IEDC PROFESSIONAL DEVELOPMENT GUIDE

Build Your Competitiveness and Advance Your Career With IEDC

Visit iedconline.org/prodev
Professional Development Guide
For Economic Developers at All Levels

The International Economic Development Council’s (IEDC) training courses, conferences, webinars, scholarships, and Certified Economic Developer (CEcD) program offer a range of opportunities to boost your knowledge, enhance your network, and advance your community. Your career and your community demand cutting-edge economic development skills. IEDC is here to help.

Webinars
With no travel, no hotels, and no lost days from the office, our webinars are a cost-effective professional development program. Learn about the latest research, techniques, and industry tools in a convenient online environment.

Go to iedconline.org/webinars to see what topics we’re exploring.

Training courses
Our interactive courses are the leading source of education for economic developers at all levels of experience and provide an international perspective focusing on real-life experiences, best practices, and tools you can use in your community.

Go to iedconline.org/courses for upcoming courses.

Certified Economic Developer Program
Certified Economic Developers (CEcDs) are part of a network of more than 1,100 professionals who have demonstrated a high degree of knowledge and practical, applicable experience. Recertification requirements are designed to allow Certified Economic Developers to remain up to date on the latest best practices of the field. Ready to sit for the exam or recertify?

Go to iedconline.org/CEcD to see what’s required.

Conferences
Our Leadership Summit, Economic Future Forum, and Annual Conference will not only connect you with others who share your goals and experiences, but will also keep you at the forefront of the profession by providing access to insights from community leaders, industry experts, and federal policymakers.

Go to iedconline.org/upcomingevents for upcoming conferences.
# 2021 IEDC Calendar of Events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
<th>Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 14-15</td>
<td>Technology-Led Economic Development Course</td>
<td>Online</td>
</tr>
<tr>
<td>January 28-29</td>
<td>Business Retention &amp; Expansion Course</td>
<td>Online</td>
</tr>
<tr>
<td>February 3-5</td>
<td>Economic Development Credit Analysis Course</td>
<td>Online</td>
</tr>
<tr>
<td>February 11</td>
<td>CEcD Exam Essentials Workshop</td>
<td>Online</td>
</tr>
<tr>
<td>February 18-19</td>
<td>Managing Economic Development Organizations Course</td>
<td>Online</td>
</tr>
<tr>
<td>March 6, 11-12</td>
<td>Certified Economic Developer (CEcD) Exam</td>
<td>Online</td>
</tr>
<tr>
<td>March 11-12</td>
<td>Real Estate Development and Reuse Course</td>
<td>Online</td>
</tr>
<tr>
<td>March 15-16</td>
<td>2021 IEDC Leadership Summit</td>
<td>Online</td>
</tr>
<tr>
<td>March 25-26</td>
<td>Entrepreneurial &amp; Small Business Development Strategies Course</td>
<td>Online</td>
</tr>
<tr>
<td>April 15-16</td>
<td>Economic Development Marketing and Attraction Course</td>
<td>Online</td>
</tr>
<tr>
<td>April 20-21</td>
<td>Introduction to Entrepreneurship-led Economic Development Course</td>
<td>Online</td>
</tr>
<tr>
<td>April 22-23</td>
<td>Accelerating Growth through Entrepreneurship-led Economic Development Course</td>
<td>Online</td>
</tr>
<tr>
<td>May 4-5</td>
<td>Workforce Development Strategies Course</td>
<td>Online</td>
</tr>
<tr>
<td>May 6-7</td>
<td>Business Retention &amp; Expansion Course</td>
<td>Online</td>
</tr>
<tr>
<td>May 19-21</td>
<td>Economic Development Finance Programs Course</td>
<td>Online</td>
</tr>
<tr>
<td>June 3-4</td>
<td>Economic Development Marketing and Attraction Course</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>June 5-6</td>
<td>Certified Economic Developer (CEcD) Exam</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>June 6-8</td>
<td>2021 IEDC Economic Future Forum</td>
<td>Spokane, WA</td>
</tr>
<tr>
<td>June 17-18</td>
<td>Introduction to Entrepreneurship-led Economic Development Course</td>
<td>Online</td>
</tr>
<tr>
<td>June 24</td>
<td>Economic Development Ethics Workshop</td>
<td>Online</td>
</tr>
<tr>
<td>July 15-16</td>
<td>Real Estate Development and Reuse Course</td>
<td>Online</td>
</tr>
<tr>
<td>July 29-30</td>
<td>Accelerating Growth through Entrepreneurship-led Economic Development Course</td>
<td>Online</td>
</tr>
<tr>
<td>August 12-13</td>
<td>Economic Development Strategic Planning Course</td>
<td>Online</td>
</tr>
<tr>
<td>August 26-27</td>
<td>Entrepreneurial &amp; Small Business Development Strategies Course</td>
<td>Online</td>
</tr>
<tr>
<td>August 31 - September 1</td>
<td>Workforce Development Strategies Course</td>
<td>Online</td>
</tr>
<tr>
<td>September 15-17</td>
<td>Economic Development Credit Analysis Course</td>
<td>Online</td>
</tr>
<tr>
<td>September 30 - October 1</td>
<td>Business Retention &amp; Expansion Course</td>
<td>Nashville, TN</td>
</tr>
<tr>
<td>October 2-3</td>
<td>Certified Economic Developer (CEcD) Exam</td>
<td>Nashville, TN</td>
</tr>
<tr>
<td>October 3-6</td>
<td>2021 IEDC Annual Conference</td>
<td>Nashville, TN</td>
</tr>
<tr>
<td>November 2-3</td>
<td>Neighborhood Development Strategies Course</td>
<td>Online</td>
</tr>
<tr>
<td>November 4-5</td>
<td>Real Estate Development and Reuse Course</td>
<td>Online</td>
</tr>
<tr>
<td>December 2-3</td>
<td>Foreign Direct Investment and Exporting Course</td>
<td>Online</td>
</tr>
</tbody>
</table>
With over 1,110 Certified Economic Developers (CEcD) worldwide, IEDC’s certification program is the industry gold standard for excellence in the profession.

