

ActionBrief

Understanding Economic Development

Economic development policies and programs exist within virtually every level of government. They cross agencies and organizations. They represent significant funding streams and long-standing and well-developed institutional mechanisms.

Economic development is driven by both public and private investments, by direct funding and by financial incentives created through tax codes and financial instruments like loans and bonds. Public choices in economic development influence our national and regional economies, shape our communities, and impact the quality of our workplaces.

Increasingly advocates of high road strategies are turning their attention to the role of these subsidies in shaping the workplace and the economy. They are demanding high-quality jobs in return for public support.

New Interest From Unions and Employers

At the same time that unions are showing an increasing interest in engaging these public systems, employers are also pushing the economic development system to engage issues of workforce development. Many states are making training programs the pillars of their industrial recruitment strategies. Traditional development funds are increasingly channeled to improvements in workforce development.

Both of these trends have been reflected in the Workforce Investment Act, which directly connects the workforce investment system to economic development policies and programs.

This Action Brief outlines the structure of the economic development system. It is intended as a guide to developing workforce investment strategies that connect to economic development, advancing the economic viability of high road employers while building a strong labor movement and strong communities. In short, it is intended to



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ensure that economic development leads to high-quality investment in people and places.

Anatomy of a Deal

Economic development deals are packages built out of many different services, subsidies, and cost or tax breaks. It can be difficult for someone coming to the issue for the first time to see where the investments and programs come from, and to understand how these resources are assembled into a package. Any deal can have many parts and be funded from many sources.

Because development projects are specific to a particular business and a particular location, each “deal” looks different. Often these packages depend on state agency experts to tailor a customized collection of benefits from the available resources and programs. When the full incentive package is added up, it can be substantial, with states sometimes spending millions of dollars to land a single large manufacturing facility. In this way, public tax dollars shape private investments.

Incentives are offered to industry by bundling federal, state, and local public resources and using grants, loans, and tax incentives. Often the regional business community and local utility and telecommunications providers play important roles in building a package of financial benefits that can close the deal and draw new or expanding firms into a regional economy.

The following outline shows the “life cycle” of this process and provides some information on how a variety of commonly subsidized benefits are available at each step of the development process:

Step 1—Attracting new industry

- Marketing and information
- Site assembly and preparation
- Infrastructure upgrades
- Speculative development

Step 2—Locating the plant

- Construction subsidies
- Free buildings or land
- Gap financing
- Transportation infrastructure
- Tax breaks and bond issues

Step 3—Getting up and running

- Recruiting, screening, hiring workers
- Training through direct services and tax breaks
- Modernization, process re-engineering
- Equipment purchasing

Some economic development activity, like site assembly and development, takes place before a specific company is even identified.

Step 4—Ongoing subsidies

- Ongoing tax abatements and credits
- Ongoing reduction in capital costs

State and Local Economic Development

State Budgets and Local or Regional Industrial Recruitment

Economic development programs are a primary tool for advancing industrial policies at the state and local levels. State governments, regional development authorities, and municipalities often provide significant tax incentives, bonding authorities, and direct investment for business attraction and retention. These funding streams and other financial incentives deserve close attention to identify the full public subsidy of development efforts – either in support of new programs or simply to understand how subsidies work within your community.

These subsidies can appear “on budget” as actual spending line items and grant programs that fund activities, such as site preparation and assembly, new equipment for manufacturers, feasibility studies, and infrastructure upgrades. This subsidy can also take place “off budget” through policies that preferentially alter the cost structure for economic development projects. These benefits can take many forms, from tax abatements to loan guarantees for securing low-cost private borrowing, to preferential rates from public utilities, to low-interest public loans usable for everything from new construction to working capital and bridge loans. Often these “off budget” subsidies are even larger than the more visible direct public investments.

Sources of State and Local Funding

How is economic development administered? What is available?

Most states and counties have an agency or staff dedicated to business information. They help identify what incentive programs and services the government offers, and help to bundle access to these resources, services and programs that may be in a variety of agencies. Extensive data is often collected at the state and county level on available parcels of land, labor market trends, suppliers, regulatory systems, and other issues of interest to business. Most of these business development agencies conduct marketing campaigns to sell the attractiveness of their communities as business locations.

Training resources are a good example of how components of the economic development system are often scattered across institutions. There may be a customized training fund in an economic development agency, training resources within a community development agency, state and local resources through workforce boards, and business and training resources in community colleges. All of these resources are publicly funded, but access can be complex.

Smart Growth vs. Urban Sprawl

Responding to growing public interest in “smart growth” policies, which seek to control urban sprawl, the AFL-CIO passed a resolution in December 2001 calling on labor leaders to become more involved in shaping smart growth policies in their local communities.

