

Memo

Date: September 9, 2019

RE: Basic Economic Development Course Introduction to the Smallville, Wisconsin Acme Corporation Case Study

Background

Smallville is a small city (population 17,000) located about 30 minutes from the nearest large metropolitan center, River City (population 150,000). Smallville was originally an agricultural community but the economy declined significantly through the 1980s during the housing crisis. Smallville maintains a limited base in manufacturing and has benefited somewhat from its proximity to nearby River City, a desirable location for employers due to natural amenities (located adjacent to a large lake), highly skilled workforce, and transportation infrastructure. River City has a growing base in the production of parts for the energy industry. The population of Smallville is aging and an increasing number of Spanish speaking and African immigrants have settled there due to the presence of a social service agency affiliated with a local church and low housing prices. Historically, Smallville has not been active in economic development, but new officials on the City Council are increasingly pushing for Smallville to be more competitive with other communities around River City. Some members of the City Council feel government should not subsidize business, others feel it is government's responsibility to facilitate new job growth. Smallville's activities in economic development have mainly included establishing Tax Increment Financing Districts for the City's 3 industrial parks. Within the past two years the City formed an economic development corporation, staffed by a full time economic development director and a main street organization. There is also an active chamber of commerce.

Acme is a small global company headquartered in the USA and Canada that produces components used in the energy industry. Company headquarters (office and a distribution facility) are based out of River City, Wisconsin. Acme has manufacturing facilities in Smallville, WI, Richmond, TX and Canada that are no longer competitive. The Smallville facility currently employs 98 full time employees. Corporate-wide, company priorities include (1) reevaluating its footprint across various business units, (2) developing engineering resources and (3) increasing market share in emerging economies. In accomplishing this, Acme is considering how to optimize their assets by consolidating and making select investments in one of their production facilities. This will include consolidating five production lines to one of their existing business units.

Congratulations! You have been recently hired as the EDO director for the Village of Smallville.

HOMEWORK:

**** Tonight- review the project documents provided. What are some initial issues, strategies, or questions that come up for you as an EDO director?**

Case study developed by Christian Tscheschlok, Kristen Fish, and Laura Brown as a collaborative effort between the Wisconsin Economic Development Association and the University of Wisconsin-Extension, Center for Community & Economic Development. Please credit use of this material.

Smallville (city), Wisconsin

People QuickFacts	Smallville	Wisconsin
Population, 2013 estimate	16,882	5,742,713
Population, 2012 estimate	16,746	5,724,554
Population, 2010 (April 1) estimates base	16,504	5,686,983
Population, percent change, April 1, 2010 to July 1, 2013	1.5%	1.0%
Population, percent change, April 1, 2010 to July 1, 2012	0.9%	0.7%
Population, 2010	16,501	5,686,986
Persons under 5 years, percent, 2010	7.1%	6.3%
Persons under 18 years, percent, 2010	25.0%	23.6%
Persons 65 years and over, percent, 2010	12.7%	13.7%
Female persons, percent, 2010	51.1%	50.4%
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White alone, percent, 2010 (a)	93.7%	86.2%
Black or African American alone, percent, 2010 (a)	1.3%	6.3%
American Indian and Alaska Native alone, percent, 2010 (a)	0.7%	1.0%
Asian alone, percent, 2010 (a)	1.4%	2.3%
Native Hawaiian and Other Pacific Islander alone, percent, 2010 (a)	Z	0.0%
Two or More Races, percent, 2010	1.5%	1.8%
Hispanic or Latino, percent, 2010 (b)	3.8%	5.9%
White alone, not Hispanic or Latino, percent, 2010	91.6%	83.3%
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Living in same house 1 year & over, percent, 2008-2012	86.1%	85.8%
Foreign born persons, percent, 2008-2012	4.1%	4.6%
Language other than English spoken at home, pct age 5+, 2008-2012	6.0%	8.6%
High school graduate or higher, percent of persons age 25+, 2008-2012	92.6%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	29.9%	26.4%
Veterans, 2008-2012	1,827	423,264
Mean travel time to work (minutes), workers age 16+, 2008-2012	18.2	21.6
Housing units, 2010	11,313	2,624,358
Homeownership rate, 2008-2012	69.0%	68.6%
Housing units in multi-unit structures, percent, 2008-2012	26.9%	25.3%
Median value of owner-occupied housing units, 2008-2012	\$132,000	\$169,000
Households, 2008-2012	10,464	2,286,339
Persons per household, 2008-2012	2.42	2.42
Per capita money income in past 12 months (2012 dollars), 2008-2012	\$28,730	\$27,426

