Cultivating Leaders | Catalyzing Community Led Action

A Pacific Northwest Nonprofit
Agenda

About RDI
Leadership Services
REV Services
WealthWorks NW
MISSION: *RDI cultivates leaders and catalyzes rural vitality*

Community Capacity Building

Economic & Business Vitality
1980s – Timber Downfall+
Spotted Owl becoming Endangered
= JOB LOSS &
Rural Mills Closures

1991 – RDI was formed

2006 – 25 yrs old!
10,037 Rural leaders trained
663 Rural Community Ambassadors Coached
356 Rural Communities served in the Pacific Northwest
11 Economic Vitality Summits
9 Regards to Rural Conferences hosted
700 Rural Latino entrepreneurs trained in financial literacy & small business
17 Staff Members

2017 Current Annual Budget

- $2.1 M
- Major funders – private foundations
Where is RDI?
Tupelo Model of Community Economic Development

- Economic development
  - Community development
    - Organizational development
      - Leadership development
        - Human development
Leadership Services
#1. Rural Community Leadership (RCL) Program
What is the Leadership Program?

Purpose: Connect rural residents to each other and to their communities. Grow skills and confidence to take action.

Leadership beliefs: Vital rural communities develop from...

- A broad base of diverse, knowledgeable, skilled, and connected local leaders
- Effective organizations
- Productive collaborations among all voices in a community
Maximizing Leadership Effectiveness

Building Social Capital

Increasing Cultural Competence

Uncovering Community Assets

Collaboration & Decision-Making Tools

Growing Volunteers
From the Participants:

- Volunteerism for participants increased nearly four-fold.
- 85% reported classes helped them create a better future for their community.
- 89% increased their appreciation of their community assets.
- 90% expanded their network and resources.
- 92% indicated working more effectively in teams.
- Most described participation as a “life changing experience”.

Program Impacts
#2. Rural Skill Builders (RSB)
Customized leadership training for community leaders to learn the skills to achieve a common goal.

**Program:** Multiple classes and meetings - Giving people the tools and networking opportunities to make their community’s dreams a reality.
Types of Classes Offered

- Leading Across Cultures
- Working Across Generations
- Community Conflict Happens: Deal with It!
- Getting Your Community Work Funded
- Effectively Facilitating Community Work
#3. Learn By Doing: Grant Writing
What is Learn By Doing?

- Grant Training Workshop
- Beginning & Intermediate Level

Goal: Teach participants to successfully plan, write, and attain grant funding from local and regional funding sources.
Rural Economic Vitality Services
Customer-Driven

Connect Rural to Urban Markets
Realistic Plans for Prosperity
Downtown Revitalization & Housing
Family Wage Jobs
Healthy Economy Based on Existing Assets
Education, Mentoring, Focus
Build Next Generation of Business
Bring Focus and Hope to Businesses

“Jobs, jobs, jobs that pay well and keep young people in rural towns.”
Rural Economic Vitality

- **Community Economic Development:** Action Roadmaps, First Impressions, Wealth Works, Downtown Business Development

- **Business Vitality Services:** Business Retention/Expansion, Pasos al Exito

- Over 20 communities served in 2017 so far

- Funding and Implementation partnerships are Key
Oregon’s Economy

Oregon’s Unemployment Rate: 3.7%

- Expected Job Gain = 3,000+/month
- Employment, income, and state GDP are all among the ten fastest growing states.

23 of 36 counties in Oregon are rural

Highly varied, less diverse and less resilient economies

17 out of 23 rural counties remain below peak employment

Dominant sectors: Services, Government, Agriculture, Tourism

Workforce: growing 55+ years; declining youth population
**Definition:** A methodology for the sustainable development of communities based on their strength, capacity and potentially

1. Assessing the resources, skills, and experience available in a community
2. Organizing the community around issues that move its members into action
3. Determining and taking appropriate action

Focuses on honing and leveraging existing strengths within the community
The Economic Development Landscape: Who Are the Players?
Take communities from where they are...

- **10%** Advanced, Proactive, Dynamic
- **15%** Progressive, recognize problems, resource issues
- **35%** Struggling, undecided
- **40%** Disengaged, no planning, no risk taking
Convene a regional summit focused on critical economic vitality topics.

Build financial literacy and business basics for rural Latinos.

Takes an alternative regional approach to economic development based on value chain system.

Creates a fast action, focused plan for economic development.

Retains and expands existing businesses.

Improves your community’s appeal to tourists, future residents, and new business.

