

Cultivating Strategic Thinking in Local Economic Development

The document that follows

The document which begins on the next page is a report prepared by the ICA and submitted to the City of Chicago's Department of Economic Development (DED) in June of 1986 that highlights the impact of the ICA's work with the DED's network of "delegate agencies" in the provision of facilitated strategic planning services to the city's local economic development organizations such as chambers of commerce, business associations and the like. The ICA had a contract with DED from 1984 till approximately 1995. Titled "Cultivating Strategic Thinking in Local Economic Development" the report summarizes the principle findings common to the 29 delegate agencies who received ICA's strategic planning services and the lessons learned from them. It also provides a framework of the ICA's principles of local economic development common to the human development projects around the world.

Jim Troxel served as principal author of this report. Many ICA staff assisted in providing the facilitation services.

After the report was published the ICA provided additional strategic planning services to DED's other delegate agencies, the department itself and eventually other city departments.

June 2019

**CULTIVATING STRATEGIC THINKING
IN LOCAL ECONOMIC DEVELOPMENT**

**by
The Institute of Cultural Affairs
(ICA)**

CULTIVATING STRATEGIC THINKING IN LOCAL ECONOMIC DEVELOPMENT

**The Assessment of Needs and the Resulting Benefits from Strategic
Planning Programs conducted with Delegate Agencies**

**Prepared for the City of Chicago
Department of Economic Development**

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The Needs Assessment and Resulting Benefits of Strategic Planning for the Delegate Agencies

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INTRODUCTION

Since July of 1984, The Institute of Cultural Affairs (ICA) has been under contract to provide strategic planning facilitation services to local economic development organizations in the city of Chicago by the Department of Economic Development. Of the approximately 100 such "delegate agencies" the ICA has directly assisted 46. This report summarizes the accumulated learnings from that two year period.

The major learnings this report describes are two-fold. First, local economic development organizations are experiencing the need to acquire the organizational and leadership skills and the marketing abilities to accelerate development efforts in their areas in collaboration with others. Second, local economic development organizations have found that employing a participatory strategic planning approach has increased their effectiveness in business development and maximizes their service delivery. With the needs awareness becoming more manifest and the benefits of planning becoming more evident, there is developing in Chicago among local economic development organizations an increasing capacity to incorporate strategic thinking as an ongoing operational mode. Groups are being able to adjust and adapt more quickly to the changing economic environment in which they operate.

The report is divided into three sections. The first section discusses the agencies' strategic plans and statistically analyzes the data so as to assess the major needs for local economic development. The second section contains excerpts of interviews conducted with, and case studies from, some delegate agencies which document the tangible benefits of participatory strategic planning. The third section suggests a strategic framework for local economic development based on the learnings gathered from this research.

The ICA wishes to thank the 46 organizations that provided an opportunity for us to assist them in developing their strategic plans. Each planning event included the boards, members and staff of the organizations with the average number of participants being 15. In all over 700 people were involved in this process. The average length of the planning events was four and one-half hours. Therefore, this report represents over 3000 person-hours of organizational planning. This does not account for the countless hours of time necessary to implement the plans nor the staff time of the ICA. This is all the more impressive when one realizes that, except for staff time, all of this participation is on a voluntary basis.

SECTION ONE - THE ASSESSMENT OF NEEDS FOR LOCAL ECONOMIC DEVELOPMENT

The ICA conducted strategic planning events with 46 economic development organizations. From these, 29 neighborhood-based groups were selected to assess the needs for local development. These 29 include local chambers of commerce, business associations and local development corporations. Some of the remaining 17 groups were city-wide, training or technical assistance organizations. Some local groups' plans were excluded due to their incompleteness.

For this report the ICA used the strategic planning documents of the 29 locally-based groups. Each document contains the "Practical Five-Year Vision", the "Underlying Contradictions" and the "One-Year Strategic Directions" of the organizations. The data contained in these documents was grouped according to similar categories.

A total of 2,164 separate pieces of brainstorm data from the participants of the 29 groups was incorporated into this analysis. The Vision section contained 719 items, the Contradictions contained 727, and the Directions contained 718. All the data was then grouped into similar categories and thirty-one major arenas of needs were identified.

Next, the 31 arenas were ranked, first by discerning the frequency with which each arena was mentioned among the 29 groups and second by counting the number of original brainstorm items within each of the three categories and determining its percentage. Then, these two scores were averaged to compute a "Percentile Ranking" of all 31 major arenas. The highest one-third (11 in all) was selected as being the major needs for local economic development for the purposes of this report.

THE 11 MAJOR ARENAS OF NEEDS FOR LOCAL ECONOMIC DEVELOPMENT

1. IMPROVED COMMERCIAL SHOPPING ENVIRONMENT
2. DIVERSIFIED BUSINESS BASE
3. BROADENED AND UNIFIED COMMUNITY INVOLVEMENT
4. IMPROVED BUSINESS/RESIDENT RELATIONS
5. ADEQUATE LEADERSHIP SKILLS
6. RESPONSIVE POLITICAL SERVICES AND STRUCTURES
7. STIMULATED INDUSTRIAL AND COMMERCIAL DEVELOPMENT
8. STRENGTHENED ORGANIZATIONAL CAPACITY
9. ENHANCED CULTURAL OPPORTUNITIES
10. PROMOTION OF THE ORGANIZATION'S PUBLIC IMAGE
11. COMBAT NEGATIVE COMMUNITY IMAGES

(The Needs Assessment Determination Ratings for all 31 categories can be found in the Appendix).

These 11 can then be arranged into similar topics for closer examination. Three major topics were disclosed:

I. IMPROVE COMMUNITY RELATIONS	II. ACQUIRE NECESSARY RESOURCES	III. STRENGTHEN MARKETING CAPABILITIES
A. Improved Commrc'l. Shopping Environment (1)	E. Adequate Leadership Skills (5)	H. Diversified Business Base (2)
B. Broadened and Unified Community Involvement (3)	F. Strengthened Organizational Capacity (8)	I. Stimulated Industrial/Commrc'l. Development (7)
C. Improved Business/Resident Relations (4)	G. Responsive Political Services and Structures (6)	J. Promotion of the Organization's Public Image (10)
D. Enhanced Cultural Opportunities (9)		K. Combat Negative Community Images (11)

I. IMPROVE COMMUNITY RELATIONSHIPS

Business growth and community development go hand in hand. Four arenas of needs were revealed which supports this relationship. Of the total 11 needs arenas, the first, third and fourth highest ranked ones are found here. They can be seen in two ways: the first having to do with creating and strengthening relationships between the business community and area residents and the other with making the area itself a more attractive place to shop, visit and even live.

A. IMPROVED COMMERCIAL SHOPPING ENVIRONMENT

The arena which received the highest rating is Improved Commercial Shopping Environment. Ninety percent of the groups (26) referred to this category as the most important. It includes such issues as "Increase and Location of Parking" (Beverly Area), "Improved Business Appearance" (Mt. Greenwood), "Quality Streetscapes" (Greater Milwaukee Avenue), and a general "Clean and Safe Area" (Lakeview Center). Four of the groups specifically mentioned architecture restoration (North Central, Greater Milwaukee Avenue, Andersonville and Lakeview Central). There was also a focus on signage and facade improvements of the business store fronts (Northtown, Beverly), and a general increase in capital and physical improvements such as sidewalks, traffic control and street lighting. Several groups indicated an interest in building acquisition and renovation, i.e., becoming commercial rehabbers themselves. The overall emphasis clearly is on the issue of the physical environment of the shopping area and how to improve its appearance. Creating the ambience of attractive shopping areas which lure customers into shopping districts, like a shopping mall's ambience attracts customers, is seen as the key needs arena for local economic development.

