

MIT Department of Urban Studies and Planning  
11.438 Economic Development Planning  
Spring, 2012

Course Information and Syllabus

Class Time: Monday and Wednesday, 9:30 to 11 AM.  
Web Site: <http://stellar.mit.edu/S/course/11/sp12/11.438/>  
Meeting Place: 8-205  
Instructor: Karl Seidman  
Office: 9-511A  
Phone Number: 617-253-3964  
Office Hours: Monday, 12:30 to 2 PM and Wednesday, 11 AM to 12:30 PM or by appointment.

Course Description and Objectives

Economic Development Policy and Planning focuses on the policy tools and planning techniques used to formulate and implement local economic development strategies. The course begins with a brief overview of theories that seek to explain what generates local economic development and what factors account for different economic development outcomes across regions and the role of cities and neighborhoods in economic development. For the second part of the course, data sources and methods to analyze local economies, evaluate performance and conduct more detailed analysis of economic opportunities and resources will be presented. The third section applies these concepts and analytical tools to evaluate a local economy and propose an economic development agenda for a client city and organization. In the fourth section, policy areas used to influence local economic development and highlight current programs and practices in these areas are reviewed. In the final section, additional research is undertaken for the client organization and region to apply economic development policies, programs and tools to preparing an economic development plan for the client.

**A key component of the class will be the application of these analytical techniques, policies and programs to the preparation of an economic development plan for a client organization and area. The focus for this semester will be an economic development plan for the city of Worcester, Massachusetts. This planning effort will be undertaken by the entire class through completing a series of analytical steps in work teams and then reviewing the results of this analysis as a class to formulate economic development priorities, strategies and recommendations.**

As a MCP practicum, student are also expected to use their experience working on the client to project to develop and deepen your personal ideas about what constitutes good planning practice.

The objective of this course is to provide students with the following knowledge, experience and skills:

1. An introduction to theories of local economic development.
2. Familiarity with the policies and programs that state and local governments and public\private partnerships can use to further local economic development objectives.
3. An understanding of the major components of and contributions to local economic development.
4. Knowledge of strategies to distribute the benefits of economic growth to targeted geographic areas and populations.
5. Familiarity with data sources and analytical techniques used to undertake a strategic assessment of a local economy. A strategic assessment seeks to develop an understanding of an area's economic development strengths and weaknesses, the opportunities for leveraging additional economic development, and addressing the risks for major loss of economic activity.
6. Experience combining an understanding of economic development policy with the results of a strategic assessment of an area's economy to define objectives and formulate an economic development strategy for a neighborhood, locality or region.
7. Practical experience to develop skills for managing an economic development planning process that involves: (1) integrating varied data to understand and analyze a local or regional economy, develop an agenda and communicate the case for the agenda to stakeholders; (2) analyze specific economic development issues, develop proposals to address them, and work to gain support for their implementation; (3) prepare a professional plan that summarizes the process, analysis, plan elements and implementation.
8. An understanding of the organizational capabilities needed and options for implementation of economic development strategies.
9. An understanding of practical issues and challenges involving in preparing and gain institutional support for plans and development of personal ideas and approaches for addressing them.

Economic Development Planning is also designed to provide students with a foundation in economic development to pursue more in-depth studies in other classes in regional economic development theory, urban labor markets, economic impact analysis and modeling, and economic development finance.

### Reading Materials and Assignments

Reading assignments are specified for each class in the course syllabus beginning on page 5. All reading assignments are posted on the course stellar web site. Since the required reading present a small set of useful literature and information on economic development planning, policies and programs, additional readings and web resources are provided on the Stellar site to assist students in exploring topics of interest and to assist with work on the class project.

## Course Requirements

In addition to the completion of all reading assignments and participation in class discussion, students are required to participate fully in the research, analysis and formulation of the Worcester plan. There are also several reflection assignments and a final grading assignment.

## Writing Assignments

There are several written assignments, explained in the syllabus, that relate to the class project and provide a means to complete analytical tasks and draw conclusions to facilitate the final formulation of the client economic development plan.

