REGIONAL EXECUTIVE EDUCATION

One Project. Three Leadership Roles. One Community Decision.

A Regional Leadership Conversation About Large-Load Development

Different expertise. Different authority. Different timelines. Different risks. One community decision.

THE EMERGING LEADERSHIP CHALLENGE

Large-load proposals can move from confidential inquiry to consequential public decision before leadership teams have aligned on facts, responsibilities, or standards. The central challenge is not simply whether to pursue development. It is whether economic development, executive management, and elected leadership can reach a durable community decision under pressure.

THREE LEADERSHIP PERSPECTIVES

ECONOMIC DEVELOPMENT

Can we advance the opportunity?

Market fit, competitiveness, investment, jobs, site readiness, and the pathway to a credible project.

EXECUTIVE MANAGEMENT

Can we deliver it responsibly?

Capacity, utility and infrastructure obligations, interdepartmental execution, cost, risk, and long-term performance.

ELECTED LEADERSHIP

Is it right for our community?

Public value, land-use fit, accountability, constituent trust, tradeoffs, and the authority to decide.

WHY LARGE-LOAD DEVELOPMENT IS DIFFERENT

Matrixed decision environment
Authority is distributed across recruitment, operations, utilities, land use, finance, law, and governing boards.

Compressed timelines
Site-control and competitive pressures accelerate choices before normal public-sector sequencing can catch up.

High complexity
Power, water, wastewater, transportation, finance, workforce, land use, and community impacts interact.

Intense public scrutiny
Confidential early work must ultimately withstand transparent, public explanation and accountability.

A REGIONAL LEADERSHIP CONVERSATION

- Where traditional economic development begins to break down
- Shared facts and decision criteria across leadership roles
- Speed, confidentiality, due diligence, and public scrutiny
- Regional utility, infrastructure, and workforce implications
- Community Benefits & Accountability
- Preparing before a project controls the timetable

THE REGIONAL OPPORTUNITY

A regional convener can create neutral ground for leaders to compare assumptions, understand interdependence, and prepare for choices no single community function can make alone. Regional alignment does not mean regional uniformity. It means communities can use shared understanding while retaining local authority, standards, and judgment.

LEARNING OBJECTIVE

Equip regional leaders to understand their distinct roles, establish shared decision criteria, and coordinate before a live project compresses the timetable.

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