B. BROADENED AND UNIFIED COMMUNITY INVOLVEMENT

Broadened and Unified Community Involvement has the third highest overall rank among the 31 arenas. While only being referred to by 55% of the groups (16), it contained the greatest number of individual brainstorm items (169). This was 30 more items than any other arena. This arena emerged during the strategic directions, which suggests that while not being a strong element of the vision of local economic development, working more closely with the surrounding community is a key action arena for effecting results. Some groups saw this involvement taking the form of increasing the awareness among local residents of the problems, values and issues the business people are experiencing (Austin, Andersonville). Others saw it as working directly with local community organizations to develop a comprehensive

approach to the whole community (Kenwood-Oakland, North Center, Mt. Greenwood). The most frequently mentioned concern was improving the communication channels with the larger community (Greater North Pulaski, East Edgewater). Clearly, one of the keys to doing local economic development is involving the total community in the planning and implementing of the development. The trend toward neighborhoods seeing themselves as self-contained organisms dependent upon themselves for their own development is increasing. Viewing the neighborhood as a self-contained "small town" exists in many of the more successful development areas.

C. IMPROVED BUSINESS/RESIDENT RELATIONS

The arena of Improved Business/Resident Relations is similar to the previous need. This category emerges from the Vision section and points to what people see as a result of a cooperative spirit. Sixty-two percent of the groups had items from their plans that fell in this arena. Here, elements like "Cohesive Community Identity" (North Center) and "Reactivated Community Spirit" (Mt. Greenwood) can be found. Another dominant theme is that of "Pride in Unified Diversity" (Greater Milwaukee Avenue) and "Proud Prosperous Community" (Uptown). The word "partnership" - between the business and residential community - frequently appears in the brainstorm data. Many feel that a sense of pride and responsiveness are key ingredients in promoting economic development in a local area. Also in this arena are found items referring to better working relationships with some of the local governmental institutions, especially the police and streets and sanitation departments, and other neighboring development organizations. When all is said and done, showpieces of successful local development will be marked with positive, open relations among all the key people and institutions within the area being developed.

D. ENHANCED CULTURAL OPPORTUNITIES

Surprisingly, another major need disclosed for implementing local economic development has to do with Enhanced Cultural Opportunities. Fifty-two percent of the groups felt that if the cultural fabric of the surrounding business area could be improved, it would have positive ripple effects upon their own efforts. Indeed, some of the groups see themselves as actively promoting and attracting such opportunities. Pilsen wants an Hispanic Cultural Center, Chatham a communications center, and Austin a newsletter. Others described the need for diverse ethnic participation (Uptown, Greater Milwaukee Avenue). Two groups simply said they wanted to "Attract the New Generation" (Hyde Park-Kenwood, Lakeview Chamber). Howard-Paulina will be working more with the Koreans, Portage Park the senior

citizens, while Mt. Greenwood envisions a domed pool, a sports arena, a full service library and a new Ag/Science school - all in the name of local economic development. It is becoming obvious that economic development has to be integrated into a unified approach to socio-economic development. A business association that isolates itself from its surrounding community is laying the seeds of its own downfall.

II. ACQUIRE NECESSARY RESOURCES

Resources are key to any type of development, especially those which are locally catalyzed. Surprisingly, this study indicated that financial resources - i.e., the sufficiency or the accessibility to the financial resources - does not appear as the major need. Rather, the resources that were mentioned most frequently had to do with the organization's leadership, its structural capacities and the responsiveness of the governmental support services and structures. Each of these three will be examined in more detail.

E. ADEQUATE LEADERSHIP SKILLS

Eighteen of the 29 organizations (62%) listed the enhancement of the expertise and skills of their staff and board as a major need. The skills lacking ranged from ignorance of how to utilize the government systems to accomplish basic tasks, inexperience in such areas as real estate development and marketing, and limited staff expertise in all the roles needed to do local development. Some groups also referred to the lack of business skills among their membership. Typical among this group is the Pilsen Development Project, Inc. which attributed the small business failure rate in their area to this cause. The Chatham Business Association described their need as an unavailability of continuous professional support. Some groups mentioned a limited board commitment as a problem; but when this was pushed a little deeper, it was seen more as frustration over not being able to control their situation. Typical among this group is the Alliance for Hispanic Women Business Owners. Some, such as the Portage Park Chamber of Commerce, referred to a lack of time and money required to do the job they saw as necessary. In all cases, the deficiency was seen as an internal one, requiring professional training and acquisition of technical resources currently unavailable to them.

F. STRENGTHENED ORGANIZATIONAL CAPACITY

This need refers to the strength of the organization as a whole

as being a key to local development. Sixteen of the 29 organizations (55%) expressed in their vision a desire to build a strong organization. Chief among the elements that comprise this arena is the development of a strong membership base. For example, NORBIC sees the need to add over 300 members to their organization in the next five years in order to be an effective group. Other groups referred to the degree of participation in the organization. The Andersonville Chamber of Commerce, the Howard-Paulina Development Corporation and the Northtown Business Association all expressed concerns along these lines. Others, such as the Greater North Pulaski Development Corporation, referred to the need to become self-sufficient. A few discussed the need to make their organization more visible to the larger community, even intentionally acquiring a national reputation (Pilsen Development Organization). Developing a strong and capable organization is seen as being one of the 11 key needs which must be met for local groups to become effective in economic development.

G. RESPONSIVE POLITICAL SERVICES AND STRUCTURES

The third major need had to do with the relative responsiveness of the governmental services and structures chartered to support the organizations development process. Sixteen groups (55%) listed this as a key issue. It has two dimensions. On the one hand, some organizations experienced themselves lacking an adequate and organized influence upon the political structures in order to gain access to public resources (North Pulaski Chamber of Commerce). Some, on the other hand, felt that the governmental services are unresponsive to their needs (Beverly Area LDC, Greater North Pulaski Development Corporation, Greater Milwaukee Avenue Economic Development Corporation, Calumet Area Industrial Commission, Industrial Council of Northwest Chicago). There is a clear indication on the part of local development organizations that a supportive public service environment is crucial in fostering positive development in their areas and that, by and large, such responsiveness is currently inadequate. It could be argued that the resources and services are, in fact, available, but either they are not being delivered to the local communities or their delivery is largely unnoticed with the result that an apparent "Vacuum of Municipal Government" exists (Hyde Park-Kenwood Development Corporation).

III. STRENGTHEN MARKETING CAPABILITIES

Many groups felt deficient in knowing how to promote and market development and business growth. Four basic needs comprise the arena of marketing: two have to do with stimulating and attracting business

development and two with the public relations nature of marketing the community or the business area. These needs indicate that the next phase of skills needed to do effective local economic development is related to marketing: business attraction, capital formation, image building, and perception creating.