The resolution notes that urban sprawl “strains all working families by creating overly-long commuting times, fueling air pollution responsible for skyrocketing asthma rates in children, creating a lack of affordable housing near jobs, eroding public services, and denying workers a choice about how to get to work.”

For more information on smart growth, see these Websites:

Text of the AFL-CIO's resolution
www.aflcio.org/convention01/res_16.pdf

The Sprawl Watch Clearinghouse
www.sprawlwatch.org

The Funders' Network for Smart Growth and Livable Communities
www.fundersnetwork.org

Where to Look

For labor and community advocates and others interested in engaging the economic development system as a part of their workforce strategy, it is important to find the people who put together these packages for business attraction and retention efforts. Here are ways to identify contacts and resources at the state level:

1. Find the state economic development agency affiliated with the one-stop program.
2. Find out who administers Department of Housing and Urban Development Community Development Block Grant.
3. Find your state's economic development, commerce, business development, or business affairs office.
4. Look inside departments like community development to see if they have business development units or finance authorities.

What is available on a local and regional level depends upon the state structure and local resources. For example, it may make a difference where and how community or technical colleges are funded. In some states, the funding is primarily local. In others, the state is the primary source. At the local and regional level, look for:

- ▶ An economic or community development agency,
- ▶ A Workforce Investment Board,
- ▶ Community/technical colleges,
- ▶ A port or other similar large public development entity, or
- ▶ A large public/private economic development player, such as a public utility.

Economic Development Programs

Next, it is essential to identify which specific funds, programs, and policies contribute to the “portfolio” for business recruitment and workforce development. While details will vary locally, these packages often include many of the following categories:

Funds/Capital

- ▶ State and regional business investment (e.g., loans, tax credits, revolving loan funds)
- ▶ Governor's fund/discretionary fund
- ▶ Investment funds
- ▶ Community Development Block Grants
- ▶ Infrastructure subsidies (economic development, state highway fund, education)
- ▶ Regional development funds
- ▶ Key industry/sector funds
- ▶ Tax abatement or tax credit programs
- ▶ Enterprise zone programs

To find contact information for your state's director of adult education, see: www.ed.gov/Programs/ERODmap.html

Services

- ▶ Modernization
- ▶ Business retention (consulting, etc.)
- ▶ Employee ownership
- ▶ Labor-management programs
- ▶ Small business services
- ▶ Business networks
- ▶ Sectoral programs

Training, Education, Literacy

- ▶ Apprenticeship (may be part of a labor department)
- ▶ Customized training (economic development, sometimes community college)
- ▶ Displaced worker assistance programs
- ▶ Welfare-to-work
- ▶ Community college/technical education (state and local)
- ▶ Vocational education
- ▶ State and local Workforce Investment Boards
- ▶ School-to-work

Federal Economic Development Funding Sources

Many federal agencies provide funding and other support to state and local economic development activities. Major sources of federal involvement include:

1. Department of Housing and Urban Development

- ▶ The Department of Housing and Urban Development (HUD) has a coordinating role for federal activities affecting community preservation and development. HUD activities include community development grants to state and local governments, mortgage insurance, direct construction loans, and housing subsidies.
- ▶ HUD administers Community Development Block Grants (CDBG), Section 108 Loan Guarantees, the Empowerment Zone/Enterprise Community (EZ/EC) and Renewal Community programs, and the Economic Development Initiative (EDI) and Brownfields Economic Development Initiative (BEDI). CDBG funds are allocated by formula to states and are administered by state agencies or counties. Congress appropriated \$25 million for economic development grants to Brownfields redevelopment projects in fiscal year 2002.
- ▶ Through the Section 108 Loan Guarantee program, CDBG funds are used to back additional private lending. The EZ/EC/Renewal Community Program offers a substantial package of tax and financing incentives to businesses locating in distressed communities, and EDI and BEDI funds are awarded competitively to communities for specific projects. HUD funds and incentives are used to back further state investments in economic development.

A Community Technology Center Example

In Washington, D.C., SEIU Local 82's joint labor-management training and education fund was able to set up a state-of-the-art computer lab to train workers in basic computer skills and provided staff to do the training.

