

IEDC's 90th Anniversary

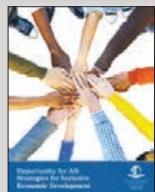
By Frankie Clogston

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iedc's 90th anniversary

By Frankie Clogston

This year, the International Economic Development Council (IEDC) celebrates its 90th anniversary as the premier organization of economic developers. IEDC represents the consolidation of the American Economic Development Council (AEDC) which was founded in 1926 and the Council for Urban Economic Development (CUED) which was founded in 1971. These two organizations merged to form IEDC 15 years ago in 2001. This year also marks the 30th anniversary of Jeff Finkle's term as executive director at CUED and as IEDC's president and CEO.

This article updates a previous piece at the time of the 10th anniversary of the merger by adding interviews with chairs of IEDC over the last five years and new research and perspectives. The article looks at 1) the current state of IEDC at this 90th year mark by surveying its institutional accomplishments and their effects at the local, national, and international levels; 2) the history of IEDC starting from its formation 90 years ago and incorporating interviews from the previous publication; and 3) the current challenges and opportunities in the profession, including workforce development, globalization, and economic inequality. This article also features Jeff Finkle's perspective on his 30-year tenure at IEDC.

The most important service of IEDC, as reflected in its mission, is to "provide leadership and excellence in economic development for our communities, members, and partners," and underneath that mission to provide "social responsibility and a dedication to building healthy, just and competitive communities."



During the last 90 years, economic development has evolved from its early industrial roots in "big-game hunting" and "smokestack chasing" to more modern focuses on entrepreneurship, innovation, and global competitiveness. Throughout the economic transformations of the 20th and 21st centuries, economic developers have held the torch to help communities grow and prosper.

IEDC IN SERVICE TO MEMBERS AND THEIR COMMUNITIES

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Jeff Finkle (CUED / IEDC President/CEO 1986-Present)

"After Katrina hit, we sent a letter over to EDA immediately proposing we take no fee to go down and help out if they would pay our expenses. What I didn't expect was that we would be repaid many times over. They loved the work we were doing and wanted us to do more. To this day we are getting rewards of having been an early-in in the gulf coast."

Jeff Finkle, IEDC President and CEO

tive communities." IEDC serves its membership of over 4,800 in this mission through providing conferences, webinars, a certification program, technical assistance and numerous forms of print, on-line, and social media. Also featured are additional new or continuing initiatives of the last five years that serve that mission including the Economic Development Research Partners (EDRP) program, the Ethics program and greater recognition for the economic development profession.

Annual conferences are a place where economic developers come together. Participation at annual conferences has grown from 1,186 in 2002 to 1,662 in 2016. In addition to the Annual Conference, IEDC also hosts a Leadership Summit, Economic Forum, Federal Forum and hosts over 25 webinars a year on topics of interest, as noted here. Meanwhile, IEDC's CECD program continues to educate the next class of economic development leaders. The total number of certified economic developers is now about 1,150 and more than 230 have been certified since 2011. There are over 50 Accredited Economic Development Organizations (AEDOs).

IEDC's technical assistance programs have continued to serve individual communities, including those in dire need of economic recovery assistance following a man-made or natural disaster. IEDC has developed an expertise in this area after serving counties, cities and parishes affected by Hurricane Katrina, the BP Oil spill and Hurricane Irene. In recent years, IEDC has also served communities suffering from fire, flood and tornado damage in Alabama, Colorado, Mississippi, South Carolina and Texas under EDA grants. IEDC helps community leaders rebuild their economies after disasters and also teaches strategies of resiliency to help minimize potential effects before a disaster hits. IEDC's vast institutional knowledge on the topic is shared with members and the public in



IEDC Vice President of Knowledge Management Lynn Knight, CECD, teaches one of 32 economic development and resiliency courses for local leaders in Pine Bluff, Arkansas, in October 2015.

various media including the website it helped create and that it administers, RestoreYourEconomy.org, and the publication *Leadership in Times of Crisis* in 2015.

As Jeff Finkle, IEDC President and CEO, describes it, IEDC has now become a go-to organization for economic recovery from local and regional disasters – and this did not happen accidentally. Two factors were key: 1) IEDC got in early building good will and 2) IEDC quickly developed a reputation for good work that made it an essential resource.

In the early aftermath of Katrina, IEDC approached the federal government with an offer to help, which led to repeated requests for IEDC to do work in economic recovery after disasters and built a foundation of knowledge for IEDC to share with other communities around the nation facing natural or manmade disasters.

IEDC's technical assistance programs have also recently included work with the Delta Regional Authority to bring economic development courses to local leaders in communities across eight states. These leaders are not just from the economic development discipline but also mayors, local officials and heads of other agencies and departments. Many of these communities are not large urban centers but rather small towns like Luling, Louisiana (population, 11,000). IEDC built and customized curriculum for each of the course locations. An introductory course to economic development and a course on resiliency and economic recovery after disasters are offered. Through this initiative, IEDC is diversifying the practitioners it serves.

In addition to certification and technical assistance programs, IEDC has shined its searchlight to identify other areas where it might grow and has created new programs in recent years, including: 1) the EDRP program, 2) Ethics program, and 3) The Year (and Week) of the Economic Developer.

