

# Incentives That Work

---

ELLEN HARPEL

LEGISLATIVE LEADERS' SYMPOSIUM

QUEBEC CITY  
JUNE 2022



# Why do we use incentives?

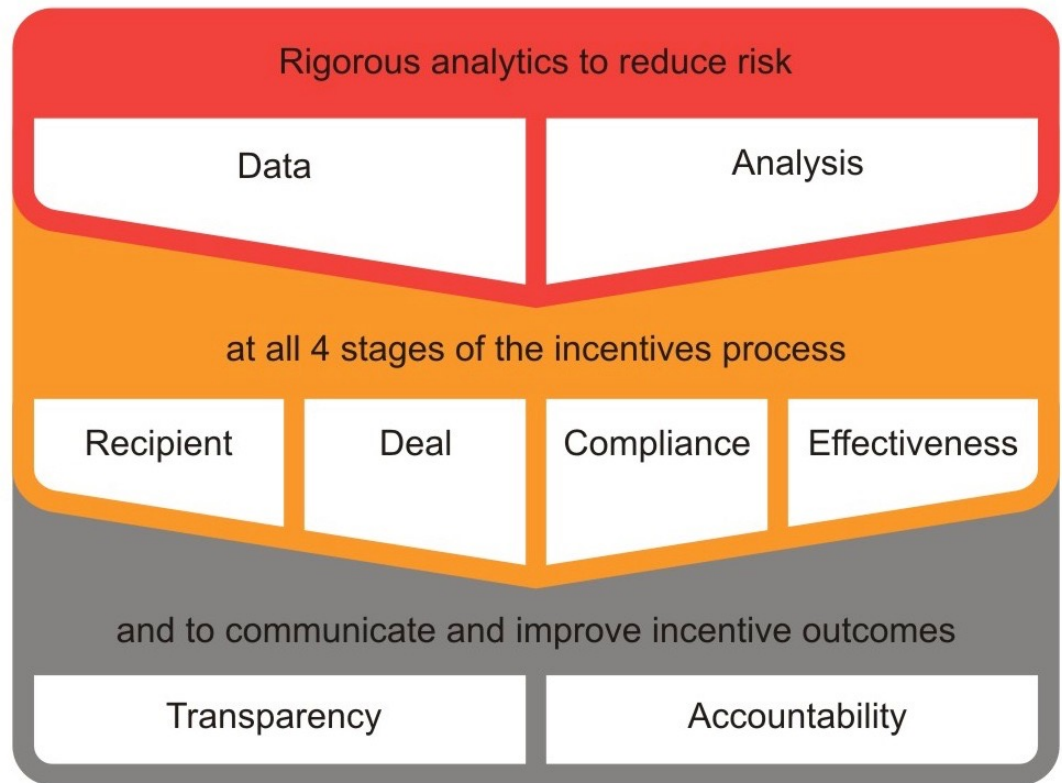
---

## To achieve our community's economic development goals

- Jobs
- Worker training
- Business development
- Investment
- Downtown revitalization
- Brownfield redevelopment
- Quality of life and quality of place
- Strengthen tax base

Incentives are not just about winning a deal. Smart incentive use is always connected to a larger economic development strategy.

Incentive  
use is a  
process,  
not a  
transaction



Companies are seeking well-designed incentive programs that work for both the business and the community to drive long-term, mutually beneficial economic development projects.

# Crafting incentive packages

---

Bring together the right set of state and local incentives for the project

Invest in yourself, not just the company

- Business incentives alone do not carry the day
- Workforce, site, and infrastructure investments are critical elements of successful incentive packages

Engaged and united partners at the state and local levels

Investment partnership mindset



Clear and measurable goals



Pay for performance



Caps on outlays



Active management



Build in reporting mechanisms

# Program Design Elements

# About us

---

Smart Incentives helps communities make sound decisions throughout the incentives process

- ✓ Analyze incentive offerings and program design
- ✓ Apply the Smart Incentives 4x4 framework for program management
- ✓ Strengthen project compliance procedures
- ✓ Evaluate and report on program results

# Contact

---

Ellen Harpel  
President

571/212.3397

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

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



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