

Economic Development Strategic Planning

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INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

The Power of Knowledge and Leadership



Organizing for Strategic Planning

Agenda:



Importance of Engagement



Who to Include



Roles and Responsibilities



Leadership

Benefits of involving others

Gathers important insights & perceptions

- Strengths, weaknesses & opportunities

Engages broad array of expertise & talents

Builds capacity, skills & knowledge

Generates vested interest, understanding & support

Brings increased resources to implement plan

Engagement builds capacity for implementation

- Form reliable, replicable, processes for working well together
- Trust developed across boundaries of disciplines, interests and perspectives
- Stakeholders “join in” rather than “buy in”
- Implementation begins during planning

Assessing stakeholder interests

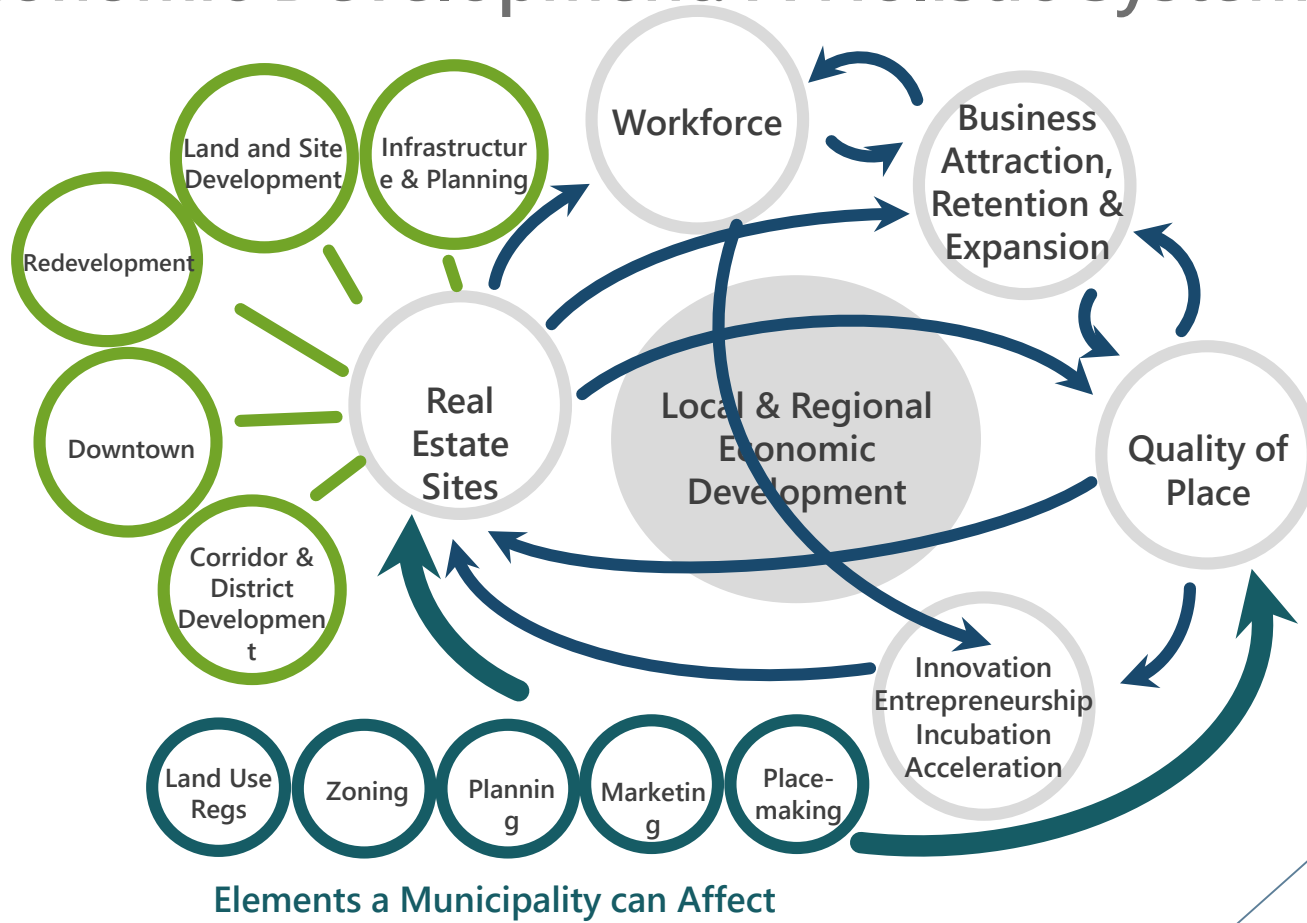
- **Supply**

- Delivers project or program
- Pays for project or program

- **Demand**

- Targeted to benefit from or consume project or program
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Economic Development: A Holistic System



