

DROPPING OUR TOOLS

INNOVATION FOR POST-INDUSTRIAL EC.DEV.

EDAC 2018
FREDERICTON

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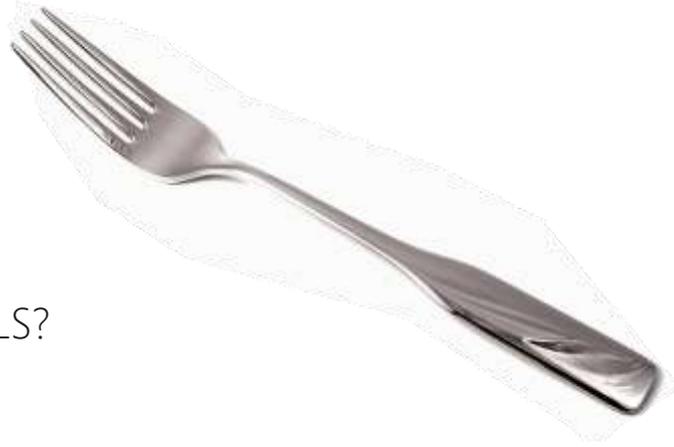


“ At least 23 wildland firefighters have died in four separate incidents since 1990 with their tools beside them. In every case, they died within sight of safety zones that could have been reached if they had been lighter and moved faster. For example, at the South Canyon disaster outside Glenwood Springs, Colorado, 14 firefighters were killed on July 6, 1994, when they failed to outrun a fire that exploded through a stand of oak trees just below them. One firefighter, whose body was found a mere 250 ft from safety at the top of the ridge, was still wearing a backpack and still had a chain saw in his hand. ”

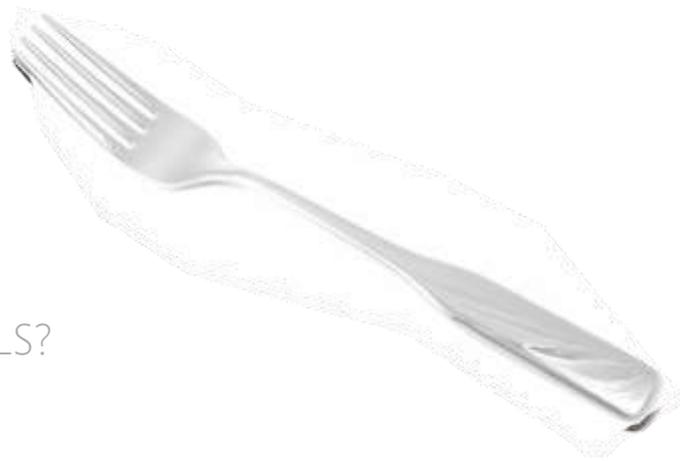
—**Karl Weick** (2007, p. 6)



TYPES OF **EcDev** TOOLS?



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Shoot Anything that Flies; Claim Anything that Falls:
Conversations with Economic Development Practitioners

— **Herbert Rubin** (1988)

