



# 4th Wave of Economic Development and the Importance of Economic Development Planning to Rural Wisconsin

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## **Former Nogales mayor is first to announce 2022 bid for Arizona governor**

Arizona Republic, March 16, 2021

Those basics, according to López: quality education and job training, access to comprehensive health care and "jobs, jobs, jobs."

## **Sadiq Khan launches campaign for second term as Mayor of London**

Associated Press, March 22, 2021

Mayor of London Sadiq Khan launches his campaign for a second term at Ebony Horse Club in Brixton. Mr Khan promised all young people a mentor and said his priority would be "jobs, jobs, jobs".

## **Trudeau's all about 'jobs, jobs, jobs.'**

National Post, March 3, 2021

But that's all behind us now, and it is a good thing to see that SNC is back receiving government contracts. It's all about "jobs, jobs, jobs," remember?







Jobs!  
Jobs!  
Jobs!

Even John Oliver is in on the debate.....



## Growth

- We want more jobs
- We want more businesses
- We want more residents
- We want more tax base
- More, more, more...

## Development

- We want quality of life
- We want economic security
- We want economic opportunities
- We want balanced growth



Creating a community environment  
that maximizes economic  
opportunities.



There is a long tradition of attempts to influence local economic growth in the U.S.

- Tax incentives were offered by the state of New Jersey in 1791 to industrialist Alexander Hamilton to influence the location of a manufacturing plant.
- The famed Erie Canal, completed in 1825, is one of the first public investments in infrastructure and was justified in terms of offering a cheap and safe way to transport agricultural products to markets.
- By 1884 the State of Pennsylvania had invested over \$100 million and placed promoters of the state on the board of directors of more than 150 corporations.



# History of how we have approached economic growth and development at the local/regional level.

1930      1940      1950      1960      1970      1980      1990      2000      2010      2020

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The diagram illustrates the evolution of economic development strategies over time. A horizontal timeline at the top marks decades from 1930 to 2020. Below this, four distinct waves are shown, each represented by a bracketed period and a descriptive label. Wave 1, 'Industrial Recruitment', spans from 1930 to 1980. Wave 2, 'Small Business Development', spans from 1980 to 2000. Wave 3, 'Public-Private Partnerships', spans from 2000 to 2010. Wave 4, 'Place-Making', spans from 2010 to 2020. The waves are stacked vertically, with each subsequent wave starting later and ending later than the previous one.

Wave 1: Industrial Recruitment

Wave 2: Small Business Development

Wave 3: Public-Private Partnerships

Wave 4: Place-Making




## 1<sup>st</sup> Wave: Industry Recruitment, focus on manufacturing.

Mississippi Balance Agriculture with Industry (BAWI) policies of the Great Depression era (1933)

Established the idea of a positive business climate around ideas of:

- Cheap labor
- Cheap land
- Limited regulation
- Limited taxation

First shots fired in the “new war between the states”.



**MISSISSIPPI**  
*A Great Agricultural State*  
*Going to town*  
**INDUSTRIALLY**

THROUGHOUT the nation attention centers on Mississippi's program to secure an equitable balance of agriculture with industry. Business leaders already are inquiring as to progress and results.

**Here Is The Answer**

- ★ Value of manufactured products UP 67 per cent.
- ★ Number of industrial workers UP 33 per cent.
- ★ Industrial payrolls UP 46 per cent.
- ★ AND—26 new major industries have located in Mississippi within the past six months.

**And Here Are The Reasons**

- ★ MISSISSIPPI abounds in natural resources—clays, timber, natural gas, abundant water supplies, sea foods, fertile formlands producing basic crops.
- ★ MISSISSIPPI labor is 99.6 per cent native born.
- ★ MISSISSIPPI has enacted new legislation for the balancing of agriculture with industry.
- ★ MISSISSIPPI, already adequately served by rail and water lines, is paving 1700 miles of new highways to complete her distribution system. Modern transmission lines provide low cost electric power from TVA and private systems.
- ★ MISSISSIPPI cities and towns offer friendly cooperation and assistance to sound industries seeking new locations or wishing to expand present facilities.

