

The “I” in IEDC

By Swati Ghosh

A HISTORY OF IEDC’S INTERNATIONAL ENGAGEMENTS AND GROWTH

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the “i” in iedc

By Swati Ghosh

Ninety years ago the American Industrial Development Council (AIDC) held its first conference in June 1926 of 22 industrial bureau managers. At the time no one would have imagined that the organization will one day include close to 250 international members representing 17 countries, three multilateral agreements, nine bilateral agreements, more than 80 speakers from 19 countries at its conferences, technical assistance projects in six countries, educational training programs in five countries, and connect economic development leaders throughout the world in several other ways. These are only *some* of the accomplishments of the world’s preeminent economic development organization – in its current avatar as the International Economic Development Council (IEDC) – in the last 15 years.

Formed in 2001 through a merger of two organizations focused primarily on the continental U.S. – the American Economic Development Council (AEDC) and the Council for Urban Economic Development (CUED) – IEDC was always envisioned to have global reach and impact.¹ Both AEDC and CUED had several strong advocates during the merger who pushed for an international designation, and incorporation of global ideas into its mission and aspirations. It would offer a way for IEDC to grow and prosper in the future by providing opportunities for North American and economic developers from other countries to learn from each other and strengthen economic development as a profession.

Both AEDC and CUED had done some work internationally, dating back to the 1950s, which provided the platform for IEDC to build stronger and broader international relationships. Barring a few



Steve Budd, FM, HLM, and Ian Bromley, FM, MA, MBA, FRSA, HLM, past IEDC chairs, representing the organization at a 2005 meeting in Geneva of the World Association of Investment Promotion Agencies (WAIPA).

instances, most of AEDC and CUED’s work focused on Canada and Europe, including²:

- AEDC held a conference in Montreal in 1950, Hamilton, Ontario in 1986, and in Quebec City in 1993.
- First transatlantic economic development conference, held in Frankfurt am Main, Germany was sponsored by AEDC.
- Groundbreaking economic development training conducted by AEDC in Soviet Union during the 1980s. Forty economic development professionals were trained during that time.
- AEDC started electing Canadian board members in 1986, John D. Morand, CEcD, FM, HLM (board chair 1991-1992,) and Richard Thrasher, CEcD, FM, HLM (board chair, 1997-1998).

Swati Ghosh is the former director of research and technical assistance at IEDC.

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- Canadian members elected to the CUED board starting in Fall 1996 – Klaus Thiessen (board member, Fall 1996 – 2001, Winnipeg, Canada), Greg Clark (board member, Fall 2000 – 2001, London, England), Bob Downes (board member, 1996-2002, Glasgow, Scotland), Ian Bromley (board member, Fall 2000-2009 and IEDC board chair, 2009, Toronto, Canada).
- CUED developed its own certification program in 1998, and licensed the use of Economic Developer (EcD) designation from the Economic Development Association of Canada (EDAC). Their members, Daryl Black and Rick Evans helped grade the first exam.
- Creation of the International Network of Economic Developers (INED) in 1995 by CUED in partnership with EDAC, the European Association of Development Agencies (EURADA) and the Australian Regional Best Practices Network (ARBPN).

Soon after the merger, IEDC setup an ad hoc international committee, with Ian Bromley as its chair, to figure out what it means to be an international organization. “Different people had different ideas about what international means,” says Ian. The committee presented a vision to the board, which can be broadly categorized as:

- Strengthen existing relationships and develop new relationships with similar organizations;
- Weave more international content into IEDC conferences and other professional development tools so as to educate local economic developers about a globalizing economy and practices from around the world; and
- Assist communities globally in developing strong economic development strategies by engaging members, especially those with experience in consulting or working internationally.

This core vision is further supplemented with other activities such as presentations to international delegations visiting the US, internships to international students and fellows, and an international dinner at the IEDC annual conference to provide a special opportunity for international attendees to network with each other. IEDC makes every effort to support international initiatives, organizations and leaders in economic development and allied fields. Current international members and board members play an important part in delivering these services.

IEDC’s multilateral and bilateral MOUs with complementary international and national organizations offer a way to exchange and grow economic development knowledge, broaden the economic development practitioners’ network, and cross-market services and products offered by each organization.



IEDC and EDAC Board and staff signing of the MOU at IEDC’s 2016 Leadership Conference. Front (L to R) Penny Gardiner, EcD, CEO of EDAC; Greg Borduas, EcD, president of EDAC; and Barry Matherly, CEcD, FM, IEDC Board chair.

