

# 2022 Northwoods Economic Development Summit

Contemporary Thinking on Community Economic Development

Are we in the “4<sup>th</sup> wave” of economic development?

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# 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.
- The earliest corporations were created by states to provide a mechanism to encourage private investments in economic growth (e.g., the Erie Canal).
- 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.





## 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 12:42 p.m. CT, Jul. 26, 2017 | Updated 6:33 p.m. CT, Jul. 26, 2017

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Journal Sentinel  
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HOME NEWS SPORTS BUSINESS EDUCATION VICTIMS TOP FROM TRUMP OUTLOOK 10° SAT TODAY JUNE 26

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

Patrick Marley/Rick Rowell and Lee Kargulski, Milwaukee Journal Sentinel



MADISON -- A plan to lure 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 lawmakers say could transform the state's economy.



The Journal Sentinel reported the offer could cost

▶ 0:44 1:33 \$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 Sant / 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

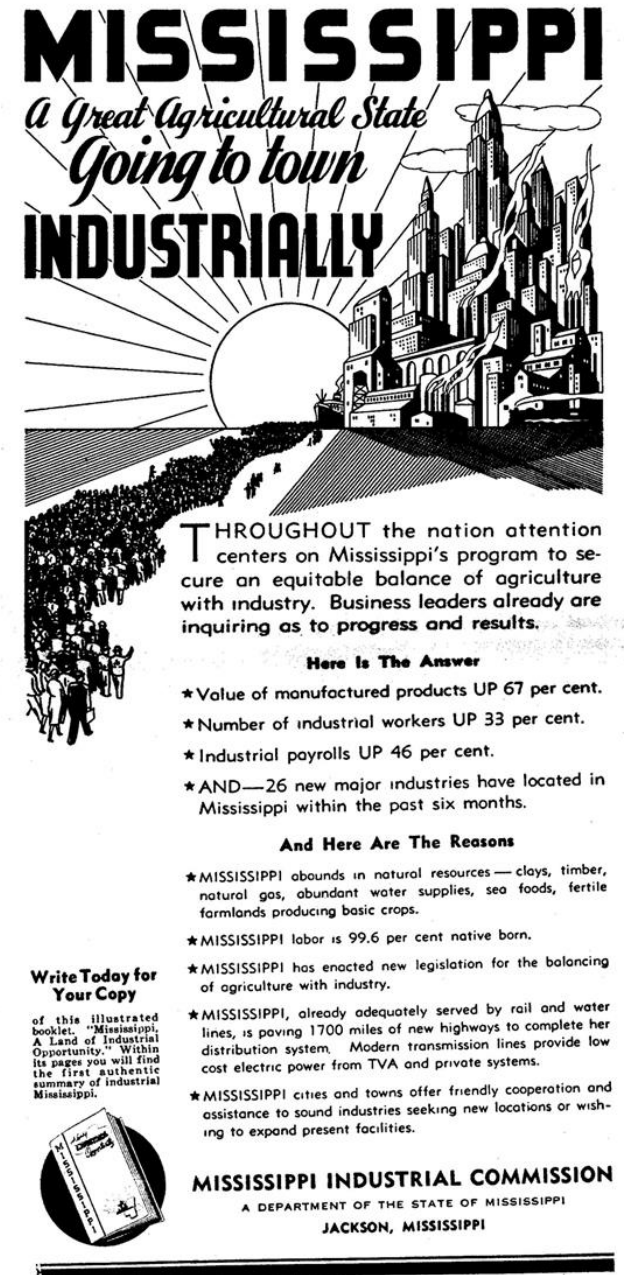
After the decision was made public, Mayor Bill de Blasio and Gov. Andrew Cuomo gathered with other city and state officials to gleefully announce that they had sealed the deal, which includes just shy of \$3 billion in subsidies.

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

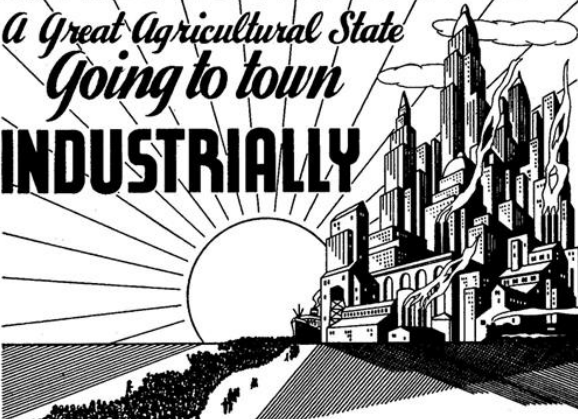
Established the idea of a positive business climate around ideas of:

- 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**



**T**HROUGHOUT 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 farmlands 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.