The EDRP program creates state-of-the-art in-depth research in areas of emerging interest in economic development funded by financial contributions from more than 60 communities, above and beyond their dues. These communities give more than \$250,000 annually, providing EDRP with a dedicated source of research funds. Essentially, EDRP has provided a think tank on economic development within IEDC. EDRP has produced about 30 reports

EDRP REPORTS WITH MOST PAGE VIEWS

- Making It Count – Metrics for High-Performing EDOs – 4544
- Shifting Workforce Development Into High Gear – 1554
- Looking Around the Corner – The Future of Economic Development – 1492
- Raising the Bar Together – Successful Strategies for Workforce and Economic Development Collaboration- 1257
- Seeding Growth – Maximizing the Return on Incentives – 1185

MOST POPULAR WEBINARS, 2011-2016

- How to construct a good community impact model
- Use EB-5 to Attract Foreign Investment and Jobs to Your Community
- Microbreweries
- New Markets Tax Credit: A Cost Effective Way to Create Jobs and Drive Investment in Your Community
- Accessing Federal Data



Paul Krutko, IEDC Chair, 2013



Barry Matherly, IEDC Chair, 2016



Bill Sproull, IEDC Chair, 2014

since 2014. The most popular in terms of page views are summarized in the table, with EDRP's publication on "Performance Metrics" receiving the most demand. Reports on workforce issues and incentives have been the next topics of interest. While the primary audience for the reports is the IEDC membership, according to Paul Krutko (IEDC chair, 2013), who was the chair of the first subgroup on EDRP, the policy papers had an additional benefit: "The fact that we created this whole body of research on infrastructure, workforce and other issues gave us a new platform and credibility to engage the White House."

Bill Best (IEDC chair, 2010) is credited with starting the Ethics program at IEDC. Paul Krutko continued to develop the program, noting that it has created "a mechanism of self-policing within the profession" and a standardized way of responding to unethical behavior. As a result of the initiative, IEDC has a Statement of Ethics for IEDC, has developed an ethics course curriculum, and ethics courses are now mandatory for those who are getting recertified.

In 2016, Barry Matherly (IEDC chair, 2016) also created the Year of the Economic Developer, as well as an Economic Development Week, designated from May 8-14 in 2016. IEDC and its members organized events in their communities and disseminated information about the role of the profession in social and print media. As Matherly said, "we're a profession of people who market and sell for a region, we're rarely selling ourselves. But if you're going to be able to broaden your scope, that comes with increased funding and responsibilities" – which requires the profession to be better known.

INFLUENCING NATIONAL POLICY

IEDC has raised its visibility and influence on economic development policy on the national stage. Starting in 2012, 50 to 60 IEDC members have annually visited the White House for a White House Forum where they spend a day meeting with senior advisors from the White House, and representatives from about a dozen federal agencies including those from the Department of La-

bor and Department of Commerce. Of the White House Forums, Bill Sproull (IEDC chair, 2014) says they educate the policy makers about economic development and IEDC: "It really elevates in the minds of the administration the importance of economic developers of IEDC. We've become a go-to resource for them when they are crafting their policies. (At this forum), we are able to give real time constructive feedback about why a program is or isn't working. You want those candid conversations."

IEDC has also initiated the Congressional Forum on Economic Development, which is an event expanding on the informal meetings on Capitol Hill that used to take place at the end of the Federal Forum. Now, IEDC members spend a half day in the U.S. Capitol, hosted by a U.S. Senator (recently by Senator Thad Cochran, the Chairman of the Appropriations Committee) and meet with staff on relevant committees, as well as hosting a reception for members of Congress and their staff.

While IEDC chairs have emphasized that economic development policy take place most predominantly at the local level, there is agreement that some economic development issues are centralized at the federal government and IEDC must have a voice in them: among them, infrastructure, international trade and foreign direct investment. There is general agreement that IEDC's stock in the national policy conversation has risen. In 2016, Barry Matherly participated in the Economic Development Administration (EDA) national conference and presented



IEDC Chairman Barry Matherly announces the first-ever "Economic Development Week" May 8-14 at the 2016 U.S. Economic Development Administration Conference in Washington D.C. as EDA Assistant Secretary Jay Williams looks on.



IEDC Board members, Economic Development Research Partners, and several senior staff members of IEDC pose for a photo following the White House Economic Development Forum in July 2015.

an award to the EDA Assistant Secretary for Economic Development Jay Williams at the event celebrating EDA's 50th anniversary. President Jeff Finkle was asked to serve on the U.S. Investment Advisory Council, which advises the Secretary of Commerce on matters relating to the promotion and retention of foreign direct investment in the U.S.

"I IN IEDC" – INTERNATIONAL FOOTPRINTS

It's been an adage since IEDC adopted its new name at the time of the merger that it should do more to "put the I in IEDC" – to fulfill the vision of the organization as one that advances the profession around the globe and not just in the U.S. The chairs interviewed for this article said, in fact, IEDC is starting to do more and more of just that. The international element is growing through partnerships for example with countries including Australia, China, Hong Kong and New Zealand and with the European Association of Development Agencies (EURADA). There are 243 international members in IEDC, representing over 25 countries. This comes at a time when global forces affect local economies like never before.