Examples of who to include

- Banks & financial institutions
 - Business leaders
 - Chambers of commerce
 - Citizens (youth to retiree)
 - City/county planners
 - Convention bureau directors
 - EDO reps
 - Elected officials
 - Department heads
 - Human service orgs
 - Local media
 - Neighborhood groups
 - ED partners
 - Workforce leaders
 - Utility providers
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Roles and responsibilities

Leadership team

Advisory team

Task forces

Public relations team

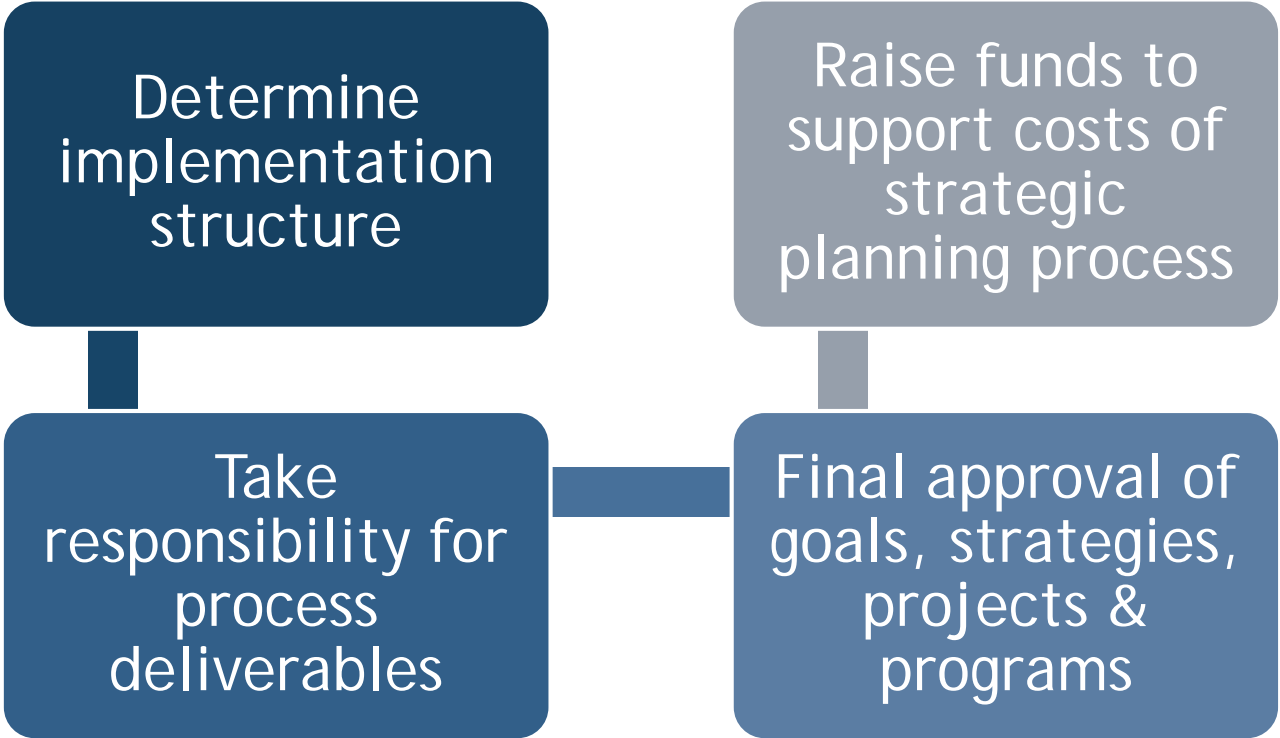
Consulting team

Executive team

Choosing leaders

-  Well-respected by cross section of the community
-  Known for getting things done & done well
-  Successful in launching new ventures
-  Easily able to recruit others to join in
-  Reputation for being fair, just & ethical
-  Thought of as genuinely respectful of others