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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

Three “waves” of economic growth and development strategy thinking.

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

This flows directly from the Mississippi Balance Agriculture with Industry (BAWI)

Drove home the idea that a “positive business climate” required cheap labor (labor unions “bad”), cheap land, low taxes, limited regulations.



## 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.



Figure 2: Change in State and Local Taxes Per \$1,000 of Personal Income in 2018

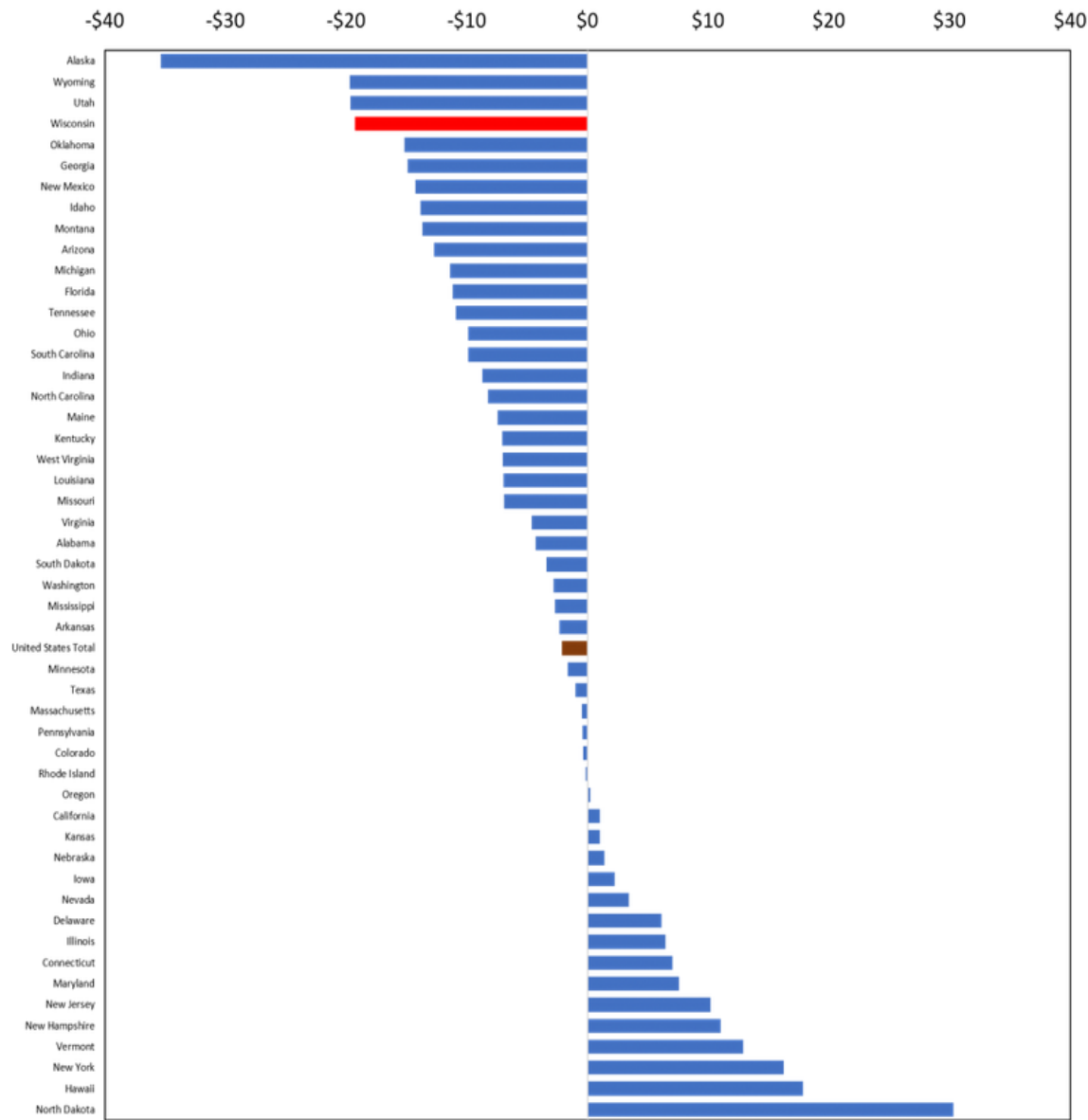
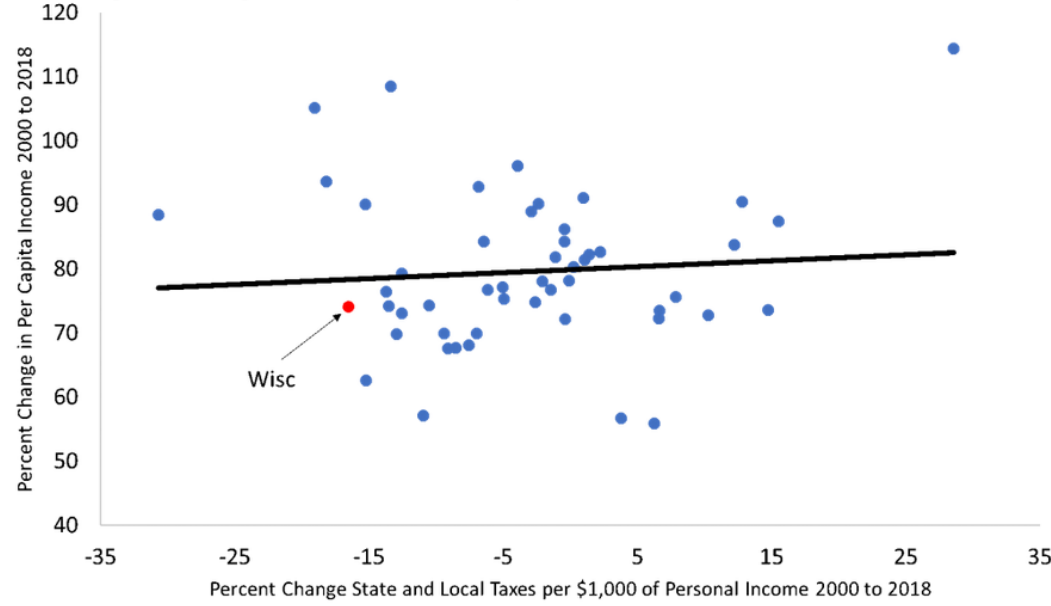