Since 2013, IEDC has signed MOUs with the Economic Developers of Ontario, British Columbia and Alberta. As a result of the MOUs, IEDC brings its training courses and CECD certification program to Canada. Customized manuals and CECD exams are being developed and the first exams are expected to roll out at the Toronto Annual Conference in 2017. In January, 2016, IEDC signed a MOU with the Economic Development Association of Canada (EDAC) providing for reciprocal recognition of the CECD and EcD designations (also agreed to under the MOUs with Ontario, British Columbia and Alberta) and allowing for sharing of information and services as well as collaboration on a biannual Wage and Salary Survey.

IEDC has also conducted assistance in countries including Bulgaria, Canada, China, Mexico, South Africa, and the United Kingdom. In South Africa, Jay Moon (IEDC chair, 2012) has helped lead IEDC's ongoing work with 11 different universities around the country to develop a training curriculum that will be complete with a certification process for economic developers in that country.

Moon says other countries turn to IEDC for its expertise and best practices while in turn, members benefit from IEDC's growing international reach. Says Moon, "we are in a global environment and all of our members one way or another are affected by it, whether its reverse investment, FDI, or exports. They're either being involved directly in trying to promote it or they're being impacted by it with foreign companies taking market share. We need a greater awareness of international activities, processes, how they can impact communities and how you



Jay Moon, IEDC Chair, 2012

can grow your own communities (by strategic engagement.)" IEDC has actively supported and participated in the Select USA program – the first to encourage foreign investment in the U.S. since it was initiated by the White House in 2013. IEDC is now encouraging Congress to make the initiative a permanent program.

All of IEDC's initiatives – on the global, national and local stage – follow in the tradition of the accomplishments of great leaders in the organizations that were forerunners to IEDC – AIDC/AEDC and CUED.

AIDC NEWSLETTER
JULY-AUGUST, 1980
"Integrity in all things."
AMERICAN ECONOMIC
DEVELOPMENT COUNCIL, INC.
1207 GRAND AVENUE, SUITE 845 • KANSAS CITY, MISSOURI 64106 • 816/474-4558
AIDC NOW KNOWN AS AEDC

AIDC renamed the American Economic Development Council (AEDC) in 1980.

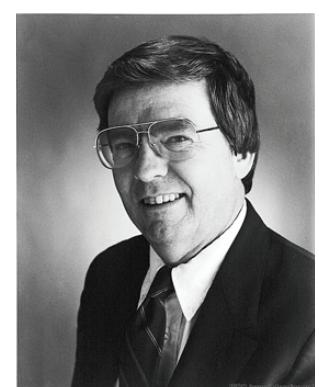
A.I.D.C. Honorary Life Members

- John D. Adams, Des Moines, Iowa
- Gayle W. Arnold, Richmond, Virginia
- Henry H. Bolz, Decatur, Illinois
- J. A. "Buck" Buchanan, Cheyenne, Wyoming
- J. Huber Dunn, St. Petersburg, Florida
- H. Findlay French, Atlanta, Georgia
- George C. Smith, Greenville, South Carolina

AIDC Honorary Life Members in 1966.

The American Industrial Development Council (AIDC), which later changed its name to the American Economic Development Council (AEDC), traces its roots to June 1926 when the first conference of the industrial bureau managers of chambers of commerce was held in Washington D.C. This was organized by the U.S. Chamber of Commerce in recognition of the need for a national strategy for economic and industrial growth. AIDC was officially formed in 1930 at the fifth annual conference. George C. Smith of the Canton Railroad Company of Baltimore was elected the first chairman, a board of directors was assembled, and annual dues were fixed at \$10 per person. Membership was initially capped at 125 and was comprised of male industrial bureau managers, railroad and utility representatives, industrial engineers, industrial finance representatives, and local and national chamber of commerce members. Women were first permitted to join the organization in 1953.

When AIDC was founded, the U.S. was between World Wars and continuing to establish itself as a pre-eminent industrial power. Development was centered on improving infrastructure and expanding heavy industry. Early conferences were organized around topics including: *The Industrial Policy of the Soviet Union* (1929) and *The National Recovery Administration* (1931). In 1942, the War Production Board called upon AIDC to assist in planning, plant site-location, conversion, and other phases of the war program. The industrial focus persisted through the first early decades of the organization. As Frank Birkhead (AEDC chair, 1982-83) relayed, "We were industrial retailers. I did not, for example, bring JC Penney to a town...We were bringing in tire manu-



Frank Birkhead (AEDC Chair 1982-1983)

facturers [and] we were bringing in people who made auto parts."

AEDC had a high representation of members from the American South and Canada with a focus on serving rural communities. Furthermore, AIDC historically concentrated on forging ties with the private sector. Government programs played a secondary role. This was especially the case after federal funding for local development shifted away from the rural areas to the cities through policy changes like the restrictions on the Industrial Revenue Bond (IRB) program.