**Write Today for Your Copy**

of this illustrated booklet, "Mississippi, A Land of Industrial Opportunity." Within its pages you will find the first authentic summary of industrial Mississippi.

**MISSISSIPPI INDUSTRIAL COMMISSION**  
A DEPARTMENT OF THE STATE OF MISSISSIPPI  
JACKSON, MISSISSIPPI



## Foxconn could get up to \$200 million in cash a year from state residents for up to 15 years

Jason Stein and Patrick Marley, Milwaukee Journal Sentinel

Published 12:43 p.m. CT Jul. 28, 2017 | Updated 8:33 p.m. CT Jul. 28, 2017

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Journal Sentinel  
PART OF THE SUNSHINE NETWORK

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### Wisconsin Foxconn deal could include \$1 billion to \$3 billion in taxpayer-backed incentives

Patrick Marley/Rick Parnell and Leo Bergquist, Milwaukee Journal Sentinel



**MADISON** — A plan to bring a massive Foxconn Technology Group plant to Wisconsin could cost \$1 billion to \$3 billion in cash, state and federal incentives over coming years — a summing sum for a project that backers say could transform the state's economy.



The Journal Sentinel reported the offer could cost

the state up to \$3 billion in incentives and tax breaks

Video: Foxconn to bring manufacturing and assembly jobs to state

Foxconn Technology Group pledged to invest \$10 billion to build a display panel plant in Wisconsin that could employ up to 13,000 workers. Watch

**MADISON** - To lure Foxconn Technology Group to Wisconsin, state residents will have to do more than just forgo taxes from the Taiwanese electronics giant. They will have to pay cash — writing checks for up to \$200 million a year.



Foxconn Chairman Terry Gou (left) and Gov. Scott Walker sign a memorandum of understanding regarding Foxconn's plan to build a \$10 billion factory in Wisconsin. Mike De Stasi / Milwaukee Journal Sentinel

## Big Incentives Won Alabama A Piece of the Auto Industry

By Rick Brooks Staff Reporter of The Wall Street Journal

April 3, 2002 12:01 am ET

PRINT TEXT

VANCE, Ala. -- In 1993, Alabama persuaded Mercedes-Benz to build its first U.S. auto plant here by offering the luxury-car maker \$253 million worth of incentives -- \$169,000 for every job Mercedes promised the state.

## Amazon's HQ2 deal with New York, explained

Everything you need to know about Amazon's deal with New York

By Sam Raskin | Updated Feb 14, 2019, 12:12pm EST

After the decision was made public, Mayor Bill de Blasio and Gov. Andrew Cuomo gathered with other city and state officials to gleefully announce that they had sealed the deal, which includes just shy of \$3 billion in subsidies.

## Texas Office of the Governor:

Texas offers companies of all sizes and across all industries one of the best business climates in the nation, with a fair, transparent tax and regulatory structure designed for businesses to succeed. With no corporate or personal income tax at the state level, companies operating in Texas enjoy one of the lowest overall tax burdens in the country. Texas is committed to maintaining its position as the best state for business, and passed legislation providing over \$4 billion in tax relief for businesses. Texas prides itself on being a right-to-work state and will continue to make strategic investments to ensure it maintains our competitive advantage, allowing businesses to prosper and grow.

## North Carolina Economic Development Organization :

North Carolina has a proven track record of reducing and streamlining business taxes. At 2.5 percent, our state has the lowest corporate income tax rate in the country. North Carolina's business costs rank among the lowest in the nation, making our state a more profitable place to work. Recent tort reform, streamlined practices and the strengthening of business courts in the state have earned North Carolina accolades and rankings among the best legal climates in the U.S. What does this mean for you? When there's less red tape and litigation, your business can reach new heights, faster.



## Florida Economic Development Organization:

Florida consistently ranks among the best states for business, thanks to its pro-business state tax policies, competitive cost of doing business and streamlined regulatory environment. Florida is working on legislative, fiscal and marketplace initiatives such as insurance tort reform, targeted industry incentives and many more. Florida is also a right-to-work state. Businesses thrive in this low-tax environment, and employees enjoy the benefit of no personal income tax.