H. DIVERSIFIED BUSINESS BASE

Twenty-four of the 29 local economic development organizations being reviewed in this study (83%) indicated that they desired to have a quality, balanced, diversified business base. This was the second most frequent comment and reveals that achieving this goal is one of the main needs of local development. In most cases the groups indicated a need to attract new commercial and retail businesses into their area. For others, it was expressed as a general upgrade and development. The overall concern was to increase the flow of money and capital into their communities and areas. It was expressed individually in a variety of ways: "Upgrade Stores and Merchandise" (Lakeview Central Business Association), "Quality Commercial Growth" (Hyde-Park Kenwood), "Create Unique Retail Variety" (Andersonville), "Improve Retail Mix" (Portage Park), "Develop Business Strip" (Garfield Park Chamber of Commerce). A few of the groups also pointed to the residual benefits gained from such development: "Increased Jobs" (Austin Business Council) or, "Return of Experts to Community" (Chatham). In other words, most groups expressed a real concern for knowing how to market the benefits of their areas to prospective retail stores and industries. These needs were the impetus for CANDO's Retail Marketing Fair. It is obvious, both from the frequency of data appearing in the planning seminars as well as the success of the Retail Fair, that these efforts need to be continued, strengthened and generally supported.

I. STIMULATED INDUSTRIAL AND COMMERCIAL DEVELOPMENT

Fifteen of the 29 organizations (51%) carried the notion of a diversified business base one step beyond to implementing strategies that stimulate development. Though similar in intent, enough groups spoke of the necessity to be aggressively pro-active as a developer that this merited being singled out as a separate arena. Beyond simply promoting their area and themselves, the activities here are more aggressive in nature. "Building Off-Street Parking" (Uptown Chamber of Commerce), "Identifying Venture capital" (Austin Business Council), "Develop Buyer's Guide" (Mt. Greenwood Economic Development Corporation), "Initiate Application to FAA for Airport Development" (South Chicago Development Commission). These connote an enlarged function of the traditional role of local economic development groups.

The skills are in the arena of marketing insofar as the activities are those of attracting and developing, including financing. It is evident that a new, more aggressive role of developers is taking shape on the local development horizon. The issue is how to acquire the necessary skills to do this job adequately. The philanthropic community can expect to see requests for enabling local organizations to further these brick and mortar pursuits.

J. PROMOTING THE ORGANIZATION'S PUBLIC IMAGE

The second highest rating in the arena of marketing and the fifth overall has to do with promoting a positive public image of the organizations capabilities and skills in development efforts. Board members of the participating organizations were most adamant about this concern. One said, "We have to quit hiding under a bushel" (NORBIC). This topic is closely related to the next one having to do with creating a positive image of the community surrounding the business area. It is distinct in that its focus is on the organization itself. Realizing that a key benefit to promoting and attracting businesses is the strength of the development organization, it was strongly felt that the strengths of the organizations need to be more widely known. Some groups expressed this quite literally as "Improving our Public Relations" (Industrial Council of Northwest Chicago). Others were more indirect about it, such as, "Communicating a Positive Image" (North Center). With 48% of the groups responding similarly (14 organizations), it is clear that one of the arenas of needs of local development is the capacity of development groups to draw attention to themselves as a positive force. This will require the acquisition of marketing and public relations skills currently unavailable to most groups. In the broad sense, it is the capacity to design and implement effective marketing strategy (North Pulaski Chamber). It is other than putting on more street sales or community festivals. It requires a sophisticated and comprehensive approach which includes media relations, professional publications and broader networking.

K. COMBAT NEGATIVE COMMUNITY IMAGES

Many organizations felt their efforts were being blunted by a negative image or perception of the community area in which they were located. This was found in every corner of the city. Fourteen groups (48%) expressed such concerns as crime, racism, high risk and fragmentation. Underlying these concerns, and what makes it a development issue, is that potential investors perceive they face higher risks. This works against local groups trying to attract development. This is considered by most groups as an issue of

marketing, though it does not mean that real problems as cited don't exist. It has become clear, however, that to promote business development in a given area equals promoting the area as a whole. Economic development cannot be separated from the total development and enhancement of an area. Otherwise, "Prevailing Investment Scepticism" (Howard-Paulina), "High Financial Risk Area" (Calumet), and "Risk of Capital Investment" (East Edgewater) will prevail. A closer working relationship between the economic development groups and the other organizations working in the area is required.

SECTION TWO - THE BENEFITS RESULTING FROM STRATEGIC PLANNING

The next step in compiling this report was to interview representatives of the delegate agencies which had utilized the ICA's strategic planning process. A questionnaire was developed and ICA staff contacted the project directors of 16 delegate agencies in order to assess which of the planned objectives were accomplished and ascertain how the strategic planning event catalyzed those accomplishments. In addition, the ICA received from DED the delegate agency's self-assessment questionnaire of all the delegate agencies which had been independently submitted.

The analysis of the interviews and the self-assessment forms reveal three basic learnings: First, groups that were able to produce the most results were those which had done strategic planning. Second, organizations which utilized the ICA approach were able to generate extremely positive results. Third, those results directly addressed the needs the groups experienced.

This section of the report will discuss the resulting benefits of the participatory planning approach employed by the ICA. Four main benefits were discerned with three sub-benefits each. Case studies of eight delegate agencies were written to elaborate the resulting benefits.

Before elaborating on each benefit it should be mentioned that no group felt it had achieved all the objectives of their plan. All, however, could discuss how they had achieved results in the four areas under discussion. The ICA selected eight organizations that demonstrated successful approaches, two to describe each benefit.

**THE FOUR MAJOR BENEFITS OF UTILIZING
THE PARTICIPATORY STRATEGIC PLANNING APPROACH
IN LOCAL ECONOMIC DEVELOPMENT AND
CASE STUDIES DOCUMENTING THOSE BENEFITS**

Organizations using the ICA planning methods ...

... I. ACCELERATED ORGANIZATIONAL EFFECTIVENESS

- Increased Board/Membership Participation
- Produced Clear-Focus Priorities
- Institutionalized Planning Process

Andersonville Chamber of Commerce
Northtown Chamber of Commerce

... II. INCREASED BUSINESS DEVELOPMENT

- Strengthened Pro-Active Business Retention
- Established Relations with Developers
- Generated More Productive Promotions

Mt. Greenwood Chamber of Commerce
East Edgewater Chamber of Commerce

... III. MAXIMIZED SERVICE DELIVERY

- Added Membership Services and Staff Capabilities
- Secured Additional Funding
- Focused Services and Reduced Overlap

Industrial Council of Northwest Chicago
North Business and Industrial Council (NORBIC)

... IV. ENHANCED GOVERNMENTAL AND COMMUNITY RELATIONSHIPS

- Established Collaborative Relationships
- Influenced Public Service Cooperation
- Established Local Communication Channels

Calumet Area Industrial Commission
Kenwood-Oakland Development Corporation

I. ACCELERATED ORGANIZATIONAL EFFECTIVENESS

Accelerating the effectiveness of the organization itself was one of the key results of strategic planning. This was discussed in three ways: there was a noticeable increase in participation of the board as well as the whole membership of the organization as a result of employing a participatory planning process; there was evidence that the planning process produced clear, focused, priority directions for the organization; and the planning process was so effective that it became the ongoing group process of the organization. Some of the sample remarks from the interviews include:

- "Activated the membership drive" (Northtown).
- "Twenty-five new members came as a result of the membership committee being reactivated" (Greater North Pulaski).
- "Increased our membership" (Alianza).
- "Broadened our Board base with four new anchor stores" (Andersonville).
- "Reinforced the Board plans" (Greater Milwaukee Ave.).
- "All board members now attend regularly and work in 6 task forces" (South Chicago Development Commission).
- "Increased board attendance by one-third to one-half" (North Pulaski Chamber).
- "Spurred committees to action that were non-active before; they even make assignments now" (Calumet Area Industrial Commission).
- "Generated focused directions" (Industrial Council of Northwest Chicago).