AIDC/AEDC PIONEERS EDUCATION AND CERTIFICATION FOR ECONOMIC DEVELOPERS

One of the crowning achievements of AIDC/AEDC was its national education and training programs. In 1965, AIDC partnered with the University of Oklahoma's Economic Development Institute (EDI) to sponsor an education training program for economic de-



(1989) Dr. David Birch giving presentation at AEDC conference.

velopers from around the country. Instructors came from the ranks of the membership. Demand for the programs was so high that courses expanded to universities in cities like Indianapolis, San Diego, and Kansas City.

AEDC's educational programs now form the core of IEDC's certification effort. Today, there is still a three-year curriculum at EDI. In addition, over 30 Basic Economic Development Courses (BEDCs) are held every year at major American universities and hosted by state economic development associations.

In 1996, AEDC started the Accredited Economic Development Organization (AEDO) program as a way to ensure that economic development organizations were meeting important professional standards and to publicly reward outstanding economic development groups. Today, the AEDO program has become a main feature of IEDC's work.

AEDC's education initiatives developed professionalism in the field, fostered the sharing of best practices among economic developers, and cultivated an expertise among those in the profession. As Jim Covell (AEDC chair, 1989-90) says, "Economic development has evolved from being a 'seat-of-the-pants-type thing' to a much more professional occupation." Through the 30 years of its certification program, AIDC/AEDC accredited over 1,000 men and women as Certified Industrial/Economic Developers (CID/CED).



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AEDC held annual conferences in different locales around the U.S. and Canada. AEDC also sponsored the first transatlantic economic development conference in Frankfurt am Main, Germany. In the 1980s, the organization conducted groundbreaking work in the Soviet Union: John Morand, (AEDC chair, 1991-92), was one of the instructors who went to St. Petersburg and taught 40 Soviet economic developers the tools of the trade.

By the time of the AEDC-CUED merger in 2001, the membership of AEDC had reached 2,300.

CUED – BORN FROM AN URBAN CRISIS

The founding of CUED followed the 1965 Watts Riots in Los Angeles and civil disturbances in other cities like Detroit, Newark, and Washington, D.C. The urban disorder further weakened the position of many urban economies, as manufacturing and commercial businesses began moving increasingly to the suburbs and outer transportation corridors.

Ed deLuca, Baltimore's director of economic development, who had previously been a professor, engineer and economic consultant to over 40 foreign nations on rebuilding their post-world war II economies, organized a meeting of 20 mayors and economic development leaders from the nation's largest cities in Baltimore to address economic challenges facing cities. As a result of the meeting, The HUB Council was incorporated in 1967 to "develop an urban policy for economic development." Membership was initially restricted to cities with populations over 250,000, reduced to 100,000 by 1969. In the first year, representatives from 15 cities joined.

THE HUB COUNCIL, CUED, AND THE ECONOMIC DEVELOPMENT ADMINISTRATION (EDA)

Both the HUB Council and CUED had a close relationship with the U.S. Economic Development Administration (EDA). In 1968, EDA awarded the HUB Council with its first major funding: a two-year grant of \$151,530 to support "technical assistance, information, and research." The grant included a \$1,200 local-matching funds requirement (a new concept at the time), and deLuca was forced to ask members to pay their dues early. By 1972 the organization had secured a second \$60,000 grant from EDA.

The HUB Council was renamed the Council for Urban Economic Development (CUED) in 1971. Shortly after, CUED moved its headquarters from Baltimore to Washington, D.C.

From its early days, CUED advised national policy makers on urban programs and in turn served as a source

JEFF FINKLE – REFLECTING BACK ON 30 YEARS WITH CUED AND IEDC

Since Jeff Finkle walked through the door of CUED in 1986, the organization has grown from an office of nine people to one with 35 or 40 at IEDC.

Relationships are what Jeff muses upon most fondly. Jeff is proud of the interns and staff he has nurtured and the partnerships and friendships he has formed with Board members, Board chairs and members all around the country. "As I think about it, if I drove across the country or if I landed in any airport in North America there's somebody I can call up tonight in each place and say what are you doing for dinner."

Jeff is proud to have built IEDC into a fiscally strong organization with steady growth and to be able to look in the rear view mirror at the early days with CUED when he had to take a "payroll holiday" and go without a check for the pay period. Jeff also successfully navigated the challenges of managing debt after the merger.

Additionally, he is proud of his work with the Bollinger Foundation which since he founded it in 1989, has supported the children of families who have lost someone in the service of the economic development profession with \$1 million in scholarships.

When asked how he keeps it "fresh" after 30 years, Jeff is quick to say, "it's not the same job." He rattles off a list of recent and new initiatives.

- EDRP – "We've raised the game," he says.
- IEDC's new YouTube channel – "We're going to roll out a video on "why am I in economic development." "
- A major study on the way IEDC does conferences - "It's always a good thing to reexamine what you've been doing and how you're doing it."