The CEcD exam unites the field by establishing a baseline of core knowledge for economic development professionals. By offering this highly sought after and comprehensive designation, IEDC promotes the status and credibility, as well as enhances the knowledge and performance, of all economic developers.

WHY EMPLOYERS SHOULD INVEST IN CEcDs

Help Your Staff Become Certified
Make an investment in your staff, their future in the profession, and the future of your organization by encouraging their path towards certification.

The Value of CEcDs to Employers
As leaders of your organization, you want to show your stakeholders and community that you are committed to professional excellence. Having one or more CEcDs on your team demonstrates your organization’s experience and enhances your credibility.

As an employer, your investment in certification can have long-lasting benefits. It can:
- Improve your staff’s education and knowledge
- Boost your staff’s level of confidence and professionalism
- Enhance the image and credibility of your organization
All candidates for the Certified Economic Developer exam must first meet three (3) requirements:

1. Experience Requirement
   Completion of four years of consecutive, paid, full-time economic development or related experience.

2. Education Requirement
   Completion of four core courses and two elective courses.
   
   **Core Courses:**
   - Introduction to Economic Development or Basic Economic Development Course
   - Business Retention and Expansion
   - Economic Development Credit Analysis
   - Real Estate Development and Reuse

   **Elective Courses:**
   - Economic Development Finance Programs
   - Economic Development Marketing and Attraction
   - Economic Development Strategic Planning
   - Entrepreneurial and Small Business Development Strategies
   - Foreign Direct Investment and Exporting
   - Managing Economic Development Organizations
   - Neighborhood Development Strategies
   - Technology-Led Economic Development
   - Workforce Development Strategies

   *We offer a number of equivalencies and special waivers. Visit iedconline.org/prodev for details.*

3. CECd Exam Essentials Workshop Requirement
   New candidates applying to sit for an exam must participate in “CEcD Exam Essentials Workshop,” either in person or online. This workshop provides candidates with a complete overview of the Certified Economic Developer (CEcD) exam process, from the application to the oral examination. They will learn tools and techniques for preparing for the exam and witness a mock oral interview. This workshop is offered at the Annual Conference and Economic Future Forum, free of charge. It will also be offered virtually on February 5, 2021.
New for 2021!

Developed with support from the Kauffman Foundation and the U.S. Economic Development Administration (EDA) and in partnership with SourceLink, two new courses are being added to IEDC’s professional development line-up. They are designed for professionals who work with entrepreneurs and small businesses as well as those that support them via programs, networks and approaches that foster small business and entrepreneurial growth.

Economic developers can also pursue a new professional certification to demonstrate to their peers and community leaders that they have the skills and experience to make a difference in the community through entrepreneurship-led economic development (ELED). The new credential connects entrepreneurship support, economic development and community development approaches in order to create and nurture thriving entrepreneurial ecosystems.

Who is this for?

For professionals who work at:

- Economic Development Organizations (EDO)
- Entrepreneurship Support Organizations (ESO)
- City, county, state, or federal government
- Institution of higher education
- Chamber of Commerce
- Bank, venture capital, or investment firms

Benefits of new training courses and credential:

- Learn from experienced entrepreneurship professionals on how to practice ELED strategies and learn the tools needed to connect entrepreneurship focused resources in your community.
- Hands-on and interactive training courses that provide an opportunity to evaluate and develop or build upon an ELED strategy for your community.
- Continued professional development beyond the initial certification to contribute to the development of this new field.
Who would benefit from this new credential?

- Anyone working with entrepreneurs, startups, small businesses, or working to support entrepreneurship in their region.
- Professionals looking to create or strengthen the entrepreneurial infrastructure in their region.
- Economic developers who want to practice entrepreneurship-led economic development.
- Entrepreneurship support professionals wanting to better understand ELED strategies.

Requirements for new certification:

Experience Requirement

- Minimum of 2 years of paid, full-time work in economic development or entrepreneurial support.

Education Requirements

- Required courses:
  - Entrepreneurship and Small Business Development Strategies
  - Introduction to Entrepreneurship-Led Economic Development (ELED I)
  - Accelerating Growth through Entrepreneurship-Led Economic Development (ELED II)
  - Economic Development Credit Analysis

- Electives (choose one):
  - Neighborhood Development Strategies
  - Tech-led Economic Development
  - Business Retention and Expansion
  - Economic Development Finance Programs

Current CEcDs must complete the ELED I and ELED II core courses. If a current CEcD completed one of the ELED elective courses in order to meet the requirements of the CEcD, then they will have met the ELED elective requirement. CEcDs must meet both the core and elective requirements of ELED to be eligible to sit for the ELED exam.
Select Course Instructors

Dionne Baux
Director of Urban Programs
Main Street America
Chicago, IL
*Neighborhood Development Strategies*

Erik Collins
Director
Montgomery County Community & Economic Development
Dayton, OH
*Business Retention and Expansion*

Julie Curtin
President, Economic Development Development Counsellors International (DCI)
Denver, CO
*Economic Development Marketing and Attraction*

Josh Devine, CEcD
Economic Opportunity Strategist
Fourth Economy
Pittsburgh, PA
*Economic Development Strategic Planning*

Sandy Dubay
Founder and CEO
Platinum PR
Frederick, MD
*Economic Development Marketing and Attraction*

Jeff Finkle, CEcD
President & CEO
International Economic Development Council (IEDC)
Washington, DC
*Managing Economic Development Organizations*

Brittany Harris
Senior Digital Strategist
Frazier Heiby
Jersey City, NJ
*Business Retention and Expansion*
Select Course Instructors

**Rob Hunden**
President
Hunden Strategic Partners
Chicago, IL
*Real Estate Development and Reuse*

**Carol Lauffer**
Principal
Business Cluster Development LLC
Palo Alto, CA
*Technology-Led Economic Development*
*Entrepreneurial and Small Business Development Strategies*

**Diane Lupke, CEcD, FM, HLM**
President
Diane Lupke & Associates, Inc.
Newton, WI
*Workforce Development Strategies*
*Neighborhood Development Strategies*

**Bob Okabe**
Venture Development Principal
University of Chicago
Chicago, IL
*Technology-Led Economic Development*

**Chris Pumphrey**
Executive Director
Douglas County Economic Development
Douglasville, GA
*Real Estate Development and Reuse*