Leadership team's core responsibilities



Advisory team

- Increases knowledge base of core group of leaders
 - Makes recommendations to core committee
 - Subject matter experts
 - Provides advice on strategic & technical matters
 - Larger & broader in terms of representation
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An advisory team should consider:



Task force(s) responsibility

- Everyday doers
 - Work groups, study groups, work committees, or subcommittees
 - Support strategic planning goals & directives
 - May also be set up after plan has been developed
 - Created to conduct, oversee, or support specific work activities or issues
 - Economic analysis, strategy development, action plan development, project feasibility
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Task force(s) makeup

- Advisory team member with relevant expertise can chair respective task force
 - Ideal to include people who represent organizations that can contribute helpful resources
 - Excellent leadership development vehicle for the community
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Consulting team benefits

Assists in designing planning process

Facilitates process

Conducts data research & analysis

Brings outside perspectives & expertise

Provides objectivity

**BUT...hiring a consultant is not a substitute for
community involvement or leadership**

Public relations team goals



Build & strengthen relationships with stakeholders



Disseminate information regularly



Positioning reality-based messages

- Perception vs. reality



Should work in tandem with core leadership team

Public outreach checklist

1. At periodic intervals aligned with key milestones...
 - a. hold briefings for community stakeholders
 - b. prepare progress reports
 - c. write personal letters
 - d. make personal telephone calls
 - e. talk with people individually
 2. Coordinate activities as part of broader, well-planned PR strategy
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Be prepared to answer questions



Who are the champions of the plan & who is involved?



What is the vision behind the plan?



Where did the impetus for the plan or project come from?



Who decided the strategy and/or project?
• How & why is that important?



What is the desired impact of the strategies or projects?

Executive team roles

- Help ensure successful execution
 - Oversee, advise on & carry out implementation process
 - provide advisement & direction
 - Largely charged with orchestrating implementation
 - prioritize program implementation
 - identify & secure resources
 - monitoring & evaluating overall plan
 - Core leadership team, recalibration of initial core team, newly created entity, or hybrid
 - Ideally includes some individuals who participated in planning process
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Be prepared to answer questions



What is the nature of the costs of the project & who bears them?



What is the duration of the process?



What are the immediate next steps?



How can others get involved & help?



What is the context in which it will be implemented?

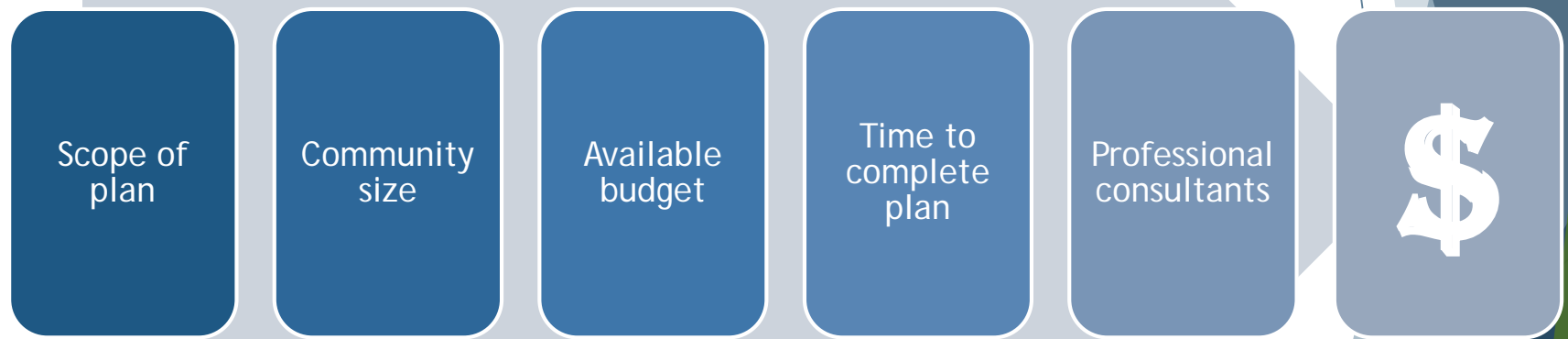


How consequential are the changes proposed & for whom?



What are the benefits of the plan & to whom do they accrue?

Factors affecting costs





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