Presentation Outline

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- A Glance at Economic Developers
- A Snapshot of ED in the U.S.
- The Value of a Team Effort
- Guidelines for a Team Approach
The International Economic Development Council (IEDC) is the world's largest membership organization serving the economic development profession.

Our global membership of 4,500+ members include:

- Public state, regional, city & county ED professionals
- Chambers of Commerce & business support agencies
- Technology development agencies
- Redevelopment authorities
- Educational Institutions & Non-profits
- Consultants
- Utility companies
Member Services

- Conferences
- Professional Development & Certification
- Legislative Tracking
- Clearinghouse
- Career Services
- Newsletters and Journal
- Advisory Services & Research
IEDC’s ‘think-tank’

The Economic Development Research Partner Program – EDRP – is IEDC’s “think-tank”

EDRP provides top-level economic developers with the means of directing cutting-edge research that advances the economic development profession

This exclusive level of membership enables peer-to-peer dialogue in an open, collegial environment
A Glance at Economic Developers
A Glance at Economic Developers

Economic developers are found at all levels of government, in public-private partnerships, in chambers of commerce, in utilities, in universities...

Practitioners work behind the scenes to improve the reputation of their community

- Economic developers have six key roles:
  - analyst
  - catalyst
  - gap filler
  - advocate
  - educator
  - visionary
A Glance at Economic Developers

Internationally, the term “Investment Promotion Agency” (IPA) is widely used for those entities that attract investment.

From site selection, to helping firms to expand, to attracting talent and a qualified workforce...

...collaboration among all stakeholders is crucial to success.
A Glance at Economic Developers

County commissioners/executives & elected officials are vital in positioning the community as a good place for investment. They administer those programs & services that are essential for effective economic development:

- Maintain a quality & up-to-date infrastructure
- Manage valuable resources such as the fire & police departments, libraries and schools
- Provide an easy permitting & regulation system
- Foster a nurturing environment for entrepreneurs & innovation
- Provide resources & support for training/workforce development
A Glance at Economic Developers

In 2014, IEDC undertook a study to examine behavioral competencies of top economic development leaders.

The aim of the study was to:

- Provide a basis for executive development in the economic development field
- Refine the hiring process for EDO leadership positions
- Improve the communication dynamics between EDO leaders and the diverse EDO boards of directors
A Glance at Economic Developers

Based on the study, people who lead EDOs share some common characteristics:

- Keep a considerable balance between work & other priorities in their lives

- Avoid harsh competition with others & play a collaborative role with members of their team

- Exhibit flexibly in response to unexpected events

- Rally the support of constituents in order to effectively implement any given project
A Snapshot of the Profession
A Snapshot of the Profession

Turning into the 21\textsuperscript{st} century, economic developers across the nation were impacted by:

- Globalization
- The Great Recession
- Increase in Disasters
- Dependence on an Old Economy
- Shifting Energy Markets
A Snapshot of the Profession

Over the last 5-6 years, the profession overall has been greatly hindered by:

- Lack of access to capital & financing
- Business closures & downsizing
- Lack of skilled labor
A Snapshot of the Profession

Since 1998 there have also been notable changes in public vs. private funding for EDOs

* Based on data from 98 NCDS client organizations (Local/Regional Chambers and EDCs) that receive funding from municipal govts. and local business community
According to IEDC’s annual membership survey on the state of economic development in 2014

3 greatest challenges of 2014

✓ Lack of Skilled Labor 50%
✓ City/County/State Budget Cuts 33%
✓ Inadequate Infrastructure 29%

3 greatest challenges of 2013

Policy Uncertainty (local/state/federal) 47%
Lack of Skilled Labor 36%
City/County/State Budget Cuts 33%
Noteworthy!

“Lack of Skilled Labor” increased from 31% in 2012 to 36% in 2013 to 50% in 2014!

→ In 2010 it was a challenge impacting 14% of EDOS...

2014 was the first year that “Inadequate Infrastructure” was noted among the top 3 challenges to practitioners across the U.S.
More job worries: The Department of Labor predicts that jobs in the lowest quintile of annual wages today, will also post the largest share of job openings in the future.
Coping with these 21\textsuperscript{st} century challenges has instigated evolutions in the profession.

Economic development professionals & local leaders have altered strategies...