Back (L to R) Marty Vanags, IEDC Board; Jeff Finkle, CEcD, IEDC President & CEO; Kurt Chilcott, CEcD, FM, HLM, past IEDC chair; __; Fred Morley, past IEDC Board member; John Watson, EcD, past president of EDAC; Mike Thususka, EDAC Board member; Craig Richard, CEcD, IEDC Board secretary/treasurer; and Susan Amring, CEcD, EcD, IEDC Board member.

MEMORANDUMS OF UNDERSTANDING (MOUS) WITH SISTER ORGANIZATIONS

IEDC’s multilateral and bilateral MOUs with complementary international and national organizations offer a way to exchange and grow economic development knowledge, broaden the economic development practitioners’ network, and cross-market services and products offered by each organization. These are formal, non-binding agreements that do not require monetary investment. Currently, IEDC has ten multilateral and bilateral MOUs, while two additional MOUs are in the works and hopefully will be signed in 2016.

Multilateral MOUs

The first such MOU established a network called the International Network of Economic Developers (INED) in September 1995, which was signed by four organizations: EDAC, EURADA, CUED and ARBPN. It aimed to enhance and promote exchange of innovative strategies, tools and techniques among the signatories. Rather than simply exchanging information at conferences or meetings, INED envisioned developing bilateral projects and contracts among participating organizations. It led to the creation of a program to help small businesses expand into foreign markets, which is discussed later.

The genesis of INED was at CUED’s annual conference in Dallas, Texas, in 1994 where a number of international delegates, including from Canada and Australia, were invited. EDAC reciprocated and invited several international delegates to its Winnipeg, Manitoba conference the following year where the INED MOU was signed.

EURADA’s participation in INED was mostly serendipitous. Around the time of the Dallas conference, EURADA had reached out to economic development organizations in the U.S. and elsewhere to find out about best practices in other countries and differences from economic

development strategies in Europe. Jeff Finkle, then President and CEO of CUED, was the only one to respond to EURADA's call. Jeff invited their CEO, Christian Saublens, to attend the conference. Although Christian couldn't attend the conference due to timing issues, a connection had been established, leading to his participation in Winnipeg and EURADA being a part of INED as well as a number of other multilateral MOUs with IEDC.

The INED partnership continued, mostly unchanged, through a series of multilateral MOUs between 1995 and 2008. During this time, three INED Global Summits were held, IEDC created and started maintaining an INED website, and three organizations were added to the partnership: Economic Development Association of New Zealand (EDANZ), United Kingdom Institution of Economic Development (UK IED), and Economic Development Australia (EDA).

Yet INED's list of accomplishments in terms of actual knowledge transfer or bilateral projects was somewhat underwhelming. INED members drafted a revised MOU in 2009 to strengthen the partnership by allowing it to be incorporated as an independent organization, generate its own revenue streams, and serve as the chief facilitator for an efficient exchange of economic development information and services in the world. However that MOU was never signed and INED continued for a few more years on the basis of the last signed MOU of 2008, which had a three-year term limit, and therefore expired in 2011. Among other things, differences in the economic development approaches around the world, a laggard world economy following the 2008 economic recession, and inability of some of the members to produce the seed funding required to establish the organization resulted in INED's expiration.

One significant effort to evolve out of INED was the Transatlantic Interprise Ventures (TIV) program in September 2000 during INED's third International Summit of Development Agencies, hosted by IEDC. It was established and managed by Ed Nelson, Jr. (CUED Chair, 1998 – 2000). The idea of the TIV program came about from INED partner discussions in 1998 about what the network should strive to achieve. Frank Gaskell (EURADA President, 1998) proposed the idea of devel-

Common themes among bilateral agreements are mutual respect and recognition of the partner organization's work, information exchange and participation in conferences, and extending membership benefits to further facilitate information sharing among professionals in allied fields.

oping programs and mechanisms that can help small businesses in a way that takes advantage of the combined knowledge of the economic development leaders of the world i.e. the INED partnership. Ed drew on his expertise in small business development in the U.S. to design a program aimed at facilitating strategic alliances through a network of international partnerships that expose small to medium enterprises (SMEs) to foreign markets. The vast majority of SMEs don't have the capacity to explore such markets on their own. Experienced professionals can help provide a much needed boost for these businesses through partnerships in foreign markets. Ed secured the funding and managed the program for three years at which point it was discontinued due to lack of adequate resources. Although many large EDOs now implement a similar model of assisting small businesses in their communities, it was a revolutionary idea 15 years ago.

