

ICIC PARTNERS IN ACTION

This event would not have been possible without the support, advice and partnership of national and Chicago-based organizations who have contributed so much to the field of urban economic and business development. These organizations are critical partners in ICIC's mission to drive economic prosperity in America's inner cities. Partner resources and current action items are listed below so that Summit participants can learn more and connect with one another for continued revitalization of America's cities.



ACCION CHICAGO

ACCION Chicago is a microlender serving the 13-county Chicago metropolitan area with loans ranging from \$500 to \$25,000. Since 1994, ACCION has disbursed more than 2,300 loans totaling over \$17 million, making it one of the 10 largest microlenders in the country. ACCION made 205 loans in 2010, creating or retaining an estimated 686 jobs, or 3.3 jobs per loan. As an alternative lending organization, ACCION is committed to providing credit and other services to small business owners who do not have access to traditional sources of financing. By encouraging the self-reliance of entrepreneurs throughout the Chicagoland area, ACCION helps strengthen businesses, families, and communities.

Start-Up Business Loans: In 2010, 36% of ACCION Chicago loans went to businesses with an operating history of less than one year. Start-up loans range from \$500 to \$15,000 and provide the working capital, equipment and inventory that microbusinesses need to expand and grow. In a period of high unemployment and stagnant wages, ACCION's loans – whether made to businesses with aggressive expansion plans or new home-based businesses – provide supplemental and self-employment income for borrowers and their families.

LEARN MORE: Small business owners can apply online for a loan at www.accionchicago.org.



THE AMERICAN ASSEMBLY

The American Assembly, a national, nonpartisan public affairs forum, was founded by Dwight D. Eisenhower in 1950. To help policymakers, lawmakers and the public gain a better awareness of public policy, The American Assembly commissions research and authoritative books, sponsors conferences with leading experts and issues reports of findings and recommendations addressed to policy and lawmakers and the public. TAA reports and other publications are used by government, community, civic leaders and public officials. Beyond domestic and foreign policy, The American Assembly addresses arts and culture, philanthropy, health, business, economy, education, law, race, religion and security. The American Assembly is affiliated with Columbia University.

Reinventing America's Legacy Cities: Strategies for Cities Losing Population: Many U.S. cities have rebounded from their nadir a decade or two ago with healthier downtowns, neighborhoods and local economies. Conversely, the nation's "legacy cities" – those with rich historical heritages and valuable resources for our nation's future – are experiencing severe population loss. The American Assembly's Reinventing America's Legacy Cities was aimed at building stronger policy frameworks and coalitions to assist struggling legacy cities. Eighty participants from the U.S. and Europe gathered in Detroit for structured discussions on the challenges facing these cities and the hurdles to repairing them.

LEARN MORE: Access the report *Reinventing America's Legacy Cities* at http://americanassembly.org/sites/americanassembly.org/files/Reinventing_Americas_Legacy_Cities_0.pdf.

ICIC PARTNERS IN ACTION / CONTINUED



THE BUSINESS CIVIC LEADERSHIP CENTER (BCLC)

The Business Civic Leadership Center (BCLC) is a 501c-3 nonprofit affiliate of the U.S. Chamber of Commerce and is the largest business federation. BCLC was created by the business community to promote more efficient and effective ways to provide humanitarian assistance, disaster recovery and long-term community and economic development. The Business Civic Leadership Center works with the Chamber Federation, a network of 3,000 state and local Chambers of Commerce, and more than 3,000 companies that have formal corporate citizenship functions.

Corporate Community Investment Program: The American business community invests more than \$7 billion a year in community development initiatives across the nation. Corporate Community Investment (CCI) program adds value to corporate community-based investments to maximize the benefit to the community and the value proposition of the company. CCI promotes best sustainable practices, provides technical assistance, conducts cutting-edge research and creates partnerships that bring national and federal resources to local problems. BCLC's annual National Corporate Community Investment Conference covers the hottest topics in corporate citizenship. Save the Date for CCI 2012: April 16-18 in Atlanta.

LEARN MORE: Network development opportunities are available at www.uschamber.com/bclc/programs/investment.



CEOs FOR CITIES

CEOs for Cities supports today's urban leaders as they catalyze a movement to advance the next generation of great American cities. CEOs for Cities helps develop next-generation cities by first identifying trends that represent the best opportunities for cities and their residents to succeed. Next, CEOs for Cities connects urban leaders to powerful ideas (and one another) and articulates the value to cities and the nation of improving performance on key urban success measures. The organization then mobilizes new urban activists to execute real change in these cities so that, ultimately, powerful stories about the potential of cities to solve our most pressing problems can be told. CEOs for Cities works with its network partners to develop great cities that excel in the areas most critical to urban success: talent, connections, innovation and distinctiveness.