Figure 4: State and Local Taxes per \$1,000 of Personal Income and Income Growth



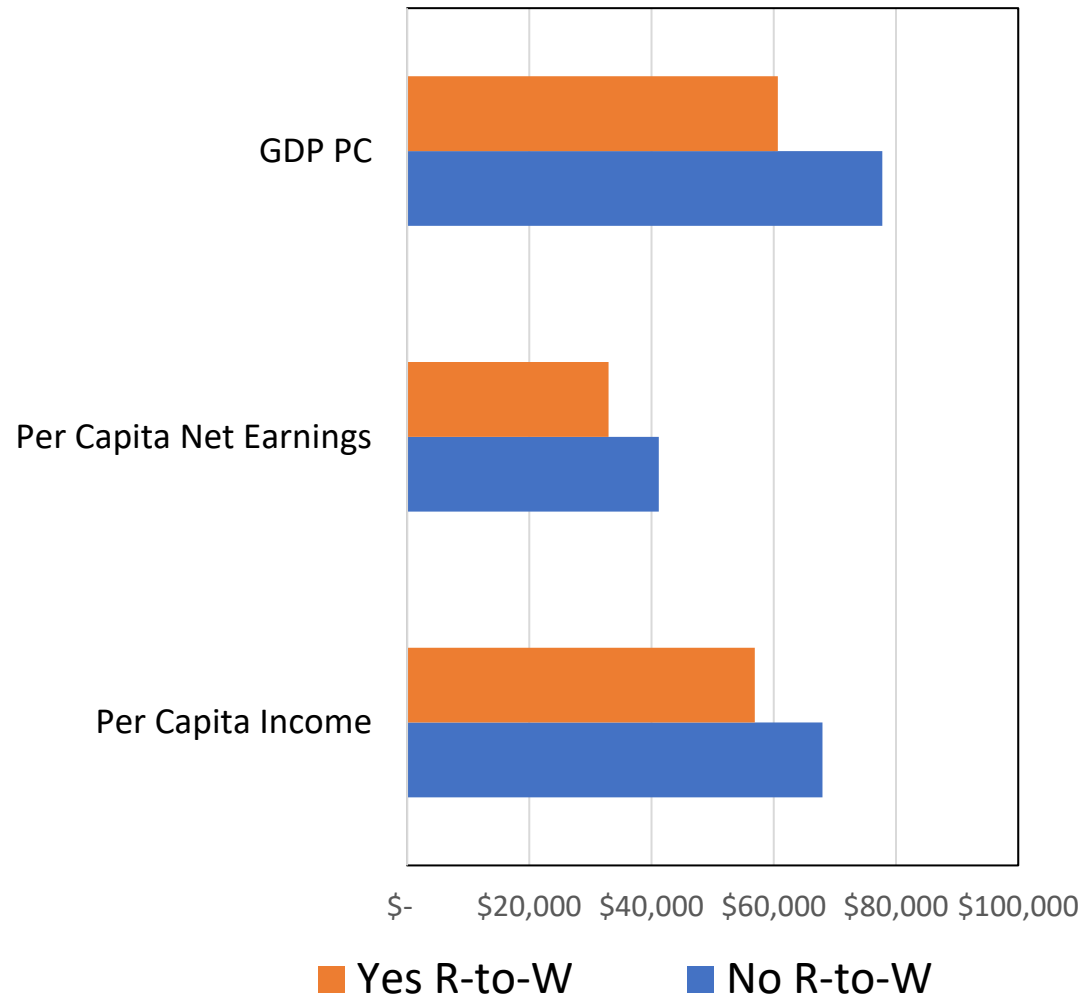
Figure 5: Change in State and Local Taxes per \$1,000 of Personal Income and Income Growth



