## Incentive Targeting: Who Benefits?

## Reflecting Community Priorities in Economic Development Practices

ELLEN HARPEL

NCSL ROUNDTABLE ON EVALUATING ECONOMIC DEVELOPMENT TAX INCENT



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How can state and local governments adapt their economic development efforts to be more responsive to community goals?



The Fresno DRIVE Initiative is a 10-year investment plan to develop an inclusive, vibrant, and sustainable economy for residents in the greater Fresno region.

Three essential components of fostering inclusive and sustainable economic growth:







Together, we envision an inclusive, vibrant and sustainable economy so all residents can move from poverty to prosperity.



PROJECTE & PROCESSEE

#### Our Priorities

Prosper Portland focuses on building an equitable economy, based on four corneratores. growing family wage jobs, advancing upportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant resigns others and communities. To support that work, we seek to example on equitable, impounded, the solarly suscal rable agency. Prosper Portions Treests Trained at land horse captains serve the city and its residents.

### We don't just support Atlanta, we support you.

We offer more than your based economic development masses and extendour facies beyond featurest support and site selection.

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### Upper Cumberland Development District

At the Upper Comberland Development District, we are passionate about helping people. Through our wide array of services, we connect individuals, families, businesses and local officials with resources they need to improve their quality of life.

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# Designing responsive programs

Recognizing the necessity of interconnected people- and place-based strategies

- Holistic, wide-ranging
- Long-term
- Equitable and inclusive
- People, place and governance as well as business

Committing time and resources for responsive program design and implementation

- Resources for the entire process
- Supporting service delivery and capacity building
- Respect people's time and expertise

# Evaluating with community priorities in mind

### Seeking "just-right" metrics

- Community goals vs. program impacts
- Inspirational goals, shoestring budgets

### Data access and availability

- Can you get data for what you want to measure?
- Who is doing all this work?

### Reporting

- Avoid both promotional and punitive reporting
- May need to look beyond dashboards and KPIs

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