2011 Fall National Meeting: CEOs for Cities will host its 2011 National Meeting in Chicago on October 11-12. CEOs for Cities is a national network of cross-sector urban leaders who create and share smart ideas and practices to make American cities more successful. This year's speakers include HUD Secretary Shaun Donovan and Harvard Professor Ed Glaeser, author of *Triumph of the City*.

LEARN MORE: CEOs for Cities news and events can be found at www.ceosforcities.org.

ICIC PARTNERS IN ACTION / CONTINUED

Civic Consulting alliance

SMART WORK. GREAT CITY.

CIVIC CONSULTING ALLIANCE

Civic Consulting Alliance (CCA) is a partnership that reshapes how the city of Chicago works. It builds pro bono teams of business experts, government leaders and Alliance staff members to establish workable and enduring ways to make Chicago more livable, affordable and globally competitive. CCA's work is particularly valuable during transitions of metropolitan leadership, when opportunities for change and collaboration are great. During the last 16 months, Civic Consulting's partnerships have supported transitions and transformations for the new Chancellor of the City Colleges of Chicago Cheryl Hyman, new Cook County Board President Toni Preckwinkle and, most recently, new Mayor of Chicago Rahm Emanuel.

City-County Collaboration: Civic Consulting and 17 partners led and developed both Mayor Emanuel's and Cook County President Preckwinkle's transition plans. Efforts underway for Mayor Emanuel's tenure include accelerating Chicago's response to climate change with a focus on job creation and reforming the multi-hundred-million-dollar infrastructure fund derived from tax-increment financing. At the County level, 24 pro bono partners have helped improve efficiency and governance to reduce the sales tax levy by 60%. A ground-breaking City-County collaboration, staffed by Civic Consulting Alliance, identified \$140 million in annual savings, which Civic Consulting and partners are helping to implement.

LEARN MORE: Information of the Joint Committee on City-County Collaboration is at www.ccachicago.org/project/joint-committee-city-county-collaboration.



THE FUNDERS NETWORK

The Funders' Network is a membership organization that helps grantmakers across North America advance strategies to create fair, prosperous and sustainable regions and communities that offer everyone the chance for a good life. The Funders' Network believes that the suite of tools available to funders – investing, grantmaking, collaborating, convening, facilitating and more – uniquely position them to lead the movement for smarter growth policies and practices that benefit both places and people. The Network provides funders with an opportunity to share knowledge, foster networks and strengthen leadership skills for the future of regions and communities.

The Restoring Prosperity in Older Industrial Cities (OIC) funder working group: Work in Older Cities is moving beyond a swift response to challenging economic times. On Oct 12-13, 2011, funders will convene to explore how innovation is at work in Baltimore and how the lessons of the recession are being used to change the way economically challenged metros approach the future at the Funders' Network for Smart Growth and Livable Communities' 5th Annual Convening of the Restoring Prosperity in Older Industrial Cities working group.

LEARN MORE: Registration information is available at www.fundersnetwork.org/events/event-details/older_industrial_cities_exploration_of_innovative_economic_revitalization_s

ICIC PARTNERS IN ACTION / CONTINUED

INTERISE



Interise takes an innovative approach to economic development in lower-income communities by helping existing small business owners develop their companies. Through its award-winning StreetWise Steps to Small Business Growth™ curriculum, Interise offers a diverse group of entrepreneurs an opportunity to hone their management skills and build new networks by setting specific milestones, developing a three-year strategic growth plan and networking with peers, experts, coaches and capital providers. The result is an effective model that turns plans into action, boosts business and addresses core problems facing communities today. By the end of 2011, over 1,200 entrepreneurs in 32 communities across the nation will have completed the StreetWise Steps™ curriculum. When small business thrives, communities benefit.

Strategies for Economic Success Employed by Resilient Small Employers During the Recent

Recession: Small business plays a significant role in economic development in the U.S. This practitioner-based study looks at the adaptive strategies that successful small employer firms in low- and moderate-income (LMI) communities have used to maintain fiscal stability, as well as to retain and add jobs, particularly through the most recent recession.