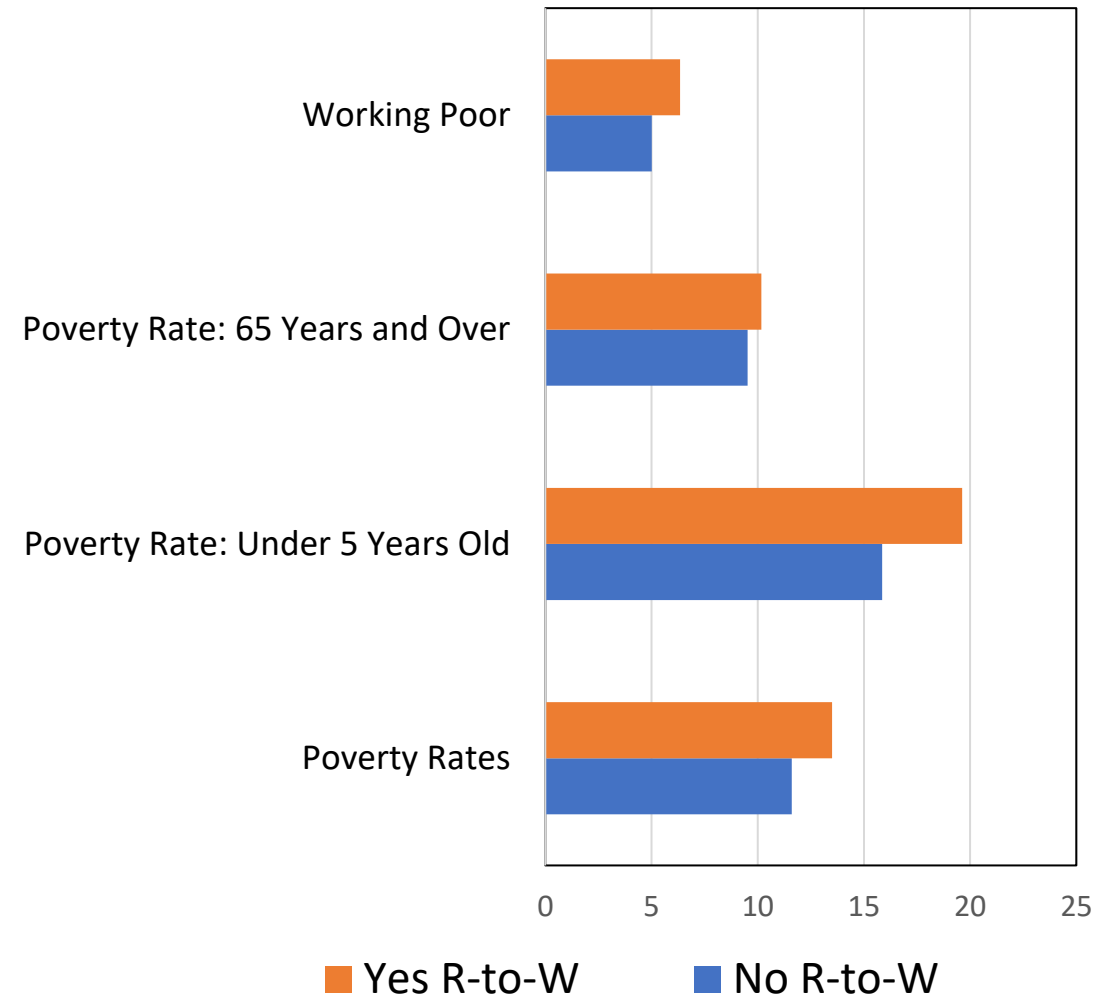




Right to Work



Right to Work

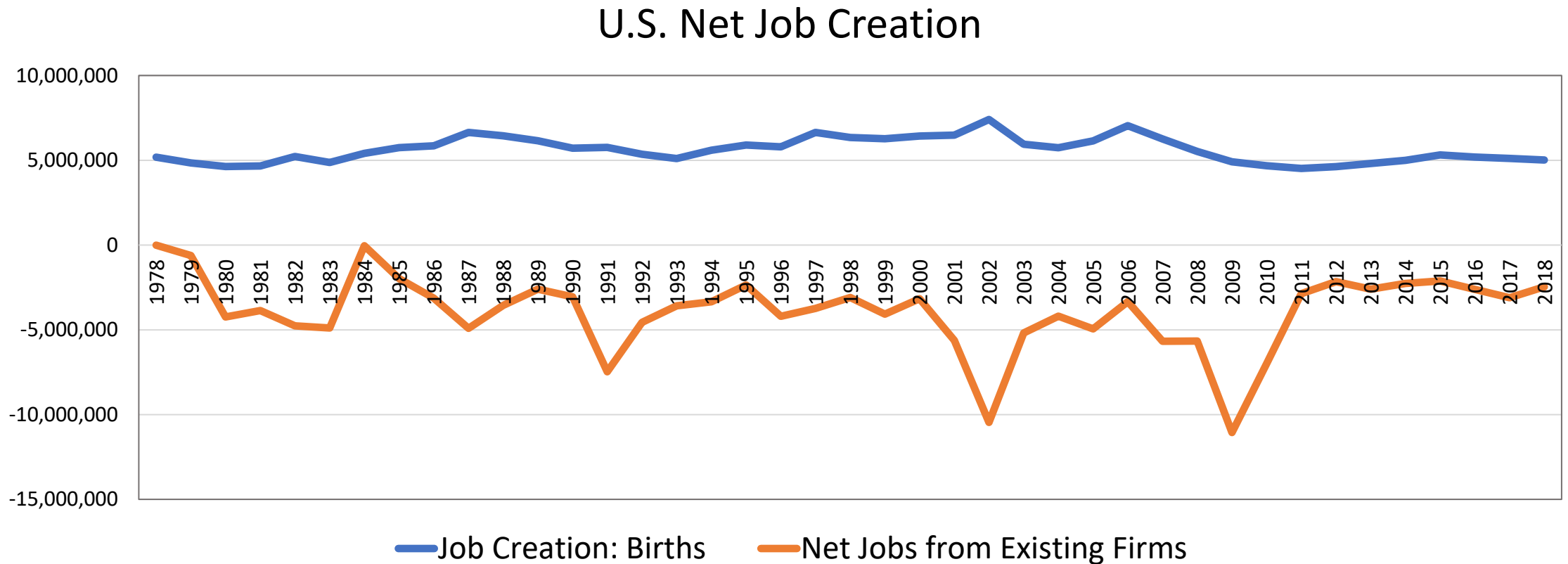


Right to Work states have lower income and higher poverty rates.....



## 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) 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.

The U.S. economy started shifting from a “goods” producing economy (manufacturing) to a “service” producing economy.

## BUSINESS

# How Citibank Made South Dakota the Top State in the U.S. for Business

Little South Dakota (pop. 833,000) holds \$2.5 trillion in bank assets — more than any other state. Here's why.

AMY SULLIVAN AND NATIONAL JOURNAL JULY 10, 2013





Three “waves” of economic growth and development strategy thinking.