Economic development remains a personal story to Jeff of his hometown, Newark, Ohio, that 50 years ago was the lawnmower manufacturing capital of the world and is now primarily a commuter town for Columbus, Ohio. (Newark is also home to the world's largest basket that was constructed to house the seven-story corporate headquarters of the Longaberger Basket Company!) Meanwhile, the 30 years at CUED/IEDC are deeply personal for Jeff – a story of building relationships and meeting challenges while building a strong organization to represent those in the profession he holds dear.

of technical assistance and information for its members on these issues. CUED advised on the Community Development Block Grant (CDBG) program, which established financing for community development including real estate acquisition, infrastructure and economic development and the Urban Development Action Grant (UDAG) program, which gave distressed communities funds for urban aid and was designed to stimulate public-private partnerships. In the mid-1970s, CUED conducted its first major research studies on the need to integrate CDBG with employment and training programs and in 1978 it published its seminal book, *Coordinated Urban Economic Development*.

From its early days, CUED advised national policy makers on urban programs and in turn served as a source of technical assistance and information for its members on these issues. CUED advised on the Community Development Block Grant (CDBG) program, which established financing for community development including real estate acquisition, infrastructure and economic development and the Urban Development Action Grant (UDAG) program, which gave distressed communities funds for urban aid and was designed to stimulate public-private partnerships.

CUED provided technical assistance to over 20 communities – including Detroit; St. Louis; and Allentown, Pennsylvania – that had been impacted by an exodus of manufacturing and industry-related jobs and Xenia, Ohio, which had been devastated by a tornado in 1974.

In the 1980s, CUED's relationship with the federal government changed. President Reagan took up a campaign to downsize the government and began a White House tradition of submitting budgets to Congress with no official EDA funding. The survival of EDA and federal funding for urban development continued to hang in the balance in the 1980s. Amidst this fiscal uncertainty, the organization decided to shift its financial base away from dependence on government funding and towards a business model that was more self-reliant on membership dues and contributions. This coincided with the arrival of Jeff Finkle.

Jeff Finkle was an official at HUD for five years in the Reagan Administration. In addition to his institutional knowledge of the public sector, including the UDAG and CDBG programs, he had a strong private-sector marketing background. Tom Blanchard (CUED chair, 1986-88) says, "Probably the best thing I ever did for CUED was recommend that the Board hire Jeff Finkle."

Finkle transitioned CUED to a more sustainable business model. Conferences became an important revenue source, and the organization operated with several months of financial reserves on hand. Richard Ward (CUED/IEDC Board, 1990-2010) says Finkle runs IEDC "as good as any CEO of a for-profit business."

Additionally, CUED began its own certification program under the leadership of April Young (CUED chair, 1996-98). The organization offered its first course in economic development in 1996 and the first EcD accreditation was awarded in 1998. Young says that the certification program did two important things: “It solidified a sense of what we were as a profession [and] it provided an income stream” that helped keep the organization financially strong.

Under the Clinton Administration, CUED again played a strong role in economic development policy advising on the new Empowerment/Enterprise Community program in 1993 and conducting research on regional export development programs after the North American Free Trade Agreement.

Over the years, CUED has also been called upon to manage other trade organizations that were in need of leadership and stewardship on issues including administration, finance, management and member services. CUED managed the Association of University Research Parks (AURP) from 1997 to 2001 and the Association of Defense Contractors (ADC) from 1997 to 2010.

THE MERGER

It was hard to refute the logic that one day AEDC and CUED would merge. As CUED and IEDC Board member Bob Ady noted, “There was a finite market, and we split it, so nobody had much of the market at the end of the day.” In the decade preceding the merger, there was a growing belief that the different membership bases faced increasingly common challenges. Meanwhile, many communities were becoming more urban or more rural, and many expressed interest in belonging to both organizations. Finally, a merger would allow members of both organizations access to more resources.

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April Young
CUED Chair (1996-1998)



Jim Griffin, first IEDC Co-Chair
2001 and AEDC Chair 2000-01



Kurt Chilcott, first IEDC
Co-Chair 2001-2002 and
last CUED Chair 2000-01

Yet, many members identified strong differences between the organizations: CUED was urban, focused in the Northeast and more public-sector focused while AEDC was more rural, had a strong foothold in the Southern U.S. and Canada and was more private-sector focused. As John Shirey, executive director of the California Association for Local Economic Development, says, “There is nothing more painful than merging two organizations where both have to give up their long-term identity in order to form a new organization.”

Three rounds of serious merger talks took place – in the late 1980s, in 1990 and in 1996-1997 – before an agreement was reached in 2001. Ross Boyle (AEDC chair, 1992-1993) oversaw merger discussions in the late 1980s at the Mayflower Hotel in Washington, D.C. He knew many AEDC members had historically been critical of CUED and its ties to the federal government, viewing it as a “captive of the federal grants.” On the other side, CUED Chair Ron Kysiak (1980-1982) recalled, “In the 1970s and the 1980s, the AEDC folks were trying to pull companies out of our cities while we were trying to hold them in.”

In each case, it was AEDC that initiated merger talks. During the final round of talks in 2000, Jim Griffin (AEDC chair, 2000-01) called Kurt Chilcott (CUED chair, 2000-01) and initiated merger discussions. Now, the timing was ripe.