**Deborah Smith, SIOR, CEcD**
Vice President, Industrial
Cushman & Wakefield/EGS
Commercial Real Estate
Birmingham, AL
*Real Estate Development and Reuse*

**Kathy Therieau**
Business Advisory Group Executive
Rhode Island Commerce
Providence, RI
*Foreign Direct Investment and Exporting*

**Laith Wardi, CEcD**
President and Founder
ExecutivePulse, Inc.
Erie, PA
*Business Retention and Expansion*
Register for one of IEDC’s Virtual Economic Development Academies (Academy)! An Academy includes: Two IEDC Training Courses, a Virtual Happy Hour with your peers who are attending the course, and the CEcD Exam Essentials Workshop. Within four days, attendees can fulfill three of seven professional development requirements needed to sit for the Certified Economic Developer (CEcD) Exam. We are also offering an Academy to compliment our Entrepreneurial-Led Economic Developer (ELED) program. Attending an ELED Academy will fulfill two of the five professional development requirements needed to sit for the ELED exam. Recertification credits are also provided to CEcDs for attending any courses within an Academy.

The Academy includes:

• Two IEDC Training Courses
• A Virtual Happy Hour with your peers who are attending the course
• The CEcD Exam Essentials Workshop

Registering for the Academy saves you 15% on the cost of both courses!

In 2021, IEDC is offering the following Virtual Academy’s:

**May 4-7**
Workforce Development Strategies (Elective Course)
Virtual Happy Hour (following Day 1 of the first course)
CEcD Exam Essentials Workshop (following Day 2 of the first course)
Business Retention and Expansion (Core Course)

**November 2-5**
Neighborhood Development Strategies (Elective Course)
Virtual Happy Hour (following Day 1 of the first course)
CEcD Exam Essentials Workshop (following Day 2 of the first course)
Real Estate Development and Reuse (Core Course)

**April 20-23**
Introduction to Entrepreneurship-led Economic Development (Core Course)
Virtual Happy Hour (following Day 1 of the first course)
Accelerating Growth through Entrepreneurship-led Economic Development (Core Course)
About the Course

This comprehensive training course will introduce the economic development profession to participants both new and experienced. Learn how economic development strategies can be structured to encourage local and regional development and advance your community’s growth potential. This course emphasizes theoretical and practical perspectives on economic development and provides participants with the skills they need to organize, plan, and implement economic growth initiatives. Those new to economic development are encouraged to take this course first as an overview of the field’s key activities.

Course Offerings

See pages 22-23 for the BEDC Calendar

The Basic Economic Development Course (BECD) meets IEDC’s requirements and is equivalent to the Introduction to Economic Development course. BEDC course directors collaborate regularly with IEDC to ensure the quality of the BEDC course content is consistent with IEDC’s Introduction to Economic Development Course. IEDC’s accredited programs are operated independently by our recognized partners.
About the Course

This interactive course presents the core components of a BRE program and why the concerns of local businesses need to be actively addressed. Learn the “red flags” that may indicate a company is looking to move elsewhere, and learn how to structure an effective technical assistance program to respond to business concerns. This course helps participants understand how a BRE program relates to attraction, workforce development, small business finance, technology transfer, and many other economic development activities.

Course Highlights

• Establishing, maintaining, and upgrading a BRE program
• Creating effective models for business visitations and surveys
• Customer Relationship Management (CRM) techniques
• Marketing a BRE program
• Establishing an early warning system
• Cluster- and industry-focused BRE programs
• Tracking and analyzing customer feedback and response
• Quantitative and qualitative economic development metrics

Course Offerings

► January 28-29, 2021 | Online
  Early Rate By: Dec. 18, 2020
  Regular Rate: Dec. 19 - Jan. 15, 2021
  Late Rate After: Jan. 15, 2021

► May 6-7, 2021 | Online
  Early Rate By: March 26, 2021
  Regular Rate: March 27 - April 23, 2021
  Late Rate After: April 23, 2021

► September 30 - October 1, 2021 | Nashville, TN
  Early Rate By: Aug. 20, 2021
  Regular Rate: Aug. 21 - Sep. 17, 2021
  Late Rate After: Sep. 17, 2021

This course is part of IEDC’s Economic Development Academy.
About the Course

This hands-on course presents business financing tools and available private financing options, as well as how the public sector can complement bank financing. Course participants will perform credit analysis by determining how well a company buys and sells to make a profit. Learn how to read financial reports, financial statements, balance sheets, and profit and loss statements. Enroll now to understand the basics of structuring deals for small businesses that often combine public and private sector financing programs.

Course Highlights

- Business credit analysis and deal structuring/restructuring
- Credit risk, maturity risk, rate risk, and liquidity
- Determining if a firm is productive and profitable
- Analysis of small business lending programs
- Negotiation and loan packaging options
- Review SBA, HUD, USDA, and commercial lending programs
- Overview of real estate financing and lending tools

Course Offerings

- **February 3-5, 2021 | Online**
  - Early Rate By: Dec. 24, 2020
  - Regular Rate: Dec. 25 - Jan. 22, 2021
  - Late Rate After: Jan. 22, 2021.

- **September 15-17, 2021 | Online**
  - Early Rate By: Aug. 6, 2021
  - Regular Rate: Aug. 7 - Sep. 3, 2021
  - Late Rate After: Sep. 3, 2021.
About the Course

This course clearly articulates the eight-stage process for real estate development and reuse from conception to realization. Learn a wide variety of financing tools that are available at the local, regional, and state levels, including tax increment financing, bond financing, tax credits, tax abatements, land assembly, and brownfield redevelopment. Multiple in-class case studies will be used to help participants work through actual financial and regulatory problems.

