

Introduction

Spurred by a booming real estate market, many neighborhoods in Chicago have seen marked shifts in the past decade. As one neighborhood becomes more expensive, Chicago's young, white urban dwellers spread into outlying communities where housing is cheaper. As demand increases, the housing prices increase in those communities too, and the lower income residents are driven out, to try to find space in an ever-decreasing number of communities where safe, affordable rental housing is still available. The commercial districts change as well. Long-time residents may find that the businesses that have supplied their basic amenities are supplanted by higher-end enterprises and by chain stores motivated by profit, with little consideration to their effects on the community.

As a case study for this phenomenon, Chicago's Logan Square community is an excellent example, because it is in the midst of this sort of change. Throughout its history, Logan Square sustained a healthy economic diversity among its residents. It was settled in the early 1900s by immigrants who came to this country penniless but established businesses, and they made their fortunes through hard work. Along Logan Boulevard, Logan Square hosts some of Chicago's most beautiful mansions. In the 1900s, these stately homes housed some of the "nouveau riche" of the time – those residents whose wealth was too recent to allow them to be accepted into the tonier Prairie Avenue, South Shore, and Astor Street areas.¹ The surrounding streets were filled with professionals and working families. The immigrants who settled in Logan Square were not familiar with traditional architecture, but they did remember the great castles of Europe. Instead of commissioning architects to design pure Victorian or Classic structures, they selected

architectural details that appealed to them. For this reason, most of the houses in Logan Square have an eclectic architectural appearance, combining different styles under the same roof, making them a unique aspect of the neighborhood and the City.ⁱⁱ

As the more established ethnic groups began to migrate to the suburbs, new waves of immigrants found their way to Logan Square – especially a sizable Hispanic community, comprised primarily of Mexicans. The new residents were attracted by the availability of affordable housing units. The commercial areas began to reflect the dominance of the new cultures. On Milwaukee Avenue, a preponderance of businesses served the Hispanic population, as did many on Diversey, Fullerton, Armitage, and Kedzie.

In the mid-eighties, young white urban professionals who had been priced out of Lincoln Park and Lakeview began to discover Logan Square. With convenient access to downtown via the Blue Line train, and attractive housing stock, the neighborhood was appealing to so-called urban pioneers. In the 1990s, low interest rates and the community's proximity to hot neighborhoods such as Bucktown and Wicker Park attracted people with more disposable income, driving up housing prices and property taxes. The demographics in the community began to shift as affordable housing became more scarce. When looking at the entire neighborhood, this shift may not be readily evident; the 1990 census showed that 66.3% of residents in Logan Square census tracts were Hispanic, and by 2000, the percentage was 65%.ⁱⁱⁱ However, within individual census tracks, the shift is apparent, and an interesting pattern develops. The greatest shift from Hispanic to non-Hispanic occurred in the two census tracts that surround and encompass the main commercial thoroughfare, Milwaukee Avenue. In 1990, the Hispanics comprised 61% of tract 2205, which runs along Milwaukee from Diversey south to Fullerton. By 2000, the Hispanic population was down to 52% of the tract total. Similarly, in

tract 2213, which follows Milwaukee from Fullerton south to Armitage, the percentage went from 78% in 1990 to 71% in 2000.^{iv} There are several important points in these statistics. First, there remains a significant Hispanic population in Logan Square. Different parts of the neighborhood are gaining or losing that population, however, demonstrating that unlike Lakeview, Lincoln Square, and Andersonville, which have become predominantly gentrified, Logan Square is still very much in flux. Most notably for the purposes of this paper, the population shift around Milwaukee Avenue indicates that Logan Square's new residents prefer to live close to the amenities of the main commercial district. With the demographics of the residents around Milwaukee Avenue changing, it would seem that the commercial district would be facing changes as well – and that the transformation of the commercial areas might in turn affect the residential communities.

