

## CRP 5074 Economic Development Workshop

Fall 2015, 4 credit hours

For Fall 2015 this course will co-meet with CRP 4120/6120  
*Devolution, Privatization, and the New Public Management*

Class meeting location: 208 W. Sibley Hall, Wednesday/Friday 10:10 am – 11:50 am  
Additional Workshop Meeting, Wednesdays 4:30 – 5:30 pm 208 W Sibley

Professor: Mildred Warner, 215 W. Sibley Hall, 5-6816, [mew15@cornell.edu](mailto:mew15@cornell.edu)

Co-Instructor: Yunji Kim, [yk634@cornell.edu](mailto:yk634@cornell.edu)

Professor Warner's Office hours: Wednesday 2:30 – 4:30 and Friday 2:00 – 4:00 or by appointment

Class Website: <http://blackboard.cornell.edu>

Restructuring Local Government Website: <http://www.mildredwarner.org/gov-restructuring>

Upstate New York Fiscal Stress website

<http://www.mildredwarner.org/restructuring/fiscal-stress>

This economic development workshop will explore the impacts of state austerity on local governments in New York State. We will hold focus groups of local governments and develop case studies and design a survey (to run in winter 2016) on the impact of austerity on local governments. Special attention will be given to how to measure cuts in service delivery and innovations in service delivery. NYS Comptroller data will be used to analyze budgets. Focus groups will be used to clarify questions to include on a subsequent survey and to select case studies for further analysis. The goal is to assess the impact of austerity on local budgeting and service delivery as well as on land use planning decisions and local economic development policy.

Group reports will provide input for local government partners and the Fiscal Policy Institute, our primary client for this work. Other partners include the local government organizations (NYS Assoc. of Counties, Assoc. of Towns of NYS, and NYS Conference of Mayors). It is possible some of these groups will use our work in future conferences.

Learning Objectives: PAB Learning Goals:

The Future - Emerging trends – Students will exhibit understanding of local government fiscal stress and its implications.

Written, Oral and Graphic Communication – Students will learn and practice effective communication skills.

Growth and Development – Students will develop understanding of the challenges and opportunities of linking local government fiscal management, economic development.

### Assignments

Students in the workshop will follow the syllabus for CRP 6120, doing all the readings and engaging in class discussion (attendance required).

Workshop students will write the first theory paper and participate in bookfest with students in CRP 6120.

The group project for the workshop class will be the workshop project. The final paper will be a revised, final version of the group workshop project. There will be no individual final paper for workshop enrollees.

### Grading

Class Participation	25% (including reading summaries for 6120, focus group transcripts, survey design)
Theory Paper	20%
Book Review	5%
Group Paper*	50%* (25% first draft (due 11/11) and presentation, 25% final draft (due 12/16))

\*For the group project paper, peer grading will form half of the group paper grade. Each member will submit via paper or email a list with each team member's name, what they contributed, and a letter grade.

Review the work of our clients:

<http://fiscalpolicy.org/>

<http://www.fiscalfairness.org/>

<http://nysac.org/news/weekly-wire-for-week-ending-may-2-2014/local-government-associations-launch-the-municipal-innovation-exchange/>

### **Ethics**

Academic Integrity: Each student in this course is expected to abide by the Cornell University Code of Academic Integrity. Any work submitted by a student in this course for academic credit will be the student's own work. Citation of sources is fundamental to the academy – when in doubt, cite. *Students caught plagiarizing will be given an F.* Each student in this course is expected to abide by the Cornell University Code of Academic Integrity. See <http://cuinfo.cornell.edu/Academic/AIC.html>

Students are expected to review the AICP Planners Code of Ethics and abide by it in the professional work for this class. See. <http://www.planning.org/ethics/ethicscode.htm>

Ownership and Posting of Course Materials – Lectures and other course materials developed in this class or posted on Blackboard are intellectual property belonging to the author. Students are not permitted to buy or sell any course materials. No taping of

lectures is allowed unless permission is explicitly granted by the instructor. Such permission is only for the student's own study purposes. No additional posting of course materials is allowed without the express permission of the instructor. Such unauthorized behavior constitutes academic misconduct. Some materials developed by the class will be published to my website, but only after they have been thorough vetted and approved by me.

