KSM LOCATION ADVISORS

In Defense of Our Profession

Prepared by:

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About Me

- 18 years in economic development (6 in the public sector)
  - The Indy Partnership/Indy Chamber
  - Boone County EDC
  - City of Indianapolis
  - Led national practice at Cassidy Turley (now Cushman & Wakefield)
- KSM Location Advisors
  - National practice – have done business in all 48 contiguous states
  - Negotiated over $600 million worth of incentives on behalf of our clients

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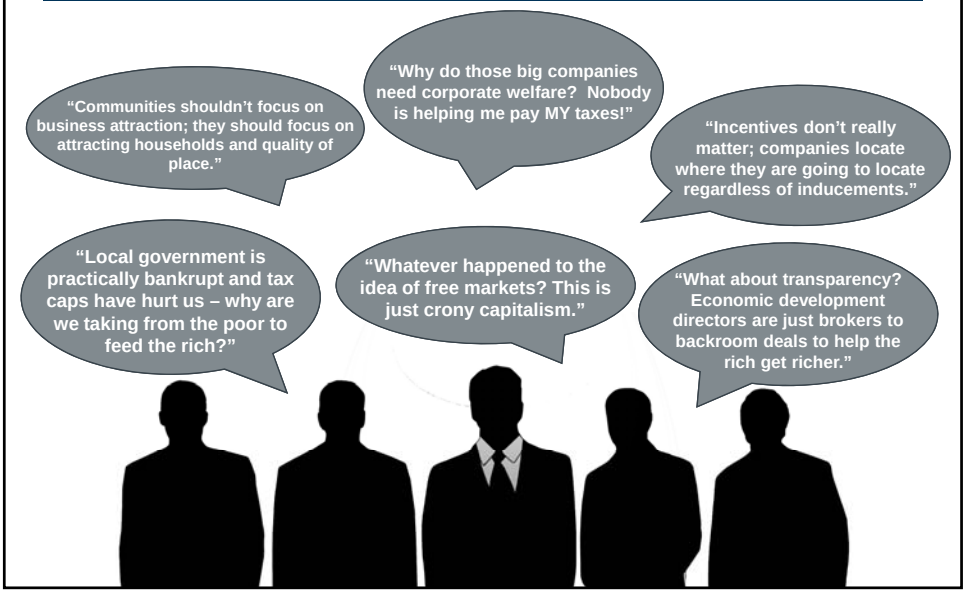
What the Haters Say



What Our Disciples Say

"Without economic developers, we would have no new or expanding business in (insert location)."

"Every new economic development deal is the direct result of our investment in economic development."

"You can tell if our efforts are effective by looking at metrics – you can look at capex, jobs created/retained and associated wages by year."

"Without our overseas missions we would have no international investment in our state."

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The LEDO Job Description

- Fundraiser
- Public Relations Expert
- Government Ombudsman
- Technical expert – incentives, planning & zoning, utilities, land development
- Workforce developer
- Thought leader
- Policy expert and unregistered lobbyist
- Relationship manager
  - Keep elected officials AND your board AND your vocal critics relatively happy
- Incentives broker
  - Get the best deal possible for their community while being transparent

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What is most important?

- Don't be a silo
- Communicate, communicate, communicate
- Audit local processes and policies; be a *good* gov't ombudsman
  - User-friendly?
  - Solicit feedback from users of the system
- Resist the boondoggles
- Honestly assess your community's strengths and weaknesses
  - Promote strengths and ensure they are sustainable
  - Develop real solutions to address the weaknesses

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A Few Examples

Mainstreet Capital Partners – Lafayette, IN
Redevelopment occurred at a former hospital site

- Capital Investment = $13 million
- New Jobs = 80
- Total Negotiated Incentives = $800,000

BWI North America, Inc. – Greenfield, IN
+/-240,000 SF new manufacturing plant

- Capital Investment = $81.7 million
- New Jobs = 441
- Total Negotiated Incentives = $11.5 million

The County without a LEDO

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How do you respond to the Haters?

- Ignore them when you can
- Keep it rational; avoid the personal
- Broaden the definition of economic development: it touches so many more palatable areas: education system, workforce development, community development, planning & zoning, quality of place, parks & rec
- Similar note: resist the scorecard or broaden it
- **When all else fails…**

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How do you respond to the Haters?

Good For You!

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Thank You!

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