Indeed, the shifting character of Logan Square is perhaps most readily evident in its commercial districts. Through most of the 20th century, Logan Square hosted some of Chicago's most well-known manufacturers. Olsen Rug, the Hammond Organ Company, and Schwinn Bicycle all had their plants in the neighborhood, along with a variety of other manufacturing companies that provided stable living wage jobs. Today, little manufacturing remains, and what remains will soon be gone. The most recent example of a company on its way out is the Cooper Lamp factory, with over 125 workers. Cooper Lamp will be closing in 2005 due to a lucrative offer for the property from a residential developer.

The occupants of the retail strips of Logan Square are shifting in noticeable chunks. Some areas, including Milwaukee Avenue, Fullerton, and Armitage, remain primarily populated with businesses that serve the Hispanic populations. In others – especially those bordering neighborhoods that have become trendy, such as Damen Avenue – the Latino-centered

businesses are being replaced by new, upscale restaurants, taverns, boutiques, and services to serve the new, higher income, non-Hispanic residents. On Milwaukee, which is still predominantly Hispanic, chain stores and restaurants are beginning to take notice of the buying power of both the newer, higher income residents and the more longstanding residents. The GAP Outlet store has been very successful over the past few years, and draws shoppers from all over the city. Other stores such as Payless Shoe Source and Foot Locker are serving local clientele. It is worthy of note that a number of these chain stores occupy spaces that formerly housed local department stores that utilized all floors of the buildings. The chains have taken the street-level spaces, but the upper floors have remained empty for years, detracting from the appeal of the street.

This paper will focus on retail districts in changing neighborhoods. Its purpose is to provide the provide the basis upon which deeper examination can be made of how the changes in the Logan Square neighborhood will affect its retail districts, and what the consequences to the neighborhood might be of displacement of the longstanding businesses in Logan Square's retail strips. Specifically, it will provide information on three key characteristics of those businesses:

1. Small business
2. Locally owned and independent
3. Serving a specific ethnic community – mostly Hispanic

By providing background materials and a suggested survey to gather information from the current local business owners, the paper's authors hope to be the first step in answering important questions about the neighborhood's future, including:

- What will happen to Logan Square's ethnic local businesses as the residential areas around them become increasingly white and moneyed?

- What will be the effects on the neighborhood if Logan Square's ethnic local businesses are displaced?
- What are the primary challenges for Logan Square's ethnic local businesses? Competition from chain stores, or other local businesses? Loss of customer base in the neighborhood due to changing demographics? Rising property taxes and rents?

The paper will also take a look at an initiative in Great Britain – Social Enterprises – that could prove productive in neighborhoods such as Logan Square. Finally, the paper will provide a bi-lingual questionnaire designed to be administered to businesses in sample Logan Square blocks, in order to help determine the businesses' impact on the local community and what the greatest obstacles are to their continued vitality.

Small Businesses

What does small business contribute to a neighborhood and a local economy? The United States

Small Business Administration (SBA) defines a small business as independently owned and operated, not dominant in its field of operation, and qualifying under criteria concerning number of employees, average annual receipts or other criteria outlined by the SBA. The number of employees for small businesses is set at fewer than 500. The vast majority of small businesses in neighborhoods such as Logan Square are at the very bottom of the spectrum in terms of number of employees and annual receipts, so it is difficult to make generalizations about Logan Square based on the federal numbers. Still, those figures are interesting because the federal government does consider the “Mom and Pop” stores to be part of the larger group that they define as “small business,” and their numbers show small business’ clear importance to our economy. According to an SBA analysis of employment growth between 1992-1996, small firms (fewer than 500 employees) accounted for 69% of the total 1992-1996 employment growth. The smallest firms accounted for the largest share of each industry group’s growth.^v The SBA also reports that small companies represent more than 99.7% of all employers, employ more than half of all private sector employees, and generate 60-80% of new jobs annually.^{vi} With the exception of the 1950s, small business has always been responsible for more new jobs added to the economy than big business. More than 90% of workers are employed by small businesses.^{vii} Clearly, small business is a huge factor in keeping Americans employed.