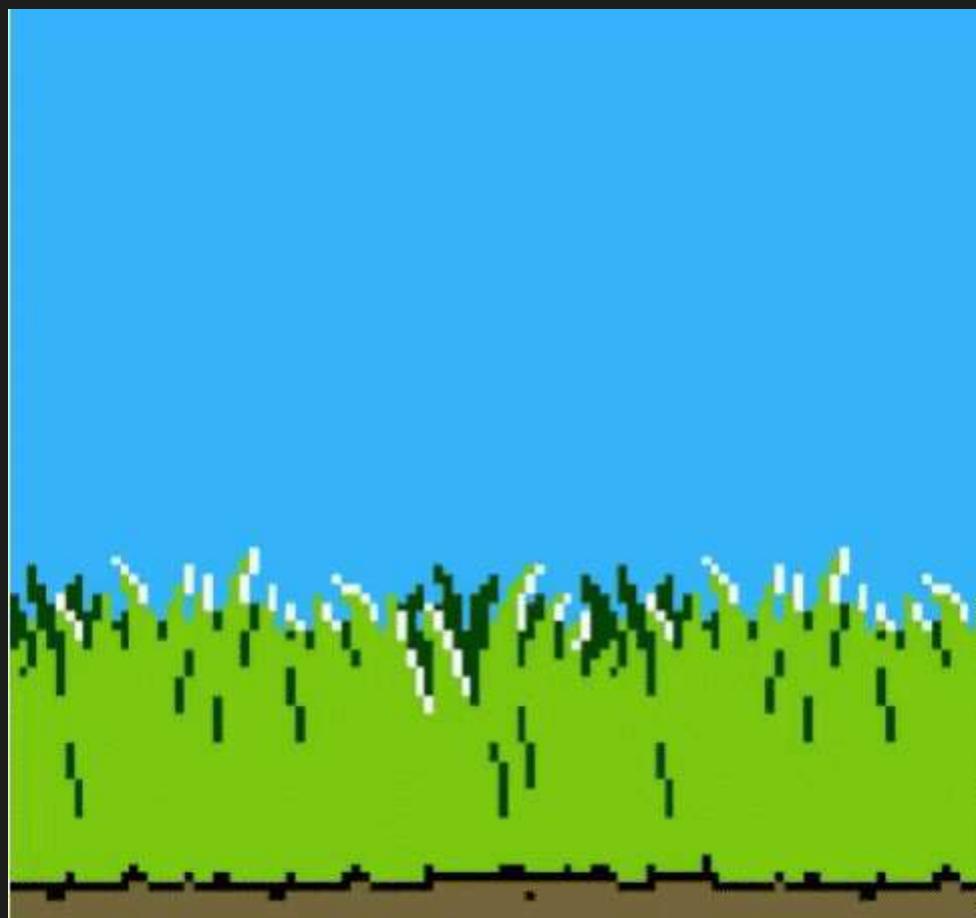




64\$000 draft

In the United States, local and state governments are estimated to spend in excess of **\$50 billion per year** on business attraction efforts, primarily in the form of tax incentives.

— **Greg LeRoy** (2005)



“ establishments [in Ohio] that received incentives overestimated their announced employment targets more than establishments that did not receive incentives ”

— **Gabe and Kraybill** (2002)

“even in combination, many commonly used incentives have no relationship to the economic health of city residents [...in Michigan...]”

...

“the factors most consistently and positively related to economic health are investments in the downtown, spending on basic local public services, and using no economic development incentives at all”

— **Reese** (2014)







Why do tax incentives persist?

1. Businesses have come to expect them
2. "Competition" from other communities
3. Politicians seek reelection
4. Lack of trained EcDev professionals

— Reese (2014)

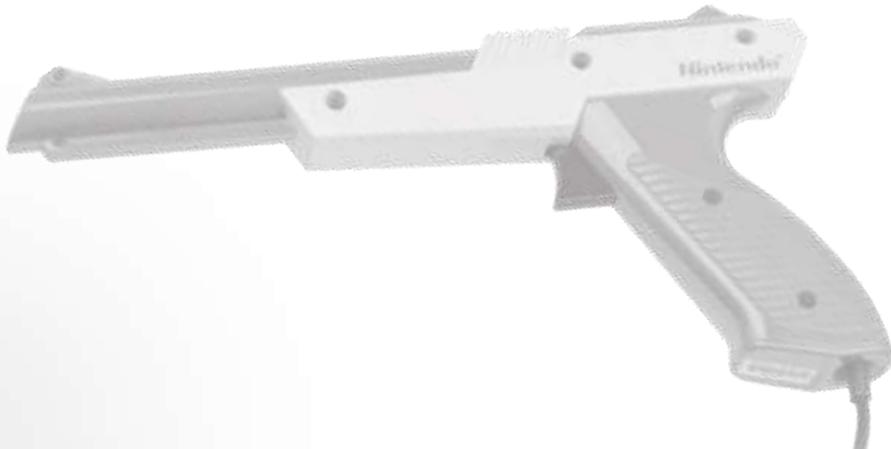
Why do tax incentives persist?