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

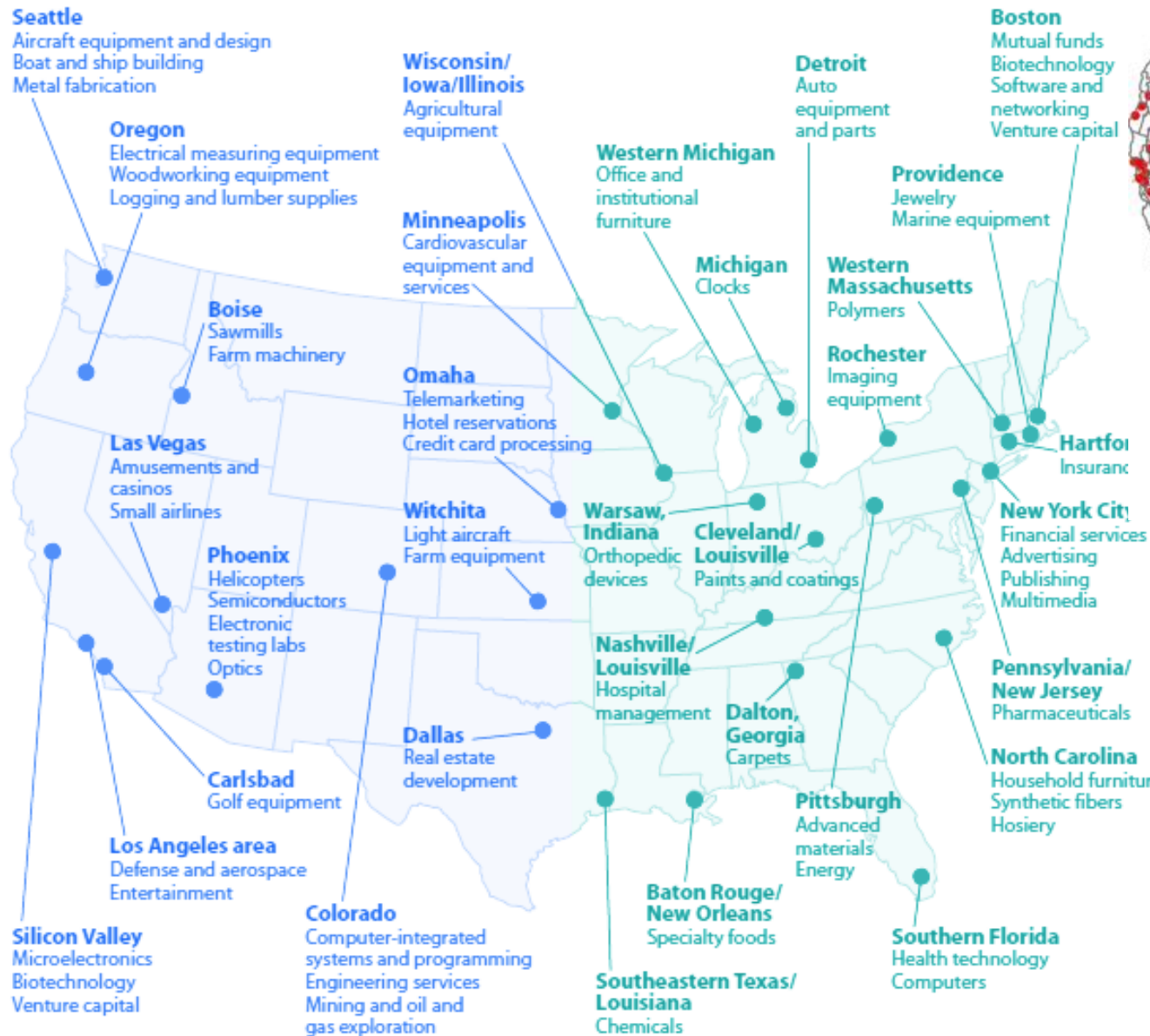
Almost single handedly due to Porter and EDA’s embracing of Porter.

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

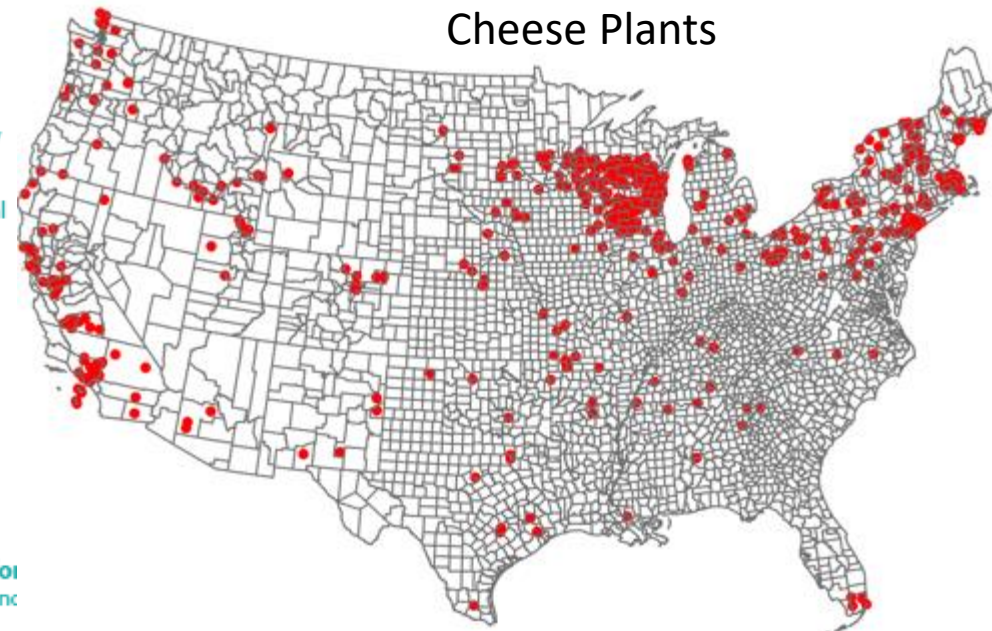
Networking is key to dynamic and vibrant clusters, to facilitate such networking form public-private partnerships.

Invest in public institutions that can support the cluster.