## Class Project

The entire class will work on formulation of an economic development plan for Worcester, Massachusetts. Our client for the project is city's **Office of Economic Development**. This project will be the primary work assignment for the semester. Research and analytical work for the plan will be divided up among student teams who will present their findings and recommendations for class review and discussion. A final report incorporating key findings and the recommended plan will be written by integrating the work of the different teams. The final plan will be presented to client and other stakeholders at a meeting to be scheduled at the end of the semester. A city tour, two meetings with the client and other stakeholders and a final presentation of the plan will occur during the semester. This planning project has four components:

- **A baseline analysis of the city economy and initial research on priority economic development areas identified by the client.** This first phase will have five components: (1) conducting stakeholder interviews to identify shared economic development goals, challenges and issues; (2) a profile and analysis of the city's population and economy to identify important economic development issues and key sectors, industries or clusters and occupational groups that are most critical to achieving economic development goals; (3) an analysis of the city's arts, cultural and non-profit sector and the major opportunities and issues faced by this part of the city's economy; (4) an analysis of Worcester's manufacturing sector and the major opportunities and issues faced by this part of the city's economy; and (5) a survey of downtown uses, conditions and vacant space and identification of potential new downtown uses and barriers to attracting/supporting these uses. Separate teams of 3 to 5 students complete each part of this analysis.
- **Propose an economic development agenda and priorities for detailed planning.** Based on the classes' review of findings from the first research phase, an analysis of the city's current economic conditions and proposed economic development priorities and agenda for further analysis and planning will be prepared and reviewed with the client to select several areas for detailed planning.
- **Detailed research and planning in priority areas** where teams of 3 to 5 students will undertake research and planning in each area to better understand the problems and opportunities within the area, assess the existing resources and programs within the area, identify needs, obstacles, resources gaps and other factors that shape effective strategies to achieve economic development goals. Based on this research, each team will develop findings and recommendations for their planning domain; and

- **Strategy formulation and preparation of final plan** where the class will review the results from each team and integrate them into an overall economic development strategy for the client, gain feedback from the client on the major strategy proposals, refine the recommendations and prepare the final plan and report.

### Grading

Grading will be based on each students' demonstration of their knowledge of the course material and capacity to apply this knowledge to assess the creating the client economic development plan. The work team products and final economic development strategy prepared the class will be a major factor (75%) in grading. Peer evaluations and grading of each student's contribution to work team products and the final plan will be used in determining this portion of the grade. The other 25% of each student's grade will be based on class participation and contributions to the in-class discussions of course content and the client project.

### Academic Misconduct

Students are expected to act responsibly and honestly in completing all coursework. Cheating, plagiarism, deliberate interference with the integrity of the work of others, fabrication or falsification of data, and other forms of academic dishonesty are considered serious offenses with disciplinary penalties that may include a failing grade for the class, and possibly suspension from the institute. Never (1) turn in an assignment that you did not write yourself, (2) turn in an assignment for this class that you previously turned in for another class, (3) falsify or misrepresent information; or (4) present material from another source as your own writing or work in interim or final project plans or reports. Please see me if you have any questions about what constitutes plagiarism or academic misconduct.

## **OVERVIEW OF COURSE SECTIONS**

### Initial Session

The initial class session on February 8 will review the course objectives, content, readings, assignments, and client project. We will discuss the meaning of economic development, the nature of local economic development planning and practice and the concept of economic development strategy underlying the class. Readings are assigned for this session that present issues in defining economic development and current economic development practice.

### Part I: Economic Development Theories

In this section, we will devote three sessions to reviewing and discussing several theories of local and regional economic development and the implications of these theories for local economic development strategies. This is not a comprehensive treatment of economic development theory but introduces several of the major theories and differing conceptual approaches to understanding economic development and relationship between local and regional economic development.

**For each of the three classes on economic development theory, come to class prepared to discuss the**

**following questions for each theory:**

**(1) What are the major concepts in each theory, including its conception of economic development?**

**(3) How do they explain differing economic development results? What is viewed as the major driver(s) of economic development outcomes?**

**(3) What are the advantages and limitations of the theories?**

**(4) What are their implications for economic development strategy and policy?**

#### PART II: Data and Analytical Tools for Economic Development Planning

This part of the course discusses a variety of analytics tools used to characterize and evaluate local and regional economies, and to develop a deeper understanding of the major strengths and weaknesses in a regional or local economy and to identify important issues, barriers and opportunities to address to formulating economic goals, agendas and priorities.