The benefit of accelerated organizational effectiveness can best be illustrated with case studies from the Andersonville Chamber of Commerce and the Northtown Chamber of Commerce.

ANDERSONVILLE is well-known as Chicago's largest Swedish-American business community. Its Swedish heritage is apparent in the many gift shops, bakeries, delicatessens and restaurants which line Clark Street from Foster north to Bryn Mawr. The area has now developed an international flavor being home to excellent restaurants specializing in Japanese, Korean, Peruvian, Ethiopian and Mid-Eastern cuisine. Antique stores and other specialty shops also add to Andersonville's charm.

The **ANDERSONVILLE CHAMBER OF COMMERCE** has worked to encourage good business practices and to attract new customers to its business strip along Clark. Before the ICA was involved, the Chamber exercised

a limited impact on the community, having no focused direction or long range plans, and operating with a part time director. Strategic planning sessions facilitated by the ICA involved 22 people each on October 23 and November 5, 1985. Since the program, membership has increased from 45 to 65, including the Edgewater Hospital, a realty company and two banks. There is also evidence of a broader participation in monthly meetings in the newly opened Chamber office. The Chamber drew up a master plan and consensed on the intent to promote Swedish identity. It set up a collaborative relationship with the six resident councils in the area, has prepared a proposal to the city on the area parking problems by involving their three aldermen. It has designed a calendar of events with major business promotion each year and organized the members into 6 working committees.

When interviewed about the impact of the Strategic Planning workshop on their results, Terry Cunningham, Executive Director of the Andersonville Chamber, indicated that the planning helped the Board to focus on a few main things. Indirectly, they focused on the sidewalk amenities program, increased ethnic involvement and relationships with resident committees and alderman. More directly, they focused on the Swedish identity thrust, expanding the Board, their membership drive and their promotions.

The **NORTHTOWN** commercial area includes six major shopping strips: Devon Avenue, Touhy Avenue, Peterson Avenue, Howard Street, California Avenue and Western Avenue. They are the "face" of the neighborhood which was from 1940 to 1960 a predominantly upper middle class and stable family area. Northtown has changed in noticeable ways over the past twenty-five years as a significant number of Asian Indians, Orientals and Hispanics have moved into what once was a predominantly Jewish European and German neighborhood. Retailers have responded to their changing local market by using a combination of merchandising methods to cater to the "new" local customer and to draw customers from outside the community, since their traditional consumers have been lured into shopping malls.

The **NORTHTOWN CHAMBER OF COMMERCE** enables retailers to implement a plan. Formed in 1984, it had a rocky beginning. When the ICA staff met with its Executive Director, Sarah Shirley, in September of 1985, she reported fragmentation within the chamber with the work basically being done by herself. The Board held a strategic planning workshop on November 4, 1985, and an implementation workshop on January 14, 1986. Currently the Board is working on membership recruitment, advertising and an international fair project. A brochure was created to market the services of the chamber which includes membership, retail, financial, small business and facade improvement programs. During a recent financial crisis board members committed themselves to

extra funds. This show of commitment enabled the addition of two staff persons, one of Hispanic origin reflecting the changing composition of the area.

Interviewing Sarah Shirley, before and after the strategic planning events, was very different. The synergy catalyzed by the group workshops impacted both the productivity of the staff and the board. Their efforts reinforced one another. In the future, NorthTown will be remembered for having pioneered in the "Around the World International Fair" celebrating the rich heritages of their enlivened commercial strips.

II. INCREASED BUSINESS DEVELOPMENT

One might wonder whether or not performing strategic planning actually increases economic activity. In this study, three different approaches were successfully implemented that increased business development overall: groups found they were more effective in their pro-active business retention efforts; groups discovered they could attract developers to their areas by working and planning together; and groups developed a greater capacity to generate more productive business promotions by planning together. Sample comments included:

- "Formed a Playskool Redevelopment Committee dealing with empty industrial building" (Greater North Pulaski Development Corp.).
- "Began marketing the business strip as a whole" (North Pulaski Chamber).
- "Got U.S. Steel to come to our meeting to share their development plans" (South Chicago Economic Development Commission).
- "Designed year-long calendar of 7 business promotions" (Andersonville).

The benefit of how strategic planning increased business development is highlighted with case studies from the Mt. Greenwood Chamber of Commerce and the East Edgewater Chamber of Commerce.

Located 12 miles southwest of the Loop, MOUNT GREENWOOD has a population estimated at 25,000 and growing. Since 1985 over 175 single family homes have been built adding to other singles, multi-family apartments and condominiums. Over 120 retail stores and 260 personal service functions comprise their commercial shopping district. Mt. Greenwood describes itself as "The Village Within the City."

The **MOUNT GREENWOOD ECONOMIC DEVELOPMENT COMMISSION** worked with the ICA during the planning and implementation sessions conducted on March 18 and April 1, 1986, with 10 of its Board members. In an interview with Darlene Myers, their Executive Director, she reported that the Commission had already assisted three merchants in their one-to-one "Help Program" for business retention, conducted a business seminar with the Graham School of Management, printed their first community newsletter, held a joint meeting with community groups, scheduled a community-wide clean-up campaign, had met with the police commander regarding increased security in the business area, and erected community signboards and promotional banners. The most significant accomplishment completed was the production and distribution of a Buyer's Guide to market the attractiveness of the business community to the local residents. This in turn helps hold the purchasing power in the community thus retaining some marginal businesses and strengthening the economic vitality of the community overall.

One of the board members, Frank LaMantia, said that while the Board had done some talking about their goals and objectives before, "it really helps to put things down on paper."

EAST EDGEWATER is a growing neighborhood. The Sheridan Road corridor between the 5200 and the 6400 block north has experienced a 25% population increase in the last decade due to construction of high income, high rise condominiums. Young business and professional people are a fast growing segment of the population. In addition, 76 multi-family buildings have been rehabbed along the Kenmore/Winthrop corridor since 1982. Three major supermarkets have located in East Edgewater: two Dominics' and a Jewell.

The **EAST EDGEWATER CHAMBER OF COMMERCE** began in 1984 and had held 3 meetings prior to their strategic planning workshop with the ICA. They represent small commercial and retail stores in their area but have anchor companies such as Illinois Bell, Fanning Cadillac and the Broadway Bank. Three planning programs were conducted on August 27, September 11 and October 3, 1985. Eight months later, Bill Zimmer, the Executive Director, was able to report on the business development efforts since the planning program. They developed a video and large display including demographic information and community statistics for presentation at the CANDO marketing fair. They selected two areas on their community map targeted for commercial development and pointed out the feasibility of the areas to many developers they met. They hosted 7 developers on site tours of the two areas. Since that time they have held a series of briefings with Ben Franklin Stores and have received their verbal commitment and prospectus and have launched a

drive to seek an entrepreneur to open the store. They are working with two other developers on the other community areas.

The strategic planning program was instrumental in clarifying the strategic objectives and priorities. The chamber used the plan to monitor the progress during implementation. The ICA process helped them focus their directions, and using the process repeatedly, independent of the ICA, reinforced a defined direction.

