



THE PEW CHARITABLE TRUSTS

# Incentive targeting—who benefits?

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# Recommendations for improving the targeting of place-based programs

- Target programs using quantitative measures
- Systematically assess geographic targeting
- Regularly update the set of eligible locations
- Tailor economic development strategies to local needs
- Create job opportunities for low-income residents

# Challenges ensuring place-based programs benefit intended populations

- Helping a place does not guarantee residents will be better off
- Incentives may be insufficient to encourage hiring of target populations
- People-focused goals are often poorly defined
- Data and benchmarks are lacking

# Promising strategies to create job opportunities for low-income residents

- Direct incentives to industries that are likely to offer good jobs to target populations
- Match workers with prospective employers, through strategies such as “first-source” hiring requirements

# Incentive Targeting: Who Benefits?

## Reflecting Community Priorities in Economic Development Practices

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ELLEN HARPEL

NCSL ROUNDTABLE ON EVALUATING  
ECONOMIC DEVELOPMENT TAX INCENTIVES

OCTOBER 28, 2020



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

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## 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 Keisha Lance Bottoms  
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.

# Designing responsive programs

Recognizing the necessity of interconnected people- and place-based strategies

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

Committing 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

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