- ▶ Community Development Block Grants provide formula-based funding to states and localities for urban revitalization and economic development efforts including commercial investment and job creation.
- ▶ The Section 108 Loan Guarantee Program allows communities to borrow up to five times the amount of their most recent CDBG entitlement; the federal government uses CDBG funds to secure private lending risks.
- ▶ Empowerment Zones and Enterprise Communities and newly Established Renewal Communities offer a range of targeted subsidies for job creation in low-income and distressed communities, including grants, loans and substantial tax incentives. HUD administers these programs in partnership with the Department of Agriculture and the Treasury Department. Congress appropriated \$45 million in grants in fiscal year 2002 for “Urban Empowerment Zones.” The effectiveness of these incentives at achieving real gains for their target audience has sometimes been challenged, but the political popularity of this approach has remained strong.
- ▶ Many states have also set up their own system of designated empowerment zones to expand the geographic coverage of tax incentives and offer additional state and local incentives for locating a business in targeted distressed counties or census tracts. These programs are often administered by state departments of commerce.

2. Department of Commerce, Economic Development Administration

- ▶ The Economic Development Administration (EDA) oversees multiple programs offering development assistance to targeted communities that meet specific criteria for economic distress. These programs include, the Planning and Assistance Program, the Economic Adjustment Assistance Title IX Revolving Loan Fund, and grants for Public Works and Development Facilities, Planning Assistance, Technology Assistance, and Trade Adjustment Assistance. EDA responds to applications by local partnerships, usually led by local and state governments.
- ▶ The EDA provides grants and loans to support economic development in communities that are experiencing 1) high unemployment levels, 2) low per-capita income levels or 3) special needs, such as severe economic dislocation from trade impacts, natural disasters, out-migration, or other factors. Its grants generally require a 50 percent to 20 percent match by state and/or local government, with incentives for participation in long-term comprehensive planning activities.
- ▶ Though it is a small pot of money compared to some other federal sources, EDA money is a significant contributor of seed money for major infrastructure investments and long-term planning. As such,

it can leverage significant additional public and private investment. Public Works and Facilities Grants are provided to help distressed communities attract new industry, encourage business expansion, diversify their economies and generate long-term, private-sector jobs. Average 2000 grant size was \$904,000. In 1990, grants ranged from \$100,000 to \$2 million.

3. Other Department of Commerce Agencies

- ▶ The National Institute of Standards and Technology (NIST) oversees the Manufacturing Extension Partnership (MEP), which offers technical assistance to companies to support job creation and workforce training
- ▶ The Department of Commerce also oversees the administration of the Minority Business Development Administration (MBDA), the National Telecommunications and Infrastructure Administration (NTIA), and the National Oceanographic Atmospheric Administration (NOAA), all of which offer grants and loan programs for specific community investment needs.

4. Department of Labor

Increasingly economic development practitioners are embracing workforce development as a critical economic development strategy. The Workforce Investment Act (WIA) creates a policy framework for encouraging cooperative strategic planning between the public systems for workforce and economic development. The Labor Department makes funding available for economic development projects with a workforce component through Discretionary Grants, Sectoral Solicitations of Grant Availability, and Dislocated Worker and Incumbent Worker programs.

5. Department of Education

The Department of Education has a role in both workforce and economic development through its programs for Adult Basic Education, English as a Second Language, and Vocational Education and School-to-Work programs. These funds are generally passed through to states and in turn to localities, with the result that they can be accessed from numerous points in the government, but are difficult to identify and track. These funding streams can be important components of a coordinated package of economic development strategies that includes customized worker-training investments. Many states have become adept at building these workforce development subsidies into their business recruitment and retention portfolio. They also represent an opportunity for integrating labor-based apprenticeship and pre-apprenticeship programs into the broader public system.

6. Department of Transportation

The Transportation Equity Act for the 21st Century (TEA-21) authorizes transportation funds that pay for highway construction, transit, and a range of components that directly affect community development, including job training and efforts to improve access to jobs for low-income workers. Large downtown redevelopment efforts often include substantial public transportation investments and upgrades. The Federal Transit Administration (FTA) oversees federal investments in mass transit.

7. Small Business Administration

- ▶ The Small Business Administration (SBA) 504 Loan provides the best financial package in the market. Banks lend only 50 percent of the project cost and still receive first mortgage. The SBA makes a subordinated second loan of 40 percent of the project cost. The business owner is only required to provide 10 percent to 20 percent equity. The loan program is used for the purchase of land, buildings, machinery and equipment for new and expanding businesses. Net worth must not exceed \$6 million and average net profit (after tax) must not exceed \$2 million for the past two fiscal years.
- ▶ The SBA 7a Loan program can provide small businesses (manufacturing companies ranging in number of employees from 500 to 1,500, depending on product), with long-term financing for real estate acquisition, building construction, renovation, expansion, purchase of machinery and equipment, purchase of inventory, and working capital. Repayment of debt is also permitted where existing short-term credit is not meeting the financial needs of the business. This program offers 80 percent guarantee on bank loans through \$100,000, and 75 percent guarantee, up to a maximum of \$750,000 on loans over \$100,000.