...in order remain competitive & resilient.
Survey results indicated that in EDOs increased efforts in 2014 in the following areas:

- Foreign Direct Investment: 53%
- Sustainability: 30%
- Export Development: 14%
- Disaster Planning/Resiliency: 26%
- Reshoring Efforts: 19%
- Entrepreneurship: 13%
- Infrastructure Upgrades: 9%
- Workforce Development: 11%
- Measuring Performance: 52%
- Leadership Development: 35%
- Economic Inclusion: 39%
EDOs across the U.S. are notably focusing efforts in four key areas:

- Expanding WFD programs and developing initiatives with other local/regional entities

- Working more with regional partners and community leaders to foster entrepreneurial support programs

- Increasing international outreach through efforts to attract FDI and develop export capacity

- Advancing strategic regional partnerships for marketing, BRE, innovation, and infrastructure improvements
89% of EDOs replied “YES” when asked if they had entered into partnerships or combined resources with other local stakeholders to enhance ED efforts.
Response to survey question, “If available as an option, would you encourage local elected officials and leadership in your community to engage in economic development training?”

- Yes: 89%
- No: 7%
- N/A: 4%
The Value of a Team Effort
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Building resilient local economies today is a team effort that includes:

- Promoting Entrepreneurship & Small Business Development
- Developing the Local Workforce
- Advancing Regional Partnerships
- Increasing International Outreach
The Value of a Team Effort

Promoting Entrepreneurship & Small Business Development

Communities of all sizes - rural to urban - are supporting entrepreneurs and SMEs to foster job creation, innovation, and regional growth.
The Value of a Team Effort

Promoting Entrepreneurship & Small Business Development - Example

Inventors & Entrepreneurs Club (I&E Club) of Juneau, WI

- Utilities provide facilities for meetings & other local firms donate supplies

- The SBDC & other local organizations offer administrative services to save on business startup expenses

  → they also share expertise to help bring products to market

Local partnerships & team effort
The Value of a Team Effort

Developing the Workforce

EDOs are coordinating efforts with government, academia, and business

• Bridging gaps to assist in the development of tailored training programs & certification for a ready-to-go workforce
The Value of a Team Effort

Developing the Workforce - Example

Southern Idaho Economic Development Organization’s (SIEDO) partnership with the College of Southern Idaho (CSI)

- Since 2001 the region has sited 30 new businesses; CSI has been a key partner in all recruitment and expansion deals
- SIEDO and CSI meet investor demands by developing new curriculums, providing targeted training, and simply offering classroom space
The Value of a Team Effort

Advancing Regional Partnerships

Communities are building on assets already in place and engaging in strategic regional partnerships

These partnerships are key to developing quality jobs and in facilitating BRE
The Value of a Team Effort

Advancing Regional Partnerships - Example

Columbus 2020, Ohio

- As the EDO for the 11-county Columbus region, they work in close and deliberate collaboration with state and local partners to generate opportunity and economic growth.

- Since 2010, the EDO has created 100,000 jobs and has helped over 400 companies to expand within or to the region.

Leveraging partnerships for success
The Value of a Team Effort

International Outreach

Advances in technology & innovation have created a competitive global marketplace

- FDI creates high-income jobs, introduces new R&D and enhances the workforce
- Exports bring economic prosperity to local economies, increasing jobs and helping to grow local industry
Pennsylvania’s Approach to FDI

- The Department of Community & Economic Development (DECD) attracts and retains foreign investment.

- Local and regional EDOs work closely with state officials on all FDI issues, as part of a wider statewide plan.

  → Global investment representatives work in overseas markets to encourage firms to locate or expand in the state.
Guidelines for a Team Approach
Aligning strategies among stakeholders in the community can be a challenge → actions need to be deliberate

It requires:

- Clearly identifying goals for a community
- Understanding each other’s strengths, as well as limitations
- Outlining roles in a strategic plan
- Recognizing differences in funding streams
- Agreement to present a unified message for the community
Guidelines for a Team Approach

Economic developers have a key role to play on the team:

• Facilitating collaboration among stakeholders at all levels of government

• Serving as the linchpin between community colleges or universities and industry

Economic developers often take risks and bend rules in order to stimulate action

Communication–Collaboration–Clarity
Thank You

Questions?

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Join us in October in Anchorage at the IEDC Annual Conference!

October 4-7, 2015