Builds the capacity of downtown Economic Vitality team to strengthen downtown business mix and property appeal.
#1. Economic Vitality Summit (EVS)
Summits – Regional Convenings

Empowering Oregon’s rural communities

Convening participants around economic development priorities

Moving participants to action to create thriving towns.

Open Dialogue!

Goal: Increase the vitality of a region by sharing resources, bringing community stakeholders together, and generating new ideas to invigorate rural communities.
1. Rural Tourism
2. Natural Resources
3. Youth Engagement & Workforce Development
4. Work across 5 Canyon communities
Sample Outcomes

- Rural Tourism Studio
- Bicycle Tourism Initiative
- Passage of Urban Renewal
- Downtown Beautification & Organizing
- Buy Local Campaign
- Regional Branding
- **Regional Momentum!**
#2. Pasos al Éxito
What are the Pasos Steps?

1. Partnership Development and Participant Recruitment

2. Financial Literacy Training
   - Five-part course
   - FDIC’s Money Smart curriculum
   - 18 contact hours of instruction.

3. Entrepreneurial Development Training—Starting a Business
   - Second course
   - Effectively start or strengthen their own business.

4. Site Visits and Technical Assistance
   - Connecting Participants
   - Existing network of resources
Program Success

- 7 Businesses sustained since 2014
- 350 Rural Latinos Served
- 53 Jobs Created or Saved
- 42 Business Mentors Recruited
- 31 Trainings Delivered
- 100+ Hours of Technical Assistance
- 21 Communities Served (and Counting)
#3. Economic Vitality Roadmap
What does economic vitality mean to a local community?

- A revitalized downtown?
- Support for aspiring entrepreneurs and small businesses?
- Destination development?
- More dining and shopping choices?
- Opportunities to retain and attract youth?
- A diversified job base?
Goals

- Assess competitive posture; focus on assets - DATA - driven
- Expand understanding and capacity of economy/small business
- Develop consensus on key initiatives
- Spur action for sustainable implementation

☆Jobs with Living Wages
Economic Vitality Roadmap

Step 1: Background & Assessment

Step 2: Strategic Initiatives

Step 3: Plan & Take Action
6 Assessment Categories

1. Business Climate & Vitality
2. Workforce & Education
3. Real Estate
4. Quality of Life
5. Other Factors
6. Economic Development Resources
Moving Priorities to Action

“If we can get focused and keep our eyes on the big picture while taking small, tangible steps we’ll be successful”   La Pine resident

Get organized, get champions, GO! 90 day plan for results!
Top Initiatives - What we Heard

1. Small Business Development

2. Image & Marketing

3. Beautification
La Pine on the GO!

It’s about the People!
*Moving to action*
Catalytic Events

Oregon Rural Development Council
Funder Round-up!
#4. Business Retention and Expansion
What is BR&E?

Solving a business’ problems!

1. Retain or keep local, or existing, businesses in a community

2. Provide assistance for businesses to expand/succeed
BR&E = capacity-building

- Help existing businesses grow and create new jobs
- Stabilize job market and retain businesses to provide economic security
- Create a long-term business outreach strategy based on common business needs and opportunities
- Better connect businesses with public and private resources
- Build capacity within a community to help its existing businesses
- Surface “red flags”
The Dalles, Oregon
## Key Metrics: The Dalles

<table>
<thead>
<tr>
<th>Metric</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 red flags – followed up</td>
<td></td>
</tr>
<tr>
<td>22 businesses received direct support</td>
<td></td>
</tr>
<tr>
<td>8 receiving support for façade improvements</td>
<td></td>
</tr>
<tr>
<td>10-12 business referrals for capital / technical assistance</td>
<td></td>
</tr>
<tr>
<td>7-10 business expansion opportunities</td>
<td></td>
</tr>
<tr>
<td>Over 30 community members involved</td>
<td></td>
</tr>
<tr>
<td>7 follow-ups completed</td>
<td></td>
</tr>
</tbody>
</table>
#5. First Impressions
What is First Impressions?

The First Impressions program provides communities with an objective assessment of their downtown's true first impression on newcomers or visitors.