From start to finish, the merger took about six months as a ten-member Merger Design Team negotiated a myriad of issues including governance, legalities, and taxes and staffing. AEDC Chair Jim Griffin brought a guidebook to nonprofit mergers to help chart the course at the negotiating table. The imperative was addressing the deal-breakers, Chilcott recalls, including combining the education and certification programs of the organizations was a sticking point. AEDC’s program dated back almost four decades, while CUED had recently invested significantly in its program.

Rick Weddle (IEDC chair, 2002-04) recalls one breakthrough moment. “We were sitting there at a lunch meeting when Ed Nelson took out a napkin where he had written down ‘CED’ and ‘ECD.’ He was the one who put the two together. He says, ‘What if we just com-

bine them so we have 'CEcD'?" The team also agreed the headquarters office would be in Washington, D.C, Jeff Finkle would be the leader of the new organization and the new name would be IEDC. Luckily, the name had been previously registered by AEDC. After each board met individually in St. Louis and unanimously approved the merger, at a joint meeting on April 26, 2001, AEDC and CUED leaders signed a resolution to create the International Economic Development Council. The boards were merged, and Kurt Chilcott and Jim Griffin became the first co-chairs of IEDC. It was agreed that the initial board would be comprised of the existing 45 board members of CUED and 35 board members of AEDC.

The decision to name the organization "IEDC" was rooted in a common desire to reflect the international membership and mission of the organization. Ian Bromley, from Canada, (IEDC chair, 2009) and Greg Clarke, from the United Kingdom, were strong lobbyists for the international designation.

As Jim Griffin reflects, "The evolution of IEDC is tremendously satisfying, because my dream to see the two of them together did come true. Today, we look at it as the right thing to have done, and IEDC has evolved into a fantastic organization."

MEMORABLE ENDINGS, PROMISING BEGINNINGS

Each organization held its final conference as a separate entity in 2001, because the planning of these events preceded the merger. In CUED's case, the tragedies of 9/11 occurred during the final conference. Members tried to make their way out of Philadelphia, but many who relied on air transportation were stranded for days. Yet, in many cases the extended time together allowed members to forge stronger ties. IEDC's new Certified Economic Developer (CEcD) program went into effect July 1, 2002. Those who had previously earned certification through CUED or AEDC were transitioned to the new CEcD designation.

Ian Bromley mentioned that some differences and factions between the cultures of AEDC and CUED were revealed during the first three or four years of IEDC. "But it happens with any organization," Bromley says, adding "It's the classic 'form, storm, norm, and perform.' Jay Garner says that there was indeed some "buyer's remorse" during the first couple of years. This was also described by Joe Marinucci (IEDC chair, 2005-2006) as "bumps and bruises." But, the partnership became smoother in the ensuing years and memberships and programs grew.



UNITY IN DIVERSITY

The growth of the economic development profession corresponded with a period of expanding civil rights for women, African-Americans, and other minorities. For a long time, as John Morand (AEDC chair, 1991-92) reflected, economic development was a club of "good ol' boys" and there were glass ceilings for women and minorities in economic development. Morand encouraged Judie Scalise, the first female AEDC chair, to take the helm in 1993. Marilyn Swartz-Lloyd became CUED's first female chair in 1988, and Ioanna Morfessis became the second in 1992. April Young subsequently served in 1996, and Robin Roberts-Krieger was elected to lead IEDC in 2008.



Marilyn Swartz-Lloyd – first female CUED Chair (1988-1990)



Ed Nelson – first African-American CUED Chair (1998-2000)

The first African-American to lead CUED was Ed Nelson, who became chair in 1998. Ronnie Bryant was a member of the Merger Design Team and became the first African-American chair of IEDC in 2007. Bill Best was elected to lead IEDC in 2010. One key, unifying moment for IEDC occurred in the first year of the newly merged organization. The National Association for the Advancement of Colored People (NAACP) charged the Adam's Mark Hotel with discriminatory practices and instituted a boycott in late 2001. IEDC was contracted to hold a conference in 2002 at the Adam's Mark Hotel in St. Louis and stood to lose a substantial penalty if it cancelled the reservation. After African-American members met and decided that they would not attend the conference if it was held at the Adam's Mark, IEDC decided to change the location of the conference. As Bill Best says, IEDC's decision to honor the boycott gave it a "voice" that resonated "authenticity and validity" to its African-American members.

IEDC's bylaws reflect a commitment to diversity on the Board of Directors. The Nominating Committee is required to draw from the membership so that the Board "assures geographic, ethnic, and gender diversity." The Board must also include at least one member from Canada and at least one from the European Union.

REFLECTIONS FROM PAST DECADES

Many members spoke about the demands of the profession. Jim Devine (AEDC chair, 1999-2000) identified many of the issues that are challenges for economic development professionals through AIDC/AEDC surveys of the membership in the 1980s and 1990s. Those challenges include: a high turnover rate, travel, changing



Murray Elder (AIDC Chair 1965-1966) touring a Boeing facility in 1966.

geographic locations, political cycles, and the whims of city management. Spouses and families often feel the effects of an economic developer's stress as well. Devine's career, for example, spanned locations including California, Rhode Island, Maryland, Colorado, Arizona, and Missouri. Murray Elder (AIDC chair, 1965-66) recalls being based in Montreal and travelling extensively throughout Canada's Atlantic Provinces to deal with clients. Jim Garver (AEDC chair, 1998-99) moved from Kansas to West Virginia to South Carolina to Maryland to Florida. Bill McDermott (AEDC chair, 1995-96), who moved from Delaware to Indiana to Texas to Florida, joked that "economic developers are a lot like migrant workers...dressed up in a suit and tie."

