. Analyzing Costs and Benefits, Evolution of Economic Development Paradigms and Strategies

- Analyzing Costs and Benefits of ED Projects - Case Study #1 Discussion
- Selected Economic Development Terms & Concepts
- Industry Cluster Development
- Evolution of Economic Development Paradigms & Strategies

Required Readings


"O Governor, Won't You Buy Me a Mercedes Plant?” (included as attachment to the above reading)

Employment Multiplier Chart Example

--- Available at: Blackboard

Skim:
National Governor's Association, “Governor's Guide to Cluster-Based Economic Development” page 9 - 33
--- Available at: Blackboard
Class 3

III. Understanding the Community Economy, Improving Economic Conditions - Typology of Economic Development Goals, Objectives Strategies and Tools

- Case Study #1 Follow up
- Review of Guiding Principles of CED and Measures of Success
- Case Study
- Improving Economic Development Conditions – Typology of Strategies
- Objectives, Strategies and Tools
- Exercise
- Team Project Discussion -- (form teams and schedule team project meeting)

Discuss Assignment #3 & #5 (available on Blackboard)

Distribute Assignment #1 (available on Blackboard)

Required Readings

Peg Barringer, “Improving Economic Well Being of Residents: A Typology of Strategies”

Peg Barringer, “CED Objectives, Strategies and Tools,

Peg Barringer, “Evaluating Potential Economic Development Ventures”


Laura H. Corbin, “Driving Progress”, Southern Business & Development Website 2006, Rural Alabama Speeds to Success


Exercise
Class 4

IV. Economic Analysis Tools, Using Data Effectively, Sources of Information, Financing Economic Development

**Bring calculator to class!**

- Using data effectively
- Quantitative versus qualitative analysis
- Primary vs. secondary data
- Tips for analyzing data
- Adjusting for Inflation
- Standard Industrial Code Classification System and North American Industry Classification System
- Sources of information, Using the internet
- Commercial data firms
- Components of economic analysis
- Identifying Basic Industries (Traded Sectors) using Location Quotient Analysis

Distribute Assignment #2 (available on Blackboard)

**Required Readings**

Peg Barringer, “Using Data Effectively”

Massachusetts Location Quotient Chart Exercise

“Appendix 1: Sample Demographic Reports

“Appendix 2: Sample Information from Useful Web Sites”

Skim:
Massachusetts Executive Office of Communities & Development, Asking the Right Questions: A Guide to Assessing Your Local Economy, pp. 5-66
Class 5

V. Commercial Real Estate Development and Finance – Part 1

Bring calculator to class!

- Roles for the public sector and community based organizations in real estate development
- Project examples
- The real estate development process and the players
- Market analysis and leasing issues
- Financial feasibility analysis for real estate projects
- Developing the income and expense pro forma

- Case Studies

Required Readings - Bring the following materials to Part 2 class also!!!

Peg Barringer, Commercial Real Estate Development Training Guide

Case Example: Mixed Use Retail and Office Redevelopment – Historic Register Site

Project Example Supermarket Plaza in Distressed Neighborhood

Project Example Development of Neighborhood Supermarket by CDC on previously city-owned site

Woolworth’s Building Case Study

River Street Shopping Center Case Study

Worksheets
Class 6

VI. Real Estate Development and Finance – Part 2

**Bring calculator to class!**

- Project Feasibility Analysis (cont’d)
- Income & Expense pro forma (cont’d)
- Determining debt capacity
- Project valuation
- Understanding Investors and Investment Goals

Distribute Assignment #4  (Available on Blackboard)

**Required Readings** - Bring the materials from Part 1 class also!!!

The Foster Block Case Study
Class 7

VII. Real Estate Development and Finance – Part 3

Bring calculator to class!

- Project Feasibility Analysis (cont’d)
- Exploring options to close financing gaps
- Breakeven analysis
- Tools and techniques to encourage and guide development to meet community goals
- Financing Sources
- How Loan Rate and DCR can affect feasibility
- Case Study Discussion: Fruitvale Transit Village

Required Readings - Bring the materials from Part 1 and Part 2 to class also!!!