Locally-owned, Independent Businesses

Recent studies are demonstrating that communities have more much important reasons than nostalgic attachment to protect their “Ma & Pop” stores. In his book *Going Local: Creating Self-Reliant Communities in a Global Age*, Michael Shuman makes a compelling argument that “place matters.” Shuman demonstrates that local ownership of business builds stronger communities. Local owners are by definition invested in the communities in which they operate, and they are more likely to have an interest the communities’ welfare beyond how it affects their bottom line. While any absentee ownership will tend to mean less interest in the community than local ownership, big corporations are particularly negligent in this area. Publicly held corporations are bound by law to make profit for their shareholders. The focus on profit, and the absentee ownership, mean that most corporations are interested in the communities in which they operate only to the extent to which they affect their profit. Their focus is not on the effect of their businesses’ presence on the communities in which they are located. If a location becomes unprofitable, they will abandon operations.^{viii}

Shuman offers a distinctly American example of how community ownership creates more stable businesses: the Green Bay Packers football team. Countless cities across the country have lost their sports franchises, and the jobs, economic activity, and public funding that went with them, when those franchises pulled up stakes to move to greener and more profitable pastures. In Green Bay, four fans formed a non-profit corporation to purchase the faltering football team in 1922. During the Depression, shares of the team were sold door to door throughout neighborhoods in Green Bay, for \$25 each. The mission of the non-profit was “to field a competitive team and maintain the team in Green Bay in perpetuity.” The emphasis was not on profit, but on sustaining the functions of the team, which provides employment and economic

activity in the city. Because of its community ownership and a mission that is not profit-based, the Green Bay Packers corporation has remained a stable part of Green Bay, and the city has remained stable place for people to live.^{ix}

A number of recent studies are demonstrating another important advantage of locally owned businesses vs. chains in communities: the locals' greater re-circulation of cash locally. A 2002 study in Austin, TX compared the local economic impact of a well-established locally-owned bookstore and a locally-owned record store to the Borders Bookstore that was slated to move into a new development across the street from them. The study was solicited by a group of local residents who objected to the city's plans to subsidize the Borders with public funds. The study's authors, Civic Economics, gathered data on the amount of money each business re-circulated in the local community, in the form of local hiring, utilization of local service providers such as accountants and lawyers, profits spent locally by owners, and charitable giving. The Austin study concluded that for every \$100 in consumer spending at the stores, \$45 remained in the local economy. The same \$100 spent at Borders left only \$13 in the local economy.^x

In 2004, Civic Economics conducted a more extensive study, in a wider variety of sectors, in Chicago's Andersonville neighborhood. The "Andersonville Study of Retail Economics" compared the local economic impact of ten locally-owned businesses as compared to ten chain potential competitors. The businesses studied included restaurants, retail, and an assortment of services, including health care, beauty, and the arts. While the results differed by sector, across the board the locals kept significantly more money in the local economy than the chains. A comparison of the aggregate local economic impact of the ten locals versus the ten chains showed that for every \$100 in consumer spending at the locals, \$73 re-circulated locally

versus \$43 for the chains. The authors termed the 70% difference in the two numbers the “Local Premium,” i.e., the benefit the community receives when dollars are spent at locally-owned businesses.^{xi}

That local businesses re-circulate more money locally is not unexpected. But the Andersonville Study revealed something surprising and important. In addition to comparing the difference per \$100 in consumer spending, the authors also looked at the difference in local economic impact per square foot occupied. Surprisingly, the study showed that there was virtually no difference in the sales per square foot of the local stores and the chains. This finding runs counter to the assumption made by many city officials and planners that bigger, national chain stores bring in greater sales tax revenues than do locals. The local businesses’ economic benefit to the community is therefore not offset by the chains’ larger size. Because the sales per square foot are equal, a given site will provide equal amounts of sales tax revenue whether it is filled by one large chain or ten locals. However, if it is filled with locals, 70% more of the dollars spent there will stay in the community.^{xii}