Devine recalls administering a stress test to AEDC members around the country and finding a burnout factor. "You guys are as stressed as nurses and dentists!" he recalled saying. Many members reflected on the importance of conferences for relieving stress.

So why do they do it? It turns out economic developers reap tremendous professional rewards. As Walt D'Alessio (CUED chair, 1978-80) says, "We changed the face of cities...of some of our aging suburban communities...of some small towns across the country. That's pretty stimulating stuff, and that's what CUED facilitated." Jay Garner recalled that his fondest memories were making job growth announcements for a community "that gave hope and joy to people" who needed a job or a better career.

The economic development field still incorporates many of the same fundamentals and rewards. Meanwhile, the skill set has become more sophisticated and demanding as financing tools and incentive packages have become more complex and local economies compete in a global environment. A recurring theme that leaders in the profession mention is the importance of

communication; advocacy; and bridging the silos between investors, companies, site selectors and a community's other stakeholders. As Ioanna Morfessis says, "The economic development executive is a change agent, and change often makes people very uncomfortable. So, it's critical to reach out, bring people together, and make sure that everyone is moving in general alignment." Having this agility and acumen has been critical in the last ten years as communities have confronted competition in the global economy amidst recovery from the worst economic downturn since the Great Depression.

MOVING AHEAD

As economic development moves into the future, members have identified a number of challenges for the field. These issues included workforce development, globalization, and economic inequality. Jay Moon discussed how these challenges are all constantly evolving, including workforce development which is imperative for a community to be able to attract employers and to provide local jobs: "We're all struggling to stay up with the changes in the business community. My field of manufacturing changing at light speed. How do you grab hold of the assets in your community? The biggest challenge is to stay relevant in a rapidly changing environment." On the topic of manufacturing, members agreed that there are opportunities for advanced manufacturing

moving forward, but the majority of the economy is "post-industrial," or "services-based" and will require more skills and education. The demand for IEDC resources on workforce development, including webinars and EDRP reports, illustrates the importance of working as a profession and with other partners, including workforce practitioners and educators, to create competitive labor pools in a changing economy.

Paul Krutko discussed the challenge of global competition. To that end, the Select USA initiative to grow

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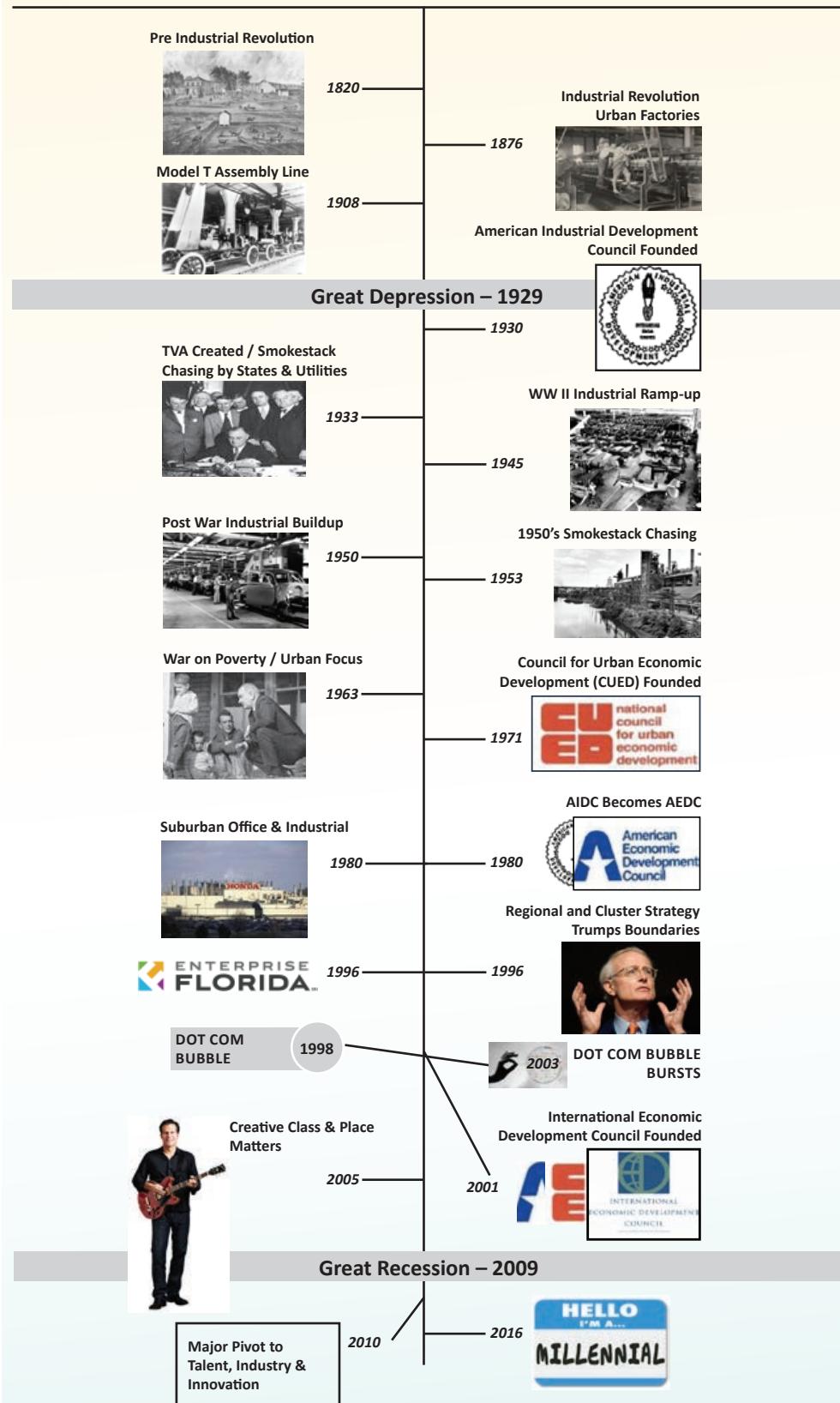


