

University of Wisconsin-Milwaukee  
UP 684G: Planning Local Economic Development  
Spring 2023  
Mondays, 5:30pm - 8:10pm  
In person: AUP Room #345

**Instructor:**

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I do not have regular office hours on campus, but you can either take the opportunity to schedule some time before or after class or schedule an appointment for a virtual visit. Please be aware, I have a calendar that fills up several weeks in advance, so do not leave questions to the last minute.

Course Information and materials will be provided through Canvas. Students shall provide email address to be added to the document sharing and course communication platform.

**Course Subject Matter/Content**

This course addresses the nature of growth and development with a focus on community & economic development applications and practices for successful change. Students will learn to understand the underlying forces that are affecting communities who are attempting to deal with broad economic change, whether they are tourism dependent communities, or retail, services and manufacturing communities. While each community is unique; they face many common economic and growth-related challenges.

The material presented is grounded in economic theory, but the challenges facing communities require understanding in a broad range of approaches to national, regional, State, or local economic development. Students in this class are expected to gain technical understanding and proficiency in the application of economic development, and practices to address economic development, planning, and public policy challenges, while also appreciating the relationships to other development approaches. Discussions will also occur related to social, economic, and cultural frameworks related to communities; the limitations of markets related to an economy; the significance of partnerships in a community; the role of location in regional economic success; the importance of community capital, attributes, and assets; and the emphasis the interconnectedness of all of the different elements of a local, State & regional economy.

Objectives:

1. Gain an overview of economic development practices and applications.
2. Develop a toolbox for analyzing the strengths and weaknesses of the community's economy.
3. Explore alternative processes for affecting change at the community level.
4. Improve the economic understanding of students interested in affecting change at the local level.

**Grading:**

There will be three projects identified below in the class that will be worth 80% of your final grade. Students will be expected to apply the models, methods, and tools discussed in the class to problems they might encounter working with communities in the field of community economic development.

Student Engagement & Class Participation:

- 10% of grade

Community Profile Project:

Students will produce a community profile that incorporates the tools and methods discussed in this class.

- 20% of grade

Community and Economic development issue briefing Paper & Presentation

- 20% of grade

Informational Interview of Economic Development Professional

- 20% of grade

Group Exploration project and presentation

- 30% of grade

**Grading criteria**

The specific grading criteria for each report will be given with the report assignment. Note that writing always "counts." In assigning a particular grade, the following guidelines set by the UWM graduate school will be followed:

- A: Superior work
- B: Satisfactory, but undistinguished work
- C: Work below the standard expected of graduate students

Here are some general rules for the assignments and metro report:

1. Papers must be typed, double-spaced, in 12-point font (preferably Times New Roman or Arial), with 1-inch margins.
2. Pages must be numbered.
3. The paper must comply with any specific requirements of the assignment, such as page limits, organization, etc.
4. Unless noted otherwise, please submit your report to the appropriate Canvas Assignments AND turn in one hard copy during class.
5. Late Reports: Reports are due at the beginning of the class period in which the report is due. Late reports are NOT accepted unless the student obtains an extension based upon justification such as illness or family/workplace emergency.

### **CLASSROOM CONDUCT**

For in-person participants, please turn off and put away all cell phones and audible devices during class. For online participants, please try to turn the camera on and participate in class discussions.

### **SPECIAL ACCOMMODATION**

Students with limitations due to disability, including learning disability may request for any reasonable accommodations. Students will be allowed to complete examinations or other requirements that are missed because of a religious observance. In case of special accommodations are needed in order to meet any of the requirements of this course, please contact me as soon as possible.

### **ACADEMIC CONDUCT**

The University, as an instrument of learning, is predicated on the existence of an environment of integrity. Faculty have the primary responsibility for establishing and maintaining an atmosphere and attitude of academic integrity such that the enterprise may flourish in an open and honest way. Students share this responsibility for maintaining standards of academic performance and classroom behavior conducive to the learning process. Please review Chapter UWS 14 and Faculty Document No. 1686 at: [http://www4.uwm.edu/acad\\_aff/policy/academicmisconduct.cfm](http://www4.uwm.edu/acad_aff/policy/academicmisconduct.cfm) [Links to an external site.](#) (Links to an external site). for both UWM's and our expectations of appropriate student academic conduct.