Course Highlights

• Housing, retail, office, industrial, hotel, and mixed-use development
• Regulatory and approval process including zoning and permitting
• Assessing community involvement and political feasibility
• Public, private, and nonprofit financial modeling
• Understanding the pro forma operating statement structure
• Property valuation and capitalization rates
• Brownfield redevelopment phase structure and liability
• Request for qualification/proposal process

Course Offerings

► March 11-12, 2021 | Online
  Early Rate By: Jan. 29, 2021
  Regular Rate: Jan. 30 - Feb. 26, 2021
  Late Rate After: Feb. 26, 2021

► July 15-16, 2021 | Online
  Early Rate By: June 4, 2021
  Regular Rate: June 5 - July 2, 2021
  Late Rate After: July 2, 2021

► November 4-5, 2021 | Online
  Early Rate By: Sep. 24, 2021
  Regular Rate: Sep. 25 - Oct. 22, 2021
  Late Rate After: Oct. 22, 2021

This course is part of IEDC’s Economic Development Academy.
About the Course

This course focuses on building an understanding of the importance of building a community centered around entrepreneurship and small business creation, sustainability and growth. After taking this course, course participants will be able to identify their role in the ecosystem, understand the roles of others and come away with the skills to bring organizations together around shared goals. Learn important skills such as assessing a community's appetite for risk, identifying resource gaps, understanding the importance of inclusion, and developing practical ways to measure success.

Course Highlights

- Understanding entrepreneurship-led economic development
- Building an inclusive entrepreneurial ecosystem and collaborating with other entrepreneurship support organizations
- Assessing your community’s entrepreneurship composition
- Becoming a trusted source
- Understanding the importance of an inclusive ecosystem
- Measuring and funding your ecosystem
- Addressing BRE, attraction and philanthropy in your entrepreneurship efforts

Course Offerings

**April 20-21, 2021 | Online**

Early Rate By: March 12, 2021  
Regular Rate: March 13 - April 9, 2021  
Late Rate After: April 9, 2021  

*This course is part of IEDC’s Economic Development Academy.*

**June 17-18, 2021 | Online**

Early Rate By: May 7, 2021  
Regular Rate: May 8 - June 4, 2021  
Late Rate After: June 4, 2021
Accelerating Growth through Entrepreneurship-Led Economic Development

ELED CORE COURSE

About the Course

In this interactive course, participants will gain a thorough knowledge of business stages and how to provide support and financial resources addressed specifically to their needs. The course will help participants develop a deep appreciation for the unique needs and challenges of minority and women-owned businesses, and the benefits of building ecosystems in communities of color. Participants will also learn to appreciate the role of legislators and policy makers, how storytelling can influence stakeholders, and a deeper understanding of rural cultures.

Course Highlights

- Overview of the types and stages of businesses, and how to serve their different needs
- Evaluate when companies need funding, the types of funding, and where to find it
- Assist entrepreneurs in creating sustainable growth, and preparing them for potential crises
- Establishing entrepreneurial ecosystems in communities of color and understanding the reality of challenges faced by minority, women, and LGBT owned companies.
- Understanding the unique issues in developing entrepreneurs in rural areas
- Learn how to communicate with decision-makers about the benefits of ELED
- The art of storytelling and how to tell your story

Course Offerings

- **April 22-23, 2021 | Online**
  - Early Rate By: March 12, 2021
  - Regular Rate: March 13 - April 9, 2021
  - Late Rate After: April 9, 2021

- **July 29-30, 2021 | Online**
  - Early Rate By: June 18, 2021
  - Regular Rate: June 19 - July 16, 2021
  - Late Rate After: July 16, 2021

*This course is part of IEDC’s Economic Development Academy.*
About the Course

The core objective of this analytical course is to explain the financial tools used to stimulate private sector investment that results in the creation of permanent private sector jobs, increased productivity, and improvement in the local tax base. Course participants will learn how to calculate debt/service ratios, cash-on-cash rate of return, capitalization rates, underwriting ratios, debt coverage ratios, and similar financial tools used to identify project feasibility. Course instructors will also spend time teaching how potential investors measure return on investment (ROI) and how lenders evaluate risk. Participants will have an opportunity to work through multiple case studies in order to solidify their knowledge of the finance programs.

Course Highlights

• Learn how to help small businesses adjust the imbalance between cost and revenue
• Explore the fundamentals of reducing risk of default and foreclosure
• Understand credit risks – matching sources and uses of funds to lower monthly payments and strengthen cash flow position
• Review maturity risks – providing collateral substitution with guarantee of collateral cushion
• Evaluate Community Development Block Grants, Rural Business Enterprise Grants, and Public Infrastructure Grants
• Revolving Loan Funds and Community Development Financial Institutions
• New Markets Tax Credits, Historic Preservation Tax Credits, and Tax Increment Financing

Course Offering

May 19-21, 2021 | Online

Early Rate By: April 9, 2021
Regular Rate: April 10 - May 7, 2021
Late Rate After: May 7, 2021
CEcD ELECTIVE COURSE

About the Course

Businesses looking to relocate or expand need accurate, up-to-date, and credible information, and communities need rock-solid marketing techniques to reach the needs of the business community. Course participants will learn how to craft their community’s message and explore various communication mediums, including how to best utilize social media and web technologies as an economic development marketing tool. Case studies and sample plans will highlight the dos and don’ts of economic development marketing and attraction.

Course Highlights

• Site selection fundamentals, including corporate strategies
• Identifying target audiences using data-driven techniques
• Developing a community marketing plan and brand
• Garnering internal and external support for the marketing campaign
• Engaging social media and website design to target new markets
• Benchmarking, evaluating, and monitoring the marketing plan

Course Offerings

April 15-16, 2021 | Online
Early Rate By: March 5, 2021
Regular Rate: March 6 - April 2, 2021
Late Rate After: April 2, 2021

June 3-4, 2021 | Spokane, WA
Early Rate By: April 23, 2021
Regular Rate: April 24 - May 21, 2021
Late Rate After: May 21, 2021

This course is held in conjunction with the 2021 IEDC Economic Future Forum.
About the Course

This highly interactive course lets participants work in small teams to understand the complexity and challenges of strategic planning. Learn techniques for building consensus among stakeholders who represent different values and interests. Participants will also learn the quantitative techniques used to better understand their community, and explore project assessment methods for setting priorities and measuring their plan’s impact.