8. Department of Agriculture, Rural Development Program

- ▶ Business and Industry (B&I) Guaranteed and Direct Loans are made for improving, developing, or financing business and industry, creating jobs, and improving the economic and environmental climate in rural communities. The maximum amount to any one borrower is \$25 million. B&I loans are made outside the boundaries of cities with populations of 50,000 or more.
- ▶ Rural Economic Development Grants and Rural Economic Development Zero-Interest Loans are available through the Rural Utilities Service for the purpose of promoting rural economic development and job-creation projects, including project feasibility studies, start-up costs, business incubator projects, and other reasonable expenses necessary for fostering rural economic development. Projects must be located in rural areas.

9. Environmental Protection Agency

- ▶ The Environmental Protection Agency (EPA) Brownfields Program originally funded a large-scale Assessment Demonstration Program, which subsidized environmental assessments of idled and abandoned properties. The program has received broad bipartisan support and strong interest from local government. The Bush Administration recently proposed substantially increased funding for Brownfields development efforts, expanding the use of public money to include cleanup and redevelopment costs. The EPA also funds urban and transportation investment through the Office of Air and Radiation.
- ▶ In addition, HUD Section 108 money can be a significant source of capital for Brownfields cleanup and reuse. The Department of Energy (DOE) also runs a “Brightfields” program to support investment in energy-efficient technology and renewable energy in urban Brownfields redevelopment.

10. Tennessee Valley Authority, Economic Development Loan Fund

- ▶ This multimillion-dollar revolving loan program was established to stimulate industrial development and leverage capital investment in the Tennessee Valley Authority (TVA) power service area. Loan amounts vary but are not likely to exceed \$2 million. The TVA uses the fund to promote economic expansion, encourage job creation, and foster the increased sale of electricity by the TVA and its power distributors.
- ▶ Funds can be used for new industrial plants, plant expansions, plant retention, infrastructure development, speculative industrial buildings, and industrial parks. A local government, power distributor or an established economic development organization must sponsor a project. Loans are made to TVA power customers, communities, or nonprofit economic development corporations to support approved projects. Each TVA dollar invested is expected to leverage additional funding from other sources. Generally, a minimum of one job should be created or retained for every \$5,000 invested by the TVA.

11. Appalachian Regional Commission

The Appalachian Regional Commission (ARC) provides grants in five goal areas—education, infrastructure, capacity-building, business development, and health care. ARC’s service area covers 406 counties in 13 states, but ARC places a special emphasis on helping counties with economies operating below national economic norms. For fiscal year 2002, Congress appropriated \$71.29 million under the Energy and Water Development Appropriations Act for ARC’s non-highway activities.

ARC grants can supplement other federally supported efforts up to a total of 80 percent of federal funding in a project. Eligible activities include access roads, water and sewer system installation, rail spurs and dock facilities. These grants are limited to \$200,000 maximum or 50 percent of total project cost spent on serving more than one industry. Manufacturing, warehousing, and industrial development are eligible within the ARC region. The funds may not be used to support company relocation or speculative development.

12. Other Federal Resources for Economic Development

- ▶ The Treasury Department runs the Community Development Financial Institution (CDFI) fund, which supports private and non-profit financial institutions in investing in urban and neighborhood revitalization.
- ▶ The Community Reinvestment Act (CRA) uses federal regulation of banks and lenders to improve incentives for loans in low-income areas.
- ▶ Technology-led economic development investments are supported by many federal agencies, including NASA and NSF, as well as NTIA and NIST mentioned above.
- ▶ The Department of Energy has an Office of Energy Efficiency and Renewable Energy and other programs that provide grant funding to communities to address energy sector issues within economic development at the state and local level.

Steps to Take—Policy Issues to Think About

- ▶ **Map out the system of incentives.** Do the research; know where the money flows within your community. This is a powerful tool for educating citizens and labor advocates and for demanding accountability from policymakers and employers. Public investments should yield quality jobs. Knowing what public money is buying is the first step.
- ▶ **Identify opportunities for linking subsidies to greater accountability and improved public return on investments.** Follow the use of Tax Increment Financing, bonding authorities, or other public subsidies to attach standards to statutes or individual contracts to promote job quality and job creation.
- ▶ **Know your rights.** Most states have sunshine laws and provisions guaranteeing citizens open access to public meetings and records, and participation in open decision-making processes. These provisions generally fall under state administrative procedures acts. In many cases, the enabling legislation for economic development programs also requires firms receiving subsidies to be in compliance with federal law, including labor and environmental regulations. This is important where unfair labor practices can be demonstrated and public subsidies are involved.