“...because businesses, especially those seeking to expand or relocate, provide demands that are clearly defined and bureaucratically obtainable. Low-key, apparently reasonable demands provide a set of achievable goals for administrators working in an uncertain environment.”

— **Rubin** (1988)



TYPES OF **EcDev** TOOLS?







“ Typical cluster development strategies involve selecting a particular industry (often a high-tech industry), designating an industry-specific business park, focusing business attraction and BR&E activities on the selected industry, and supporting the establishment of an industry association. However, these cluster strategies are based on a limited understanding of the cluster concept. They tend to result in **Siliconias**, i.e., shallow attempts to replicate Silicon Valley. ”

— **MacNeil** (2015)
(Dalhousie Local Government Program)

“ In total, we found 70 cases of ‘Siliconias’ in our analysis.”

— ***Currid-Halkett & Stolarick*** (2011)

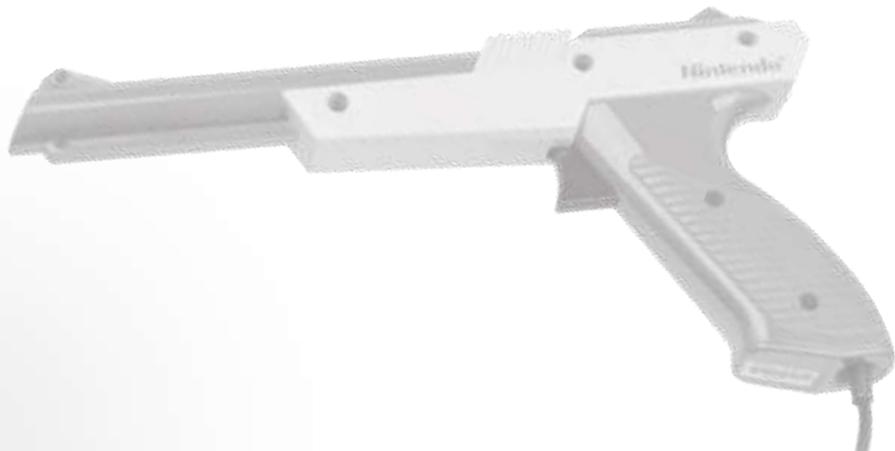
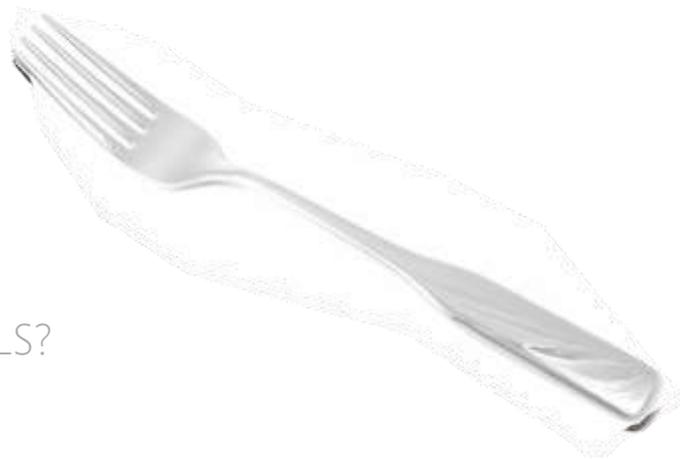
“ Academic research on Silicon Valley’s success points to two key factors. The first and most critical factor was **decades of research into various defence technologies conducted by (or funded by) the US government** (see Mowery, 2009). Also vital is the second factor which was the social capital that emerged among individuals in the region, and which fostered a **culture of informal knowledge sharing** (see Saxenian, 1994).”