III. MAXIMIZED SERVICE DELIVERY

One of the key benefits of the participatory approach to strategic planning is the involvement it elicits from board participants. This, in turn, carries over into the implementation phase since those who build the plan tend to implement it. Many groups surveyed indicated that the strategic planning workshop motivated board members to become more involved in ensuring that plans were acted upon. Among these action plans were: adding memberships services which revealed a necessity to add staff, which got the board more involved in securing financial resources needed to implement their plans. It also helped the organization to focus the membership services they were already offering to reduce overlap with other agencies and provide appropriate services to the most needy recipients. Sample comments included:

- "Increased Chamber staff" (Northtown).
- "Hired a full time staff person for the first time" (North Center).
- "Added a new staff person specifically to provide direct membership services" (Greater North Pulaski Development Corporation).
- "Started fund raising through carnival and raffles" (Pilsen).
- "Held fund-raiser and raised \$1000" (Andersonville).
- "Provided technical assistance and financial counseling to new and expanding businesses" (Howard-Paulina).

The success of strategic planning for mobilizing maximum service delivery as a way of leveraging economic development can be illustrated with the Industrial Council of Northwest Chicago and the North Business and Industrial Council.

Most people in economic development are familiar with the Fulton-Carroll Incubator Center and the determined woman who runs it, June Lavelle. But many do not know that behind the well-deserved

public attention is the organization that sponsors the center and employs the lady, the **INDUSTRIAL COUNCIL OF NORTHWEST CHICAGO**. The Council has been serving the **KINZIE INDUSTRIAL CORRIDOR** since 1967. This corridor has been a prime manufacturing enclave since the time of the Chicago Fire in 1871. One recent study depicts the area as the most "labor-intensive" for manufacturing in the inner city. The Council's current membership is a microcosm of the city's business community, ranging from manufacturers to financial institutions to service industries. The Council describes their membership services as "demand responsive", addressing those issues affecting the growth of local business.

The ICA's strategic planning services were performed at an opportune time in the life of the Council. It had just completed the incubator project and the Board was ready to turn their attention to others. But it was not easy. They designed new initiatives but did not commit any of their own time and energy into implementation. As June Lavelle stated in our interview, "I had spoiled them". The board assumed that June would implement their plans. What they had not realized was the immense amount of time the incubator was taking in her schedule, making it difficult for her to do anything else. It took four planning occasions by the ICA for this fact to sink in. Then things began to change. Instead of biting off more than they could chew, the Board focused their efforts on only a few new directions. This enabled them to be more serious about committing their own time for implementation. Specifically, they began a lobbying campaign for an infrastructure project. They secured the funding necessary to hire additional staff whose efforts attracted 28 new firms to the area. They created a development corporation which has secured \$1.2 million in financing for another incubator. They are participating with the city in the Local Industrial Retention Initiatives program. They have broadened the distribution of their publication, the Chicago Industrial Bulletin, which generates advertising fees for a significant portion of revenue. They held four luncheon seminars which averaged over 80 attendees. They also secured funding to employ another staff person to focus on meeting specific membership service needs.

The **NORTH BUSINESS AND INDUSTRIAL COUNCIL (NORBIC)** services businesses all across the **NORTH SIDE** of Chicago. Its membership is currently comprised of manufacturing and service industries. With such a large service area, getting a solid focus on program services has been difficult for NORBIC. Prior to the three strategic planning sessions facilitated by the ICA, directions for use of staff time were decided by the executive director, Carl Bufalini, asking Board members to rank a list of tasks in priority. The planning sessions went further by linking Board-provided directions and Board commitment for

implementing those directions.

In particular, the strategy sessions focused the industrial field rep program by clarifying its intent and creating an overview committee to monitor its progress. With renewed Board commitment, the seminars NORBIC provides have been better attended and more beneficial. Task forces created by the planning have resulted in improved relations with city services and structures dealing with such issues as vandalism, CTA service, and snow removal. In fact, the snow removal plan that was created during the planning sessions is now being considered as a model for the whole city.

But, success breeds problems as well. In this case it was limited financial support for these additional membership services. As this priority came to focus, federal and city funds were being cut and the Board feared the folding of the organization. However, as a result of the strategic planning session, the Board took seriously the effort required to meet the challenge and planned aggressive funding actions. Seeing the benefits of NORBIC's membership services, the Board activated a grantsmanship effort which has produced \$30,000 in funds from corporations and foundations. Board members influenced these awards by going on calls or by phoning the key decision makers. The membership recruitment campaign is seen as a mechanism for generating revenues through fees and requires the Board members to go on visits which strengthens their own decision to improve the quality of the organization's services.

IV. ENHANCED GOVERNMENTAL AND COMMUNITY COOPERATION

The non-adversarial approach utilized by the ICA in its methods lays the groundwork for delegate agencies to establish cooperative relationships with others. Several groups indicated that the strategic plan gave their group the courage and confidence to begin to interact positively with organizations and community groups around them. Their development efforts gained effectivity. The interaction included influencing cooperation with public services, collaborating with others within their community to implement programs for the well-being of all and setting up channels of communication with the community to inform them of the plans and promotions of the business group. Selected comments include:

- "We rehabbed an abandoned theater and are creating an Hispanic Cultural Center. Last summer 115 youth were involved in the first phase of renovation" (Pilsen).
- "We held a business security meeting and have members who meet monthly with local police district and are now setting up a Beat Rep program" (East Edgewater).

- "We launched a highly visible Safe Street program which has put us in the minds of more merchants and the community at large" (North Pulaski Chamber).
- "We're participating in the city's streetscape program now" (Andersonville).
- "We published the first community newsletter" (Mt. Greenwood).
- "We mailed fliers to 2000 people in the community" (Greater North Pulaski).

Two organizations describe the importance of networking with the surrounding community groups: Calumet Area Industrial Commission and the Kenwood-Oakland Development Corporation.

The **CALUMET AREA INDUSTRIAL COMMISSION**, located on Chicago's **FAR SOUTHEAST SIDE** utilized the ICA's strategic planning in January of 1985 and 1986. Ken Brace, Executive Director, reported that since the first event, the planning "spurred committees to action that were non-active before." One inactive committee, the Public Works Committee, decided in the second planning session to create linkages with groups in the area to "get public school education related to industry." This resulted in the decision of Olive-Harvey Community College, Chicago State University, the Chicago High School District, and the District Police to work with the Industrial Commission in an effort to remove graffiti across Chicago's Southside. This program was launched with a contest in the schools challenging students to design alternatives to graffiti. The first prize winner was presented a \$350 award.

The **KENWOOD-OAKLAND COMMUNITY ORGANIZATION (KOCO)**, working with its affiliate, the Kenwood-Oakland Development Corporation, have had some big plans on the drawing board for a number of years. However, the residents of **KENWOOD-OAKLAND** were divided over the issue of development in their community. The alderman also was undecided. KOCO was faced with having to move quickly on getting some redevelopment plans approved or lose a commitment from the federal government for grant funding. The organization and the community residents had not resolved whether to do commercial or residential development.