#### Computer/Phone /Tablet Use in Class

Computers, tablets and smart phones can be disruptive to class discussion and cause students to not be fully present. Thus, computers, tablets and smart phones may be used in this class *only* if they are used to take notes or to enhance class discussion. Violators will be called out.

Academic Accommodation: In compliance with the Cornell University policy and equal access laws, I am available to discuss appropriate academic accommodations that may be required for students with disabilities. Requests for academic accommodations are to be made during the first three weeks of the semester, except for unusual circumstances, so arrangements can be made.

#### Assignments and Grading

Collaborative team work is required in this class. Group projects and class discussion depend on full participation of all students. Students will summarize readings and post their summaries to Blackboard at least 24 hours before class. Thus, failure to deliver your component of the work on time undermines the learning experience of others and therefore constitutes an ethics violation of the class code (and will result in a grade reduction). Peer grading for group project will constitute half the group project grade.

Group Paper– Understanding and Responding to Fiscal Stress. Form groups and present an outline for your plan of work and proposed products by Sept 25. You will be summarizing focus groups, helping with survey design, developing case studies and possibly some longer reports and issue briefs. First drafts are due Nov. 11. But as with all professional work, substantial editing will be required to get to a professional product. Final drafts are due Dec. 16. Our clients may join us during the term to provide advice and guidance.

Students in this course in 2014, prepared team reports on social indicators, tax policy, economic development, infrastructure, service innovation and union-municipal collaboration. These reports were presented at a statewide conference in Albany in Dec 2014. Reports, issue briefs and powerpoint presentations can be found on Prof. Warner's website. In 2013 students prepared case studies on fiscal stress of upstate New York cities, the impact on communities, and how they are addressing the challenges through innovations in service delivery and finance. Case study reports were presented at the State of New York Cities Conference in March, 2014. All reports are available at <http://www.mildredwarner.org/restructuring/fiscal-stress>

Themes we wish to explore this year with the focus groups and case studies include:

- How to Measure Impact of Austerity on Community Wellbeing: How can we track the impact of fiscal stress on communities? Can we develop a set of social indicators? Review the background paper written by students in 2014. Also review the NYS Comptroller's Office environmental indicators. We want to get at degradations in services to the public. This work will inform survey design and a data collection exercise focused specifically on New York State communities.
- Tax Policy: State tax and expenditure limits have proliferated across the country, but CA and MA have the longest experience with TELS. Research shows that TELs cause local governments to seek additional sources of revenue via user fees, developer fees, PILOTS and special districts. Is this happening in NYS? Are these fees promoting efficiency or regressive taxation?
- Economic development: NY's economic policy is increasingly focusing on tax breaks, while local communities are trying to support neighborhood based economic development. What do we know about the growth in Local Development Corporation tax breaks in NY? What is the early evidence on Start Up NY? Are other more locally focused economic development approaches gaining policy traction?
- Infrastructure needs and financing: New York's cities face crumbling infrastructure and limited sources of revenue to face the crisis. How can we measure the state of infrastructure decline? What strategies are local governments using to address the infrastructure crisis?
- Redesigning service delivery: The fiscal stress cities are facing is leading to new approaches to service delivery and finance. These include: inter-municipal cooperation for shared services, and new forms of partnership with the private and community non profit sectors and with citizens directly via expansion of "club-based" service provision. Special attention is given to potential savings from inter-municipal cooperation as this is required under the Governor's new law on fiscal efficiency passed in April 2014.
- Union/Municipal Collaboration: While citizen movements are pushing back against austerity in Europe and some developing countries, they are rare in the US. What is the nature of pushback in New York State? What role are citizen and social groups playing? What about the unions? Is there a possibility for a collaborative union strategy with cities to promote service delivery and financing innovations?

