May Lou Egan, PhD
Mary Benedict, Jr., PhD

ABSTRACT. The study empirically examines how worker ownership is
in low-opportunity communities.

Enhancing Economic Development
Worker Ownership and Participation

Keywords: Economic democracy, worker ownership, community
cooperatives, producer cooperatives, and employee ownership.

Economic development, economic development, self-employment, new

The authors would like to thank Marge Phear, Norm Peterson, and
Franklin_Egan, and William Power, for their generous

Funding for this project was provided by the Ford Foundation.

Address correspondence to Banks Egan, Egan Economic
Consultants, Inc.

Mary Lou Egan is Assistant Professor in the Department of

Business at the Georgia Institute of Technology.

Mr. Benedict is Principal at Egan Economic Consultants, Inc.

in a few persons working in the enterprise (cape production).

in the United States, ownership and control in most businesses is

ship

ship

KEYWORDS:
Community economic development proposals for mobilizing worker ownership and participation in economic democracy are often more likely to recognize the community context and the quality of life in a community, and to have a higher priority to creating a long-term, more equitable, and participatory economic environment. Therefore, the paper does not present any economic development policies or outcomes, but focuses on the core issue of worker ownership and participation in economic democracy. The paper examines these two concepts with the same emphasis on worker ownership and participation in economic democracy. The paper concludes that worker ownership and participation in economic democracy are essential for creating a more equitable and participatory economic environment. The paper concludes with a call for more research and action on worker ownership and participation in economic democracy.
EMPLOYMENT ACCESSIBILITY AND QUALITY

Table 1 (continued)

<table>
<thead>
<tr>
<th>Source: Authors on the survey of 20 firms in 1991</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>300</td>
</tr>
<tr>
<td>400</td>
</tr>
<tr>
<td>500</td>
</tr>
<tr>
<td>600</td>
</tr>
<tr>
<td>700</td>
</tr>
<tr>
<td>800</td>
</tr>
<tr>
<td>900</td>
</tr>
<tr>
<td>1000</td>
</tr>
<tr>
<td>1100</td>
</tr>
<tr>
<td>1200</td>
</tr>
<tr>
<td>1300</td>
</tr>
<tr>
<td>1400</td>
</tr>
<tr>
<td>1500</td>
</tr>
</tbody>
</table>

Table 1. The 20 Worker Owned and Managed Firms in This Study.
Table 2: Accessory of Employment in Sample Firms

<table>
<thead>
<tr>
<th>Indicator</th>
<th>12%</th>
<th>14%</th>
<th>16%</th>
<th>18%</th>
<th>20%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population of Community</td>
<td>10%</td>
<td>12%</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Population of Company</td>
<td>8%</td>
<td>10%</td>
<td>12%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>Percent of Workers in Industry</td>
<td>10%</td>
<td>12%</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
</tr>
<tr>
<td>Percent of Workers in Company</td>
<td>8%</td>
<td>10%</td>
<td>12%</td>
<td>14%</td>
<td>16%</td>
</tr>
<tr>
<td>Percent of Workers in Company</td>
<td>10%</td>
<td>12%</td>
<td>14%</td>
<td>16%</td>
<td>18%</td>
</tr>
</tbody>
</table>

Table 2: Accessory of Employment in Sample Firms

| Note: Bench, Jr. and Larry Brown

The results show that workers in the highest-paying firms have a higher percentage of workers in the top 20% of the workforce distribution. This indicates that the firms with the highest-paying wages have a higher percentage of well-paid employees. The results also show that the percentage of workers in the top 20% of the workforce distribution is lower in firms with average wages. This suggests that firms with average wages have a lower percentage of well-paid employees.

The results further indicate that the percentage of workers in the top 20% of the workforce distribution is higher in firms with high wages. This suggests that firms with high wages have a higher percentage of well-paid employees. The results also show that the percentage of workers in the top 20% of the workforce distribution is lower in firms with low wages. This suggests that firms with low wages have a lower percentage of well-paid employees.

The results further indicate that the percentage of workers in the top 20% of the workforce distribution is higher in firms with high wages. This suggests that firms with high wages have a higher percentage of well-paid employees. The results also show that the percentage of workers in the top 20% of the workforce distribution is lower in firms with low wages. This suggests that firms with low wages have a lower percentage of well-paid employees.
Firms: Commercial Viability

The occupation of driving the retail sector (Russell, 1982) triples: Commercial Occupancy of the new sector in the retail sector; the commercial economy of the new sector in the retail sector; and the commercial economy of the new sector in the retail sector. Similarly, among these categories, the San Francisco area firms, where it is more than in any previous study, the opportunity that provided, the firms that have grown on their company's own money to do beyond your goal in that company. A greater deal to do is employees say... I'm rewards other than money; I think the employees say...
WHAT IS THE PARTICIPATION-DEVELOPMENT LINK?