At least two other MOUs very similar to INED were also signed by IEDC. The "MOU in Montreal" was signed in 2003 and is an on-going agreement.³ The International Economic Development Organizations' Protocol (IEDOP), also known as the "international handshake," was signed in 2007 for a three-year period.⁴ Both these MOUs were very similar to INED in their vision and approaches, but had additional signatories. IEDC continues to maintain close relationships with most members of these MOUs even though INED and IEDOP have expired.

Bilateral MOUs

IEDC also signed a number of bilateral agreements with complementary organizations. These agreements are more diverse in comparison to multilateral agreements depending on the needs of the partner organizations. Common themes among bilateral agreements are mutual respect and recognition of the partner organization's work, information exchange and participation in conferences, and extending membership benefits to further facilitate information sharing among professionals in allied fields.

IEDC's MOU with EDAC was the first one, signed in 2001. It was renewed in 2006 and revised in 2015. Cooperation with EDAC dates back to CUED days, given that both organizations' roots were in urban economic development. Geographic proximity, relatively similar economic development delivery systems in the US and Canada, and a small but increasing number of members who belonged to both organizations further made the partnership between IEDC and EDAC a natural fit.



Edward Nelson, CECD, FM, HLM, past CUED chair, speaking in South Africa at the Local Economic Development Week event.



Bilateral meeting at IEDC's Annual Conference to discuss potential collaboration opportunities with Jun Kuroda, Minister for Economy, Trade, Industry and Energy, Embassy of Japan (fourth from left). Members of IEDC's Governance Committee (l-r): Craig J. Richard, CEcD (Secretary/Treasurer); F. Michael Langley, FM (Vice Chair); Barry Matherly, CEcD, FM (Board Chair); Todd Greene, CEcD (Chair, Planning & Business Development); and Tracie McDaniel (Chair, External Member Relations) with Ray DeWinkle, Chair, IEDC International Advisory Committee and Jeff Finkle, CEcD, IEDC President & CEO.

Yet the partnership was a troubled one in some ways, primarily as both organizations offer strong professional development and certification programs. Concerns over competition from each other's organizations have been the overarching focus in the MOUs. Both organizations have worked to devise ways such that the programs are complementary rather than competitive. However, after almost a decade of formal relationships with EDAC, both organizations decided to sever ties in 2010. Through the efforts of IEDC's Canadian board members and some EDAC past chairs, the relationship was rekindled with the signing of a revised MOU in 2015.

Agreement with the World Association of Investment Promotion Agencies (WAIPA), signed in 2004, focuses on WAIPA working through IEDC to promote its membership to state level investment promotion agencies. This enabled WAIPA to work directly with state agencies on a bilateral basis, eliminating the need to work through the US government, which, at the time, did not have a strong presence in investment promotion. Over the last few years, IEDC Chairs have made several presentations at WAIPA conferences and vice versa to promote information exchange.

An MOU with the Investment Promotion Agency of the Ministry of Commerce of the People's Republic of China (CIPA) was signed in 2007 to promote two-way investment opportunities between China and the US. Similar to the WAIPA MOU, IEDC serves as the conduit for CIPA to network with US state and local economic development organizations. IEDC helped CIPA build relationships with Invest in America and also sign an MOU with the State of New York for investment in China.

Provincial EDOs in Canada signed MOUs with IEDC in 2011 and 2012. During this period IEDC saw an increase in participation from a number of provincial Canadian organizations, especially in the professional development and certification programs which are the main

focus of these MOUs. The organizations agree to work towards streamlining and recognizing the CEcD and EcD designations in the respective jurisdictions. Currently IEDC has bilateral agreements with four organizations: Economic Developers Alberta (EDA) since 2011, British Columbia Economic Development Association (BCEDA) since 2011, Economic Developers Council of Ontario (EDCO) since 2011, and Saskatchewan Economic Development Authority (SEDA) since 2012.