Class Meeting Schedule - 4:30 -5:30 Wednesday afternoons (in addition to Wednesday and Friday mornings with CRP 6120)

Aug. 26 Overview of Course and Plans for Semester

New Economics Foundation, 2013. Framing the Economy: The Austerity Story. Download pdf at <http://www.neweconomics.org/publications/entry/framing-the-economy-the-austerity-story>

Dolan, Karen and Carr, Jodi. 2015. The Poor Get Prison: The Alarming Spread of the Criminalization of Poverty. Institute for Policy Studies, Washington, DC  
<http://www.ips-dc.org/wp-content/uploads/2015/03/IPS-The-Poor-Get-Prison-Final.pdf>

Sept. 2 Review Class Reports from 2015 (Social Indicators and TEL impacts)  
· [NY Property Tax Cap Impact Analysis](#) - By Robert Rivera and Yuanshuo Xu, Cornell University  
· [Tax Caps in Other States: Lessons for New York](#) - By Hector Chang and Christine Wen, Cornell University  
· [Social Indicators for New York Local Governments](#) - By Ana Huckfeldt, Irene Hung & Roya Sabri, Cornell University also read short [Overview](#)

Sept 9 Economic Development, Infrastructure and Service Delivery

Bartik, T. J. (2005). Solving the problems of economic development incentives. *Growth and Change*, 36(2), 139-166. <http://onlinelibrary.wiley.com/doi/10.1111/j.1468-2257.2005.00272.x/epdf>

Warner, M. E., & Liu, Z. 2005. Economic development policy and local services: The case of child care. *International Journal of Economic Development*, 7(1):25-64.  
<http://cms.mildredwarner.org/p/70>

Review Class Reports from 2015 (Economic Development, Infrastructure and Service Delivery Innovations)

[Sustainable Economic Development](#): Investments in People, Place and Business - By Elizabeth Agyeman-Budu, Becky Gitonga, Clint McManus, Derek Moretz, Marcelina Valdes & Xue Zhang, Cornell University, also read short [Overview](#)

[Chronic Underfunding for Transportation](#): New York State's Response to Local Infrastructure Needs - By Danielle Burgess, Tyler Keegan, Daniel Kuhlmann, Taru, & Max Weisbrod, Cornell University

Shared Services:

[Benefits of Well-Designed User Fees](#) - By Brian Byrd, Cornell University

[Co-Production in Service Delivery](#): The Case of Nextdoor.com - By Sofia Yglesias, Cornell University

[Innovations in Shared Services](#): The Need for an Administrative Backbone - By Natalie Hymer and Maya Tellman, Cornell University

[Sharing Services in New York State](#): Successful Cases in Energy, Health Insurance and Joint Purchasing - By Siba El-Samra, Cornell University

Sept 15-16 Attend Urban Council Conference in Ithaca, NY. Register at <http://www.nysurbancouncil.com/?PageID=45> \$80 student fee, free if you work the event.

Sept 16          How to Conduct Focus Groups

Morgan, David, L. 1997. Focus Groups as Qualitative Research. Second edition. Qualitative Research Methods Series, Vol 16. Thousand Oaks, CA: Sage Publications. (on Reserve)

Or Gaber, John and Gaber, Sharon (2007). *Qualitative Analysis for Planning and Policy: Beyond the Numbers*, Planners Press APA Washington, DC. chapter 4 Focus Groups, (on blackboard)

*Provisional Dates for Focus Groups*

Sept 21          NYSAC Focus Group Lake Placid, NY 11:30 am (confirmed)  
Sept 24          Erie Co Focus Group Amherst, NY evening (confirmed)  
Sept 28          Dutchess Co Focus Group 4:30 pm Poughkeepsie, NY (confirmed)  
Oct. 13          Potsdam, NY Govt Finance Officers Assoc. (morning)  
Nov. 16          NYCOM, Albany morning (confirmed)

Sept 23          Debrief on First Focus Group and develop work plan for group projects (work plan due Sept 25)

Sept 30          Debrief on Focus Groups and on Urban Council Conference

Oct 7          Designing Surveys – Review of Prior Surveys of Local Government (see Blackboard)

Pew Research Center. “Questionnaire design”

<http://www.pewresearch.org/methodology/u-s-survey-research/questionnaire-design/>

Survey Summary: Homsy, G.; B. Qian, Y. Wang and M. Warner (2013). [Shared Services in New York State: A Reform that Works, Summary of Municipal Survey in NYS, 2013](#), Shared Services Project, Dept of City and Regional Planning, Cornell University, Ithaca, NY.