LEARN MORE: Abstract available at www.interise.org/whitepaper

KARP RESOURCES



Founded in 1990, Karp Resources is a food business consultancy with two divisions. Good Food is Good Business supports the healthy development, execution and operations of food businesses and initiatives in the public and private sectors. Services include strategic sourcing, feasibility analysis, market research, business planning, project management, policy formation and evaluation. Good People are Good Business builds leadership and organizational effectiveness in the food sector through talent and performance management, organizational assessment, capacity building, executive coaching, recruiting and employee engagement services. Based in New York City, clients include government organizations, nonprofits and businesses throughout the U.S., the Caribbean and United Kingdom. Karp succeeds in leveraging the strength and perspectives of diverse food system actors to work together on food system changes at scale.

NEW YORK CITY WHOLESALE FARMERS' MARKET: Karp Resources completed two phases of work funded by the USDA and the New York State Department of Agriculture and Markets. Phase one (2004) determined that the demand for local food among NYC metro-area wholesale buyers (approximately \$1 billion) was four times greater than what was available at that time. Phase two was the pre-development of the market's location and facility, management specifications and a business plan. As a result of this work, the New York City Wholesale Farmer's Market (now called Wholesale Greenmarket) will become part of the Hunts Point Produce Terminal rebuild.

LEARN MORE: See a full listing of Karp's business services at www.karpresources.com.

ICIC PARTNERS IN ACTION / CONTINUED



LISC/CHICAGO

LISC/Chicago's purpose is to stimulate the redevelopment of neighborhoods throughout Chicago and to reconnect them to the socio-economic mainstream in the region. With its wide array of financial products, investments and strategic technical assistance, LISC/Chicago helps community-based development organizations get what they need to build vibrant communities – affordable housing, employment opportunities, commercial enterprises, community facilities and civic engagement. Since 1980, LISC/Chicago has infused \$179 million into comprehensive development programs throughout the city, leveraging an additional \$5 billion in community investment and resulting in the development of 29,000 units of affordable housing, over 5 million square feet of commercial space and a wide variety of social and economic development programs.

The New Communities Program (NCP) is a long-term intensive initiative to support the comprehensive development of 16 Chicago neighborhoods. NCP seeks to rejuvenate challenged communities, bolster those in danger of losing ground and preserve the diversity of areas in the path of gentrification. The methodology, borrowed from a similar program operated in New York's South Bronx in the 1990s, centers on the development of a Quality-of-Life Plan under the supervision of a local "lead agency" selected by LISC in each of the neighborhoods.

LEARN MORE: Find out more about NCP at www.newcommunities.org.



THE MACARTHUR FOUNDATION

The John D. and Catherine T. MacArthur Foundation supports creative people and effective institutions committed to building a more just, verdant and peaceful world. In addition to selecting the MacArthur Fellows, the Foundation works to defend human rights, advance global conservation and security, make cities better places and understand how technology is affecting children and society. MacArthur is one of the nation's largest independent foundations.

How Housing Matters Conference: Access to secure and affordable housing impacts children's education, employment opportunities, physical and mental health and long-term neighborhood development. The MacArthur Foundation, in partnership with the National Building Museum and the Office of Policy Development & Research at the U.S. Department of Housing and Urban Development, will hold a free day-long conference on How Housing Matters on Wednesday, November 2, 2011, at the National Building Museum in Washington, D.C. This innovative conference, based on the Foundation's five-year, \$25 million dollar How Housing Matters Initiative, will present new inter-disciplinary research and case studies from across the U.S. to policymakers and practitioners working to improve quality of life and opportunity for families and in communities.

LEARN MORE: Check out The MacArthur Foundation's comprehensive website at www.macfound.org/housingmatters.

ICIC PARTNERS IN ACTION / CONTINUED

METROPOLIS STRATEGIES

PRINCIPLES POLICIES SOLUTIONS

METROPOLIS STRATEGIES

Metropolis Strategies is successor to Chicago Metropolis 2020, an organization established by The Commercial Club of Chicago to maintain and enhance the economic competitiveness of the Chicago region. On March 1, 2011, the organization became Metropolis Strategies, a supporting organization of The Chicago Community Trust. The move sustains the vital regional leadership of Chicago Metropolis 2020 and brings to bear the resources of both organizations to address the challenges of the seven-county region.

Growing the Chicago Regional Economy: In spite of its many extraordinary economic assets, the Chicago region has been losing momentum for more than a decade. A great deal of energy and money is being spent in the name of economic development, but the ability to remain competitive in a global economy is dependent on intentional and strategic regional action. Notable, cutting-edge work is already taking place but at a limited scale and within a fragmented context. Metropolis Strategies is currently working with multiple partners to help align leadership and funding around a focused economic growth strategy that includes an asset-based regional economic agenda, ongoing measurement of economic performance and public policy recommendations.