## Tennessee Economic Development Organization :

Tennessee is proud to be a right-to-work state with no personal income tax on wages. Our state and local tax burdens are among the lowest in the country, and our state budget operates with a healthy surplus rather than a deficit. Successful overhaul of our tort and workers compensation laws.

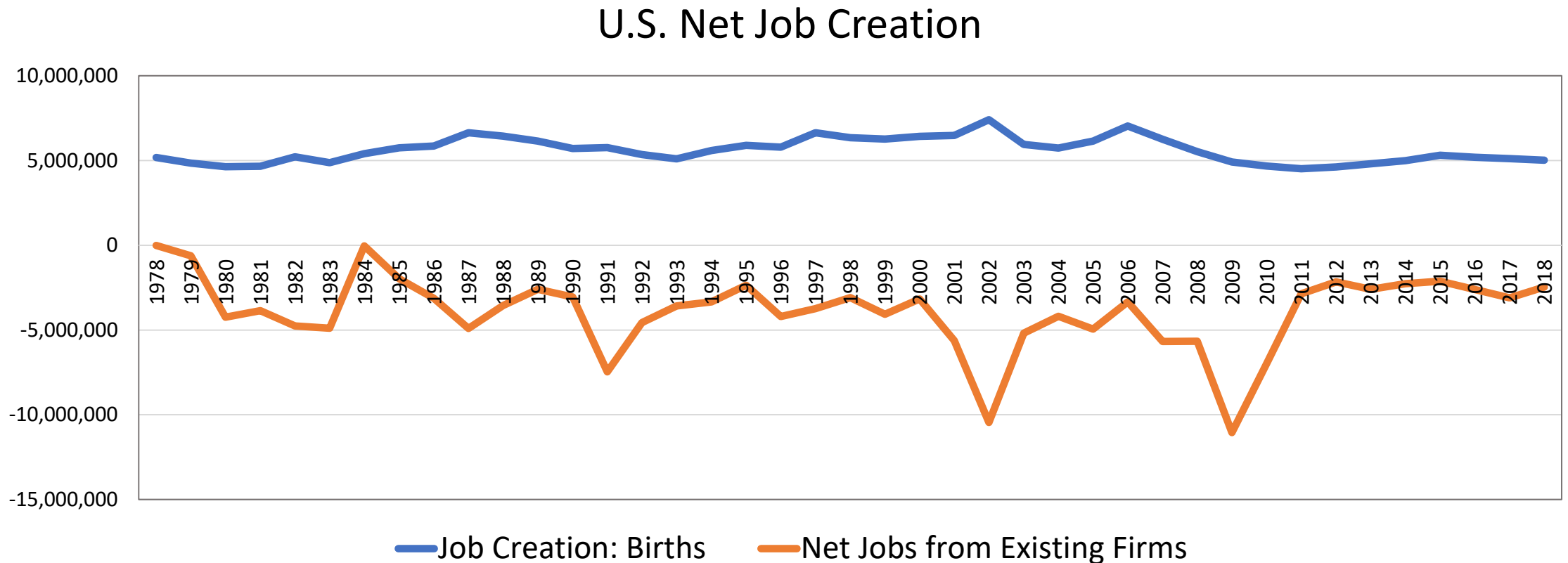
## Idaho Department of Commerce:

In Idaho, we keep our costs and taxes low, and we remove the burdensome regulations that get in the way of success.



## 2<sup>nd</sup> Wave: Smaller Businesses, focus on existing businesses.

Work by David Birch (1981) found strong evidence that job growth comes not from large but smaller, and more recent work (Haltiwanger, Decker, Miranda as well as Conroy and Deller) notes particularly newer, firms.



**2<sup>nd</sup> Wave:** Smaller Businesses, focus on existing businesses.

## Business Retention and Expansion: Green Bay, WI Chamber of Commerce

BRE is a proactive approach to economic development designed to better understand the challenges and opportunities businesses in our community face, and connect them with what they need to succeed. BRE also focuses on gathering feedback and insights on the overall business climate, which is aggregated and analyzed to identify trends.

