

THE PRACTICE OF ECONOMIC DEVELOPMENT

A Manager's Role/A Developer's Role
Building Cohesion

PRESENTATION TO NCCCMA

JUNE 22, 2018

Charles Abernathy

Executive Director, McDowell Economic Development Association, Inc.
& former McDowell County Manager

ECONOMIC DEVELOPMENT HAS A NEW FOCUS

- Historically: Recruitment of manufacturing
- Today: Everything...but, emphasis also remains on manufacturing
- Includes:
 - Construction/Housing
 - Retiree Communities
 - Value Added Agriculture
 - Commercial Recruitment
 - Tourism
 - Healthcare
 - Broadband / Technology
 - Small Business/Development
 - Quality of Life
 - Workplace Wellness
 - Downtown Enhancement
 - Workforce Development
 - Skill and soft skill Enhancement/Education
- Essentially: Economic development includes everything

A MANAGER'S ROLE/A DEVELOPER'S ROLE

- The PUBLIC MANAGEMENT & ECONOMIC DEVELOPMENT process fundamentally differ, but a manager should understand the differences and why they exist (*Public Management* November 2013).....because the
 - City/County Manager is responsible to an elected board, that controls policy and assets.
 - Legal and Political Responsibility is shared but ultimately rests with local government.
 - The economic recruitment process is fraught with challenges and is fast paced. Decision making is made with incomplete information.
 - Confidentiality can cause tension.
 - Who is involved can cause tension/Jurisdiction issues.
 - Upfront investment (product) is expensive./Resources.
 - How the EDC is organized (non-profit, etc.) affects the distinct roles.

A MANAGER'S ROLE

Often involves the need for
Confidentiality when
acting as the economic
developer

And

It involves the need to
understand the Complexity
in economic development
activities

Why is confidentiality necessary?

&

How does confidentiality relate to NC
statutes/ICMA/and the public's right to know?



THE IMPORTANCE OF PRODUCT DEVELOPMENT & “QUALITY OF LIFE”

Product

- Greenfield (Private and Public Ownership)
- Graded Site
- Shovel/Pad Ready
- Shell Building
- Modern Industrial Building

Quality of Life

- Housing
- Education
- Crime
- Recreation Amenities
- The Arts
- Entertainment
- Etc.

“We tell our partners they have to have available product. You can have a great business climate, a great workforce and a great location but [you must have] developable sites and modern buildings.”

-Chris Chung
(CEO EDPNC)

WHO IS INVOLVED IN MANUFACTURING RECRUITMENT?

ECONOMIC DEVELOPMENT IS A TEAM EFFORT:

THE PLAYERS...Why is participation limited?

- Primary:

- A. MEDA, Inc.
- B. Local Governments
- C. Economic Development Partnership-NC
- D. The State Community College System – MTCC
- E. Power Providers – Duke Energy/REMC
- F. Natural Gas Providers – PSNC Energy
- G. Industrial Realtors/Site Consultants