Median household income, 2008-2012	\$51,168	\$52,627
Persons below poverty level, percent, 2008-2012	8.7%	12.5%

Business QuickFacts	Smallville	Wisconsin
Total number of firms, 2007	1,808	433,797
Black-owned firms, percent, 2007	F	2.6%
American Indian- and Alaska Native-owned firms, percent, 2007	F	0.6%
Asian-owned firms, percent, 2007	S	1.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	F	1.3%
Women-owned firms, percent, 2007	23.2%	25.9%
Manufacturers shipments, 2007 (\$1000)	2,197,171	163,563,195
Merchant wholesaler sales, 2007 (\$1000)	199,398	59,996,244
Retail sales, 2007 (\$1000)	408,761	72,283,321
Retail sales per capita, 2007	\$16,391	\$12,904
Accommodation and food services sales, 2007 (\$1000)	47,321	9,247,311

Geography QuickFacts	Smallville	Wisconsin
Land area in square miles, 2010	9.23	54,157.80
Persons per square mile, 2010	2,764.0	105.0

Biglake County, Wisconsin

People QuickFacts	Biglake County	Wisconsin
Population, 2013 estimate	169,541	5,742,713
Population, 2010 (April 1) estimates base	166,994	5,686,983
Population, percent change, April 1, 2010 to July 1, 2013	1.5%	1.0%
Population, 2010	166,994	5,686,986
Persons under 5 years, percent, 2013	5.7%	6.0%
Persons under 18 years, percent, 2013	21.1%	22.8%
Persons 65 years and over, percent, 2013	14.3%	14.8%
Female persons, percent, 2013	49.7%	50.3%
White alone, percent, 2013 (a)	93.1%	88.1%
Black or African American alone, percent, 2013 (a)	1.9%	6.5%
American Indian and Alaska Native alone, percent, 2013 (a)	0.7%	1.1%
Asian alone, percent, 2013 (a)	2.7%	2.5%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.1%	Z
Two or More Races, percent, 2013	1.5%	1.7%
Hispanic or Latino, percent, 2013 (b)	3.8%	6.3%
White alone, not Hispanic or Latino, percent, 2013	89.8%	82.5%
Living in same house 1 year & over, percent, 2008-2012	85.6%	85.8%
Foreign born persons, percent, 2008-2012	3.1%	4.6%
Language other than English spoken at home, pct age 5+, 2008-2012	5.6%	8.6%
High school graduate or higher, percent of persons age 25+, 2008-2012	90.8%	90.2%
Bachelor's degree or higher, percent of persons age 25+, 2008-2012	25.0%	26.4%
Veterans, 2008-2012	13,232	423,264
Mean travel time to work (minutes), workers age 16+, 2008-2012	18.5	21.6
Housing units, 2013	73,787	2,633,330
Homeownership rate, 2008-2012	67.7%	68.6%
Housing units in multi-unit structures, percent, 2008-2012	28.3%	25.3%
Median value of owner-occupied housing units, 2008-2012	\$141,100	\$169,000
Households, 2008-2012	67,232	2,286,339
Persons per household, 2008-2012	2.35	2.42
Per capita money income in past 12 months (2012 dollars), 2008-2012	\$27,103	\$27,426
Median household income, 2008-2012	\$51,603	\$52,627
Persons below poverty level, percent, 2008-2012	11.5%	12.5%