#### PART III: Phase One Analysis for Client Economic Development Plan

From mid-February to mid-March, the class will be divided into teams to undertake initial research and analytical tasks to help use better understand the economic development conditions, context, issues and opportunities related to the client's economic development goals and the geographic area. **Teams reports are must be completed by 6 PM on March 13<sup>th</sup>.** The next several class sessions will be devoted to discussing the team reports, their implications for economic development goals and priorities and what students will present and propose for client review in late March.

#### Part IV: Economic Development Policies, Programs and Tools

Our fourth section introduces the major policy interventions, programs and tools used to influence local and regional economic development and current practice and innovations in these policy areas. Readings for these classes combine scholarly research or discussion of the policy with cases or examples on the application of these policy/program areas.

#### Part V: Economic Development Plan Formulation

The final part of the course, from April to the end of the semester is devoted to formulating, reviewing and finalizing the economic development plan for our clients. Several work sessions and class discussion will be devoted to formulating proposals, reviewing team reports on their findings and recommendations for their area, deciding on the overall strategy and plan components, gaining client feedback on the recommended strategies and plan elements and preparing a final plan and report.

### **Class Schedule, Deadlines and Readings**

CLASS # DATE	TOPICS	DESCRIPTIONS/CLASS ASSIGNMENTS	READINGS
1. Wed. Feb 8	Course Introduction	Review of course objectives, content, and project. Discussion of economic development definition, and course view of economic development planning.	<ol style="list-style-type: none"> <li>1. Malizia and Feser, <i>Understanding Local Economic Development</i>, pp. 3-9, 12-22</li> <li>2. Seidman and Seigel, <i>The Economic and Workforce Development Systems: A Briefing Paper</i></li> <li>3. Climate Prosperity Initiative, <i>Towards a New Prosperity</i>, pp. 6-17</li> </ol>
2 Mon Feb. 13	Theory I: Economic Base Theory; Neoclassical Growth Theory Wealth Creation Framework	This class is devoted to the leading “classical” theories of regional economic development. <b>Reflection assignment: economic development and planning.</b>	<ol style="list-style-type: none"> <li>1. Malizia and Feser, <i>Understanding Local Economic Development</i>, pp. 51-55, 60-65, 81-90, 123-133</li> <li>2. Kelly and Rattner, <i>Keeping Wealth Local</i>, pp. 4-16</li> <li>3. Center for Regional Economic Development et. al., <i>Crossing the Next Regional Frontier</i>, pp. 23-37</li> </ol>
3. Wed. Feb 15	Theory II: Regional Competitiveness Theories	In this session, we explore more recent theories or regional competitive advantage developed from empirical research on industrial and regional development and linked to the central role of innovation in economic development.	<ol style="list-style-type: none"> <li>1. Porter, <i>The Competitive Advantage of Nations</i>, pp. 69-73, 124-165</li> <li>2. Best, <i>The New Competitive Advantage</i>, pp. 1-15</li> <li>3. Best, “Silicon Valley and The Emergence of Route 128: Systems Integration and Regional Innovation”, pp. 459-484</li> </ol>
Friday February 17	Field Trip/Client Meetings	This day outside of normal class times is devoted to meeting with the client/committee and taking a tour of Worcester and key economic development projects.	Worcester Background Materials: <ol style="list-style-type: none"> <li>1. Central Massachusetts Comprehensive Economic Development Strategy Update</li> <li>2. City of Worcester <i>City of Worcester 2010 Economic Development Year in Review Report</i></li> <li>3. Research Bureau, <i>Benchmarking Economic Development in Worcester</i></li> </ol>
4. Tues. Feb 21	Recap of Field Trip Discussion & Team Meetings on Phase One Tasks	<b>Worcester Tour Assignment</b>	Complete review of Worcester background Materials.
5. Wed. Feb. 22	Theory III: Cities/Neighborhoods in Economic Development	Our final session on theory explores how cities and neighborhoods relate to economic development and	<ol style="list-style-type: none"> <li>1. Savitch and Kantor, <i>Cities in the International Marketplace</i>, chapters 2, 6, &amp; 7 pp. 29-55, 167-266</li> <li>2. Pagano and Bowman, <i>Cityscapes and</i></li> </ol>