The strategic planning and implementation programs were conducted with the Board of KOCO on December 14, 1985, and January 4, 1986, respectively. There they decided to pursue a residential, town house development plan. The events generated appreciation, enthusiasm, relief and a sense of excitement about being organized. Participants

said things like "We know where we're going and how to get there." The major strategy was getting the alderman to have the city sell to KOCO a parcel of vacant city-owned land for the development. KOCO arranged two community meetings which voted in favor of their development plan. The alderman organized a third meeting of his own, not trusting that KOCO had in fact represented the new, emerging consensus of the community. This meeting also voted in favor of acquiring the property. Community residents reinforced the leadership of KOCO to proceed on their development plans. The alderman introduced and facilitated passage of the necessary city ordinances enabling the property to be acquired. As a result of that action, KOCO was enabled to "stay of track" toward the goal of receiving the 1.8 million dollars in federal funding to proceed with the project. The strategic planning sessions helped KOCO gain consensus and focus their energies.

SECTION THREE - TOWARD A STRATEGIC FRAMEWORK FOR LOCAL ECONOMIC DEVELOPMENT

The third step in this project was to attempt to discern from all the successful efforts the key ingredients that comprise a strategic framework for local economic development. In creating this perspective, the ICA drew upon its experiences working with development groups in Chicago and other locations as well, ranging from urban to small towns across America to rural villages in developing countries.

Cultivating strategic thinking will require the accumulation and sharing of learnings from both the successes and struggles of local economic development efforts. The ICA would like to offer the following framework as a way to occasion dialogue with other development organizations in an attempt to discover keys to successful local economic development. Groups which can clearly articulate their strategy hold a distinct advantage over those groups which grope in the dark not knowing why something failed or what they learned when something worked. Knowledge must continually be accumulated and disseminated. We must share approaches that work and learn from those approaches that fail.

From our experience, five operating principles have emerged as the cornerstone of a successful economic development strategy in nearly any local situation. They are:

1. Regard the community as an independent, self-sufficient economic unit. Economic development efforts can be dissipated unless the community sees itself as a self-contained economic unit.
2. Increase the flow of money into the community through the securing of stable employment for its residents. Local economies require outside monies and credit access to prime the pump of economic growth which in turn allows industries to hire local residents.
3. Retain funds in the community as long as possible. Self-sufficiency depends on community residents saving cash locally and building up equity.
4. Circulate funds rapidly and continuously through the intentional use of local retail and commercial establishments. The more often money turns over within the community, the better the cash flow and the opportunity to make greater earnings for local investment.

5. Function within external economic realities. Even at the local level a balance of trade is necessary with the municipal, state, national and international economies.

How can these operating principles guide the progress of local economic development organizations in Chicago?

1. Regard the community as an independent economic unit. Chicago has a great tradition of indigenous, unique and identifiable neighborhoods. Indeed, many have said this is its greatest strength. Most development organizations in the city, even those that are only located on commercial strips, have circumscribed their geographical boundaries of action. Prompted by regulatory agencies certifying development corporations, many groups take to heart the necessity to focus their efforts in order to generate a synergy of development activity. After all, the primary market of a shopping strip is its surrounding community. Many have found it important to establish linkages and partnerships with other organizations working within the same geographic area. Often the business organization carries the name of the geographic area that it serves and encourages businesses to use a common geographic theme. The city's neighborhood signage program heightens this awareness among shoppers. Eventually an identity and pride is established. The residents become conscious that they are living within a designated area - an area where things are on the move. They identify with the area and consequently become familiar with the name and the people who sponsor promotional activities.

This idea needs to be carried further, however. To the degree that residents and business operators understand that they depend upon one another for their existence, then that community can begin to foster a holistic approach to development. Often, however, an adversarial relationship exists. Business owners and local development groups must take the lead in demonstrating a new mood of cooperation and collaboration with local residents. While reinforcing the principle that it is good for the community if its residents shop locally - since it stimulates the total local economy through increased hiring and buying from one another - development groups must share the skills of the development process with community residents. They need to demonstrate their willingness to pioneer as business citizens in the development of the whole community.

2. Increase the flow of money into the community. Just as any organization - profit or not - needs to generate income for its survival, so does a community. And like any other group, it must in the long run rely on its own resources. The chief resource any community has is its own people. The human resources need to be

cultivated to generate income. This means they need to be trained for employment. It also means developing those industries within the area that can ultimately employ the people. Those communities which find themselves heavily populated by residents dependent on public assistance programs need to give special attention to this strategy. It does not make much sense to develop commercial businesses in an area that is based on fixed income sources. Those development groups should concentrate on attracting, developing and retaining major job-generating employers in and around their area and creating job training and placement programs in order to locate their residents in stable, secure employment. Increased commercial development will follow increased spending power.

More developed neighborhoods have other problems. Some feel the pinch of over-commercialization. Here the issue is control. The only caution in the attempt to control commercial development is that it could go too far and exclude the long-range possibility of increased revenue coming into the community.

3. Retain funds in the community as long as possible. The single most glaring deficiency relative to capital base development and individual economic opportunities is the lack of equity ownership by residents of the community in the community. To increase the flow of capital and to retain funds in the community, there needs to be an increase of incentives for the residents to put their money into savings mechanisms and a way to attract outside capital. A major drawback to the currency exchange system is that it does not allow for the accumulation of equity by area residents and consequently, people's access to capital is limited.

Local development groups must address this drawback if it exists in their areas. The concept of equity is little understood by most local economic development professionals today, but it is one which will determine the long-lasting benefits of their own efforts. A community's economy is strengthened as its capacity develops to leverage its own resources for further economic growth. Credit unions, capital pools and local savings institutions need to be cultivated for the total well-being of a community.

4. Circulate the funds within the community rapidly and continuously. This is the function of commercial and retail businesses in an area. A healthy commercial business strip serves its community by being a healthy commercial business strip. Nothing more is required. High visibility, high energy, high involvement marketing promotions that not only attract local residents, but also those from without, are the single most important function of a business association or chamber of commerce. Increased training in marketing skills, shopping center technologies and retail trade attractions are

current needs of economic development professionals today. Marketing is a skill too often taken for granted by local groups, yet increased competitiveness by other business areas requires innovative approaches.

The same holds true with the acquisition of shopping center management and marketing technologies. The biggest competition to neighborhood shopping today is the suburban shopping mall. Without trying to copy the uniformity of shopping mall stores, business strips today must learn to utilize some of their key ingredients including coordinated hours, discount programs and marketing campaigns.

5. Function within external economic realities. The neighborhoods of Chicago are but a part of a larger mosaic called Chicagoland. Too many groups have not made a realistic appraisal of the fact that a global economy has emerged in our time. The shift from a manufacturing-based economy to a service-based economy will probably continue. Development groups need to take into account this fact and other economic trends in developing their long range strategies.

This holds true with the funding base of local development efforts. Organizations should already be planning to expand their funding support and reduce reliance upon public dollars. Innovative income generating measures such as fees for services, profit center services, real estate development schemes, along with traditional forms of grantsmanship and inkind professional assistance, need to be built into long-range financial projections.

* * * * *

This strategic framework has been drawn from, and is oriented toward, local community based economic development. However, these basic principles can also be applied to the city as a whole. Imaging Chicago as a self-contained economic unit, relying upon, and developing, its chief resource - its citizens, attracting financial capital, retaining and circulating the flow of money within itself, investing in itself, and yet operating within an even larger economic environment - these are the cornerstones of a comprehensive development policy for the city. The city is but a composite of the assets and liabilities of its parts. The basic building blocks of a renewed city are revitalized local communities.