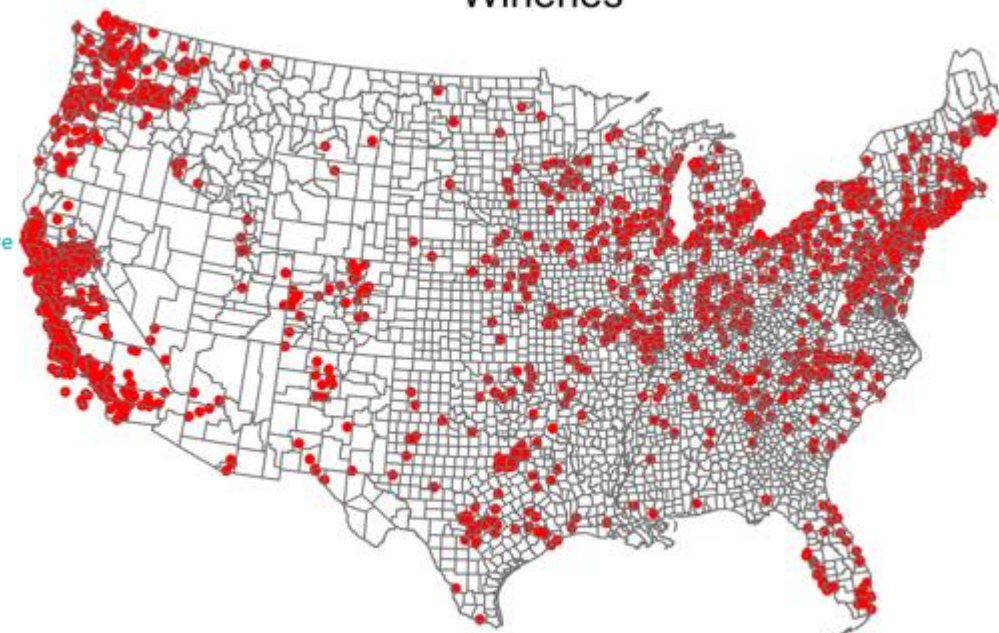




## Cheese Plants



## Wineries



Three “waves” of economic growth and development strategy thinking.

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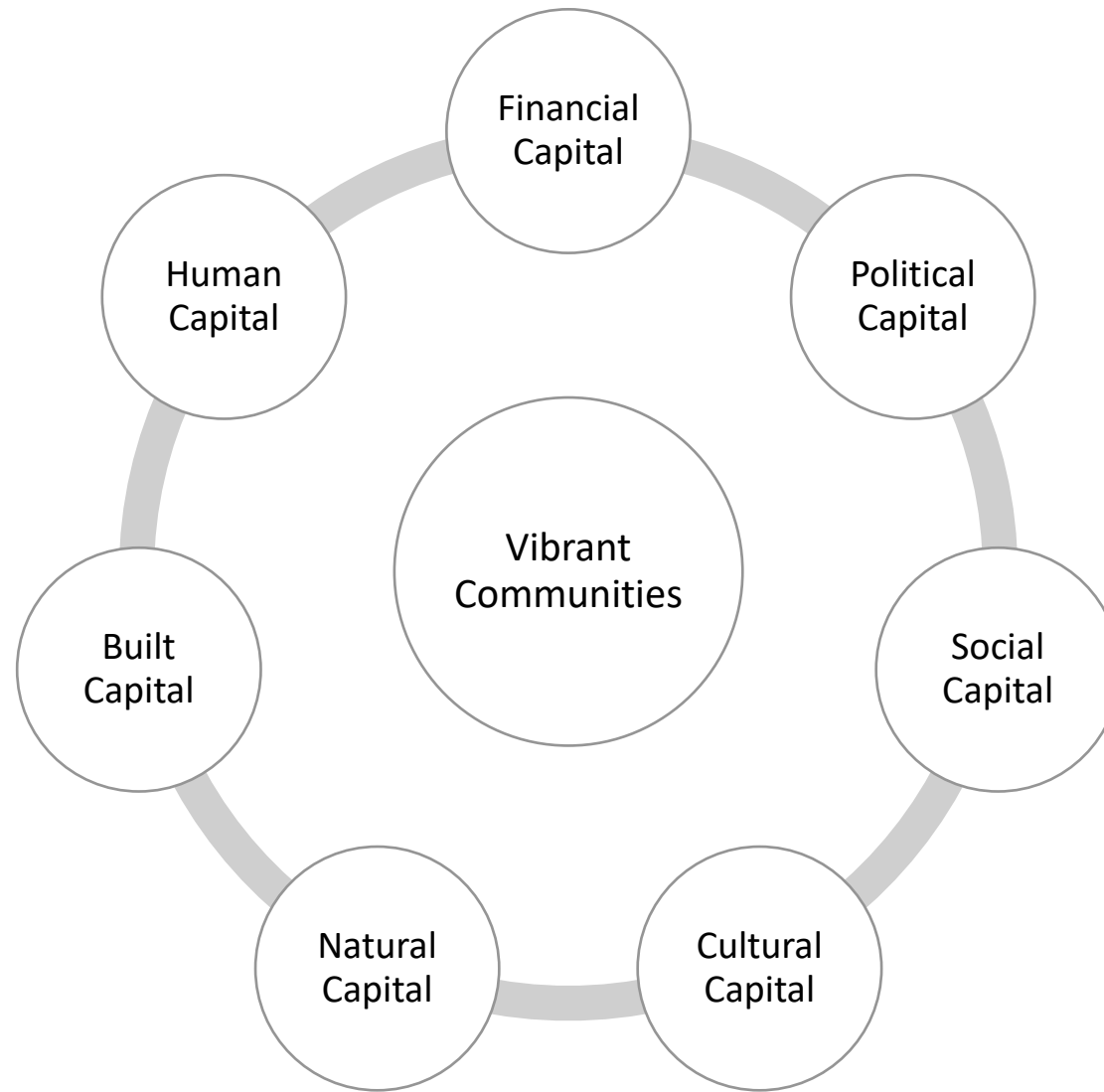
Viable clusters are more than just businesses interconnected through geographically grouped supply chains.