- Assessment used as a catalyst for positive and effective community involvement & action.
- Improvement in the fresh appearance, offering of local services, and infrastructure.
- Contributes to the health of the local economy through business success, tourism growth, and community pride.
Built Environment, Pedestrian and Shopping Experience
1. **Community Volunteer Teams:** Community members lead the effort. They identify and enlist the partnership of a sister community. RDI trains and conducts action planning.  
   **$5,000**

2. **Facilitated Help and Advice:** Community has solid leadership in place, a commitment to downtown revitalization, and potential sister community. RDI and community partner on organizing.  
   **$7,500**

3. **Expert Guidance:** RDI organizes and conducts entire assessment w/ outside experts. Report, action plan, connection to resources.  
   **$10,000**
#6. Education!
Past Classes:

3 Innovative Solutions to the Rural Housing Dilemma
4 Creative Approaches to Organize your Local ED Team
5 Drivers of Economic Vitality
7 Ways to Retain Youth in your Rural Community
6 Easy Ways to Access Capital in your Rural Community
Mark Your Calendar

Regards to Rural: We Are Better Together
Saturday & Sunday, May 19-20, 2018
with Friday Pre-Session
Red Lion Hotel Jantzen Beach, Portland, OR

Connect with others while learning tools and gaining resources that you can bring back to your communities to help pave the way to rural vitality.

R2R r2r.rdiinc.org

Regards to Rural 2018: We Are Better Together
“It Takes Both Sides to Build a Bridge” Fredrik Nael
Appalachia Energy Efficiency
Clean and lean: Building wealth... efficiently!

Appalachia Wood Products
Wealth from forests: Doing wood right

Arkansas Biofuels
Camelina: Biofuel for thought
Deep South Community Agriculture
Back to the future: Food, farms and renewal

North Carolina Textiles
Rethreading a textile heritage: One stitch at a time

Upper Peninsula Tourism
Come on UP: The Great Waters fine!
### The WealthWorks Difference

<table>
<thead>
<tr>
<th>Traditional Economic Development</th>
<th>WealthWorks Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Focuses singly on <em>economic</em> growth</td>
<td>• Focuses on creation of multiple forms of wealth</td>
</tr>
<tr>
<td>• Focuses on quantity of jobs</td>
<td>• Focuses on quality - inclusive, living-wage jobs</td>
</tr>
<tr>
<td>• Brings in outside firms</td>
<td>• Develops local assets for the benefit of local residents</td>
</tr>
<tr>
<td>• Often supports absentee and elite ownership</td>
<td>• Promotes local, broad-based ownership</td>
</tr>
<tr>
<td>• Focuses on short term gains</td>
<td>• Focuses on long term sustainability</td>
</tr>
</tbody>
</table>
Forms of Wealth: “Eight Capitals”

- Cultural
- Intellectual
- Social
- Natural
- Individual
- Political
- Financial
- Built
Wealth Works Goal

- To improve the **livelihoods of people and communities** by creating wealth through market interactions that are **owned, controlled, and reinvested locally**.
WealthWorks Combines Economic and Community Development

A **systems** approach to identify and pursue business opportunities

Asset-based development that is rooted in local people, market demand and wealth
2012-13: Formed ‘Learning Collaborative’ and organized pilot

2014: RDI hosted a series of “Opportunity Workshops”

2014: 6 Regions in Oregon engaged in the “Exploration Phase”

2014 - 2016: 2 regions moved to ‘Implementation Phase’ and 4 others have received support on a limited basis; 5 of the original 6 are still active today.

2016: RDI introduces WealthWorks in Idaho
WealthWorks Northwest Regions

Regions in Implementation:
- North Coast (Seafood)
- Southwest Oregon (Seafood)
- Central Oregon (Local Food)
- Lake County (Local Food)

Regions that went through Exploration:
- Wheeler County (Western Juniper)
- Northeast Oregon (Barley)
North Coast and Southwest Oregon
Seafood

Central and Lake County Oregon
Local Food Systems

Wheeler County
Western Juniper

Northeast Oregon
Malting Barley
How do we retain or benefit from as much of the ‘value add’ as possible?
- Wallowa, Baker, Union Counties
- Driven by demand for craft beverages and locally sourced products
- Existing natural asset – growing conditions for barley
- Gaps Identified – Consumer marketing, local malting, brewer education, storage capacity
Traditional supply chains focus on financial profitability and the amount of financial value added at each stage of the chain.

WealthWorks value chains consider the whole system and respond to gaps in the market where multiple forms of wealth can grow.
Moving Forward: Identify Sector & Value Chain

1. Identifying and Evaluate Economic Sectors with Potential
2. Explore Opportunities for Specific Value Chain Development
3. Identifying Stakeholders and Engaging Diverse Partners in Assessing Value Chain Potential

Exploration Phase - 3 to 6 months or longer
Regional Partnership & Collaboration
Choosing a sector

What are your current industry strengths? **Where are the innovators?**

- An industry with multiple firms, high employment numbers, specialized in your region...Anchor?