The Andersonville Study concluded that “Replacement of local businesses with chains will reduce the overall vigor of the local economy.”^{xiii} This is an important warning to consider, as chain competition for locally owned businesses is increasing significantly. In some industries the effect on local business has been devastating. Between 1972 and 1997, as Borders and Barnes and Noble stores proliferated across the country, the share of book sales claimed by independent bookstores fell from 58% to 17%. Local hardware stores were driven out by the burgeoning numbers of Home Depots and Loews, and as of 1999, independent pharmacies were failing at the rate of about 1000 per year.^{xiv} More than 9% of retail spending is now captured by

Wal-Mart. In 2003, Wal-Mart's earnings were \$256 billion (more than the next five US retailers combined), and 4/5 of its profits were from US-based sales.^{xv}

If the local playing field were level, the locally-owned stores would still have a difficult time competing. The locals are lacking the massive marketing budgets of the chains, and they also have far more at risk with their individual businesses than a chain does with a given outlet. If one outlet of a chain is not profitable, the corporation has other resources to sustain it. A locally owned, independent business does not have this luxury. Publicly held chain stores also have a significant income stream outside of their sales, in the form of stockholders.

In many cases, however, the situation for locally owned businesses is made even more dire because the local playing field is not level. Municipalities are drawn by the apparent "quick fix" of jobs and tax income from large, national businesses, and in recent years there has been a widespread trend of governments giving chains financial incentives to come in, in the form of tax breaks, cheap land, and infrastructure improvements.

Ethnic Businesses

Another key characteristic of the businesses in Logan Square is that they serve the Hispanic communities that live there. With Logan Square still 65% Hispanic, there remains a sizeable population in need of culturally-specific foods and goods, reasonably priced foods and goods, and services offered in Spanish. While housing costs are likely to be the primary cause of residential displacement, Logan Square would provide an excellent case study on the additional deleterious effects on residential communities if the businesses that serve them disappear.

Culturally-specific business districts serve a community's residents in another important way: they provide opportunities for entrepreneurship. The loss of entrepreneurship opportunities is not only detrimental to immigrants and minority groups; indeed, the Andersonville study authors noted that "As yesterday's proprietors become tomorrow's employees, there can be little doubt that something has been lost."^{xvi} However, the loss is particularly tragic in neighborhoods like Logan Square, that have long been entry points for new immigrants. For many groups, including Mexican immigrants, the ability to hang a shingle and start an enterprise on one's own is a crucial first step in making it in the United States. Without such opportunities, what remains for immigrants are primarily low-wage service jobs, which offer little promise of eventual middle-class stability.

The challenges to culturally-specific business in neighborhoods such as Logan Square go beyond those faced by other locally owned businesses. For ethnic businesses, gentrification brings not just increased rents and property taxes, but a deterioration of their customer base, as lower-income residents get priced out of the community. As noted by Atanacio B. Gonzalez of the Neighborhoods Initiative, run by the University of Illinois at Chicago's Great Cities Institute, "Some of the businesses might be able to adapt to the changes, but some of them won't make it."^{xvii} Adapting requires serving the needs of the new residents that inhabit a gentrifying

neighborhood, a feat which the business owners may not have the skills or capital to accomplish. According to Gonzalez, "...Most of them don't have much business training – they either follow the homeowners to their new homes or many of them shut down."^{xviii}

In some neighborhoods, ethnic businesses may find increased competition not only from businesses serving white communities, but from traditionally white businesses looking to edge into the ethnic market. In 2000, the Jewel grocery chain kicked off a marketing campaign in Chicago Hispanic neighborhoods with the slogan "Mas y mas fresca Latina para su cocina." Translation: "More Latin freshness for your cooking." The initiative coincided with the arrival of an expanded selection of Mexican products on their stores' shelves. An article in the June, 2001 issue of Crain's Chicago Business confirmed that Jewel was going after the independent grocers' market share, explaining that Jewel was focused on attracting "... Hispanic shoppers who already buy their staples at Jewel but make additional shopping trips to small independent grocers or Hispanic-oriented rivals like Delray Farms."^{xix} The summer after the campaign began, Jewel reported a 25% increase in their sales of Latino foods.^{xx}

Small Business/Social Enterprise

Logan Square is a community which is home to a wide array of businesses, institutions of faith, nonprofits, and of course, the Logan Square Neighborhood Association. This is on a very local scale. Thinking globally, social enterprises are a good example of how local, small businesses exist all over the world, under different names. One unique example of a program to keep money in local communities is the United Kingdom's program of Social Enterprises. Social enterprises are businesses with a primarily social objective whose surpluses are principally reinvested in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners.