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		through Savitch and Kantor's book, explores the role of politics in the economic fortunes and strategies of cities.	<p><i>Capital</i>, pp.20-43.</p> <p>3. 3. Blair and Carroll, "Inner City Neighborhoods and Metropolitan Development," in <i>Economic Development Quarterly</i>, 21(3), pp. 263-277</p>
6. Mon. Feb 27	Analytic Tools 1: Economic Data Sources Profiling local & regional economies Occupational analysis Economic Indicators	Use of secondary data sources to profile and analyze a local or regional economy. Role of indicators in assessing local economic performance and outcomes. Definition and use of shift share analysis and location quotients. In addition to the readings, explore following data portal sites: <a href="http://www.econdata.net">www.econdata.net</a> <a href="http://www.dataplace.org">www.dataplace.org</a> <a href="http://ced.census.gov">ced.census.gov</a>	<ol style="list-style-type: none"> <li>1. Bosworth in <i>Jobs and Economic Development</i>, "Regional Economic Development to Support Job Development Strategies", pp. 85-104</li> <li>2. A. Bendavid-Val, <i>Regional and Local Economic Analysis for Practitioners</i>, chapter 7</li> <li>3. A. Markusen, "Targeting Occupations in Regional and Community Economic Development", J. American Planning Association, Vol. 7, No. 3, pp 253-268</li> <li>4. Mt. Auburn Associates, <i>Beyond the Crossroads: Positioning Nashua to Compete in the Global Economy</i>, pp. 6-31</li> <li>5. Index of Silicon Valley 2011 (<a href="http://www.jointventure.org/images/stories/pdf/TheIndexofSiliconValley2011.pdf">http://www.jointventure.org/images/stories/pdf/TheIndexofSiliconValley2011.pdf</a>) pp. 4-11 and skim pp. 12-57</li> <li>6. For Reference on Data Sources: Cortright and Reamer, <i>Using Socioeconomic Data to Understand Your Regional Economy</i>, Download at <a href="http://www.econdata.net/pdf/uguide.pdf">http://www.econdata.net/pdf/uguide.pdf</a></li> </ol>
7. Wed. Feb 29	Analytical Tools II: Industry & Occupational Cluster Analysis Market Analysis	Use of industry and cluster analysis to identify sector or cluster-based economic development potential.  Market analysis for real estate development projects and business development opportunities.	<ol style="list-style-type: none"> <li>1. Allen J. Scott, <i>The Cultural Economy of Cities</i>, Chapter 5, The Household Furniture Industry of Los Angeles: Decline and Regeneration, pp. 60-81</li> <li>2. James R. Held, "Clusters as an Economic Development Tool: Beyond the Pitfalls," <i>Economic Development Quarterly</i>, vol. 10, No. 3 August, 1996, pp. 249-261</li> <li>3. Center for Regional Economic Development et. al., <i>Crossing the Next Regional Frontier</i>, pp. 39-59</li> <li>4. Seidman Consulting Services and BAE,</li> </ol>

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			<i>Real Estate Market Analysis, Old Central Fire Station Property Marlborough, Massachusetts, pp. 3-29</i>
8. Mon. March 5	Analytical Tools III: Resource and Asset Assessment	Overview of the assessment tools and process for analyzing key resources that support economic development. Emphasis in on understanding key strengths in local resources and the weaknesses, gaps and obstacles to leveraging resources for economic development.	<ol style="list-style-type: none"> <li>1. Mt Auburn Associates, <i>Technical Memorandum # 3: Creating Living Wage Job Opportunities for Weinland Park Residents</i></li> <li>2. Clark and Kays, "Labor Market Profiling," in Giloth, <i>Jobs and Economic Development: Strategies and Practice</i>, pp. 105-120</li> <li>3. Chapple et. al., "Innovation in the Green Economy: An Extension of the Regional Innovation System Model?", <i>Economic Development Quarterly</i>, vol. 25, No.13 February 2011, pp. 5-25</li> <li>4. Batelle and Mass Insight, <i>Choosing to Lead: The Race for National R&amp;D Leadership and New Economy Jobs</i>, , pp, 30-41</li> <li>5. Massachusetts Technology Collaborative, <i>2010 Index of the Massachusetts Innovation Economy</i></li> </ol>
9. Wed. March 7	Work Session on Phase One Tasks	Class session set aside for work teams to meet on preparing phase 1 reports.	
10. Mon. March 12	Enterprise and Small Business Development Business Retention		<ol style="list-style-type: none"> <li>1. Lyons, "Creating a Complete Entrepreneurial Community," <i>Rural Research Report</i>, 15(9), Spring 2005</li> <li>2. State Science and Technology Institute, <i>A Resource Guide for Technology-based Economic Development</i>, pp. 30-59</li> <li>3. Mt Auburn Associates, <i>Northern Tier Strategic Investment Initiative, Final Report</i>, pp, 37-50</li> <li>4. Scan BOC Net Web Site (<a href="http://www.bocnet.org">www.bocnet.org</a>)</li> <li>5. WireNet, <u>2009 and 2010 Annual Reports</u>. Scan Wirenet Web site (<a href="http://www.wirenet.org/">www.wirenet.org/</a>)--<u>more</u> recent report</li> <li>6. Scan Neighborhood Economic</li> </ol>