Furthermore, IEDC signed two MOUs during its annual conference in October 2015. One is with the Global Federation of Competitiveness Councils (GFCC), a network of organizations committed to enhance global prosperity and foster international knowledge sharing. The goal of the MOU is to strengthen the alliance between the two organizations thereby enhancing the innovation capacity and resiliency of communities in the US and beyond through innovative public policy solutions and information sharing on best practices. It has a 12 month term at which time it can be renewed if there is mutual interest. The MOU with the Hong Kong Trade Development Council (HKTDC) – Hong Kong's official trade promotion agency – aims to leverage Hong Kong's regional position as a commercial, financial, and logistics hub for China and other Asia Pacific markets to broaden the range of member companies that IEDC can help to make business connections in Asia. In order to achieve this, the organizations will co-organize trade missions, road shows, and educational seminars to update members on business opportunities in Asia. The organizations will also assist each other in organizing and promoting these activities in their respective memberships. The MOU has a three-year term limit.

Lastly, IEDC's Accredited Economic Development Organization (AEDO) program was expanded internationally in 2010. The rigorous accreditation process recognizes professional excellence among EDOs. The first international AEDO was the Industrial Development Commission of Mexicali in 2010. Currently there are five international AEDOs in Mexico and Canada: Greater Halifax Partnership, Halifax, Canada was accredited in 2011; City of Hamilton Economic Development Division, Canada in 2013; City of Port Colborne Economic Development, Tourism, and Marketing Department, Canada in 2013; and Tijuana EDC in 2013.



Bill Best, FM, HLM, past IEDC chair (far left) speaking at the World Association of Investment Promotion Agencies (WAIPA) World Investment Conference.

INTERNATIONAL CONTENT IN IEDC PROFESSIONAL DEVELOPMENT PROGRAMS

IEDC's professional development training and certification program is highly respected in the economic development profession, both within the US and abroad. Although both AEDC and CUED were incorporating international content in their conferences, IEDC placed a special emphasis on international content and in fact set a goal for inviting a number of international speakers to its annual conferences soon after the merger. More than 80 international speakers and facilitators from 19 countries have participated in IEDC conferences between 2013 and 2015. In 2016, there were 31 international speakers and moderators.

Beyond conference content, IEDC is also incorporating international content into its professional development training program with the vision of developing an internationally recognized Certified Economic Developer (CEcD) designation in the near future. Some of this is accomplished through accreditation of existing educational programs, many offered by universities abroad. Through the accreditation process, IEDC examines the content and delivery mechanisms of the training courses and recognizes that attendees of these programs are eligible to appear for the CEcD exam upon successful completion of certification requirements. Accredited programs offer a way for continued professional development for economic developers in other countries without constant involvement from IEDC, while being ensured of high quality of content.

Two training courses, one each at the CETYS Universidad in Mexico and the British Columbia EDA are accredited as basic economic development courses (BEDCs) by IEDC. For a number of years, CETYS was the only international BEDC. Another partnership is currently in the works with the Mexican investment promotion agency, ProMexico, for their staff to receive a special Mexican Economic Development Marketing Specialist designation upon completion of IEDC's marketing and attraction, and FDI and exporting courses as well as the BEDC at CETYS.



Bostjan Skalar, CEO, World Association of Investment Promotion Agencies (WAIPA), Istanbul, Turkey, speaking during The Future of Economic Development panel at IEDC's 2016 Annual Conference in Cleveland.

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Along the same lines as the BEDC accreditation, IEDC accredited with the Center for Local Economic Development (CENLED) at the University of Johannesburg, South Africa, training programs and the processes to be followed for the delivery of those training courses. Since the accreditation in 2012, close to 60 local economic development practitioners have attended the various courses and are eligible for the Certified Economic Developer (CEcD) exam in 2017. The accreditation of the CEcD exam and the processes followed are being discussed, with the aim of signing a revised MOU.

In addition to accreditation, over the years IEDC has delivered customized training courses in several countries. In 2006, as part of a partnership grant with the Russian Economic Developers Association (ASSET) at the Leontif Center, IEDC delivered training in St. Petersburg, Russia on the economic development delivery system in the US, with major emphasis on entrepreneurship and how it can be incorporated into the Russian economic development model. IEDC also hosted two representatives from the Leontif Center for additional training and cross cultural information exchange.

More recently, IEDC was invited in 2014 by Deloitte Consulting to work as a subcontractor on a US Agency for International Development (USAID) contract to deliver economic development training in Bosnia and Herzegovina. Training programs delivered include marketing and attraction, and business retention and expansion. These courses were customized to the country and included participants from 23 municipalities. Although the plan was to deliver six courses and administer the CEcD exam, changes in the USAID program structure led to early termination of the contract.

Several interviewees who have been involved with the IEDC professional development training abroad mentioned that although the training materials are primarily focused on the practice of economic development in the US, members in other countries are realizing that the skills required to effectively deliver economic development in fact remain largely unchanged by geographic boundaries. Many see it as the pathway for increased international work for IEDC in the future.