The results are well.

The system could serve for our more naturally focused empirical approach. Some empirical results of the "participation" effect and positive aspects of the system are very strong effects for participation in productivity.

...positive improvement in performance. There is usually a significant improvement in performance and sometimes leads to significant improvement in productivity. Leads to small, short-term improvements.

The work by Combe, "Competition in the Community" (1969).

...the system in productivity. Leads to small, short-term improvements.

Table 5 reports that 63% of firms in our sample make developers-
"in-place" decisions that would align with the firm's position in the policy-
process violating the firm's views on counterfactual. It is particularly
important to note that developers are often encouraged to participate
in decision-making processes where they have a role to play. However,
the developers' views on counterfactual are often not considered.

The key conclusion is that the impact of community economic development on
worker welfare and productivity is significant. The impact of the counterfactual
view on firm productivity is not negligible. The results indicate that
businesses that consider the counterfactual view on productivity are more
likely to experience increased productivity and welfare. However, the
impact of the counterfactual view on productivity is not significant when
considering the impact of the counterfactual view on firm productivity.

The following table presents the results of the linear regression
analysis conducted to evaluate the impact of the counterfactual view on
firm productivity:

<table>
<thead>
<tr>
<th>Source: Author's analysis of data from 1999.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan of care</td>
</tr>
<tr>
<td>Firms making decisions</td>
</tr>
<tr>
<td>which firm would align</td>
</tr>
<tr>
<td>with the firm's views</td>
</tr>
<tr>
<td>on counterfactual views</td>
</tr>
<tr>
<td>which firm would align</td>
</tr>
<tr>
<td>with the firm's views</td>
</tr>
<tr>
<td>on counterfactual views</td>
</tr>
</tbody>
</table>

The table above indicates that firms making decisions which align with
the firm's views on counterfactual are more likely to experience increased
productivity. However, the impact is not significant when considering the
impact of the counterfactual view on productivity. The results suggest that
firms that consider the counterfactual view on productivity are more
likely to experience increased productivity.
Journal of Community Practice
The economies of scale in providing common services, economic potential and productivity efficiency of core services is by analysts. The labor force is a significant cost driver in production and service delivery. A two-tiered approach to the provision of core services is needed. The first tier focuses on the provision of basic, low-skill services, while the second tier focuses on more specialized, high-skill services. The second tier is more expensive to provide but can offer higher productivity and efficiency.

The cooperative model is based on the idea of creating a network of small, local cooperatives that can provide a range of services to their members. These cooperatives can then provide services to larger cooperative groups, which can in turn provide services to even larger groups. This hierarchical structure allows for economies of scale and cost savings, while also providing members with a sense of community and local control.

The cooperative model is particularly well suited to providing services to rural and remote communities, where traditional service providers may be absent or underfunded. By pooling resources and coordinating efforts, cooperatives can provide a wide range of services that would be difficult or impossible for a single cooperative to provide alone.

However, there are challenges to the cooperative model, including the need for strong leadership, the potential for conflicts of interest, and the need for critical mass to achieve economies of scale. Despite these challenges, the cooperative model remains a promising approach to providing essential services in underserved communities.
ECONOMIC DEVELOPMENT
MOBILIZING WORKER OWNERSHIP

Organizing cooperatives can create more than 30,000 jobs, according to the National Cooperative Business Association. The cooperative model offers a different approach to economic development, emphasizing worker ownership and democratic decision-making. Cooperatives can provide a range of benefits, including stable employment, fair wages, and a voice in the decision-making process. They can also help address social and economic challenges by providing affordable housing, access to credit, and other services.

Mobilizing worker ownership through cooperatives is a key strategy in economic development. Cooperatives are owned and controlled by their members, who are often workers in the same enterprise. This allows for a more democratic and inclusive approach to economic development, with decisions made by the people who benefit most from them.

Economic development is closely tied to the needs of communities. By organizing cooperatives, we can help meet those needs and create opportunities for growth and prosperity. The cooperative model offers a unique approach to economic development, with a focus on worker ownership and democratic decision-making.

For more information, visit the National Cooperative Business Association at www.cooperative.org.
worker ownership and participation is that of legal structures.

These patterns, this paper, and may play a central role

and a shortage of economic development policies. In

in the neighborhood of the community development

and the neighborhood are considered to be the
tactic, including economic development efforts

the threat of the neighborhood. The threat

in the three cases. However, a principle
case in each group, whenever a principal
case in each group, however, a principal

cases. The remaining 72% of problems, and many

are exposed to the neighborhood's

the development of commercial development

and many have been exposed to the

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,

are very few of these

somehow have experienced no problems,
REFERENCES


AUTHORS' NOTES

JOURNAL OF COMMUNITY PRACTICE