- ▶ **Map out resources and power.** Understand the key agencies, organizations, and individuals who influence decision-making on economic development issues within your region. It is important to understand the motivations driving approval of projects. Important players can include utility companies, public officials, nonprofit organizations, and major employers. Power can be exercised both formally and informally.
- ▶ **Build coalitions.** Recognize the overlapping interests of many parties within your region to see sound economic development that builds a real skill-ladder for citizens, broadens the tax base and increases opportunity. Partnerships should be built with progressive employers, educational institutions, poverty and environmental advocates, community organizations, and a broad array of stakeholders to ensure that development truly reflects community priorities and choices.
- ▶ **Conduct a community audit.** Understand the dynamics of both supply and demand within your regional labor market, and identify unmet needs and underutilized resources to support new development strategies.
- ▶ **Link union training and apprenticeship programs to the public workforce and economic development systems.** Find ways to connect economic development initiatives to union-sponsored high road projects for skill development and basic education.
- ▶ **Engage the planning and development processes.** There may be many planning and development agencies within your region; understanding and engaging this system is important for shaping economic development outcomes. Attending meetings, putting your information in front of public officials, and stressing the priorities of working families within regional planning can help set the road map for future development, shape infrastructure investment, and encourage high-quality job creation. Including standards in planning guidance or setting performance goals can be powerful tools for shaping public investment.
- ▶ **Understand low road economic development strategies.** There is a long history of competing for regional economic development and industrial recruitment with policies that drive down wages and worker protections. This approach is designed to create a “business climate” that is thought to be attractive to employers. The growing use of tax incentives can seriously harm municipal services and education, erasing many of the social gains anticipated from increasing the jobs base. “Right to work” policies, depressed wages and benefits, and erosion of health and safety and environmental regulations can all have a devastating effect on workers and communities. Increasingly, communities are basing their location decisions on “quality of life” issues, or access to skilled workers. It is important to understand and communicate the dangers of the low road.

- ▶ **Market a high road economy as a regional asset.** Many areas are now selling the benefits of non-union labor and poor worker protections as a business-friendly strategy. Labor and high road industries need to share data on their successes to educate the economic development community on the benefits of high-skill, high-value-added approaches to production and service delivery.
- ▶ **Develop sectoral strategies at the regional level.** Use public economic development and workforce development systems to deliver more strategic and targeted assistance that can improve employment standards and economic competitiveness within an entire industrial sector.

Points of Contact

National Organizations

AFL-CIO

815 16th St., N.W., Washington, D.C. 20006 (202-637-5000)

www.aflcio.org

Working for America Institute

(202-974-8100)

www.workingforamerica.org

Covers employment and training, technology, work organization, economic development, skill standards.

George Meany Center, National Labor College

(301-431-6400)

www.georgemeany.org

Offers a wide range of leadership education including programs on the economy, research, pension investing, business, and other issues.

Corporate Affairs Department: Center for Working Capital

(202-974-8020)

Offers strategies for public and private pension investment.

Education Department

(202-637-5142)

Field Mobilization Department

(202-637-5280) Union Cities, State Legislation.

Public Policy Department

(202-637-5310)

Technology, Conversion, Worker Training, etc. Ask for access to a protected Website for information and discussion on Living Wage Campaigns.

Association of Community Organizations for Reform Now

739 8th St., S.E., Washington, D.C. 20003 (202-547-2500)

www.acorn.org/community

ACORN works in coalition with labor unions and community groups on living wage campaigns and compiles summaries of living wage campaigns and model state and local laws.

Center for Community Change

1000 Wisconsin Ave., N.W., Washington, D.C. 20007

(202-342-0567)

www.communitychange.org

Provides extensive resources on community economic development and progressive advocacy for jobs, housing, health, and other issues.

Center for Policy Alternatives

1875 Connecticut Ave., Suite 710, Washington, D.C. 20009
(202-387-6030)

www.cfpa.org

CFPA tracks innovative state legislation on economic development and other subjects.

Citizens for Tax Justice/Institute on Taxation and Economic Policy

1311 L St., N.W., Washington, D.C. 20005
(202-626-3780)

www.ctj.org

Works to promote progressive, equitable tax systems; provides extensive research and resources on corporate subsidy and taxation.

Corporation for Enterprise Development

777 North Capitol St., N.E., Suite 800, Washington, D.C. 20002
(202-408-9788)

www.cfed.org

Progressive, union-friendly economic development think tank. Developed comprehensive state economic plans for Montana and Maryland state AFL-CIOs.