There are strong notions of social capital within viable clusters.

People started to realize that there are multiple factors at play beyond taxes, labor costs, land prices and regulations. We need a “systems thinking” approach.



# The Floras' Community Capitals





Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

Are communities shifting from a “jobs, jobs, jobs” view of economic development to a “people, people, people” view?

Realization that “jobs follow people”?

Are we entering a “systems thinking” approach to economic growth and development?



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

Should this 4<sup>th</sup> wave be “top down” or “bottom up”?

“Top-down”? No, probably not.

“Bottom-up”? Yes, driven by local/regional efforts that reflect the unique situation and desires (objectives) of the community.



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?



Jobs!  
Jobs!  
Jobs!

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



Are we entering a **4<sup>th</sup> wave** of economic growth and development strategy thinking?

**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?



# MISSISSIPPI

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# Why do politicians keep going back to "smokestack chasing"?

Milwaukee Brewers: build us a new stadium or we are leaving Wisconsin.



**Analysis: Foxconn considers another plant in Midwest, but at what cost?**

Jon Swartz USA TODAY

Published 2:38 p.m. ET Aug. 8, 2017 | Updated 3:30 p.m. ET Aug. 8, 2017



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

Institutional Location Theory: Large firms have outsized leverage.

Does Molotch's Growth Machine Theory come into play here?

Peter Eisenger:

- “The Rise of the Entrepreneurial State” (1988)
- “The Demise of the Entrepreneurial State” (1995?)

At the state/federal level policy makers have very high discount rates, but at the local levels people are making investments with an eye toward their children.



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

Make investments that will make your community as attractive to this person as much as possible: “[f]ind an area that you want to live, then start your business.” (p160).



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

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.



Are we entering a 4<sup>th</sup> wave of economic growth and development strategy thinking?

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.

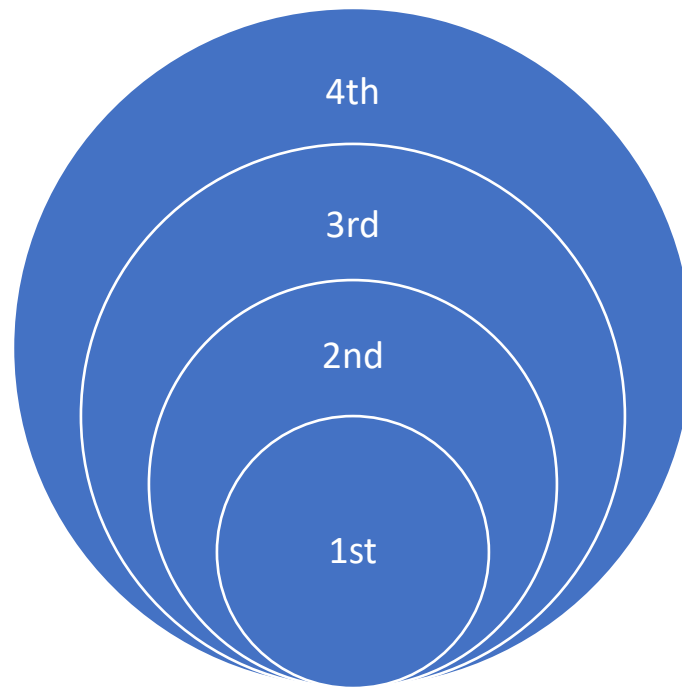




Do the strategies that flow from these different “waves” of thinking replace those that came before?

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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