**In economic development we see firms growing in three ways:**

- Growth/expansion of existing firms (business expansion and retention)
- Creation of new firms (entrepreneurial development)
- Attraction of external firms to the market area (business recruitment)





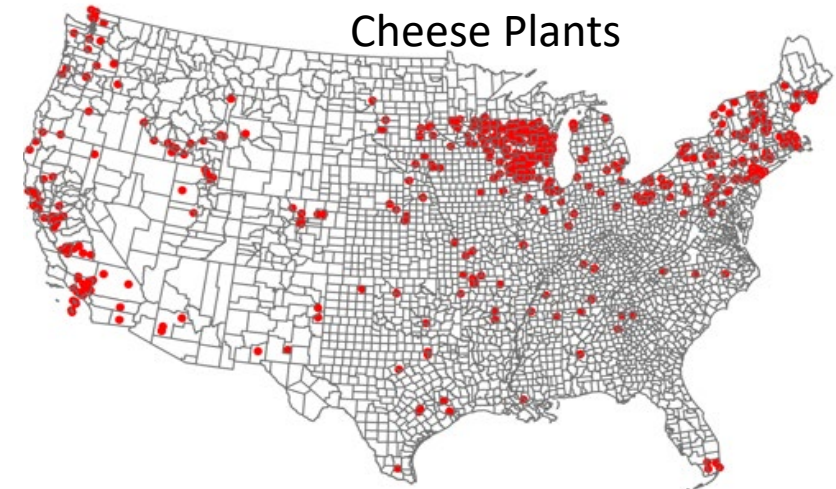
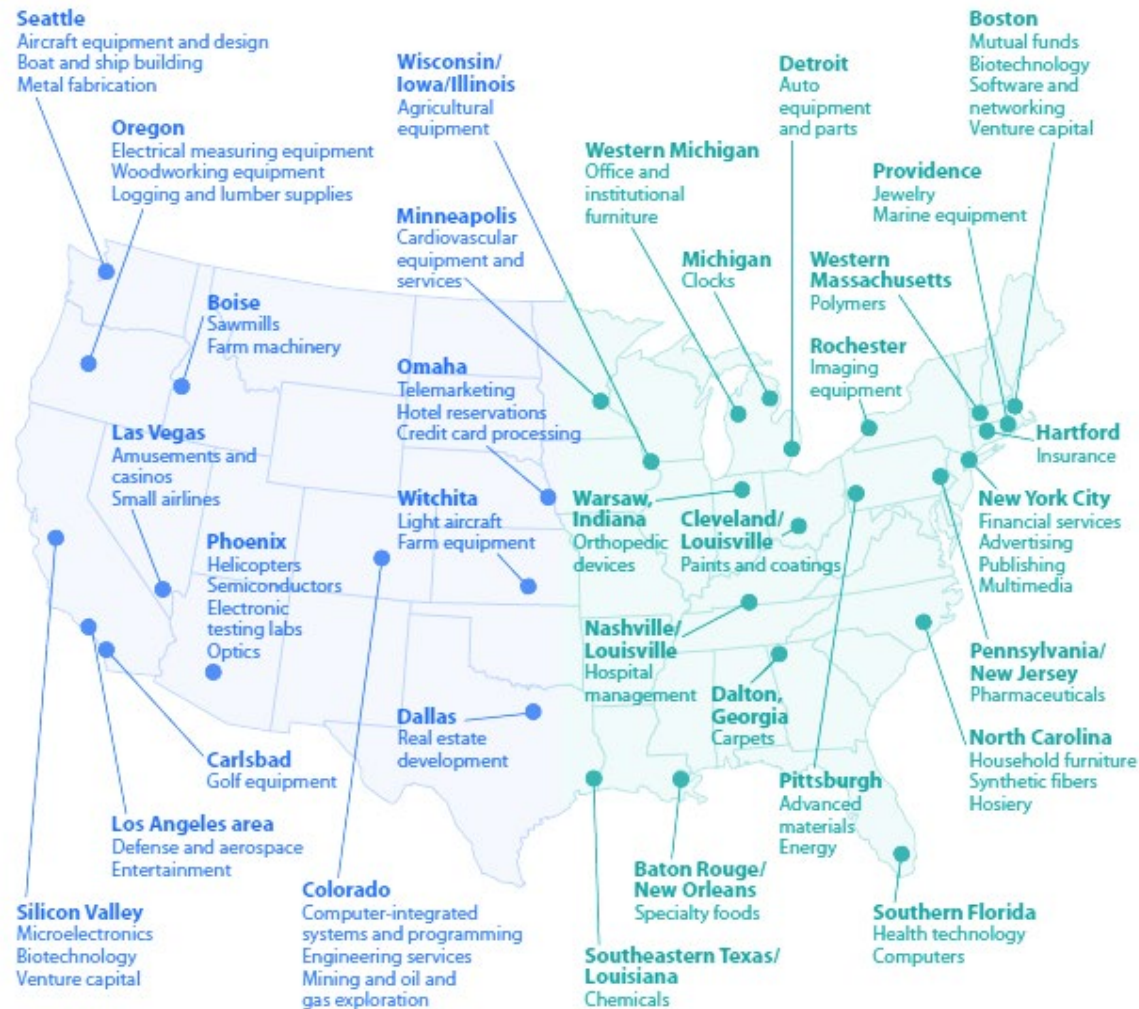
## 2<sup>nd</sup> Wave: Smaller Businesses, focus on existing businesses.