Ken Patton receiving the Edward deLuca Lifetime Achievement Award from former CUED Chairs Ron Kysiak (1980-82) and James Hankla (1982-84) during a CUED event in 1998.



EVOLUTION OF ECONOMIC DEVELOPMENT

Modern Economic Development practice has evolved along with the evolution of the American economy – from the Industrial Revolution to the Post-Recession focus on Talent and Innovation



The practice of economic development has evolved over time based on economic conditions, policy by the federal and state government, available resources, and engagement of new partners critical to economic recovery.

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foreign direct investment is of tremendous importance, as are programs to help local businesses increase exports to help communities be on the winning side of international trade.

Krutko remarks that due to the forces of globalization, the federal government is limited in its relevance when it comes to economic competition affecting communities: “More and more economic development is about how you help your community identify and build its assets that make it a competitive community that may have little to do with incentives. The competition is between Chicago and Shanghai, not between China and the US. Economic developers need to focus on that. You can’t wait for the federal government to impact your local economy.” However, despite the sentiment that the federal government’s role is in many respects limited, IEDC targets certain issues: foreign direct investment, through its support for Select USA, has become one of IEDC’s signature issues.

JoAnn Crary (IEDC chair, 2015) is credited with leading IEDC to a new and evolving leadership focus on one of the most challenging issues of today: equitable economic development and the role economic developers can play in this area. As a result, IEDC’s initiatives in this area include a 2016 research project on income inequality and an event the day after the 2016 White House Forum, bringing together attendees of that event to convene specifically on the issue at the AFL-CIO headquarters. Bill Sproull identified the challenge as a growing “bifurcation,” between those with education and skills in high-wage jobs and



JoAnn Crary, IEDC Chair, 2015

From its inspired beginnings in 1926 to the current moment 90 years hence, the economic developers of IEDC have earned that recognition - in local communities, on the national stage and across the globe. The tremendous professionals that have contributed their service to communities to help improve local economies deserve high praise. So too does the organization of IEDC – and AEDC and CUED before it – for playing a role in assisting the profession, by raising the learning and partnership opportunities for its members so that they might excel to even greater heights.

those in low-income retail and other low-wage jobs. As Matherly says, "Since the great recession, as the economy has started to regain steam, it is obvious that not all parts have started to grow back at the same rate. There are pockets that are still experiencing a very negative environment. How do you as a community go back and focus on those areas so that everyone can benefit from economic prosperity. As you grow a community you need to make sure you are trying to pull the whole community back with your prosperity."

IEDC's most precious role will always be the service to the economic developers who practice at the local level – playing the essential role of keeping its members edu-

cated and proficient in state-of-the-art economic development. Amidst the challenges of changing demands on the workforce, global competition and economic inequality, the role of economic developers has never been more important to local communities than it is now. In recognition of the challenging and crucial role that economic developers play in bringing prosperity to their communities, Barry Matherly, together with the membership of IEDC, is celebrating the year of 2016 as the Year of the Economic Developer to coincide with the 90th anniversary year of IEDC. "I said this year was the year of the economic developer so we could celebrate not just the profession but the professional. Economic developers do a lot of work in their communities. At the end of the day most of those press conferences are done by elected officials. I think that the profession doesn't always get the recognition for the work they do behind the scenes," says Matherly.

From its inspired beginnings in 1926 to the current moment 90 years hence, the economic developers of IEDC have earned that recognition - in local communities, on the national stage and across the globe. The tremendous professionals that have contributed their service to communities to help improve local economies deserve high praise. So too does the organization of IEDC – and AEDC and CUED before it – for playing a role in assisting the profession, by raising the learning and partnership opportunities for its members so that they might excel to even greater heights. ☺



Vinai Thummalapally (center), executive director of SelectUSA, and IEDC members (l-r) Paul Krutko, Irene Spanos, JoAnn Crary, and Ron Kitchens at the 2016 SelectUSA Conference in Washington, D.C.

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