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			Development Web Site ( <a href="http://www.ndc-mn.org/front">http://www.ndc-mn.org/front</a> )
Tuesday March 13		<b>Phase 1 Team Report Due by 6 PM</b>	Reports will be posted on course stellar web site under March 6 <sup>th</sup> section by 8 PM
11. Wed. March 14	Presentation and Discussion of Phase 1 Reports	Discussion of following issues: <ul style="list-style-type: none"> <li>➤ Key economic development goals/ priorities for the client</li> <li>➤ Major ED problems, issues and challenges facing the city</li> <li>➤ Most important opportunities and areas to address to advance ED goals?</li> <li>➤ What ED agenda should we propose and make the focus for the next phase of work?</li> </ul>	Read Project Team Reports posted on course web site.
12. Mon. March 19	Discussion: Implications of Phase One Analysis for ED Agenda/Plan Focus, Outline client Presentation	Continuation of March 10 Discussion Organize team to prepare draft presentation	
13. Wed. March 21	Trail run of presentation for client meeting	<b>Reflection assignment on analysis, understanding of a place and agenda setting.</b>	
March 21- March 23 date TBD	Phase one presentation and client meeting	A presentation and discussion with client and stakeholders to be scheduled during this period.	
Week of April 2 <sup>nd</sup>	Phase two teams and scope	Based on client feedback on the phase one proposals, the class will reorganize into new teams to complete planning work around the priority issues and proposals.	
14. Mon. April 2	Technology Development and Commercialization Industry/Cluster Development	Role of technology and technology commercialization in economic development. Overview of technology-based economic policies and tools.	<ol style="list-style-type: none"> <li>1. State Science and Technology Institute, <i>A Resource Guide for Technology-based Economic Development</i>, pp. 10-26</li> <li>2. Reamer, <i>Technology Transfer And Commercialization: Their Role In</i></li> </ol>

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		Challenges to and critiques of technology-based policies.	<p><i>Economic Development</i>, pp. 111-139</p> <p>3. Sweitzer et. al., <i>Value Chain Best Practices</i>, pp. 3-23</p> <p>4. Fitzgerald, <i>Emerald Cities</i>, pp. 11-30, 47-65.</p>
15. Wed. April 4	Labor Market and Workforce Development	<p>Overview of workforce development issue, policies and institutions.</p> <p>Issues and challenges to serving low skilled workers in “second change” system.</p> <p>Industry and community-based approaches to workforce development.</p>	<p>1. Schaffner and Van Horn, <i>A Nation at Work</i>, Chapter 2, pp. 67-101</p> <p>2. Giloth, “The ‘Local’ in Workforce Development Politics: An Introduction,” in <i>Workforce Development Politics: Civic Capacity and Performance</i>, pp. 1-29</p> <p>3. Lautsch and Osterman, “Changing the Constraints: A Successful Employment and Training Strategy,” in <i>Jobs and Economic Development: Strategies and Practice</i>, pp. 214-233</p> <p>4. Minzer et, al., <i>Skill Works Initiative, Year 4 Report</i>, Executive Summary, pp. i to xi</p> <p>5. Osterman, <i>Securing Prosperity</i>, p. 132-145</p> <p>6. Aspen Institute, <i>Sector Strategies in Brief</i></p> <p>For Reference:</p> <p>1. Commonwealth Corporation, <i>Annual Performance Report of Massachusetts Workforce Development Services and Programs</i></p> <p>2. Rubinstein and Mayo, <i>Training Policy in Brief: An Overview of Federal Workforce Development Policies</i></p>
16. Mon. April 9	Real Estate Development, Commercial Revitalization	<p>Discussion of the role of real estate development, commercial districts revitalization, and place making in economic development. Strategies and tools for real estate and place-making approaches.</p> <p>Limitations and critiques of small area and neighborhood-focused approaches to economic development.</p>	<p>1. Leavitt, “Linking Housing to Community Economic Development with Community Benefit Agreements” in <i>Jobs and Economic Development in Minority Communities</i>, pp. 257–276</p> <p>2. International Economic Development Council, <i>Economic Development and Smart Growth</i></p> <p>3. Blakely and Bradshaw, <i>Planning Local Economic Development: Theory and Practice</i>, Chapter 8, pp.235-263</p> <p>4. Fitzgerald and Leigh, <i>Economic Revitalization: Cases and Strategies for</i></p>