IMPLICATIONS FOR THE ICA

This study was prepared as a report to the Department of Economic Development (DED) to summarize results of the strategic planning services provided by The Institute of Cultural Affairs to DED's Delegate Agencies and as accountability for contract services delivered. We believe it presents valuable learnings that need to be considered not only by DED but also by the neighborhood development community in Chicago. We offer this report in gratitude to the many local economic development organizations which gave us the opportunity to work and learn with them. We believe, wholeheartedly, that effective progress is produced whenever a development organization undertakes participatory strategic planning with its board and/or membership. We continue to be available to all such organizations for ongoing consultation.

In making ourselves available not only to local groups but the city as a whole, this study helped us clarify how we need to design, market and tailor other resources. The Institute of Cultural Affairs has accumulated wisdom of 30 years work with local, public, private and voluntary organizations concerned with transforming their situations. Therefore, in light of the findings of this study, we offer the following services to the development community in Chicago:

STRATEGIC PLANNING FACILITATION - Two three-hour sessions comprise the basic planning format which is a prerequisite for any organization dependent upon voluntary board or membership for determining and implementing directions of the organization. Periodic evaluation and remaneuvering workshops are available during the course of implementation.

LENS - LEADERSHIP EFFECTIVENESS AND NEW STRATEGIES - LENS is a three day program of guided discussions, contextual presentations, team workshops and consensus plenaries beginning with a practical picture of the five year desired future through to a 90 day schedule of activities and assignments. LENS is designed for in-house situations desiring broad-based ownership of the corporation, service institution or public agency's plan.

LEADERSHIP DEVELOPMENT SEMINARS - A one or two-day format is offered on a regular basis for the directors and managers of those organizations who want to learn the ICA facilitation skills for ongoing use within their organization. This seminar is designed to share methods of

leadership that develop the in-house capacity to utilize human participatory methods.

FOCUSED-ISSUE WORKSHOPS - The ICA can design a specific workshop format to address critical issues and problems an organization is experiencing. These issue workshops have ranged from specialized marketing promotions, to fund-raising campaigns and membership drives to stalled development projects, to internal staff organization and inadequate management systems and to services development and delivery.

MISSION STATEMENT FORMATION - A workshop to guide an organization to shape its vision and clarify its mission. In a rapidly changing society, the shared vision changes and the mission statements need periodic refinement. This workshop length depends on the what is best needed for the organization.

PARTICIPATORY MANAGEMENT TRAINING - A participatory management laboratory revolving around the team approach to organizational effectiveness. Offered in a variety of formats ranging from in-house training sessions to constituency wide sessions. The skills of the manager as facilitator are shared in practical, hands-on, laboratory exercises.

COMMUNITY DEVELOPMENT LABS - A two-day capsule of learnings from 30 years of world-wide local development experiences. This seminar is focused for community organizations which desire to follow a comprehensive, socio-economic development path for their own local situation. It uses a participatory approach and provides a framework for integrated approaches for local development.

SHORT SEMINARS - Half-day presentations, seminars and workshops on topics mentioned above are scheduled throughout the year in collaboration with community colleges, business networks, and community coalitions.

DELEGATE AGENCIES OF THE
CITY OF CHICAGO: DEPARTMENT OF ECONOMIC DEVELOPMENT
WHO UTILIZED THE STRATEGIC PLANNING FACILITATION SERVICES OF
THE INSTITUTE OF CULTURAL AFFAIRS
(From July, 1984, Through June, 1986)

Alianza de Negocianted Hispanas (Hispanic Women Business Owners)
Andersonville Chamber of Commerce *
Asociacion Pro-Derechos Obreros (Pilsen Development Project)
Austin Business Council
Beverly Area Local Development Company
Capital Base Task Force
Calumet Area Industrial Commission *
Chatham Business Association *
Chicago-Ashland Business Association
Chicago Association of Neighborhood Development Organizations (CANDO) *
Chicago Industrial Finance Corporation
Center for Urban Economic Development (CUED); University of Illinois
East Edgewater Chamber of Commerce *
Economic Development Subcommittee of the Community Development Advisory
Committee (CDAC)
Fifth City Industrial Promotion Corporation *
Garfield Park Chamber of Commerce
Greater Milwaukee Avenue Economic Development Corporation *
Greater North Pulaski Development Corporation
Howard-Paulina Development Corporation
Hyde Park-Kenwood Development Corporation *
Industrial Council of Northwest Chicago *
Kenwood-Oakland Community Organization *
Lakeview Central Business Association
Lakeview Chamber of Commerce *
Lakeview East Development Corporation
Latin American Chamber of Commerce
Lawndale Local Development Corporation
Mayor's Apparel and Fashion Industry Task Force *
Midwest Center for Labor Research
Midwest Cooperative Association
Morgan Park-Beverly Hill Business Association
Mt. Greenwood Economic Development Corporation *
North-Austin Merchants Association
North Business and Industrial Council *
North Center Chamber of Commerce
North Pulaski Chamber of Commerce *
North River Commission
NorthTown Chamber of Commerce *
Pilsen Project, Inc. (Association for Worker's Rights)
Portage Park Chamber of Commerce *
Roseland Business Development Council
South Chicago Development Commission *
Southwest Business Growth Area Commission
Uptown Chamber of Commerce *
Uptown Chicago Commission *
Westside Business Improvement Association

* Indicates more than one planning event

THE 29 LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS
WHO UTILIZED THE ICA FACILITATION SERVICES AND
WHOSE DOCUMENTS PROVIDED THE DATA BASE FOR
THE NEEDS ASSESSMENT ANALYSIS

- 1 Alianza de Negocianted Hispanas
(Alliance for Hispanic Women Business Owners)
- 2 Andersonville Chamber of Commerce
- 3 Austin Business Council
- 4 Beverly Area Local Development Company
- 5 Calumet Area Industrial Commission
- 6 Chatham Business Association
- 7 East Edgewater Chamber of Commerce
- 8 Garfield Park Chamber of Commerce
- 9 Greater Milwaukee Avenue Economic Development Corporation
- 10 Greater North Pulaski Development Corporation
- 11 Howard-Paulina Development Corporation
- 12 Hyde Park-Kenwood Development Corporation
- 13 Industrial Council of Northwest Chicago
- 14 Kenwood-Oakland Community Organization
- 15 Lakeview Central Business Association
- 16 Lakeview Chamber of Commerce
- 17 Lakeview East Development Corporation
- 18 Morgan Park-Beverly Hill Business Association
- 19 Mt. Greenwood Economic Development Corporation
- 20 North-Austin Merchants Association
- 21 North Business and Industrial Council (NORBIC)
- 22 North Center Chamber of Commerce
- 23 North Pulaski Chamber of Commerce
- 24 Northtown Business Association
- 25 Olive-Harvey College Business Assistance Office
- 26 Pilsen Development Project, Inc.
- 27 Portage Park Chamber of Commerce
- 28 South Chicago Development Commission
- 29 Uptown Chamber of Commerce