Economic Policy Institute

1660 L. St., N.W., Suite 1200, Washington, D.C. 20036
(202-775-8810)

www.epinet.org

Labor-sponsored think tank analyzes economic and labor market issues, such as the impacts of increases in the minimum wage.

Good Jobs First

1311 L St., N.W., Room 400, Washington, D.C. 20005
(202-626-3780)

http://www.ctj.org/itep/gjf.htm www.goodjobsfirst.org

Good Jobs First helps grassroots groups and policy-makers ensure that economic development subsidies are accountable and effective. GJF is affiliated with CTJ/ITEP, listed above.

International Economic Development Council

734 15th St., N.W., Suite 900, Washington, D.C. 20005
(202-223-7800)

www.iedc.org

IEDC is the leading organization for economic and community development professionals. It is the product of a merger between the Council of Urban Economic Development and the American Economic Development Council.

Sprawlwatch

1400 16th St., N.W., Suite 225, Washington, D.C. 20036
(202-332-7000)

<http://www.sprawlwatch.org/frames.html>

Provides a clearinghouse of information on best practices and state initiatives, including employer and labor-led strategies for addressing growth and planning.

Union-Sponsored Economic Development Organizations

Garment Industry Development Corporation

275 Seventh Ave., Fifth Floor, New York, N.Y. 10001
(212-366-6160)

www.gidc.org

Extensive experience in industry modernization and worker training and education.

Housing Investment Trust and Building Investment Trust, AFL-CIO

1717 K St., N.W., Suite 707, Washington, D.C. 20006
(202-331-8055)

www.aflcio-hit.com

The Housing Investment Trust pools investments from over 300 union pension funds to finance union-built housing. The Building Investment Trust pools union pension funds to finance union-built commercial construction.

Southeast Michigan Labor-Management Association

(formerly Labor-Management Council for Economic Renewal)

21255 Civic Center Dr., Suite 104B, Southfield, Mich. 48076
(248-204-4068)

The Council has published many materials related to technology, work organization and unions. Expertise in strategic planning, industry/sector economics, labor-management relations, worker training and education, and economic development.

Center for Labor and Community Research

3411 W. Diversey, No. 14, Chicago, Ill. 60647
(773-278-5418)

www.clcr.com

Extensive experience in early warning systems for plant closures and union and community strategic planning.

Center on Policy Initiatives

3727 Camino del Rio South, Suite 100, San Diego, Calif. 92108
(619-584-5744)

www.onlinecpi.org

A labor-affiliated research and advocacy organization focused on high road economic development with excellent series of reports on the regional economy, employment and working families.

Steel Valley Authority or Heartland Labor Capital Project

1 Library Pl., Suite 201, Duquesne, Pa. 15110
(412-460-0488)

Extensive experience in early-warning systems, employee ownership, community planning and union strategies for job creation and retention.

Wisconsin Regional Training Partnership

208 E. Capitol Dr., Milwaukee, Wis. 53212
(414-906-9625) or Wisconsin State AFL-CIO (414-771-0700)
www.wisaflcio.org

WRTP is practitioner of high road partnership, strategic planning and economic development, and multi-employer, multi-union collaboration for training and job creation.

Worker Center, King County Labor Council, AFL-CIO

2800 First Ave., #242, Seattle, Wash. 98121
(206-461-8408)

The Center has a broad range of experience in economic development, employee ownership, capital investments, education and training, including school-to-work programs.

Working Partnerships USA

2102 Almaden Rd., Suite 107, San Jose, Calif. 96125
(408-269-7872)
www.atwork.org

Experience in economic development policy, community economic analysis, community organizing, strategic planning and fundraising.

Economics and Research Websites

Bureau of Labor Statistics: www.bls.gov

Extensive data on labor markets, consumer behavior, wages, employment trends, and layoffs.

Dismal Scientist: www.dismal.com

This site provides a mix of original data sources and commentary and analysis on economic trends and policies.

EconData: www.econdata.net

EconData.net offers a comprehensive portal that serves as a first point of entry for finding labor market data sets and statistics, over 600 links to public data resources on the Web, funded by the Economic Development Agency and Census.

Urban Institute: www.urbaninstitute.org

A think tank providing useful criticism and analysis of urban, social, and economic development policy, and numerous scholarly reports.

U.S. Census Bureau: www.census.gov

The Department of Commerce's source for economic, demographic, and population data.