Course Highlights

• Stakeholder analysis, structuring participation, and planning fundamentals
• Consensus building, group facilitation, and conflict
• Defining geography, competitive advantage, and SWOT
• Determining vision, mission, goals, and objectives
• Demand-side strategies and supply-side strategies
• Identifying projects and strategy formation and implementation
• Setting realistic benchmarks and measuring success
• Exploring the use of dashboard indicators

Course Offerings

➤ August 12-13, 2021 | Online

Early Rate By: July 2, 2021
Regular Rate: July 3 - July 30, 2021
Late Rate After: July 30, 2021
About the Course

Explore the core aspects of entrepreneurial and small business development. In this course, you will learn the financial and managerial tools economic developers use to create a climate that encourages entrepreneurial and small business development. Practitioners will examine the barriers they face and how communities can leverage their economic development resources to build highly integrated networks to help businesses thrive in the global economy.

Course Highlights

• Identifying and addressing the needs of entrepreneurs
• Defining urban- vs. rural-focused entrepreneurial and small business strategies
• Managing technical assistance (e.g., economic gardening) programs
• Development and management of business incubators
• Understanding federal and state government resources (e.g., SBDCs)
• Financing programs including microlending, venture capital, and angel networks
• Creating a technical assistance tracking system to measure job growth, etc.

Course Offerings

► March 25-26, 2021 | Online
Early Rate By: Feb. 12, 2021
Regular Rate: Feb. 13 - March 12, 2021
Late Rate After: March 12, 2021

► August 26-27, 2021 | Online
Early Rate By: July 16, 2021
Regular Rate: July 17 - Aug. 13, 2021
Late Rate After: Aug. 13, 2021
About the Course

This course teaches the core components of bringing the world economy to your community’s front door. Foreign direct investment (FDI) and exporting are now essential components of a local economic development strategy. Attendees will learn how to attract foreign investors, from identifying targeted sectors to engaging new business. They will also explore how to facilitate exports in their community, with an emphasis on how existing federal and state programs can assist. The course will cover all aspects of doing business with foreign entities, from cultural differences to tax and financing issues.

Course Highlights

- Understanding how the federal government specifically supports EDOs in pursuit of FDI and growing exports, especially among small-to medium-sized businesses
- In-depth coverage of how to make the most of trade shows and trade missions, including working with elected officials and dealing with the press
- Explanation of why an investor would be interested in setting up operations in the U.S., and the means by which they may undertake investment, from mergers and acquisitions to new greenfield development
- Private and public financing programs that ensure exporters of any size have access to capital and insurance
- How foreign business climates differ from that of the U.S., and how to navigate in new markets as well as welcome different cultures into your community
- Review of trade policy, including what steps can be taken if a company encounters trade barriers such as tariffs or unnecessary regulation

Course Offering

- December 2-3, 2021 | Online
  
  Early Rate By: Oct. 22, 2021
  Regular Rate: Oct. 23 - Nov. 19, 2021
  Late Rate After: Nov. 19, 2021
About the Course

This course will focus on the key principles and practices of professional management in economic development. It will define excellence in economic development and explain the fundamentals of managing for results, outcome-based performance, organizational assessment, stakeholder identification, vision and mission scope, organizational culture, and more. Since EDOs differ from one another depending on their available resources, location, and mission, this course is designed to equip a leader of any organization to make the right decisions.

Course Highlights

• Outcome-based management and performance
• Managing conflict and developing a statement of ethics
• Understanding and evaluating the EDOs core competencies
• Serving the customer and measuring customer satisfaction
• Improving knowledge management and internal processes
• Working with board/city council members, staff, and community stakeholders
• Team building, determining hiring needs, and managing budgets
• Leveraging existing resources and working with regional organizations

Course Offering

February 18-19, 2021 | Online

Early Rate By: Jan. 8, 2021
Regular Rate: Jan. 9 - Feb. 5, 2021
Late Rate After: Feb. 5, 2021
About the Course

This practitioner-driven course uses case studies to complement current neighborhood development theory. Participants will learn how to identify major neighborhood actors and their objectives and strategies for redevelopment, as well as understand the process for creating a strategic economic development plan to meet neighborhood development goals.

Course Highlights

- Asset creation, wealth creation, and enterprise development and expansion
- Housing development, real estate speculation, and tax base stabilization
- Public and private sector roles in combating inner city unemployment
- Examining historical and current neighborhood trends
- Performing leakage assessments and gap analyses
- Aligning strategic plans for multiple neighborhood groups
- Understanding the banking and grocery needs of the underserved
- Working with the media to share success stories

Course Offerings

November 2-3, 2021 | Online

Early Rate By: Sep. 24, 2021
Regular Rate: Sep. 25 - Oct. 22, 2021
Late Rate After: Oct. 22, 2021

This course is part of IEDC’s Economic Development Academy.
About the Course

In this course, participants will be introduced to the legal and financial framework for bringing innovation to market, including technology protection and product licensing. Learn how to partner with government, industry, higher education, and the private sector to create a highly integrated network of technology and innovation. Multiple case studies will be presented to explain the role of business incubators, accelerators, venture capital, angel networks, gap financing, and more.

Course Highlights

• Forming strategic alliances and technology clusters
• Building partnerships with higher education and technology councils
• Understanding technology transfer and commercialization
• Reviewing patent, copyright, trademark, and licensing terms
• Developing incubators, accelerators, and research parks
• Developing multiple financing mechanisms for technology businesses
• Debt vs. equity financing options for entrepreneurs and small businesses
• Rural technology-led economic development strategies

Course Offering

- January 14-15, 2021 | Online

  Early Rate By: Dec. 4, 2020
  Regular Rate: Dec. 5 - Jan. 1, 2021
  Late Rate After: Jan. 1, 2021
About the Course

Skilled workers are the backbone of a productive and efficient economy, and a critical decision point in today’s business location decisions. This versatile course explains the essential relationship between economic and workforce development through case studies, practical examples, and current research. Course participants will learn what programs currently leverage federal, state/provincial, and local financial resources to support workforce development. Learn about what you can do through collaborative programs to build the workforce pipeline and upgrade the skills of your community’s existing workforce. Other topics will include: the emerging demand-driven model in workforce development, sector strategies for targeted industry clusters, K-12 development and integration, occupational analysis, talent attraction, and more.