Social Enterprises spend their surplus on a range of social and environmental issues and use their business to benefit the community. The government of the UK believes that Social Enterprises can play an important role in helping deliver on many of the government's key policy objectives by:

- Helping to drive up productivity and competitiveness
- Contributing to the socially inclusive wealth creation
- Enabling individuals and communities to work towards regenerating their local neighborhoods
- Showing new ways to deliver public services
- Helping to develop an inclusive society and active citizenship^{xxi}

In July, 2002, the UK government launched a three year Social Enterprise strategy called "Social Enterprise: a strategy for success". The strategy identifies the issues that directly contribute to the success of the small business sector, and it seeks to remove the barriers that prevent the business from growing. The government aims to achieve the following:

- Create an enabling environment for social enterprise
- Make social enterprises better businesses
- Establish the value of social enterprise^{xxii}

The government states that it will create an environment in which a social enterprise can flourish, and they have committed to do so by coordinating with various government departments and local government. By working to ensure that tax framework works in favor of the social enterprises, growth will be possible. Because these social enterprises have an impact on a triple bottom line (people, planet, profit), the government will need to assist the enterprises in offering public services and offering funding for growth.

The term *social enterprise* is a unique, European term, however, the definition closely relates to nonprofit organizations. There is a US-based membership organization named *Social Enterprise Alliance* which is devoted to building “sustainable nonprofits through earned income strategies.”^{xxiii} They connect entrepreneurial nonprofits with opportunities including technical assistance and funding. They are working to enhance nonprofit organizations and ensure they are sustainable in nature and have the necessary resources for growth.

Going Forward

The purpose of this paper has been to give an overview of the Logan Square neighborhood, demonstrate the changes it is undergoing, and provide the background information on the importance of small, locally-owned, ethnic businesses, such as those found in Logan Square. The hope is that the paper will be the basis for further research on the potential consequences of displacement of small, locally-owned, ethnic businesses from Logan Square's retail corridors.

We recommend that the following steps be taken by subsequent students in the Sustainable

Communities class:

- Identify a few sample blocks in Logan Square where Hispanic businesses are still present but are endangered. Good examples might be Armitage Avenue or Fullerton Avenue, between Kimball and Central Park, or stretches of Milwaukee. Map all small businesses on the blocks.
- Work with LSNA to identify these businesses and then distribute the small business survey to the business owners (survey provided as Appendix A and Appendix B – English and Spanish versions).
- Once the surveys are completed, analyze them to determine the following:
 - Needs of the small businesses (services, funding) for growth and sustainability
 - What resources do these businesses bring to the community in the forms of jobs, profits spent locally, culturally specific goods and services, etc.?
 - What are the greatest threats to these businesses' survival? Gentrification? Competition from chains? Rising rents/property taxes?

- Based on the needs, which small businesses could benefit from work by LSNA?
- What public policy changes would help protect these businesses?
- Is there further work that could be done by Loyola students to help determine the businesses' value to the community and how best to protect them?
- Using our survey as a model, work with the partner schools in Washington D.C., Liverpool, and Sevilla, to facilitate a similar survey (based on the needs of their communities).
- Research the possible benefits of social enterprises to Logan Square and other communities. Based on the outcomes, work with LSNA to determine if a Logan Square social enterprise would be a good fit for the neighborhood. Another group of students could create a business case for social enterprise creation.