Original Work and Plagiarism: All work in this course should be your own. In written work, cite your sources for quotes, facts, and opinions, both in the body of your work and in the bibliography. Do not copy word for word unless you place the words in quotation marks. Any plagiarism will be dealt with as a serious ethical breach. If you have questions about whether you are crossing an ethical line, ASK ME. Here is a link to some good information on plagiarism from Indiana University Bloomington: <https://www.indiana.edu/~istd/definition.html> [Links to an external site.](#)

Other Course Policies: This course adheres to campus policies regarding students with disabilities, religious observances, active military service, incompletes, discriminatory conduct, academic

misconduct, complaints about the course, grade appeals, and firearms. For details about these policies, see:

<http://uwm.edu/secu/wp-content/uploads/sites/122/2016/12/Syllabus-Links.pdf> Links to an external site. (Links to an external site).

Work Expectation: On average, students should spend 48 hours per credit per semester on in-class activities and activities outside of the classroom (i.e., approx. 144 hours for a 3-credit course).

Anti-racism and DEI (Diversity, Equity, and Inclusion) Policies: This course is committed to addressing systemic racism across all its dimensions in our curriculum. Towards this goal, this course acknowledges the historical roles of urban planning in creating and replicating racial inequities in the built environment. We are committed to developing pedagogical approaches and curricular content to train urban planners on anti-racist planning strategies.

We desire to foster and reinforce an inclusive culture in which democratic principles embrace the richness of our diverse society. This course facilitates and advances respectful dialogues among participants (students, instructors, class project clients, community members, and so on) of diverse backgrounds and experiences.

## **COURSE SCHEDULE AND ASSIGNMENTS**

The schedule below identifies the readings, assignments, and preparations for class discussion that you need to prepare each week. Additional details and Instructions for written assignments (community profile, issue briefings, group exploration project) will be posted at least two weeks prior to the due date. This course also has assignments where you will need to collect, understand, and analyze articles/information to participate in course discussions. Your discussion of the assignments will be graded in “student engagement and class participation/ discussion”. Students will also be required to present information on their projects and assignments.

Many readings are identified on the syllabus, and items of current relevance may be distributed at class time. Instructor may add additional readings to UP 684 Economic Development Canvas page. PowerPoint presentations will be posted to Course files, but sometimes not until after class.

### **Course Schedule**

#### **January 23, 2023**

Introduction to Economic Development

Role of the Economic Developer

Economic Development Challenges & Issues

Information Review & Readings: Available in **Week 1** Canvas

Economic Development Fact Sheet

Economic Development Perspectives Info Graphic

What is Economic Development, International Economic Development Council.

Championing Economic Development, International Economic Development Council.

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### **January 30, 2023**

Economic Development Theory – **Virginia Carlson (Guest Lecturer)**

Information Review & Readings: Available in Week 2 Canvas

Chapter 3 - Concepts Theory: Leigh Blakely

Amazon HQ2 RFP - Students should review & pay attention to the factors that Amazon specifically said they were looking for.

Local Economic Profile & Analysis

Information Review & Readings: Available in **Week 2** Canvas

Introduction to Economic Development, International Economic Development Council

Glossary of Economic Development Terms

### **February 6, 2023**

Globalization – **Virginia Carlson (Guest Lecturer)**

Information Review & Readings: Available in Week 3 Canvas

The Box Chapter 14 - Just In Time

A Dream Derailed

Local Economic Development

- Marketing
- Attraction

Information Review & Readings: Available in **Week 3** Canvas

Roadmap to Livability Series: Economic Development Workbook; ©AARP 2018

Amazing Place – Six Cities Using New Recipe for Economic Development; Smart Growth America 2016

Review of Richard Florida's *The Rise of the Creative Class*

**February 13, 2023**

Real Estate Development Process

Information Review & Readings: Available in **Week 4** Canvas

Economic Development Checklist

**February 17, 2023, Economic Profile Project Due**

**February 20, 2023**

Financing Tools & Methods

Information Review & Readings: Available in **Week 5** Canvas

Leveraging Development Finance Tools to Attract Opportunity Zone Investment; U.S. EPA Office of Community Revitalization; 2020.