LEARN MORE: Information about Metropolis Strategies' resources can be viewed at www.metropolisstrategies.org/.

G | M | F The German Marshall Fund of the United States

STRENGTHENING TRANSATLANTIC COOPERATION

THE URBAN AND REGIONAL POLICY PROGRAM OF THE GERMAN MARSHALL FUND

The German Marshall Fund of the United States is an American public policy and grantmaking institution dedicated to developing ideas, leaders and institutions necessary for an effective, long-term partnership between North America and Europe. Recognizing the similar policy challenges that cities in the United States and Europe face, as well as the necessity for communities to collaborate in crafting approaches to local problems that have global implications, GMF's Urban and Regional Policy program provides a framework for dialogue between individuals and groups who make, influence, and implement urban and regional policy on both sides of the Atlantic.

The Cities in Transition Initiative: The Cities in Transition Initiative is a three-year project designed to build a sustained network of policymakers, practitioners, and civic leaders in five older industrial U.S. cities: Detroit and Flint, Michigan; Cleveland and Youngstown, Ohio; and the greater Pittsburgh, Pennsylvania region. Participants in this network collaborate closely to articulate critical policy challenges facing their communities and to identify and adapt innovative solutions that European older industrial cities have implemented to address the land use and economic development challenges associated with urban disinvestment.

LEARN MORE: More information is available at www.gmfus.org/cs/cdp.

ICIC PARTNERS IN ACTION / CONTINUED



RW VENTURES

RW Ventures, LLC specializes in market-based strategies for regional and community economic development. Combining sophisticated economic analysis with practitioner-driven R&D, the firm helps businesses, governments and civic groups create targeted economic development strategies at the neighborhood, city and regional levels. Teams of national experts assemble for each project – clients range from large national foundations to small community organizations – to provide services such as specialized market intelligence, business planning, public policy, start-up services and strategic management. The goal is to reconnect underutilized neighborhood assets to regional markets and economies. RW Ventures was a lead developer of MetroEdge, the Center for Financial Services Innovation and the Urban Markets Initiative.

The Metropolitan Business Planning Initiative: Leading U.S. metropolitan areas drive the national economy. The Metropolitan Business Planning (MBP) Initiative, a partnership of RW Ventures and the Brookings Institution's Metropolitan Policy Program, applies the principles and discipline of private-sector business planning to regional economic development. Seven regions are currently developing comprehensive, customized operational plans and enterprises which develop and link their human capital, cluster, innovation, spatial efficiency and governance assets.

LEARN MORE: More information is available at www.brookings.edu/papers/2010/12_metro_business_muro.aspx.



WORLD BUSINESS CHICAGO

World Business Chicago (WBC) is a not-for-profit economic development agency for the great city of Chicago. WBC coordinates business retention, attraction and expansion efforts in an effort to spur and accelerate economic and job growth. WBC's endeavors raise Chicago's profile as a premier business destination, serve as a resource for companies and bring together key parties in both the public and private sectors to foster growth – making Chicago the best city in the world in which to live, work and play.

Illinois Innovation Index: Chicago was recently ranked the 4th most economically powerful city in the world by the "Global Economic Power Index" published in The Atlantic Cities. The index measures economic output, financial power and innovation. WBC launched the new Illinois Innovation Index to measure the influx of venture capital activity in an effort to educate and engage a broad community of business leaders, investors, researchers and policymakers. Initial results indicate that venture capital has been flowing into Illinois at record levels, including more than \$1.4 billion invested in Illinois businesses in 2010 and nearly \$865 million invested in the first two quarters of 2011.

LEARN MORE: More details on the Illinois Innovation Index can be found at www.worldbusinesschicago.com/blog/illinois-innovation-index-has-launched.

ICIC PARTNERS IN ACTION / CONTINUED

THE FOLLOWING ORGANIZATIONS ALSO PROVIDED KEY EXPERTISE AND SUPPORT:

Center for Community Progress

www.communityprogress.net

Center for Financial Innovation

www.cfsinnovation.com

The Federal Reserve Bank of Chicago, Office of Community Affairs

www.chicagofed.org

Fresh Taste (Chicago Region Good Food Fund)

www.freshtaste.typepad.com/my_weblog/about-fresh-taste.html

Institute for Comprehensive Community Development

www.instituteccd.org

Living Cities

www.livingcities.org

Neighborhood Capital Institute

www.ncinstitute.org

Opportunity Finance Network

www.opportunityfinance.net

UrbanPonics

www.greenurbanponics.com