Business QuickFacts	Biglake	
	County	Wisconsin
Private nonfarm establishments, 2012	3,526	138,246 ¹
Private nonfarm employment, 2012	84,976	2,388,855 ¹
Private nonfarm employment, percent change, 2011-2012	-0.8%	1.5% ¹
Nonemployer establishments, 2012	8,024	336,059
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Total number of firms, 2007	10,710	433,797
Black-owned firms, percent, 2007	S	2.6%
American Indian- and Alaska Native-owned firms, percent, 2007	0.3%	0.6%
Asian-owned firms, percent, 2007	S	1.6%
Native Hawaiian and Other Pacific Islander-owned firms, percent, 2007	F	S
Hispanic-owned firms, percent, 2007	0.8%	1.3%
Women-owned firms, percent, 2007	23.4%	25.9%
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Manufacturers shipments, 2007 (\$1000)	9,198,861	163,563,195
Merchant wholesaler sales, 2007 (\$1000)	1,109,192	59,996,244
Retail sales, 2007 (\$1000)	1,796,479	72,283,321
Retail sales per capita, 2007	\$11,126	\$12,904
Accommodation and food services sales, 2007 (\$1000)	212,069	9,247,311
Building permits, 2012	273	12,041
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Geography QuickFacts	Biglake	
	County	Wisconsin
Land area in square miles, 2010	434.49	54,157.80
Persons per square mile, 2010	384.3	105.0

Other Sources of Data

- Data Tools and Community Profiles: <http://ccd.ces.uwex.edu/data-sources> - Alphabetical list of both Wisconsin and National community and economic development data sets and profiles
- US Census Data <http://factfinder2.census.gov>

Business Retention & Expansion

Background:

Leadership at the Smallville facility is competing for this project along with River City, Wisconsin, Richmond, Texas and Ontario, Canada. Should Smallville win the new production, this would require Acme to expand the Smallville facility by roughly 190,000 SF on land mostly already owned by Smallville in the business park. In addition to job retention, a project win would result in some 67 new positions as Acme would move its production business from its facilities in Richmond, TX to this location. If unsuccessful, Acme would downsize its Smallville workforce significantly due to consolidation in the new location. The Smallville location requires non-traditional site configuration and mitigation due to significant wetland infiltration into the site. Richmond, TX has an existing building that meets their requirements. Local employee intel suggests the Canada option is unlikely due to cost of doing business there.

Challenge

What would your BRE strategy or strategies look like with ACME? Is your strategy a regional or community focused effort? Why?

What are the advantages and pitfalls of the choice you made? What issues might you confront at the regional or community level?

What are some of the red flags that you know already? What other red flags might come up?

What strategies might you recommend to the Village board to improve business retention in Smallville? What are the goals of your program? What resources will you use to accomplish this?

Tools

- A Guide to Business Visits for Local Elected Officials (PDF) <http://cced.ces.uwex.edu/files/2014/08/Guide-for-Local-Officials-Visits-11-27-2013.pdf>
- University of Minnesota-Extension BR&E – Background, sample surveys and case studies (Website) <http://www.extension.umn.edu/community/business-retention/>
- Sample Business Retention Survey (Microsoft Word Document) <http://blogs.ces.uwex.edu/cced/>

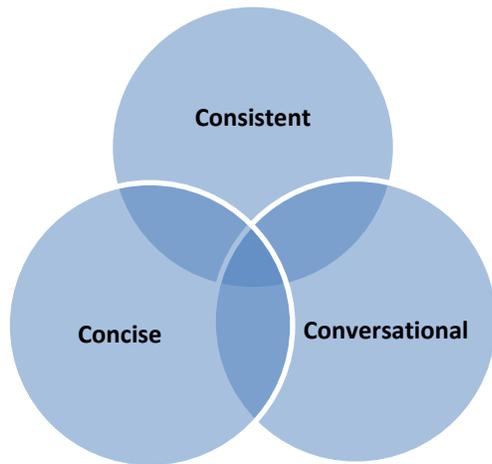
Red Flags or Early Warning Signs To Consider in Business Retention Visits

