

# Fostering Resident-Centric Economic Development

---

ELLEN HARPEL

NATIONAL CONFERENCE ON INCLUSIVE  
DEVELOPMENT & RECOVERY

MAY 6, 2022



DECEMBER 2020

# REFLECTING COMMUNITY PRIORITIES IN ECONOMIC DEVELOPMENT PRACTICES

Darrene Hackler, PhD | Ellen Harpel, PhD



 **SMART**  
INCENTIVES  
SOUND DECISIONS

This report was commissioned by The Pew Charitable Trusts. The views expressed herein are those of the authors and do not necessarily reflect the views of The Pew Charitable Trusts.

**Economic development that is equitable, inclusive, and outcome-driven for residents begins by prioritizing community engagement and clearly linking that engagement to actionable initiatives with measurable results.**

How can state and local governments adapt their economic development efforts to be more responsive to community goals?

Determine  Design  Evaluate

The Fresno DRIVE Initiative is a 10-year investment plan to develop an inclusive, vibrant, and sustainable economy for residents in the greater Fresno region.

Three essential components of fostering inclusive and sustainable economic growth:



NEIGHBORHOOD  
DEVELOPMENT



HUMAN  
CAPITAL



ECONOMIC  
DEVELOPMENT

Together, we envision an inclusive, vibrant and sustainable economy so all residents can move from poverty to prosperity.



## What We Do

HOME > WHAT WE DO

PRIORITIES    PROJECTS & PROGRAMS

## Our Priorities

Prosper Portland focuses on building an equitable economy, based on four cornerstones: growing family-wage jobs, advancing opportunities for prosperity, collaborating with partners for an equitable city, and creating vibrant neighborhoods and communities. To support that work, we seek to maintain an equitable, innovative, financially sustainable agency. Prosper Portland invests financial and human capital to serve the city and its residents.

## We don't just support Atlanta, we support you.

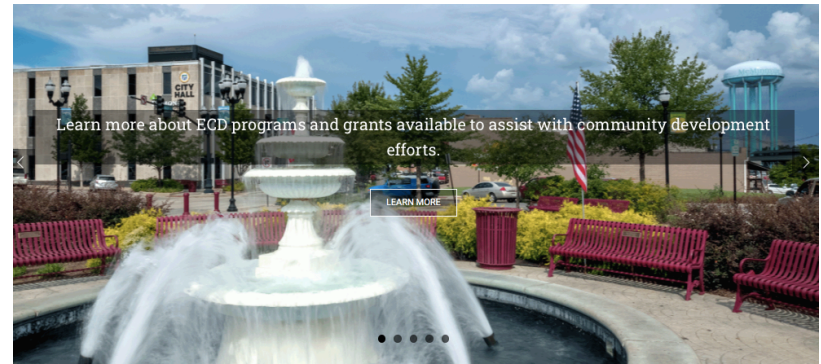
We offer more than your typical economic development agency and extend our focus beyond business support and site selection.

From buying a home to growing your business, Invest Atlanta can help you every step of the way.

[SEE HOW WE CAN HELP >](#)



Mayor Andre Dickens  
Invest Atlanta Board Chair



## Upper Cumberland Development District

At the Upper Cumberland Development District, we are passionate about helping people. Through our wide array of services, we connect individuals, families, businesses and local officials with resources they need to improve their quality of life.

# Determining priorities

Acknowledge a shared history

Come together around data-driven findings

Listening and learning

- Partnering, not informing or educating
- Setting goals together

Grow the circle

- Actively seek new voices
- Engage multiple voices - communities are not monolithic
- Building trust takes time

Sustain the commitment

# Designing responsive programs

Recognize the need for interconnected strategies

- Holistic, wide-ranging
- Long-term
- Equitable and inclusive
- People, place and governance – as well as business

Commit time and resources for responsive program design and implementation

- Resources for the entire process
- Supporting service delivery and capacity building
- Respect people's time and expertise

# Evaluating with community priorities in mind

## Seeking “just-right” metrics

- Community goals vs. program impacts
- Inspirational goals, shoestring budgets

## Data access and availability

- Can you get data for what you want to measure?
- Who is doing all this work?

## Reporting

- Avoid both promotional and punitive reporting
- May need to look beyond dashboards and KPIs

# Contact

---

Ellen Harpel, PhD  
Darrene Hackler, PhD

[ellen@smartincentives.org](mailto:ellen@smartincentives.org)

[darrene@smartincentives.org](mailto:darrene@smartincentives.org)

<http://www.smartincentives.org/>

 [@SmartIncentives](https://twitter.com/SmartIncentives)

Report: [Reflecting Community Priorities in Economic Development Practices](#)

Case Studies: <https://smartincentives.org/featured-reports-2/>