- Business Retention and Expansion Programs
- Business organizations (e.g., chamber of commerce) that allows for networking and professional development.
- Technical assistance to pre-venture firms, newly formed firms, and existing firms.
- Sources of financial resources must be proactively involved.
- Seed money for business planning.
- “Angle Investors” within the community.
- Celebration of small businesses (e.g., local media spotlight).



## 3<sup>rd</sup> Wave: Public-Private Partnerships, focus on “clusters”.

Almost single handedly due to Porter and EDA's embracing of Porter.



**3<sup>rd</sup> Wave:** Public-Private Partnerships, focus on “clusters”.

Focus limited resources on existing industrial “clusters” with an eye toward new-emerging “clusters”.

Networking is key to dynamic and vibrant clusters, to facilitate such networking form public-private partnerships.

Invest in public institutions that can support the cluster.

Notions of social capital come to the forefront.



4<sup>nd</sup> Wave: Place-Making, focus on “quality of life”.

Do people follow jobs, or do jobs follow people?

Historically people follow jobs → focus on business development

Today, increasingly jobs follow people → focus on people

Focus on attracting people to live in your community, then business opportunities start to develop.

Halstead and Deller (1997) reported that one respondent to the survey stated: “[f]ind an area that you want to live, then start your business.” (p160).



**4<sup>nd</sup> Wave:** Place-Making, focus on “quality of life”.

- Good schools, not to feed the labor market but to be attractive to families with children.
- Public safety, do I feel safe walking my dog at midnight.
- Parks, recreation, libraries.
- Community fairs, festivals (art in the park, farmers markets, music on the square).
- Viable local business organizations, including professional development opportunities for local businesses.