- Declining Sales/declining employment
- Larger non-local corporate ownership
- Recent ownership change
- Lease of property or expiring leases
- Other facilities producing the same product or service
- Negative attitudes about the community
- Unbearable regulatory burdens
- Union contract expiration
- Expanding employment/expanding sales
- Facility and site expansion plans
- Obsolete or land-locked facility
- Location in a problem neighborhood
- Older product lines or production technology
- Contentious labor-management relationships
- Lack of export/international focus
- Family-owned firms with aging owner and no succession plan
- Gradual corporate downsizing over time
- Relocation of top managers and corporate officers to another location
- Loss of longstanding supplier contracts/relationships (e.g., losing contracts to supply specific parts to an automaker)

List developed by the International Economic Development Council

What are some other possible red flags you might encounter?

Business Visitation Survey in 15 Minutes



FOCUS QUESTION: ACME CASE – What “red flag” indicators from the presentation do you see present in the project profile and other data presented? What opportunity does this suggest?

Brainstorm a brief business visitation survey your community could use in conducting conversations with the leadership of existing businesses. Feel free to use the rubric below and keep in mind the “Three C’s.” An example is included below.

	Survey Question	Indicators
Company Background	<i>How would you describe the company’s commitment to this facility?</i>	<i>Employment growth Sales growth</i>
Business Climate		
Workforce		
Suppliers & Customers		
Finance & Regulation		
Barriers		
Satisfaction		

Managing an Economic Development Organization

Background:

You have been on the job with the Smallville EDO for about two months. As described earlier, historically, Smallville has not been active in economic development, but the Village board is increasingly pushing for Smallville to take action to be more competitive with other communities around River City. Some members of the Village board feel government should not subsidize business; others feel it is government's responsibility to facilitate new job growth. Smallville's activities in economic development have mainly included establishing Tax Increment Financing Districts for the Village's 3 industrial parks. There is also an active chamber of commerce. While the Smallville EDO does have a board of directors, the community leaders who formed the organization were mainly concerned about the Acme project and they did not go through a planning process prior to hiring you.

Challenge:

Create some key performance indicators for your organization to propose to your board. How would you go about choosing these indicators? (You may use the worksheet provided)

What would success look like for the Acme project according to your indicators? How would you go about measuring or collecting this information?

How might your indicators affect the way you think about or approach the project? How might it affect how your stakeholders approach the project?

Tools:

- IEDC Benchmarking Excellence Among Accredited Economic Development Organizations
<http://www.iedconline.org>
- Free Management Library – Free resources for organizational management, board development, and staffing
<http://managementhelp.org/>

Performance Indicators

	Indicator	What does success look like?
EXAMPLE <i>Human Resources</i>	<i>Staff keep board informed on important operational issues</i>	<i>Board is aware of an engaged in activities of the organization without micro-managing</i>
Leadership		
Partnerships & Relationships		
Results		
Performance Tracking System		
Strategic Planning		
Process Management		
Customer and Market Focus		
Implementing Best Management Practices		

Real Estate

Background:

Smallville is considering ways to make the existing/potential site in their business park more competitive to Acme corp. Smallville has the property available adjacent to the existing building but challenges exist. The parcel is occupied by a large wetland requiring mitigation. Richmond, TX has an existing building that already meets Acme's requirements. Local employee intelligence suggests Canada option is unlikely due to cost of doing business there.

Acme will require a minimum of eight acres of developable land in order to accommodate the expansion on their existing property with parking and semi-truck loading/unloading and parking for the additional employees. A new facility elsewhere would require 15-20 acres of developable property. Additional future expansion possibilities should also be considered.

Acme's need to be close to transportation corridors should not be overlooked. Although Smallville is 30 miles from River City, it is close to the intersection of two major highways, and the industrial park is served by rail.

Challenge:

Considering the fact that Smallville is interested in becoming more competitive within the region, how can you as Economic Development Director for the City provide financial or technical assistance to ACME to facilitate their expansion on site in your community?

What could you do to have the industrial park site pre-qualified as shovel ready?

How might you justify the City's investment in a site like this to your City Council?