Course Highlights

• The core components of the workforce development system and its essential role in economic development
• Understanding occupational data analysis
• Assessing the qualifications, skills, and abilities of the current workforce
• Recruitment and retention of a skilled labor force
• The role of higher education in workforce and economic development
• New alliances, new models, federal funding, and best practices in regional and local initiatives

Course Offerings

<table>
<thead>
<tr>
<th>May 4-5, 2021</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Rate By: March 26, 2021</td>
<td></td>
</tr>
<tr>
<td>Regular Rate: March 27 - April 23, 2021</td>
<td></td>
</tr>
<tr>
<td>Late Rate After: April 23, 2021</td>
<td></td>
</tr>
</tbody>
</table>

This course is part of IEDC’s Economic Development Academy.

<table>
<thead>
<tr>
<th>August 31 - September 1, 2021</th>
<th>Online</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Rate By: July 21, 2021</td>
<td></td>
</tr>
<tr>
<td>Regular Rate: July 22 - Aug. 18, 2021</td>
<td></td>
</tr>
<tr>
<td>Late Rate After: Aug. 18, 2021</td>
<td></td>
</tr>
</tbody>
</table>
2021 Basic Economic Development Courses

ACCREDITED PROGRAMS

**February 2-5, 2021**
Louisiana
Hammond, LA
- Karen Romero
  - kromero@selu.edu
  - 985-549-3831
  - www.lideatraining.com/training-courses

**February 8-12, 2021**
Arizona Association
Phoenix, AZ
- Carrie Kelley
  - carrie@aaed.com
  - 602-240-2233
  - www.aaed.com

**March 23 - March 26, 2021**
Georgia Tech
Atlanta, GA
- Alan Durham
  - alan.durham@innovate.gatech.edu
  - 404-385-5137
  - www.ohioeda.com

**April-June 2021**
Ohio
Columbus, OH
- Mark Barbash
  - mbarbash@ohioed.com
  - (614) 774-7599
  - www.ohioeda.com/events

**April 5-8, 2021**
Mid-South
Little Rock, AR
- Shelley Short
  - shelley@aedce.org
  - 501-210-4206
  - www.aedce.org/mid-south-basic

**April 12–16 & 19-22, 2021**
Heartland
Cedar Falls, IA
- James Hoelscher, CECd
  - james.hoelscher@uni.edu
  - 319-273-6944
  - https://bcs.uni.edu/heartland/

**May 3-6, 2021**
Tennessee
Knoxville, TN
- Kim Denton, CECd
  - kim.denton@tennessee.edu
  - 865-974-8464
  - www.cis.tennessee.edu/tbedc

**June 2021**
New York
Albany, NY
- Robert Camoin
  - rcamoin@camoinassociates.com
  - 518.899.2608 ext 102
  - https://www.nysedc.org

**July 12-16, 2021**
Auburn University
Auburn, AL
- David Mixson
  - mixsoad@auburn.edu
  - 334-844-3887
  - http://auburn.edu/outreach/gedi/intensive/

**July 18-23, 2021**
Western New Mexico University
Rio Rancho, NM
- Noreen Scott
  - noreen.scott73@gmail.com
  - 505-710-7172
  - Econdevacademy.com

**July 26-30, 2021**
Chesapeake
Frederick, MD
- Sandy Dubay
  - sandy@medamd.com
  - 410-347-1246
  - MEDAmd.com

**August 2-5, 2021**
NC Chapel Hill
Chapel Hill, NC
- Jonathan Morgan
  - morgan@sog.unc.edu
  - 919-843-0972
  - www.sog.unc.edu/courses/basic-economic-development
2021 Basic Economic Development Courses

**ACCREDITED PROGRAMS**

- **July 26-29, 2021**
  Kentucky
  Frankfort, KY
  📧 Matt Tackett
  📧 mtackett@kaedonline.org
  📞 859-338-6784
  🌐 www.kaedonline.org

- **August 22-23, 2021**
  Illinois
  Naperville, IL
  📧 Cindy Cobetto
  📧 cgorsag@siue.edu
  📞 618-650-2164
  🌐 www.bedillinois.org

- **August 16-19, 2021**
  Northwest
  Ellensburg, WA
  📧 Linda Alongi
  📧 linda.alongi@commerce.wa.gov
  📞 (360) 725-4031
  🌐 www.commerce.wa.gov/nwedcourse

- **August 16-19, 2021**
  Michigan
  Lansing, MI
  📧 Matt Tackett
  📧 mtackett@kaedonline.org
  📞 859-338-6784
  🌐 www.kaedonline.org

- **August 30 - September 3, 2021**
  Indiana Communities Institute
  Muncie, IN
  📧 Brian Blackford
  📧 bablackford@bsu.edu
  📞 765-285-4912
  🌐 www.bsualumni.org

- **September 13-16, 2021**
  Wisconsin
  Madison, WI
  📧 Brian Doudna
  📧 bdoudna@weda.org
  📞 608-255-5666
  🌐 www.weda.org

- **September 14-16, 2021**
  Michigan
  Lansing, MI
  📧 John Avery
  📧 avery.john@medaweb.org
  📞 517-241-0011
  🌐 www.medaweb.org

- **September 20-23, 2021**
  True South
  Hattiesburg, MS
  📧 Chad Miller
  📧 chad.r.miller@usm.edu
  📞 601-266-6666
  🌐 www.usm.edu/trent-lott-national-center/true-south-basic-economic-development-course.php

- **October 18-22, 2021**
  California BEDC
  Fresno, CA
  📧 Helen Schaubmayer
  📧 Helen@caled.org
  📞 916-448-8252, ext. 16
  🌐 www.caledged.org

- **October 26-29, 2021**
  TEDC Fall
  Austin, TX
  📧 Crystal Chism Fulbright
  📧 crystal@texasedc.org
  📞 512-480-8432
  🌐 www.texasedc.org

- **November 2-5, 2021**
  Florida SBDC at NSF
  Tampa, FL
  📧 Kris Manning
  📧 kmanning@usf.edu
  📞 813-905-5806
  🌐 https://sbdctampabay.com/bedc2021/

- **November 1 - January 31, 2022**
  British Columbia
  Chilliwack, BC
  📧 Dale Wheeldon
  📧 DWHEELDON@BCEDA.CA
  📞 604-795-7199
  🌐 www.bcgeda.ca/basic_economic_development_course.php
About the Series

Join IEDC throughout 2021 for a year’s worth of technical insights into emerging economic development topics from the profession’s leading voices. IEDC’s 2021 webinar series offers 12 webinars on a broad-range of current topics, including rural marketing & attraction, entrepreneurship, financial tools & resources, real estate, and much more.