Conclusion

As neighborhoods change, there is strong potential for displacement of elements that are key to the neighborhoods' continued vitality. Much attention has been given to the important issue of residential displacement due to rising housing costs. Comparatively little study has been done on the effect of the displacement of small, locally owned businesses. In neighborhoods such as Chicago's Logan Square, the loss of these businesses may well generate further residential displacement, because the Hispanic residents rely on the culturally-specific goods and services that the businesses provide. The loss of these businesses will also negatively affect the economies of the neighborhood and Chicago as a whole.

In some Chicago neighborhoods, the displacement of both residents and business has already occurred. In Logan Square, the change is happening right now, which provides an excellent opportunity for study and action. The potential loss of small, locally owned, culturally-specific businesses should continue to be a research focus for students in the Equitable Community Development classes in future semesters. Throughout the evolution of the class and the needs of Logan Square, as well as other communities represented in the program, new focuses and work will come forward.

APPENDIX A

Business Name: _____

Business Address: _____

Type of Business: _____

Business Owner(s): _____

Owner phone: _____

Hours of operation: _____

Business history and basic information

_____ # of years owner has owned business

_____ # of years business existed prior to current ownership

Business owner is property: owner_____ tenant_____

Other locations for this business (if applicable):

Name/description of other businesses owned by business owner:

Staff

_____ # of full-time staff employed

Are those employees: salaried_____ hourly_____

Average wage of full-time employees_____

_____ # of part-time staff employed

Are those employees: salaried_____ hourly_____

Average wage of part-time employees _____

Does the owner manage the business? Yes_____ No_____

If yes, # of hours per week the owner works _____

_____ # of family members employed at business

Positions/descriptions of family members employed: _____

Community involvement/impact

Does business owner live in Logan Square? Yes _____ No _____

If yes, # of years as neighborhood resident: _____

If no, community/city of residence: _____

Percentage of employees that reside in:

_____ Logan Square

_____ Adjoining neighborhood

_____ Non-adjoining neighborhood in Chicago

_____ Outside of Chicago

Approximate percent of clientele that reside in:

_____ Logan Square

_____ Adjoining neighborhood

_____ Non-adjoining neighborhood in Chicago

_____ Outside of Chicago

Does business primarily serve a particular cultural/ethnic/racial group? Yes _____ No _____

If yes, what?

Do other businesses in the neighborhood offer the same product/service? Yes _____ No _____

If yes, provide details:

Logan Square community groups in which business owner is a member or involved:

Locally charities to which business or business owner donates (financial or in-kind donations):

Goods for resale which are purchased locally for the business:

Local service providers (accountants, attorneys, etc) which business contracts:

Status of Business

What are the main challenges for the business owner?

What are the business' main competitors?

_____ Chain stores

List and note locations:

_____ Other independent businesses

List and note locations:

_____ Other:

List and note locations:

Compared with ten years ago, is the market for this kind of product/service:

_____ better

_____ worse

_____ same

Explain:

Is business expected to be in operation in:

_____ 1 year

_____ 5 years

_____ 10 years

If this is a family-owned business, is there a succession plan? Yes _____ No _____

If business owner rents space:

How much has rent increased over the past 5 years _____.

Is there a lease? Yes _____ No _____

If yes, how long is the lease and when is it up? _____

If business owner owns space:

Is mortgage paid off: Yes _____ No _____

Percent property taxes have increased over past 5 years _____.

Is business owner planning to expand business? Yes _____ No _____

of years in past 5 years that business has been profitable _____

Business support

Has business owner utilized any government-sponsored small business loans? Yes_____ No_____

If yes, describe:

Has business owner received technical assistance from any city delegate agencies, non-profits, or government agencies? Yes_____ No_____

If yes, describe:

What kinds of marketing does business do, and how successful is it?