Tools:

- Locate in Wisconsin <http://inwisconsin.com/why-wisconsin/available-sites/locate-in-wisconsin/>
- Certified in Wisconsin Certified shovel ready sites in Wisconsin <https://inwisconsin.com/doing-business-in-wisconsin/available-sites/certified-sites/>
- Conducting a Feasibility Study – University of Wisconsin-Center for Cooperatives, Includes target market, demand, supply, operational needs. <https://uwcc.wisc.edu/start-a-co-op/steps-to-startup/>
- Downtown Market Analysis Toolbox- University of Wisconsin-Extension. Trade area analysis, business and consumer surveys, analysis by sector <http://fyi.uwex.edu/downtown-market-analysis/>

Workforce Development

Background:

Changes in the energy industry have led to a major plant closure in River City resulting in 200 unemployed workers. Acme Corp and several other related industries in Smallville believe these employees may have skills that are applicable, but some retraining may be necessary.

Challenge:

What would the components of a rapid response program look like for Smallville to 1) take advantage of existing resources? 2) benefit the growing energy sector? What is your strategy and why?

How might this news affect your work with Acme? How might this fit into a longer-term workforce development program?

Who might be your partners on a short or long-term workforce response and how would you collaborate with them?

Tools:

- US Census Data <http://factfinder2.census.gov>
- Occupational Information Network <http://www.onetonline.org/>
- Bureau of Labor Statistics <http://www.bls.gov>
- Local Employment Dynamics Extraction from the US Census <http://ledextract.ces.census.gov/>
- Local Employment Dynamics Mapping tool the US Census - web-based mapping and reporting application that shows where workers are employed and where they live. <http://onthemap.ces.census.gov/>

Economic Development Finance

Briefing

Smallville set up its industrial TIF district in 1994 as a way to pay for the purchase and build out of land for the new business park. The community took out a revenue bond to pay for the development of the business park with cash flows from the increment of projected future development projects pledged as debt service. The park has seen some development; however, over the last several years in particular, there has been very little action in the park. As a result, Smallville is predicting the park will “go in the red” this year and start to require allocations from general revenue for debt service. The land has some wetland issues to boot.

Acme Corp is currently located across two existing facilities in Wisconsin: one is an office and distribution facility in River City while the other is a non-competitive manufacturing facility in the Smallville business park.

Smallville Economic Development Corporation (EDC) staff have met with the company, interviewed them and gathered some intelligence about the competition. The local EDC feels they are legitimately looking at two options...Smallville or Richmond, TX where Acme has found an existing facility that meets their needs precisely. The EDC has assembled the included profile and data for consideration. It indicates that the Richmond, TX location represents a very attractive opportunity and would result in Acme moving all its operations from River City and Smallville to TX, selling their real estate in Smallville’s business park.

Challenge

You are a part of Smallville EDC board and have astutely recognized that this project could be a catalyst for changing the fortunes of your TIF district. Unfortunately, the original TIF plan was pretty inflexible and allows only for expenses tied to park infrastructure build out and debt service. Further, the State’s package can’t compete with TX; so, you know Smallville will have to step in to make a difference on winning the project. Your team has creatively brainstormed a proposal to the Smallville village board and TIF joint review board that the TIF plan be amended to allow for a developer incentive.

You know that opinions will fall into roughly two camps: the incentive is an investment...or the incentive is “corporate welfare” that takes away from debt service.

Activity

You will break up into three groups and debate the project proposal with a “joint review board” deciding its fate:

Economic Development Team – Your task is to take the data you have assembled and convince the joint review board that making the change to the TIF plan is a wise investment.

Village Board Members – This group of elected officials care about their community greatly. While appreciating the opportunity the project represents, they feel that the company is going to make a choice for Smallville anyway; so, why incur this unnecessary expense and take away from debt service? The village board is also concerned about setting precedence with this new incentive. The motion to approve the amendment narrowly passed the Village Board. Your task is to convince JRB to not vote in favor.