Webinar Rates

<table>
<thead>
<tr>
<th></th>
<th>Half-Series Package</th>
<th>Full-Series Package</th>
<th>Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Members:</td>
<td>$425</td>
<td>Members: $850</td>
<td>Members: $99</td>
</tr>
<tr>
<td>Non-Members:</td>
<td>$675</td>
<td>Non-Members: $1,350</td>
<td>Non-Members: $149</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Best deal!</strong></td>
<td></td>
</tr>
</tbody>
</table>

iedc paid webinars are eligible for re-certification points for Certified Economic Developers (CEcDs). Participation in 3 IEDC paid webinars equals 2 re-certification points.

*View all webinars at iedconline.org/webinars.

Sponsorship opportunities are available! Contact IEDC if your organization or company would like to sponsor a 90-minute webinar on the first Thursday of any month in 2021 (excluding October and November).
2021 Schedule of Fees

2021 Professional Development

<table>
<thead>
<tr>
<th>2-Day Training courses</th>
<th>Early Rate</th>
<th>Regular Rate</th>
<th>Late Rate*</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$505</td>
<td>$650</td>
<td>$670</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$660</td>
<td>$805</td>
<td>$825</td>
</tr>
<tr>
<td>Full Time Student **</td>
<td>$110</td>
<td>$130</td>
<td>$150</td>
</tr>
<tr>
<td>3-Day Training courses</td>
<td>Early Rate</td>
<td>Regular Rate</td>
<td>Late Rate*</td>
</tr>
<tr>
<td>IEDC Member</td>
<td>$615</td>
<td>$760</td>
<td>$780</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$795</td>
<td>$940</td>
<td>$960</td>
</tr>
<tr>
<td>Full Time Student **</td>
<td>$130</td>
<td>$150</td>
<td>$170</td>
</tr>
</tbody>
</table>

Note: The 4-day online course fee is equivalent to a 2-day in-person training course.
* Walk-in registrations will be accepted. Full payment must be made on-site in order to attend the course.
** Copy of current transcript required.

BUNDLE A COURSE WITH A CONFERENCE

IEDC offers discounts when you sign up for a course and conference that are happening during the same week!

ONLINE TRAINING COURSES

IEDC is offering both core and elective training courses in an online format for the majority of 2021.

BULK REGISTRATIONS

Register a group of 3 or more for any of IEDC courses and receive a 10% discount off the total!

SCHOLARSHIPS

Apply for one of IEDC’s two scholarship opportunities. Application deadline: July 31, 2021.

- **The Diane Lupke Scholarship Fund**
  Vist www.bit.ly/DianeLupke

- **The Melissa Nebelsick Scholarship for Women**
  Visit www.bit.ly/MelissaNebelsick
## 2021 Schedule of Fees

### 2021 Webinars

<table>
<thead>
<tr>
<th></th>
<th>Half-Series</th>
<th>Full-Series</th>
<th>Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$425</td>
<td>$850</td>
<td>$99</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$675</td>
<td>$1,350</td>
<td>$149</td>
</tr>
</tbody>
</table>

### 2021 CEcD Exam

<table>
<thead>
<tr>
<th></th>
<th>Application Fee</th>
<th>Retake Fee</th>
<th>Recertification Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$595</td>
<td>$375</td>
<td>$375</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$825</td>
<td>$475</td>
<td>$555</td>
</tr>
</tbody>
</table>

### 2021 Conferences

#### Leadership Summit

<table>
<thead>
<tr>
<th></th>
<th>Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$475</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$575</td>
</tr>
</tbody>
</table>

#### Economic Future Forum

<table>
<thead>
<tr>
<th></th>
<th>Early Rate</th>
<th>Regular Rate</th>
<th>Late Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$599</td>
<td>$749</td>
<td>$799</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$799</td>
<td>$949</td>
<td>$999</td>
</tr>
</tbody>
</table>

#### Annual Conference

<table>
<thead>
<tr>
<th></th>
<th>Early Rate</th>
<th>Regular Rate</th>
<th>Late Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>IEDC Member</td>
<td>$849</td>
<td>$999</td>
<td>$1,049</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$1,149</td>
<td>$1,299</td>
<td>$1,349</td>
</tr>
</tbody>
</table>
IEDC Resources and Services

Membership

IEDC members enjoy exclusive benefits, including discounted training course, exam, and conference registration rates, access to the IEDC membership directory, the Economic Development Journal, the ED Now blog, legislative updates, and affinity program benefits. Become a member today!

EDRP

The Economic Development Research Partners Program is an exclusive membership level of IEDC, which supports practice-oriented research. The publications developed under EDRP’s guidance and sponsorship are designed to increase the knowledge base of the economic development profession and help practitioners navigate through today’s rapidly changing economy.

Bookstore

Visit our online bookstore for IEDC’s technical reports and training course manuals, plus the very best offering of industry-related publications from major publishers.
IEDC Resources and Services

Excellence Awards
Submit your best projects to IEDC’s Excellence in Economic Development Awards program. IEDC recognizes the world’s best economic development programs, partnerships, and marketing materials as well as the year’s most influential leaders.

Accredited Economic Development Organization (AEDO) Program
The AEDO designation recognizes the professional excellence of economic development entities and also provides independent feedback on their operations, structure, and procedures. Earning this stamp of approval for your organization increases the visibility of your economic development efforts in your community and region and enhances credibility with business and political leaders, funders, clients, and other stakeholders.

Job Center
Reach more than 25,000 professionals by advertising your next job opening through IEDC’s Job Center. Job seekers will also find the latest economic development positions and opportunities to further their careers.
Become an IEDC Member

It’s an exciting time to be involved in economic development, and IEDC members are right in the heart of the action. As an IEDC member, you are entitled to the following products and services.