_____ Print. Describe:

_____ Flyers. Describe:

_____ Radio. Describe:

_____ TV. Describe:

_____ Web. Describe:

_____ Other. Describe:

APPENDIX B

Nombre del negocio: _____

La direccion del negocio: _____

Tipo de negocio: _____

Dueno(s) del negocio _____

Numero de telefono del dueno: _____

Las horas de servicio del negocio: _____

La historia del negocio e informacion basica

_____ Numero de anos que posea el negocio

_____ Numero de anos que existe el negocio antes del dueno actual

El dueno de negocio se alquila el espacio o es propietario?

Hay otras localidades del negocio?

Nombre de los otros negocios del dueno:

Empleados

_____ Numero de empleados de jornada completa

Reciben ellos un sueldo o estan pagado por las horas que trabajan?

Que es el sueldo normal para un empleado de jornada completa? _____

_____ Numero de empleados que hacen trabajo por horas

Reciben ellos un sueldo o estan pagados por las horas que trabajan?

Que es el sueldo normal para un empleado (part-time???) _____

Dirige el dueno el negocio? Si _____ No _____

Si dirijiera, cuantos horas trabajaria el dueno entre una semana? _____

_____ Numero de familiares empleado en el negocio

Posiciones de los familiares en el negocio: _____

La Comunidad

Vive el dueño del negocio en el barrio Logan Square? Si _____ No _____

Cuantos años ha vivido en Logan Square? _____

Vivio en otro barrio? Cual? _____

% de empleados que viven en:

_____ Logan Square

_____ Un barrio junto de Logan Square

_____ Un barrio que no esta junto de Logan Square pero esta en Chicago

_____ Afuera de Chicago

% (aproximadamente) de los clientes del negocio que viven en:

_____ Logan Square

_____ Un barrio junto de Logan Square

_____ Un barrio que no esta junto de Logan Square pero esta en Chicago

_____ Afuera de Chicago

Sirve el negocio un group particular/cultural/etnico? Si _____ No _____

Que grupos?

Se ofrecen otros negocios locales el mismo producto o servicio? Si _____ No _____

Favor de explicar:

Los grupos de la comunidad que el negocio es miembro:

Instituciones beneficas que da dinero o tiempo al dueño o al negocio:

Productos de "re-sale"??? que compra el dueño en el barrio para el negocio:

Local service providers (contador, abogados, etc.) which business contracts: ?????

Hay problemas en el barrio con el crimen? Que tipos? Como afecta el negocio?

Estado del negocio

Cuales son los desafios para el dueno del negocio?

Quienes son los competidores del negocio?

_____ Sucursales de una cadena de establecimientos
Se nota los negocios y los localidades:

_____ Otros negocios independientes
Se nota los negocios y los localidades:

_____ Otro tipo de negocio:
Se nota los negocios y los localidades:

Compared with ten years ago, is the market for this kind of product/service:???????

_____ mejor

_____ peor

_____ el mismo

Por favor explica:

Piensa que el negocio estara funcionando en:

_____ un ano

_____ cinco anos

_____ diez anos

Si es negocio familiar, hay un plan de sucesion? Si _____ No _____

Si el dueno del negocio se alquila el espacio:

Cuanto sube el precio de alquilar el espacio entre los 5 anos pasado? _____

Hay un contrato del espacio? Si _____ No _____

Si hay un contrato, por cuanto tiempo y cuando caduca el contrato? _____

Si el espacio es del dueno:

Esta pagado la hipoteca? Si _____ No _____

El % que sube los impuestos de la tierra/ (property tax) en los cinco anos pasado _____.

Esta planeando extender el negocio? Si _____ No _____

Numero de anos (entre los cinco pasado) que el negocio ha ganado dinero _____

Ayuda del negocio

Ha utilizado el dueño del negocio unos programas gubernativos para negocios?

Si _____ No _____

Favor de explicar:

Ha recibido ayuda técnica de una agencia de la ciudad, un ONG, o agencias gubernamentales?

Si _____ No _____

Favor de explicar:

Que tipo de marketing utilice el negocio? Tiene éxito con el marketing?

_____ Periodicos Explique:

_____ Radio Explique:

_____ Television Explique:

_____ El internet Explique:

_____ Otras maneras Explique

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