Joint Review Board Members – You represent the various taxing bodies in the community (tech college, school district, county, etc.). You are open to the idea but harbor concerns as well. After all, this is money that is not going currently going to your taxing body. You would like to see the TIF close as soon as success can be achieved. Remember, state statute requires you to base your decision on three factors: but for, economic

benefit vs. cost, and return on investment to taxing bodies. During group brainstorming time you will assess the project data you have received based on these factors.

Each group will record its conclusions in part by using the deal structuring chart below. You simply have to indicate with a check who (which sources) should participate in what aspects of the project (which uses) based on your assessment and position.

After some time for group brainstorming, the economic development team and village board will take 5 minutes each to make their case. The JRB will get to decide the fate of the project...do you allow the TIF plan to be amended or not?

Sources and Uses

Uses of Funding	WEDC	Smallville	County	Lender	SBA	Equity
Land / Building Acquisition						
Pre-Development						
Construction						
Equipment						
Working Capital						
Relocation / Moving Expenses						
Training						
Other						

Strategic Planning:

Background:

As described earlier, the community leaders that formed the Smallville EDO did very little planning prior to forming the organization. Your stakeholders, including your board and elected officials, are now very focused on the Acme project and they want to see results. You know that taking a broader look at your community assets will help the organization to establish more effective long term strategies for economic development. You have suggested that a strategic planning process might help the organization move forward more quickly. Below you'll find a draft of possible core values to guide the strategic planning process.

Challenge:

Who are some of the key stakeholders you might engage in the strategic planning process? What expectations might they have of the Smallville EDO?

Fill in some of the possible Strengths, Weaknesses, Opportunities and Threats for the Smallville EDO. Draw from your personal experience or the organization you work for.

SWOT Analysis

	Positive	Negative
Internal	Strengths	Weaknesses
External	Opportunities	Threats

MEMO:

Draft Organizational Core Values for the Smallville EDO

The Smallville Board and Staff are committed to:

- **Servant Leadership** - Placing first the economic well-being of Smallville residents.
- **Collaboration** - Encouraging, engaging and participating with both public and private entities to deliver optimal outcomes.
- **Accountability** - Delivering on our responsibilities and commitments through diligent stewardship of the resources provided.
- **Integrity** - Performing functions at the highest levels of fairness, honesty, respect and ethical behavior that builds and sustains trusting relationships.
- **Innovation** - Pursuing bold creativity and adaptability in delivering our programs, projects, initiatives and daily activities to produce results that have positive and sustainable impacts.

Develop a draft mission statement for the Smallville EDO. Consider what makes a good mission statement.

Action Planning

Consider some possible strategies, actions and measures of success for the Smallville EDO. Consider the results from your SWOT analysis.

Goals (Choose One)	Broad Strategies	Actions	Who will be Responsible?	How will you evaluate & measure success?
<i>EXAMPLES</i> Diversify and expand the local economy.				
Improve the competitive position of Smallville for new jobs and investments.				
Realize the full potential of the City's human, education, and capital resources in support of economic, business, and social development.				
Improve the economic development infrastructure necessary to support long-term growth and development.				

Tools:**Examples:**

- Jefferson County Comprehensive Plan (with Economic Development Emphasis):
<http://jefferson.uwex.edu/files/2010/09/Approved-Jefferson-County-Comprehensive-Plan-Update-with-Econo-Dev-Emphasis-11-20101.pdf>
- Rock Ready Index
<https://www.rockcountyalliance.com/MediaRoom/RockReadyIndex/tabid/1102/Default.aspx>

Web Resources:

- Virtualstrategist's *Overview of Strategic Planning Process*:
https://www.youtube.com/watch?v=sU3FLxnDv_A
- UpJohn Institute's 2012 *Indicators, Dashboards, Benchmarks and Scorecards in Regional Economic Development: Lessons Learned*:
http://research.upjohn.org/cgi/viewcontent.cgi?article=1192&context=empl_research

Books:

- Bryson, John M. and Farnum K. Altson. 2005. *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*. Second edition. San Francisco: Jossey-Bass, Imprint of John Wiley & Sons, Inc.
- Tague, Nancy R. 2005. *The Quality Toolbox*. Milwaukee, WI: ASQ Quality Press.
- Watson, Gregory H. 1992. *The Benchmarking Workbook: Adapting Best Practices for Performance Improvement*. Cambridge, MA: Productivity Press.