## 4<sup>nd</sup> Wave: Place-Making, focus on “quality of life”.

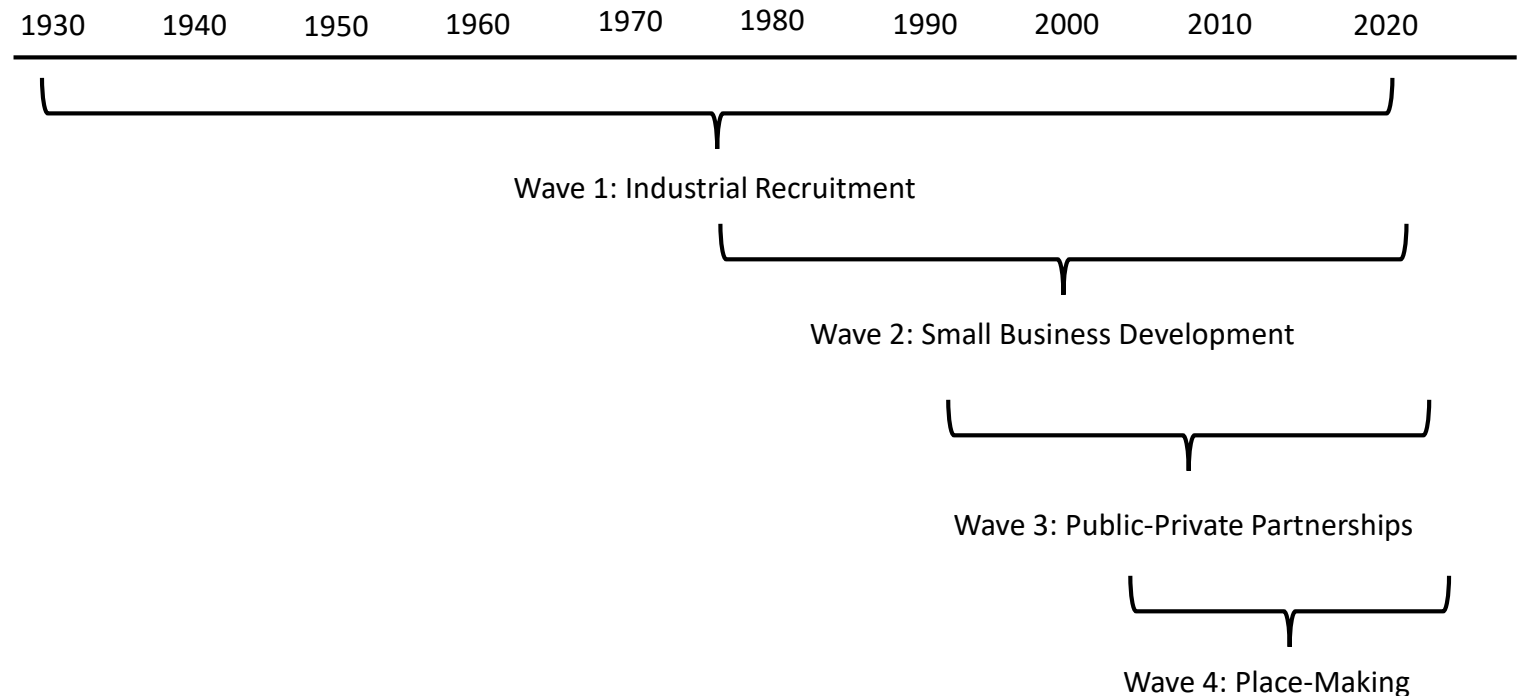
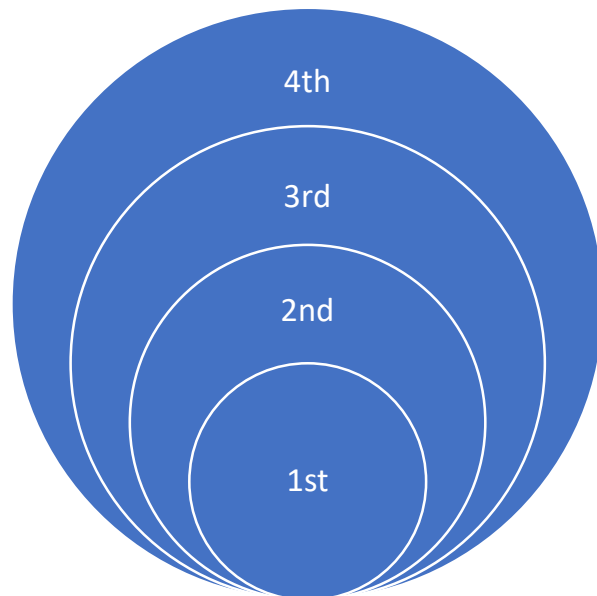
- Free public wi-fi.
- Active volunteer organizations.
- Early childhood education.
- Create networking opportunities for small business owners and those interested in starting a business.
- Be open and receptive to newcomers to the community.



Do the strategies that flow from these different “waves” of thinking replace those that came before?

No, rather reorientation of our thinking and refocusing types of strategies considered.

One could think in terms of broadening our approaches.



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