Local/Regional Think Tanks, Labor Education, and Community Organizations

Center for Labor Research and Education

Institute of Industrial Relations, University of California, Berkeley,
2521 Channing Way, Berkeley, Calif. 94720-5555 (510-642-0323)
<http://socrates.berkeley.edu/~iir/clre/>

Center on Wisconsin Strategy

1180 Observatory Dr., Madison, Wis. 53706
(608-263-3889)
www.cows.org

Cornell Work and Environment Initiative

105 Rice Hall, Cornell University, Ithaca, N.Y. 14853
(607-254-5089)
<http://www.cfe.cornell.edu/wei/>
Focuses on job opportunities in new environmental technologies and “green” markets.

Keystone Research Center

412 N. Third St., Harrisburg, Pa. 17101
(717-255-7181)
www.keystoneresearch.org
Labor-friendly think tank conducts economic research and policy studies, with a focus on Pennsylvania and neighboring states.

Los Angeles Alliance for a New Economy

548 S. Spring St., #630, Los Angeles, Calif. 90013
(213-486-9880)
www.laane.org
Community research and organizing group with campaigns for living wages and accountable economic development.

JOBS NOW Coalition

400 Selby St., Suite Q, Paul, Minn. 55102-4520
(612-290-0240)
www.jobsnowcoalition.org
Coalition of labor unions, religious and community groups that conducted first “Job Gap” studies and promotes creation of livable-wage jobs.

Rutgers University Project on Regional and Industrial Economics

33 Livingston Ave., Suite 500, New Brunswick, N.J. 08901-1983
(732-932-4636)
Analyzes and promotes joint union-management training and industrial renewal programs.

Western States Center

310 S.W. 4th Ave., Suite 1140, Portland, Ore. 97204

(503-228-8866)

www.westernstatescenter.org

Progressive think tank that tracks state legislation and identifies progressive policies.

Labor Education Centers

The many publicly funded labor education centers based at universities and community colleges across the country provide valuable resources. They have produced a new guide on labor education/CLC/state federation partnerships. The following centers and individuals were used as examples in this guide:

**Indiana University-Purdue University at Fort Wayne,
Division of Labor Studies**

2101 Coliseum Blvd. East, Kettler G-28, Fort Wayne, Ind. 46805

(219-481-6616)

www.ipfw.edu

**University of California at Los Angeles, Center for Labor
Research and Education**

Box 951478, Los Angeles, Calif. 90024 (310-794-5983)

www.labor.ucla.edu

University of Oregon, Labor Education and Research Center

1289 University of Oregon, Eugene, Ore. 97403-1289

(541-346-5054)

http://www.uoregon.edu/~lerc/index.html.

University of Wisconsin Extension, School for Workers

422 Lowell Hall, 610 Langdon St., Madison, Wis. 53703

(608-262-2111)

http://www.uwex.edu/ce/workers/.

**West Virginia University, Institute for Labor Studies and
Research**

Room 714 Knapp Hall, Morgantown, W.V. 26506-6031

(304-293-3323)

http://www.wvu.edu/~exten/depts/ilsr/ilsr.htm

Resources

General Overviews:

Center on Wisconsin Strategy

(608-263-3889) www.cows.org

- ▶ *Using Regional Economic Analysis in Urban Job Strategies* (Bosworth, Rogers, Broun and Zeidenberg) A book of data and analytical advice for people trying to figure out regional economies and how to intervene in them.
- ▶ *Labor and Economic Development*, (Rogers) Paper presented to High Performance Pensions conference.

Compatible Ventures Group

(703-841-8740) www.compatibleventures.org

- ▶ *A Citizens Guide to Achieving a Healthy Community, Economy and Environment*. (1996)
- ▶ *Pathways: Building a Local Initiative for Compatible Economic Development* (1997)

Corporation for Enterprise Development

(202-408-9788) www.cfed.org

CFED has been a valuable resource for unions seeking high road economic development. Recent publications:

- ▶ *Bidding for Business: How Cities and States Sell Themselves Short* (1994) Includes detailed strategies for limiting tax incentives and making them accountable to the public.
- ▶ *Building Healthy Communities: Resources for Compatible Development* (1997) An excellent resource guide covering a broad range of activity, publications with short descriptions and organizations to contact.
- ▶ *Improving Your Business Climate: A Guide to Smarter Public Investments in Economic Development* (1996) Redefines “business climate” to include education and training, physical infrastructure, regulation, taxation and business modernization, and entrepreneurship.
- ▶ *Development Report Card for the States* (annual) Provides detailed information on the “business climate” and quality of life in all 50 states; includes measures of economic performance, business vitality, development capacity, and tax and fiscal system. A good resource for beginning research on your state’s economy, it is available on CD-ROM.
- ▶ *Rethinking Urban Economic Development* (1997) Reviews policies, programs and processes for building and rebuilding urban communities.