Community & Neighborhood Development

Background:

While the Smallville EDO doesn't yet have a budget for economic development, a local non-profit called Future Smallville provided you with a scholarship to attend the Basic Economic Development Course! Because they know you will be networking with people from many other communities, the board would like you to present some new, specific ideas for community & neighborhood development that might be applicable in Smallville.

Challenge:

In your experience, what is a community or neighborhood? What gives it "heart?"

YOUR COMMUNITY	SMALLVILLE

Take turns sharing a successful community or neighborhood development project that you have been involved with. Use the areas below as a guide. The example could be a project from your professional work or a personal experience in the community where you live.

Locality/Place Based Strategies	Business Oriented Strategies
Quality of life * Housing development Land and natural resource based strategies Brownfield development * Community place-making History arts and cultural strategies including historic preservation	Entrepreneurship and microbusiness TIF & Business Improvement Districts Retail Attraction * Main street development – retail strategies
Workforce Development Know trends in workforce development Education based strategies * Childcare Addressing demographic or generational changes	Community Building Strategies Social events * Image making * Public spaces – public art Building social and human capital Organizational development * Leadership development

What types of public participation processes have you used? What was the outcome? What challenges did you encounter? What methods might be effective in Smallville?

What overall community/neighborhood development strategies might you focus on in Smallville? Why? Who would you want to engage in those strategies?

Tools:

- Project for Public Spaces <http://www.pps.org/reference/strategies-for-place-based-development/>
- Downtown Vitality and Community Place Making Resources- by Steve Grabow, UW Extension Jefferson County <http://jefferson.uwex.edu/community-development/community-resource-development/community-vitality-and-placemaking/>
- National Main Street Center- <http://www.preservationnation.org/main-street/>
- Downtown Revitalization- Downtown Business District Market Analysis, Innovative Downtown Businesses Clearinghouse, Downtown Economics Newsletter, Downtown Revitalization Webinars <http://cced.ces.uwex.edu/downtown-revitalization/>
- Wisconsin Small Business Development Center <http://www.wisconsinsbdc.org/manage>
- National Small Business Administration <http://www.sba.gov/>
- The Community Toolbox- University of Kansas <http://ctb.ku.edu/en/about-the-tool-box>
- Asset Based Community Development <https://resources.depaul.edu/abcd-institute/Pages/default.aspx>

Marketing and Attraction

Background:

When you started the July, the Smallville EDO board provided you with a one year budget for 2014-2015. This included a “Marketing and Attraction” budget of \$10,000.

Challenge:

Given your limited marketing budget, what would you do to you get the biggest bang for your buck?

What strategies do you think would be most effective. Why?:

What strategies would not be as effective? Why? :

Tools:

- “What Cities Can Teach Marketers About Marketing” Forbes 8/26/14
<http://www.forbes.com/sites/onmarketing/2014/08/26/what-cities-can-teach-marketers-about-marketing/>
- Development Counselors International – Economic development and travel marketing resources and blog
<http://www.aboutdci.com/>
- Ady Advantage Blog: <https://adyadvantage.com/blog/>
- Atlas Integrated Blog <https://blog.atlas-integrated.com/>
- Ed Burghard Strengthening Brand America – Blog, white papers and resources
<http://strengtheningbrandamerica.com/#>
- Roger Brooks Community branding and Marketing Programs <https://www.rogerbrooksinternational.com/branding-development-marketing-plan>
- IEDC Site Selection Data Standards - <http://www.iedconline.org/web-pages/resources-publications/site-selection-data-standards/>

Case Study Discussion and Wrap-Up

Look back at the issues, strategies, or questions you had initially about this project. Did they change as you learned more or discussed this with partners?

Think back on some of your group discussions. Were there things you learned from each other that were not included in the presentations or case studies?

Is there anything that you learned or gained from the case study information presented, or shared by colleagues that you plan to use immediately in your work? Please share.