— **MacNeil** (2015)
(Dalhousie Local Government Program)



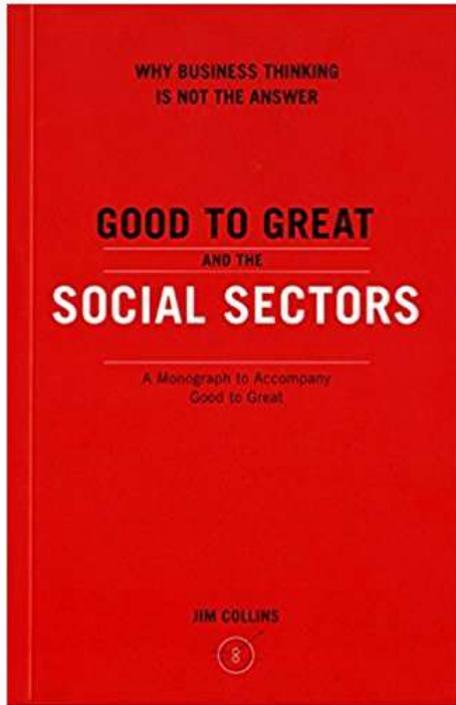


TYPES OF **EcDev** TOOLS?









Why would we want ~~not-for-profits~~
[...EcDev Orgs...] to be more business-like if
most businesses are only "**mediocre**"?

— **Jim Collins** (2001)
[...with help from me...]