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			<i>City and Suburb</i> , pp. 163-193
17. Wed. April 11	Development Finance	Role of finance in economic development process. Overview of policies, tools and institutions models for economic development finance.	<ol style="list-style-type: none"> <li>1. Seidman, <i>Economic Development Finance</i>, Chapter 1, pp. 1-20,</li> <li>2. Bocian and Gray, <i>Enhancing Access to Community Development Capital</i></li> <li>3. Hagerman et. al., "Investment Intermediaries in Economic Development: Linking Public Pension Funds to Urban Revitalization", <i>Community Investment Review</i>, vol. 3, no.1</li> </ol>
18. Wed. April 18	Equity Focused- Initiatives and Emerging Approaches	<p>Discussion of cross-cutting and emerging economic development approaches:</p> <ul style="list-style-type: none"> <li>• Anchor Institution initiatives</li> <li>• Organizing/policy development on regional equity</li> <li>• Enterprise zones and comprehensive community development initiatives</li> <li>• Creative economy initiatives</li> <li>• Strategies and policies to address equity goals</li> </ul>	<ol style="list-style-type: none"> <li>1. Pastor, Benner and Matsuoka, "The Regional Nexus: The promise of community based approaches to metropolitan equity," in Ong and Loukaitou-Sideris, <i>Jobs and Economic Development in Minority Communities</i>, pp.63-90</li> <li>2. Wilder and Rubin, "Rhetoric versus Reality: A Review of Studies on State Enterprise Zone Programs" <i>Journal of the American Planning Association</i>, volume 62, no. 4, pp. 473-491</li> <li>3. Bennett and Giloth, <i>Economic Development in American Cities</i>, pp. 23-50</li> <li>4. Initiative for a Competitive Inner City, <i>Anchor Institutions and Urban Economic Development: From Community Benefit to Shared Value</i></li> <li>5. Stern and Siefert, <i>From Creative Economy to Creative Society</i></li> </ol>
19. Mon. April 23	Work Session on plan/proposal development	Class session set aside for teams to work on summing up their research, developing proposals and recommendations, and how to preparing reports.	
Tuesday April 24		<b>Team reports on findings and recommendations due via email by 6 PM</b>	Reports with be posted on course stellar web site under April 20 section by 8 PM

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20. Wed. April 25	Discussion of team reports, plan components and proposals	Review and discussion of team reports and recommendations to assess their value and appropriateness, how sharpen, expand and strengthen proposals, implementation issues.	Read Project Team Reports posted on course web site.
21. Mon. April 30	Strategy Formulation Discussion of Strategic Framework for Plan	Defining strategy Framing and choosing economic development strategies Application to Client Project: How should our proposals be framed What are major strategies being proposed?	1. Blakely and Bradshaw, <u>Planning Local Economic Development: Theory and Practice</u> , Chapter 6, pp. 155-178
22. Wed. May 2 or alternative date	Client work session to review draft plan	Meeting with client and advisory committee to review and provide feedback on key elements of proposed plan. May occur in class or be scheduled at another time.	
23. Mon. May 7	Review of client feedback, revisions to plan	Class session set aside for discuss client feedback on plan and what revisions to make and advance work on preparing final plan <b>Reflection assignment: challenges in plan-making.</b>	
24. Wed. May 9	Work session and discussion of final plan content and presentation	Additional work session to finalize plan and discussion organization and content of plan presentation	
25. Mon. May 14	Trail Run of Plan Presentation	Prepare draft presentation of Portland Economic Development Plan.	
26. Wed May 16	Course Conclusion and Reflections	Discussion on the nature of and challenges to local economic development practice with reflections on student learning and experiences during the term	

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		<b>Reflection Assignment on lessons for your practice</b>	
Friday May 18		Final Plan Report Due	
May 18 to 25	Plan Presentation	Specific time data and location to be determined.	