Indiana University-Purdue University at Fort Wayne

(219-481-6616) *Labor and Local Economic Development* (Crouch, 1995)

National Center for Small Communities/National Association of Towns and Townships

(202-624-3550) <http://www.natat.org/ncsc/>

Harvesting Hometown Jobs: The New Small Town Guide to Economic Development (1997).

Oregon Progress Board

(503-986-0039) www.econ.state.or.us/opb

Achieving the Oregon Shines Vision: The 2001 Benchmark Performance Report (2001)

United Association for Labor Education

Working Together to Revitalize Labor in our Communities (1998)

Jill Kriesky, editor jill.kriesky@mail.wvu.edu This 103-page book provides 16 case studies of labor education/CLC/federation collaboration from across the United States, ranging from traditional labor education to legislation, strategic planning, economic development, and more. Names, addresses and key contacts included.

Working for America Institute

(202-974-8100)

www.workingforamerica.org

- ▶ *Economic Development: A Union Guide to the High Road*
- ▶ *Changing Work: A Union Guide to Workplace Change*
- ▶ *The Changing Workforce Development System: Promoting Organized Labor's Access to State Decision Making*
- ▶ *Biloxi Blues—The Underside of the Mississippi Miracle* (2001)
- ▶ *Helping Low-Wage Workers Succeed Through Innovative Union Partnerships: Lessons Learned from High Road Strategies in Philadelphia, Las Vegas, Milwaukee and Seattle* (2002)
- ▶ *High Road Partnerships Report: Innovations in Building Good Jobs and Strong Communities* (1999)

Blocking the Low Road:

AFL-CIO Public Policy Department

(202-637-5177)

http://www.aflcio.org/articles/minimum_wage/living.pdf

- ▶ *Living Wage Update: Living Wage Laws and Activity Around the Country*
- ▶ *Living Wage Laws: Answers to Frequently Asked Question*

Jobs Now Coalition

(612-290-0240)

www.jobsnowcoalition.org

- ▶ *The Job Gap Study Tool Kit*, a guidebook for groups wanting to analyze the labor market in their states, following the model developed by Minnesota. Available for \$75 (fees are negotiable)
- ▶ *The Cost of Living in Minnesota, 1999-2000*, identifies basic needs and what it costs to meet them. \$35 for organizations and \$15 for individuals.

Good Jobs First

(202-626-3780)

www.goodjobsfirst.org

- ▶ *No More Candy Store: States and Cities Making Job Subsidies Accountable* (LeRoy, 1994)
- ▶ *The Policy Shift to Good Jobs: Cities, States, and Counties Attaching Job Quality Standards to Development Subsidies* (LeRoy, Hsu, Tallman, Hinkley, 2000)

Moving to the High Road:

Working for America Institute

(202-974-8100)

www.workingforamerica.org

- ▶ *Helping Low-Wage Workers Succeed Through Innovative Union Partnerships: Lessons Learned from High Road Strategies in Philadelphia, Las Vegas, Milwaukee and Seattle* (2002)
- ▶ *High Road Partnerships Report: Innovations in Building Good Jobs and Strong Communities* (1999)
- ▶ *Wisconsin Regional Training Partnership: Building the Infrastructure for Workplace Change and Skill Development* (Neuenfeldt and Parker, 1996)

Center on Wisconsin Strategy

(608-263-3889)

www.cows.org

Rebuilding Job Access and Career Advancement Systems in the New Economy (Dresser and Rogers, 1997)

The Union's Role:

AFL-CIO Public Policy Department

(202-637-5310)

http://www.aflcio.org/economicpolicy/E001.pdf

We'll Take the High Road: Unions and Economic Development, (Freidman, 1997) An overview of innovative union strategies.

New York State AFL-CIO

100 S. Swan St., Albany, N.Y. 12210

(212-777-6040)

www.nysaflcio.org

- ▶ *Toward a New Economic Strategy for New York* (1993)
- ▶ *Rebuild New York: Eight Labor Ideas* (1998)

Financial Strategies:**AFL-CIO Center for Working Capital**

(974-8020)

For information about the quarterly newsletter of the Center for Working Capital.

Center for Policy Alternatives

(202-387-6030)

www.stateaction.org

Capitalizing on Collaboratives: New Partners for Community Development Finance (1996).



The AFL-CIO Working for America Institute works with unions and their allies to create and retain good jobs and build strong communities through promoting high road economic strategies for individuals, employers and industrial sectors, and public economic and workforce development systems.