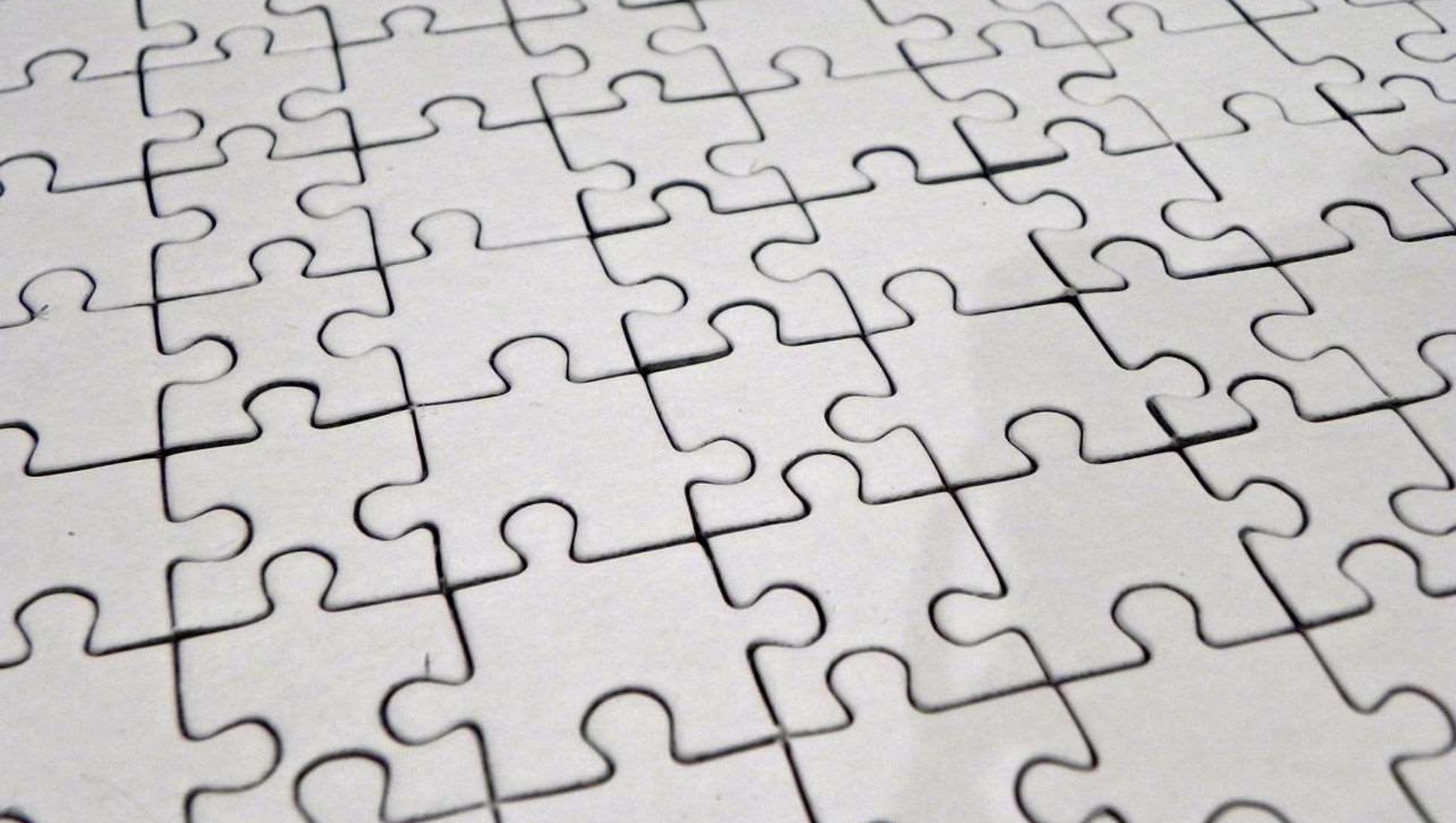






Benny Goodman's Jazz Orchestra (1943)

SMART GOAL vs. "**HOW MIGHT WE...?**"





WEDNESDAY, February 28, 2001

'Challenge' officially launched

Smart Communities will bring advantage

By **Susanna Haley**

Towns in Digby and Annapolis counties are now officially Smart Communities.

The project should help to make this area more economically self-sufficient and keep young people "here in our communities," he added.