Roxbury Arts Center

Fruitvale Transit Village Case Study
Class 8

VIII. Business Development Tools

- Definition of small business
- Definition of microenterprise
- Roles for CBOs and public agencies
- Selected tools
- Sector development
- Business incubators
- Business loan programs
  - designing a loan program exercise
  - loan program examples
- Microenterprise development

Required Reading

Peg Barringer, Business Development and Selected Economic Development Tools

“Business Incubation FAQ (Frequently Asked Questions)”, National Business Incubation Association

Business Incubator Case Study: Nuestra Culinary Ventures


Loan Program Design Exercise
Class 9

IX. Feasibility Analysis for CED Ventures

- Financial Analysis for ED Ventures
- Feasibility Analysis Process Overview
- Startup/development budgets
- Income and Expense Projection
- Clarifications for Team Project Assignment
- Team Project Discussions

Required Readings

Peg Barringer, “Feasibility Analysis for CED Ventures”

Appendix: Examples of Income and Expense Projections and Startup Budgets
Class 10

X. Social Enterprise and Business Planning

- Introduction to Social Enterprise
- Examples of Social Enterprise
- Elements of a Business Plan
- Case Study: Business Plan Evaluation

Required Readings

Haley House Bakery Café Business Plan

Haley House Bakery Café Business Plan Case Study Questions


Class 11

XI. Commercial District Revitalization

- Organizational Models
- The Planning Process
- Components of a Revitalization Strategy: Business Development, Physical Improvements, Management. Targeted Real Estate development, Promotion & Marketing
- Business Districts -12 Steps for Economic Success
- Uptown Case Study Part 1

Required Readings

Organizational Models, The Planning Process, Components of a Revitalization Strategy

Peg Barringer, “Commercial District Revitalization Planning Process Chart”

Peg Barringer, 12 Steps to Economic Success for Business Districts, 2006

Peg Barringer, Case Study: Part One Business District Revitalization Uptown District, Kenosha, WI

Peg Barringer, Assessment and Recommendations for Development of Arts and Cultural District in Mountain View. Anchorage, Alaska, 2002
Class 12

To Be Announced

Class 13

Team Project Presentations – time to be announced, will be in the morning, will not be at normal class time
Requirements

All students are expected to complete required readings and actively participate in class.

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<thead>
<tr>
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<th>Assigned</th>
<th>Due Date</th>
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<tbody>
<tr>
<td>1. Community Economic Development</td>
<td>Class 3 (9/22)</td>
<td>Class 4 (9/29)</td>
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<tr>
<td>(classes I,II, III and reference material on Financing CED)</td>
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<tr>
<td>2. Economic Analysis Tools</td>
<td>Class 4 (9/29)</td>
<td>Class 6 (10/20)</td>
</tr>
<tr>
<td>3. Team Project - Part 1</td>
<td>Class 1 (9/8)</td>
<td>Class 7 (10/27)</td>
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<tr>
<td>4. Real Estate Development</td>
<td>Class 6 (10/20)</td>
<td>Class 8 (11/3)</td>
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<tr>
<td>5. Team Project - Part 2</td>
<td>Class 1 (9/10)</td>
<td>(12/15)</td>
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Assignments will be distributed through Blackboard Website.

Weight of Assignments

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Participation/in class case studies/exercises, etc.</td>
<td>15%</td>
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<tr>
<td>Assignment #1</td>
<td>15%</td>
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<td>Assignment #2</td>
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<td>Assignment #5</td>
<td>20%</td>
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<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
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UEP 271 - Policies

1. Several classes will require the use of a calculator. Please come prepared.

2. Bring copies of required readings, case studies and other materials to class.***

3. If you have to miss a class, it is your responsibility to make arrangements with another student to pick up copies of handouts and assignments that you might miss.

4. If you request an extension on an assignment, there will be a 5% grade penalty. All late assignments must be received no later than 1 week after the due date.

5. Please include the following information on the front cover of your assignments

   Submitted to: Peg Barringer, Tufts University Graduate Department of Urban and Environmental Policy and Planning, Course 271
   Submitted by: (your name or all team member names)
   Date:
**Reader**

Readings required for the class will be available in a separate packet.

The Readers will be available for purchase at Gnomon Copy. Please plan to pick up your reader at Gnomon Copy in time to complete readings for class #2.

Some readings will also be distributed via the Blackboard website (see below).

**Blackboard Site**

blackboard.tufts.edu

Assignments, some readings and other information will be distributed to students via the Blackboard Site for UEP 271. Students may also communicate with other students via this site. Students are encouraged to open forums to discuss possibilities for team projects and discuss potential team configuration on the site. Please do not try to communicate to Peg Barringer via this site; she must be communicated directly.