EDRP on Incentives: More than Money/Seeding Growth/Incentives for the Twenty-First Century; © 2015 International Economic Development Council

Other Economic Development Financing Tools Primer; GFOA

**February 27, 2023**

Guest Speaker:

**Phoenix Financial Advisors**

Commercial Real Estate (CRE) Lender/broker

Information Review & Readings: Available in **Week 6** Canvas

- Articles, resources, and scenarios may be provided by guest speaker.

**March 3, 2023,            Community & Economic Development Issue Brief Paper Due**

**March 6, 2023**

Student Issue Presentations

Workforce Development

Information Review & Readings: Available in **Week 7** Canvas

Briefing Paper: Creating an effective workforce system for the new economy; © 2018 McKinsey & Company

**March 13, 2023**

Guest Speaker

Robyn Luedtke- Waukesha Co. Business Alliance – Talent Development

Nicole Ryf – Waukesha Co. Center for Growth – Regional Economic Development

Information Review & Readings: Available in **Week 8** Canvas folder

- Articles, resources, and scenarios may be provided by guest speaker.

**March 17, 2023,            Informational Interview of Economic Development Professional Due**

**March 20, 2023** – Spring Break

**March 27, 2023**

Housing

Utilities

Transportation

Information Review & Readings: Available in **Week 9** Canvas

Thinking & Acting Regionally – Implications for Local Economic Development Practice; Erin Flynn, Ph.D. 2005

**April 3, 2023**

Development Types:

Business Expansion

Industrial Development

Greenfield Development

Brownfield Development

Information Review & Readings: Available in **Week 10** Canvas

Economic Impact of brownfield Investment; UWW Whitewater Fiscal & Economic Research Center & Redevelopment Economic; For WI Economic Development Association- 2015

Article: Lawrence Warehouse costs estimated, with job creation

Article: Milwaukee Park East Freeway Case Study

Commercial & Industrial Facility Development; ©2011 Community Action Partnership

**April 7, 2023 Exploration Project Framework & Proposal Due**

**April 10, 2023**

Entrepreneurship & Small Business Development

Business Plans

Information Review & Readings: Available in **Week 11** Canvas

<https://www.investopedia.com/articles/personal-finance/101414/why-entrepreneurs-are-important-economy.asp> Links to an external site.

<https://www.sba.gov/business-guide/plan-your-business/write-your-business-plan>Links to an external site.



**April 17, 2023**

Redevelopment & Reuse

Downtown Revitalization

Case Study – Planning + Economic Development = Creating Vibrant Places

Information Review & Readings: Available in **Week 12** Canvas

An Analysis of Downtown Storefront Improvements; © 2014 Coopertative Extension of the University of Wisconsin System

Principles of New Urbanism infographic

Useful Tools to Rejuvenate CRE Assets and Communities: New Urbanism, Smart Growth, and ESG Investment Principles; DBRS Morningstar, 2021

(Re)Building Downtown-A Guidebook for Revitalization; Smart Growth America; 2015

**April 24, 2023**

Guest Speaker

Matt Moroney - President/COO – Wangard Partners, Inc.

Economic Development Planning

Strategic Doing

Information Review & Readings: Available in **Week 13** Canvas

Economic Development Performance Measures

Strategic Doing Info to be added later

**May 1, 2023**

Bringing It all together.... The Art of the Deal!

Information Review & Readings: Available in **Week 14** Canvas

Smart Growth and Economic Success: The Business Case; EPA Office of Sustainable Communities Smart Growth Program; 2013

Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns; EPA Office of Sustainable Communities Smart Growth Program; 2016

**May 5, 2022 Exploration Project Due**

**May 8, 2022**

Project Presentations

Course Summary:

<b>Date</b>	<b>Details</b>
Fri Feb 17, 2023	Assignment <a href="#">Develop an Economic Profile for a community of your choice</a>
Fri Mar 3, 2023	Assignment <a href="#">Community and Economic Development Issue Briefing Paper</a>
Sun Mar 5, 2023	Assignment <a href="#">Issue Paper Presentation</a>
Fri Mar 17, 2023	Assignment <a href="#">Informational Interview of Economic Development Professional</a>
Fri Apr 7, 2023	Assignment <a href="#">Exploration Project Framework &amp; Proposal</a>
Fri May 5, 2023	Assignment <a href="#">Exploration Project</a>
Sun May 7, 2023	Assignment <a href="#">Exploration Project Presentation</a>