What regional industries are projected to grow? Opportunities?
WealthWorks – Example Sectors

- Agriculture
- Arts & Culture
- Biofuels
- Craft Beverages
- Energy efficient affordable housing construction and retrofits
- Forest and wood products
- Green affordable housing & neighborhood development
- Health Care
- Livestock
- Manufacturing
- Renewable energy
- Seafood
- Tourism
- Transportation
Choose a focus within a sector

**Sustainable Wood Products** – juniper harvest and milling

**Local food system** – value added fish processing

**Breweries** – malting barley production and processing

**Biofuels** – camelina micro refineries for municipal buyers

**Textile Manufacturing** – prototypes for entrepreneurs, high end “green” clothing production

**Tourism** – Coordinating businesses across a 5 county region, joint marketing and events
Engage people on the margins....
Demand
Explore Market Demand:

- Show proof of demand *(committed customers, actual purchase prices & sales volume, demand growth estimates, production and implementation steps, etc.)*

- Determine sufficient demand to create viable businesses or expand existing ones

- Determine If it is a ‘scalable’ opportunity
Sample determinants of demand:
- Consumers interested in purchasing your product
- Changes in consumer tastes and preferences
- Prices of related goods and services
- Growth in potential customer base

Anticipate Learning Something New
Tell a Story About the Marketplace
EX: Organic Food Demand Drivers

- Health and wellness values
- Consumer preferences for quality, locally sourced products
- Market growth: local residents, visitors
- Ability to pay

Key = depicting local/regional demand first
Conducted extensive research of food system stakeholders

- Customer/Buyer demand surveys

- Farmer surveys

Result- Focused effort on Supply & Distribution
Market Opportunities (and challenges) are discovered through demand research

1. Identify and document demand for a set of products or services that your region could *grow or produce* with the right set of assistance, investment and connections

2. Discover what problems or opportunities you/your business anchors want to address

End result: Focused and Productive Value Chain
Southwest Oregon Value Chain
Learning from Demand Research

South Coast Seafood System Collaborative:
Coos, Curry, coastal Douglas Counties
Tillamook Bay Seafoods, Inc., a locally owned seafood business based at the Port of Garibaldi, has been awarded a $20,000 WealthWorks grant from Rural Development Initiatives (RDI) to support its business expansion. The grant will also indirectly support the operations of two other local seafood businesses: Community Supported Fisheries (CSF) and Oceanic Logistics.

Collaboration of 15 business, government and nonprofit partners
# Wealth Gained

<table>
<thead>
<tr>
<th>Reported</th>
<th>Regions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAPITALS</strong></td>
<td>Central Oregon</td>
</tr>
<tr>
<td>Social</td>
<td>¥</td>
</tr>
<tr>
<td>Political</td>
<td>¥</td>
</tr>
<tr>
<td>Individual</td>
<td>¥</td>
</tr>
<tr>
<td>Intellectual</td>
<td>¥</td>
</tr>
<tr>
<td>Financial</td>
<td>¥</td>
</tr>
<tr>
<td>Built</td>
<td>¥</td>
</tr>
<tr>
<td>Natural</td>
<td>¥</td>
</tr>
<tr>
<td>Cultural</td>
<td></td>
</tr>
</tbody>
</table>

Multiple forms of wealth increased in all regions, and social capital expanded in every region.

9 Jobs created
#1: Strategic small investments can have a big impact.

#2: The right businesses need to be engaged at the right time, in the right way, and with their self-interest in mind.

#3: There is potential to do more to engage people on the economic margins.

#4: Engagement needs to be steadfastly results-oriented.

#5: Leadership, entrepreneurial thinking, and organizational capacity can affect success and sustainability.

#6: Expectations and motivations around program benefits need to be carefully managed.
WealthWorks Northwest

WealthWorks improves rural livelihoods with a systems approach to economic development that creates wealth that sticks in rural communities.

Wealth is a lot more than just money. Simply creating jobs and generating income, however appealing as those goals may be, are never enough to create lasting wealth. That’s why WealthWorks encourages community stakeholders to learn how to make solid investments across multiple forms of essential community capital. WealthWorks provides a bridge between community development and economic development, joining voice and agency with market-driven opportunity. It can complement or incorporate mainstream economic development methods, but intentionally focuses on creating more value that becomes rooted in local people, places, and businesses.
Thank you!

Cultivating Leaders | Catalyzing Community Led Action

www.rdiinc.org
RDI Phone: 541-687-9077
Mary Bosch
Director, Rural Economic Vitality
Rural Development Initiatives
mbosch@rdiinc.org
503.504.6770