Research and publications are another strong forte for IEDC. Its in-house think tank called the Economic Development Research Partners (EDRP) program produces cutting edge research on a variety of economic develop-



Bill Sproull, FM, HLM, past IEDC chair (left) and Christian Saublen, former CEO of the European Association of Development Agencies (EURADA), who received the 2014 IEDC Lifetime Achievement Award.

ment topics. The first EDRP report in 2008 focused on globalization to reflect the organization's emphasis on learning about economic development strategies from around the world and helping members everywhere to deal with an ever-changing, globalizing economy.

DIRECTLY ASSISTING COMMUNITIES IN DEVELOPING STRONG ED STRATEGIES

Building on its reputation as a leader in quality professional training programs, IEDC has utilized its economic development expertise to directly assist communities globally in developing and implementing strong economic development strategies. In the vast majority of cases, it follows a peer-to-peer team approach where IEDC members that have experience and expertise in specific areas of economic development are invited to participate on a project as consultants. The team examines the issues and challenges facing the community and develops a customized list of recommended strategies for implementation by local economic development professionals and policy makers. CUED pioneered this model and has been successfully expanded by IEDC to assist hundreds of communities in the US and globally. Significant international projects are discussed below.

China

Between 2005 and 2008, IEDC developed a strong relationship with the United Nations Industrial Development Organization's Investment & Technology Promotion Office in China (UNIDO – ITPO China) that included delivering two technical assistance projects in China, organizing a study tour and a trade mission to the US for Chinese officials, hosting several conference sessions on attracting Chinese investment into the US and other countries, and the signing of an agreement with CIPA, discussed earlier. This all started in 2005 when Roy Luo, a UNIDO staff member contacted IEDC with interest in doing a fellowship to understand the American economic development model. He helped IEDC get engaged with two TA projects: the first one was developing environment-friendly economic development strategies for rap-

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idly industrializing communities in Feicheng County, Shandong Province. A study tour of approximately 30 Chinese officials was also conducted as part of this project and several IEDC members hosted the officials so they could see firsthand how such strategies are implemented in the US.

The second project followed immediately after the completion of the first project in 2007 to conduct a strategic assessment of the Wendeng Economic Development Zone for the City of Wendeng, Shandong province and provide recommendations on economic diversification into technologically advanced industries and strengthen its competitiveness. This project was delivered in partnership with the National Business Incubation Association (NBIA) and included a study tour as well as trade mission to connect Chinese and US companies for cross-border investments. UNIDO played a key role in the successful completion of these projects by serving as a facilitator for IEDC in China to gather accurate information through interviews and primary research, considering data can sometimes be difficult to find or unreliable.

Connections established through these projects also led to a stronger relationship with CIPA that IEDC signed an MOU with later in 2007 to continue investment promotion activities between the two countries.

United Kingdom and Europe

Around the same time as the China project in 2006, IEDC assisted the city of Hull in developing an action plan to strengthen the Hull region's competitiveness in a number of industries including value-added manufacturing and port logistics, renewable energy, biomedical healthcare, call centers, as well as city regeneration. The action plan focused on the optimal application of the competitive positioning analysis conducted by IBM Business Consulting Services' Global Location Strategies, including optimal site development. Gene DePrez, IBM staff member working on this project and an active IEDC member, was subsequently invited to the UK to implement a similar strategy but on a much



Kurt Chilcott, CECd, FM, HLM, past IEDC chair (left), thanks Bob Downes, formerly of Scottish Enterprise, for his service on IEDC's Board of Directors.

larger scale in another community, Sheffield. Gene ended up working for Ian Bromley, who had also recently moved to Sheffield, as the Head of the newly formed organization, called Creative Sheffield. The organization implemented an economic development strategy focused on innovation through partnerships between universities, EDOs, and small businesses.

IEDC participated in a number of other projects in partnership with organizations like the International City/County Managers Association (ICMA) and Deloitte & Touche to assist communities in Bulgaria, Romania, Ukraine, Germany, and throughout Central and Eastern Europe between 1997 and 2006. These projects included training, research publications, as well as technical assistance to communities.

Latin America and the Caribbean

In collaboration with the Inter-American Development Bank (IDB) during 2006, IEDC produced a publication titled, Institutional Capacities for Small Business Policy Development in Latin America and the Caribbean. It focused on micro, small and medium enterprises (MSMEs) and analyzed the weaknesses of the support system, a comparative analysis of the organizational capacity of national MSMEs institutions, and offered solutions to improve public policy and institutional support for MSME development in Latin America and the Caribbean.