Balsler praised strong

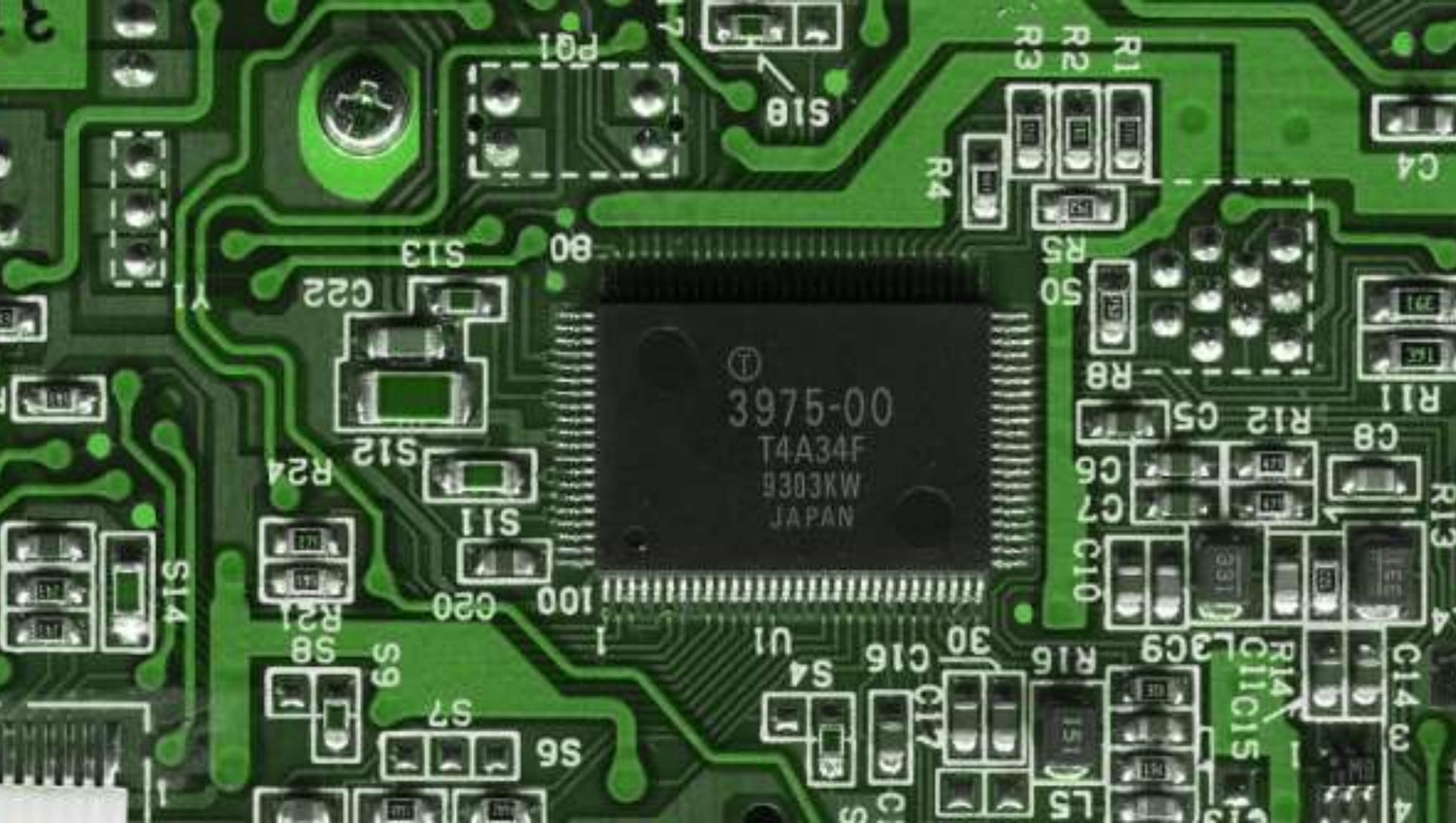


West Nova MP Robert Thibault and Janet Larkman, executive director of the Western Valley Development Authority, talk to some local children about one of the prototype Smart Community kiosks at the project's launch last weekend. (Haley Photo)





We'll start by pre-determining outcomes and then judge you according to those.



3975-00
T4A34F
WK036
JAPAN

P01
S18

R1
R2
R3
R4

C4

S13
80

R5
S0

C22
S12

R11
R12
C5
C8

R24
S11
C20
100

R13
R14
C10
C7
C6

S14

R21

U1
S4
C16
C17
R16
C14
C15
C13
C9
R14
C10
C7
C6

S9
S8
S7
S6



We'll start by pre-determining outcomes and then judge you according to those.

What about us?



“...the challenge for Canadian society may now be to evolve from a ‘regulatory’ paradigm to a ‘developmental’ paradigm. The first emphasizes a **command and control approach** to a world beset with relatively ‘tame’ problems, The second is rooted in **collaborative, organic approaches**, under the assumption that the problems facing our world are more convoluted than any one group or agency is able to imagine, much less address.”

— **Mark Cabaj** (2006, p. 29)





TYPES OF **EcDev** TOOLS?







“ I want to ground the idea of dropping one’s tools in investigations of wildland fire fatalities. I am going to explore some of the reasons why firefighters refused to drop their tools when ordered to do so, were overrun by fire, and died with their tools beside them within sight of safety zones. As I do so, I want you to be thinking about analogous situations where [...**economic developers**...] hold onto concepts, checklists, and assumptions that similarly weigh them down, reduce their agility, and blind them to what is happening right here and now and how they can cope with it. ”

—**Karl Weick** (2007, p. 6)
[...with a little help from Ryan...]

Why don't people drop their tools?

1. Situational barriers
2. Alternative tools seem riskier
3. An admission of failure?
4. Social dynamics
5. Not knowing how...

~ Weick

“ It may seem odd to think that people keep their tools because they don't know how to drop them. However, it is perhaps oddest of all to imagine that the firefighters didn't drop their tools because they didn't think of their tools as separate from themselves.”

— **Karl Weick** (2007)





“collective mindfulness”

— ***Karl Weick***

In pursuit of knowledge, every day something is acquired;
In pursuit of wisdom, every day something is dropped.

— ***Lao Tzu***

How might we drop our tools?

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