Statistical Analyses of Survey Results

[Service Sharing between Municipalities and Schools in New York State](#): Least where need is greatest - By Yang Wang and Mildred Warner, Cornell University

[Do Municipalities Share Services with Poorer Neighbors?](#): Factors Explaining Levels of Service Sharing Among Municipalities in New York State - By Bingxi Qian and Mildred Warner, Cornell University

Oct 14          How to Write a Case Study

Yin, Robert K. “An Abridged Version of Case Study Research” in L. Bickman and D.J. Roy, eds., *Handbook of Applied Social Research Methods*, Thousand Oaks: Sage, 1998: pp. 229-59. (on Blackboard)

Or read the full book.

Yin, Robert K. (2003). *Case study research: Design and methods* (Applied social research methods series (v.5). Thousand Oaks, Calif.: Sage Publications. (or 1994 version)

Review Case Studies of Upstate Cities on website

### **Buffalo**

*Fiscal Challenges and Opportunities: An Examination of Fiscal Conditions, Innovations, and Regional Strategies in the City of Buffalo & Erie County*

[Executive Summary](#)

[Full Report](#)

By Nidhi Subramanyam, Paul Leonhardt and Elliot Sperling, Cornell University

### **Rochester**

*City of Rochester: From an Industrial City to a Knowledge-based Economy*

[Executive Summary](#)

[Full Report](#)

By Patience Milrod, Eithel Manrique and Barbara Marchiori de Assis, Cornell University

### **Syracuse**

*Weathering Financial Challenges through Strategic Partnerships*

[Executive Summary](#)

[Full Report](#)

By Katelin Olson, Alvaro Salas, Andrea Restrepo-Mieth and Dana Westgren, Cornell University.

### **Utica**

*Refugees and Revitalization - Taking a closer look at Utica's fiscal stress and opportunities for local solutions*

[Executive Summary](#)

[Full Report](#)

By Clint McManus and Nancy Sprehn, Cornell University

Oct 21            Theory Paper Due (morning session)

Oct 21            Group Work Session (Afternoon) (Prof Warner at ACSP conference)

*Oct 26 (Monday) Guest Lecture, Lisa Hanley, 1-2:30 115 W Sibley*

***Conceptualizing the Social Enterprise Landscape: Insights from Colombia, Mexico, Kenya and South Africa***

**Abstract**

Social investment markets are growing around the globe and increasingly receive high-level support. Social enterprises – the recipients of social investments – are believed to be important contributors in the fight against poverty. Evidence backing this assumption, however, is scarce and largely anecdotal. This presentation draws on a quantitative study of social investors and social enterprises that evaluates the ability of social enterprises to satisfy the basic needs of poor populations. Focusing on Colombia, Mexico, Kenya and South Africa, the dynamics in the public, private, and third sectors, and to what extent these influence the activities of social enterprises are examined, as well as the growing legitimacy of market oriented, for-profit organizations as partners for service delivery. Recommendations on how to increase the contribution of social enterprises to poverty alleviation and improve collaboration within the public and third sectors will be discussed. In addition, the presentation will highlight the importance of developing national and international criteria for social enterprises.

Oct 28	Group Work Session (Prof Warner may be at Policy Link Conference)
Nov 4	Group Work Session
Nov 11	Draft Reports Due
Nov 18	Group Work Session
Nov 25	Thanksgiving Break
Dec 2	Final Wrap Up and Evaluation
Dec 16	Final Reports Due