IEDC also assisted Ecuador in 2007 and Nicaragua in 1998 through technical assistance projects. The Ecuador project focused on regional competitiveness, investment promotion, and business attraction activities of regional EDOs and developed an action plan to develop an investment promotion program in the country. The Nicaragua project was focused on developing an economic development strategy for large businesses and was conducted in partnership with IDB.

SMALL EFFORTS, BIG IMPACTS

IEDC supports international activities in every possible way, no matter how small. For example, IEDC has hosted international delegations of government officials and other regional and national leaders from several countries: Northern Ireland, Germany, Russia, Argentina, Indonesia, Uruguay, Australia, Malaysia, Macedonia, Thailand, Turkey and multiple Chinese delegations. The

IEDC also has a very strong and competitive internship program for college and university students. Since 2010, IEDC has hosted a group of 2-5 Australian interns from the University of Sydney who are visiting Washington DC on an exchange program. Over the years, interns from Canada, France, Germany, India, Kyrgyzstan, Northern Ireland, Pakistan and South Africa have worked at IEDC during the summers.



Bill Sproull, FM, HLM, past IEDC chair; Hazel McCallion, former mayor of Mississauga, Ontario; and Neil Everson, CEcD, EcD, IEDC Board member at the 2014 Annual Conference.

vast majority of such delegations are interested in learning about ED strategies in the US and more generally IEDC activities.

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International Fellows are slightly different from interns as these are typically experienced professionals who are interested in learning about US economic development strategies in order to transfer that knowledge back to their home countries. Roy Luo from UNIDO was one. IEDC also helped Greg Clark from the UK in 1995, an international fellow at Columbia University, as he was investigating regional and city economic development practices in the US and Canada. Greg helped bring a number of delegations from London comprised of regional and national level leaders to CUED annual conferences to learn about US economic development. The delegates were instrumental in the development of legislation on a number of economic development related approaches such as business improvement districts, small business finance, and others over the next decade when such practices were becoming more common in Europe. IEDC has also hosted fellows from Ukraine.

IEDC also attracts some full time staff from different countries. Current staff includes members from China and Jamaica. In the past, there have been staff members from Canada, India, Haiti, and UK.

Since 2006, IEDC hosts an international dinner at its Annual Conference to provide yet another opportunity for international participants to connect and network with each other. The structure of the dinner has evolved over the years and the 2015 international dinner had well over 200 participants. Some even consider it a badge of honor to be invited to the dinner.

LEADERSHIP, LEADERSHIP, LEADERSHIP

As the economic development profession evolves, leaders are realizing that successful implementation of economic development strategies takes patience, effort, and time. As some like to say, “you need to babysit these projects.” This is equally applicable in the international arena, if not more so. Differences in cultures, national and regional level policies and structures, and funding streams are just a few of a huge number of variables that impact partnerships and collaboration. IEDC’s long and established history of international activities owes a lot of credit to its President and CEO, Jeff Finkle. Without his efforts and leadership, a number of IEDC’s partnerships would not have been possible. Support from current international members, especially international board members and those with experience in other countries are crucial to IEDC’s expansion internationally. IEDC is surely living up to its name. 🌐



Barry Matherly, CEcD, FM, IEDC Board chair (left) and Greg Borduas, chair, Economic Development Association of Canada at EDAC’s 2015 Annual Conference in Whitehorse, Yukon, with entertainers at the event portraying dance hall performers from the 1890s at bars during gold rush days.

ENDNOTES

- ¹ AIDC changed its name to AEDC in 1980 to reflect the field diversifying beyond manufacturing and industrial development to all sectors of the economy and a more complex, though still evolving, profession.
- ² http://www.iedconline.org/clientuploads/Downloads/history/IEDC_Fore runners_Celebration.pdf, pg 4-5, 7
- ³ The signatories for MOU in Montreal are: British Urban Regeneration Association (BURA), Economic Development Association of New Zealand (EDANZ), International Association of Science Parks (IASP), Local Economic Employment Development Programme (LEED), IEDC, EDAC and EURADA.
- ⁴ The IEDOP signatories were: The Institution for Economic Development (UK IED), The Competitiveness Institute (TCI), Economic Development Australia (EDA), EDAC, EDANZ, EURADA and IEDC.

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