1. Receive Exclusive Information, Research & Policy Updates
An IEDC membership provides access to the profession’s most respected and dependable resources for current economic development activity and industry specific research products. This includes the twice-monthly ED Now newsletter, the Economic Development Journal, and IEDC EDRP research reports.

2. Learn & Achieve Professional Development
IEDC’s Certified Economic Developers (CEcDs) are acknowledged around the world as having achieved the pinnacle of excellence in the economic development field.

3. Save up to $1,000 per year
Members receive discounted pricing on all IEDC events and products including our four yearly conferences, webinars, training courses, and more.

4. Receive the full benefits of the GrantStation Premium Access Program (GPA).
GrantStation offers IEDC members direct access to a comprehensive set of grantseeking tools and resources to help you identify the appropriate grantmakers for a range of programs or projects. IEDC’s new online Grants Research Center allows you to search:

• U.S. and International Charitable Giving funders
• Federal Grant & Loan Listings
• Up-To-Date State Funding Information

5. Year-round networking opportunities
In addition to the face-to-face networking opportunities that IEDC conferences provide, members also have direct, real-time contact through IEDC’s member directory and its members-only LinkedIn group.

Become a member today! With more than 5,000 members, IEDC is the largest non-profit organization of its kind for economic developers in the world, and you can be one of them. You don’t have to be an economic developer to get value from IEDC’s world-class programs and research; our members include economic and community development professionals, site location experts, local, state and federal agencies, and other prominent leaders across a broad-spectrum of professions. Learn more about the benefits of IEDC membership by visiting iedconline.org/join.
Here’s what recent IEDC course attendees are saying:

“The information and course content was very informative and current to today’s best practices. The professors were engaging and knowledgeable in the subject matter. This seminar is a great foundation to the various concepts and best practices in today’s world. I would highly recommend this seminar to colleagues in the Economic Development field.”

Martin Alvarez
Economic Development Director,
City of Palm Desert, CA

“I recently attended the Economic Development Marketing and Attraction course in Calgary. The course was extremely well planned and executed. All presenters were extremely knowledgeable, interesting and most importantly current in the field. I came away from the course with multiple actionable strategies, some of which I have already implemented. The 2-day course was packed with content and was delivered in a format that kept everyone engaged and on task.”

Donna Petrie
Executive Director & Event Liaison/Facilitator,
Sidney Business Improvement Area Society, BC, Canada

“I recently attended IEDC Foreign Direct Investment and Exporting Course and would highly recommend it to anyone who is either experienced as well as new to the international trade. Even though I have been doing FDI for the last 5 years, I have found it extremely beneficial to learn what other communities were doing, what challenges they were facing and how they were overcoming them. The instructors did a great job on teaching this course.”

Olga Molnar
Vice President, Global Investment,
Greater Richmond Partnership, VA
The National Development Council (NDC) was founded in 1969 with a simple but powerful mission: increase the flow of capital investment, jobs, and community development to distressed communities throughout the country. Through partnerships with governments and nonprofit organizations across the country, we deliver a unique combination of development finance and capacity building services in the form of technical assistance, training, and certification programs. These partnerships result in new jobs, business expansion, real estate development projects, and dollars for investment into additional community development projects and activities that improve communities and enhance the lives of low and moderate-income people.

Visit www.ndconline.org for more information.

OU/EDI is the premier multi-year professional-level program of its type in the United States. They have an intensive 117-hour course program. Courses are offered at multiple locations and many of the courses can be accessed online.

Participants can graduate in as little as 6 months with a combination of in-person and online courses. Credit hours in any single subject may be used as fulfilling the professional development requirements for the Certified Economic Developer (CEcD) exam. Graduation from OU/EDI is not a requirement to sit for the CEcD exam.

Visit pacs.ou.edu/edi for more information.
2021 IEDC Conferences and Events

In a global economy, you never know where the next opportunity to advance your career or community will come from. IEDC provides four opportunities over the course of the year to form and foster relationships with economic developers from around the world, and the next county over.

Our three technical conferences and annual conference will not only connect you with peers who share your goals and experiences, but keep you at the forefront of the profession by providing insights from community leaders, industry experts, and federal policy makers.

2021 IEDC Leadership Summit

March 15–16, 2021 • Online

The Leadership Summit is a unique gathering of economic development leaders holding senior management positions or operating economic development organizations, and those holding the CEcD certification. Experience high-level peer networking, professional development opportunities, and interactive discussions on the latest activities and issues affecting economic development leaders today.

2021 Economic Development Week

May 9–15, 2021

Celebrating the economic development profession and the economic development professionals in your community.
2021 IEDC Conferences and Events

2021 IEDC Economic Future Forum

June 6–8, 2021 • Spokane, WA

Economic Future Forum is a forward-looking conference that explores industry trends and the partnerships and strategies needed to grow, attract, retain, and expand companies in current and new industries. The conference also focuses on fostering innovation and economic transformation in the new economy.

2021 IEDC Annual Conference

October 3–6, 2021 • Nashville, TN

More than 1,400 economic developers from across the country and around the world meet annually to interact with distinguished speakers, panelists, and colleagues. Sessions cover the newest trends in economic development and are complemented by educational tours, networking events, and an extensive exhibit hall.
About IEDC

The International Economic Development Council (IEDC) is a nonprofit, nonpartisan membership organization serving economic developers. With more than 5,000 members, IEDC is the largest organization of its kind. Economic developers promote economic well-being and quality of life for their communities by creating, retaining, and expanding jobs that facilitate growth, enhance wealth, and provide a stable tax base. From public to private, rural to urban, and local to international, IEDC’s members are engaged in the full range of economic development experience. Given the breadth of economic development work, our members are employed in a wide variety of settings including local, state, provincial, and federal governments, public-private partnerships, chambers of commerce, universities, and a variety of other institutions. When we succeed, our members create high-quality jobs, develop vibrant communities, and improve the quality of life in their regions.

IEDC Mission

To provide leadership and excellence in economic development for our communities, members, and partners.

Connect With IEDC Online

Get more information on the IEDC Professional Development program at iedconline.org/prodev.