NEEDS ASSESSMENT DETERMINATION RATINGS

VISION CATEGORIES

	# of Grps	% of Groups	# of Items	% of Items	%ILE RAT'G	OVER ALL ABOVE RANK 30	
IMPROVED COMMERCIAL SHOPPING ENVIRONMENT	26	89.66%	131	18.22%	0.54	1	*
DIVERSIFIED BUSINESS BASE	24	82.76%	127	17.66%	0.50	2	*
IMPROVED BUSINESS/RESIDENT RELATIONS	18	62.07%	79	10.99%	0.37	4	*
STRENGTHENED ORGANIZATIONAL CAPACITY	16	55.17%	62	8.62%	0.32	8	*
ENHANCED CULTURAL OPPORTUNITIES	15	51.72%	69	9.60%	0.31	9	*
IMPROVED PUBLIC SERVICES/INFRASTRUCTURES	15	51.72%	50	6.95%	0.29	12	
ENHANCED RESIDENTIAL DEVELOPMENT	13	44.83%	62	8.62%	0.27	15	
INDUSTRIAL/BUSINESS DEVELOPMENT VIABILITY	12	41.38%	42	5.84%	0.24	18	
BUSINESS AREA MARKETING PROMOTIONS	10	34.48%	50	6.95%	0.21	21	
BUSINESS EMPLOYMENT SERVICES	9	31.03%	47	6.54%	0.19	24	

CONTRADICTION CATEGORIES

INADEQUATE LEADERSHIP EXPERTISE	18	62.07%	77	10.71%	0.36	5	*
UNRESPONSIVE POLITICAL SERVICES/STRUCTURES	16	55.17%	87	12.10%	0.34	6	*
NEGATIVE COMMUNITY IMAGE	14	48.28%	82	11.40%	0.30	11	*
LIMITED GROWTH PLAN	14	48.28%	71	9.87%	0.29	13	
UNFOCUSED BUSINESS/COMMUNITY VISION	13	44.83%	69	9.60%	0.27	14	
INEFFECTIVE LAND USE	13	44.83%	63	8.76%	0.27	16	
LIMITED MARKETING PROWESS	12	41.38%	61	8.48%	0.25	17	
UNCLEAR DEVELOPMENT GOALS	11	37.93%	63	8.76%	0.23	19	
UNDERDEVELOPED HUMAN/FINANCIAL RESOURCES	11	37.93%	52	7.23%	0.23	20	
CONFLICT ORIENTED APPROACHES	9	31.03%	52	7.23%	0.19	23	
INADQUATE COMMUNICATIONS STRUCTURES	9	31.03%	50	6.95%	0.19	25	

DIRECTION CATEGORIES

BROADENING/UNIFYING COMMUNITY INVOLVEMENT	16	55.17%	169	23.50%	0.39	3	*
STIMULATING INDUSTRIAL/COMMERCIAL DVLPMNT	15	51.72%	120	16.69%	0.34	7	*
PROMOTING PUBLIC IMAGE	14	48.28%	103	14.33%	0.31	10	*
STRENGTHENING ORGANIZATIONAL STRUCTURES	8	27.59%	71	9.87%	0.19	22	
SECURING FINANCIAL RESOURCES	8	27.59%	49	6.82%	0.17	26	
INFLUENCING EXTERNAL FACTORS	6	20.69%	46	6.40%	0.14	27	
ENHANCING PHYSICAL ENVIRONMENT	6	20.69%	39	5.42%	0.13	28	
EXPANDING MEMBERSHIP SERVICES	6	20.69%	43	5.98%	0.13	29	
CREATING STRONG MEMBERSHIP BASE	5	17.24%	44	6.12%	0.12	30	
DECIDING LONGER RANGE STRATEGIC PLANS	4	13.79%	34	4.73%	0.09	31	

THE 16 LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS
WHOSE EXECUTIVE DIRECTORS WERE INTERVIEWED
TO DISCOVER THE BENEFITS OF STRATEGIC PLANNING

- 1 Alianza de Negocianted Hispanas
(Alliance for Hispanic Women Business Owners)
Laurina Esperanza McNeilly
- 2 Andersonville Chamber of Commerce
Terry Cunningham
- 3 Calumet Area Industrial Commission
Ken Brace
- 4 East Edgewater Chamber of Commerce
Bill Zimmer
- 5 Greater Milwaukee Avenue Economic Development Corporation
Amanda Pelletier
- 6 Greater North Pulaski Development Corporation
Jim Lemonides
- 7 Howard-Paulina Development Corporation
Jeff Romine
- 8 Hyde Park-Kenwood Development Corporation
Fran Grossman
- 9 Industrial Council of Northwest Chicago
June Lavelle and Dave Strickland
- 10 Kenwood-Oakland Community Organization
Bob Lucas
- 11 Mt. Greenwood Economic Development Corporation
Darlene Meyers
- 12 North Business and Industrial Council (NORBIC)
Carl Bufalini
- 13 North Pulaski Chamber of Commerce
Marty Berg
- 14 Northtown Business Association
Sarah Shirley and Bob Foy
- 15 Pilsen Development Project, Inc.
Raquel Guerrero
- 16 South Chicago Development Commission
Lynne Cunningham

THE INSTITUTE OF CULTURAL AFFAIRS
(ICA)

The Institute of Cultural Affairs is an international resource organization concerned with the human factor in development. Drawing upon 30 years of experience, its global staff of 700 often provides the missing ingredient for organizations in designing plans for change. The ICA recently conducted the first international conference on rural development involving local practitioners as participants. Since 1963, the ICA has been Chicago-based, gaining many of its early community development learnings through assisting the Westside community organization of Fifth City. Moving to the International Conference Center in Uptown donated by the Kemper Insurance Groups in 1973, the ICA has become a New Age think-tank-in-residence. Hosting nationally and internationally respected leaders in Human Development Technologies on a regular basis, the ICA incorporates these research opportunities into its services. Clients of the ICA can be assured that they are benefiting from the latest research into human development.

The Institute of Cultural Affairs is a valuable resource for any type of human development requirement. A standard approach of the ICA is to tailor programs to directly serve client needs. Through a dialogue with an organization's management, ICA designs specific programs that address focused issues using multiple participatory methods. The ICA is prepared to adapt its methods and techniques to share its learnings and experiences with any group which is concerned about their future, the future of the constituents they serve and to bring about a wholesome transition into the next century.

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Alexander and Alexander
Amoco Oil Foundation
Arthur Anderson and Company
Borg-Warner Foundation
The Coleman Foundation
Independence Bank of Chicago

RECENT ICA PUBLICATIONS OF RELATED INTEREST:

Directory of Rural Development Projects, for the International Exposition on Rural Development (IERD), Series #1; Edited by The Institute of Cultural Affairs International (ICAI), Brussels; Published by K. G. Saur, Muchen, New York, London, Paris. 1984.

Voices of Rural Practitioners, IERD Series #2; compiled and edited by ICAI; published by K. G. Saur. 1986.

"Developing Participatory Leadership: A Methods Manual". ICA. 1985.

Image, March 1981, "Corporate Research Methods". ICA.

Image, June 1981, "Imaginal Training Methods". ICA.

Image, September 1981, "Demonstrating Human Development". ICA.

Image, December 1981, "The Human Factor in Local Development". ICA.

"Human Development in the 80's: A New Consensus for Social and Economic Revitalization in Metropolitan Chicago: A Research Report". ICA. 1980.

THE ICA IS AFFILIATED WITH ...

LENS, International - a for-profit subsidiary chartered to market ICA methods to the private sector.

The Ecumenical Institute - organized to provide local church lay leadership training and renewal methods.

The Order:Ecumenical - the permanent staff of the ICA has organized itself into an international service order for self-support and mobility purposes.

THE ICA IS A MEMBER OF ...

Chicago Association of Commerce and Industry (CACI)
Chicago Association of Neighborhood Development Organizations (CANDO)
North Business and Industrial Council (NORBIC)
Uptown Chamber of Commerce

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and
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