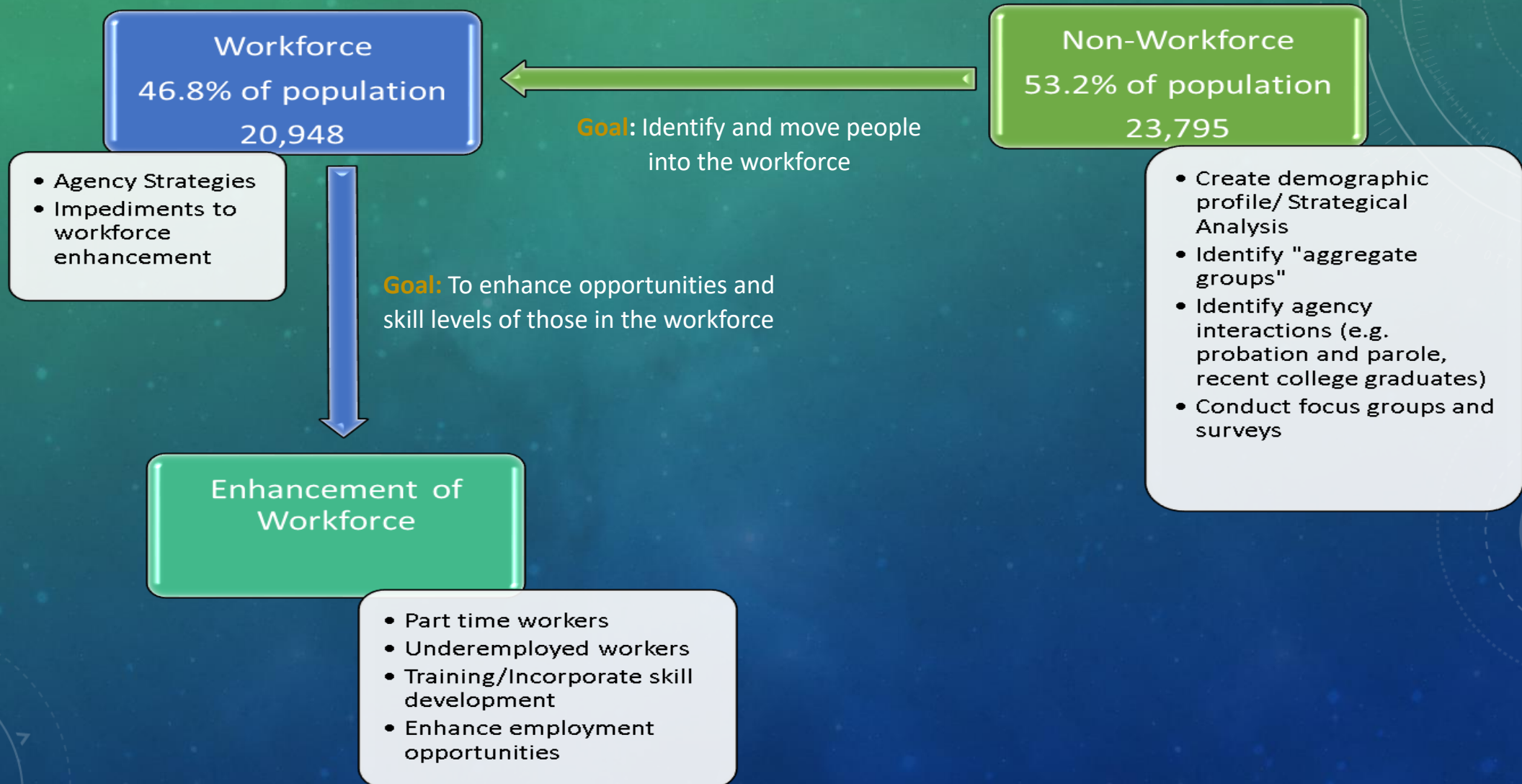
- Secondary:

- A. NCWorks
- B. Region C Workforce Development Board
- C. The Public School System
- D. The Hospital
- E. The Chamber of Commerce
- F. Local Existing Industry
- G. NC Department of Transportation
- H. Banking Institutions
- I. Internet/Broadband
- J. Any Other Entity Requested

WORKFORCE DEVELOPMENT: THE PRIORITY IN 2017

- Educational level/graduation, SAT scores
- Soft skills/Advanced training
- Workplace Wellness
- Training/Coordination between High School and Community College
- Workforce Pipeline Committee
- School Counselor Day
- Workforce Strategic Plan

MCDOWELL COUNTY STRATEGIC EMPLOYMENT PLAN



FIVE MANAGEMENT PRINCIPLES

- Economic development practice must include upfront education.....
- An economic development strategic plan is step that can ensure clear direction.....Written Incentive Policy?
- Economic developer needs to understand “how far he or she can go”
- Manager and elected officials should carefully consider composition of the economic development policy board.....
- Economic developer must directly communicate with the manager.....

QUESTIONS AND COMMENTS???

Charles Abernathy

Executive Director, McDowell Economic Development Association

634 College Drive Marion, NC 28752

(828)-652-9391

meda@mcdowelleda.org