RDI
RURAL DEVELOPMENT INITIATIVES
A Pacific Northwest Nonprofit
Cultivating Leaders | Catalyzing Community Led Action
RDI
RURAL DEVELOPMENT INITIATIVES
POWERED BY RURAL

Agenda

- About RDI
- Leadership Services
- REV Services
- WealthWorks NW

About Rural Development Initiatives

MISSION: ***RDI cultivates leaders and catalyzes rural vitality***

Community Capacity Building

Economic & Business Vitality

RDI - Our Beginning

1980s- Timber Downfall+

Spotted Owl becoming Endangered

=JOB LOSS &

Rural Mills Closures

1991- RDI was formed

2006 - 25 yrs old!

RDI Accomplishments

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

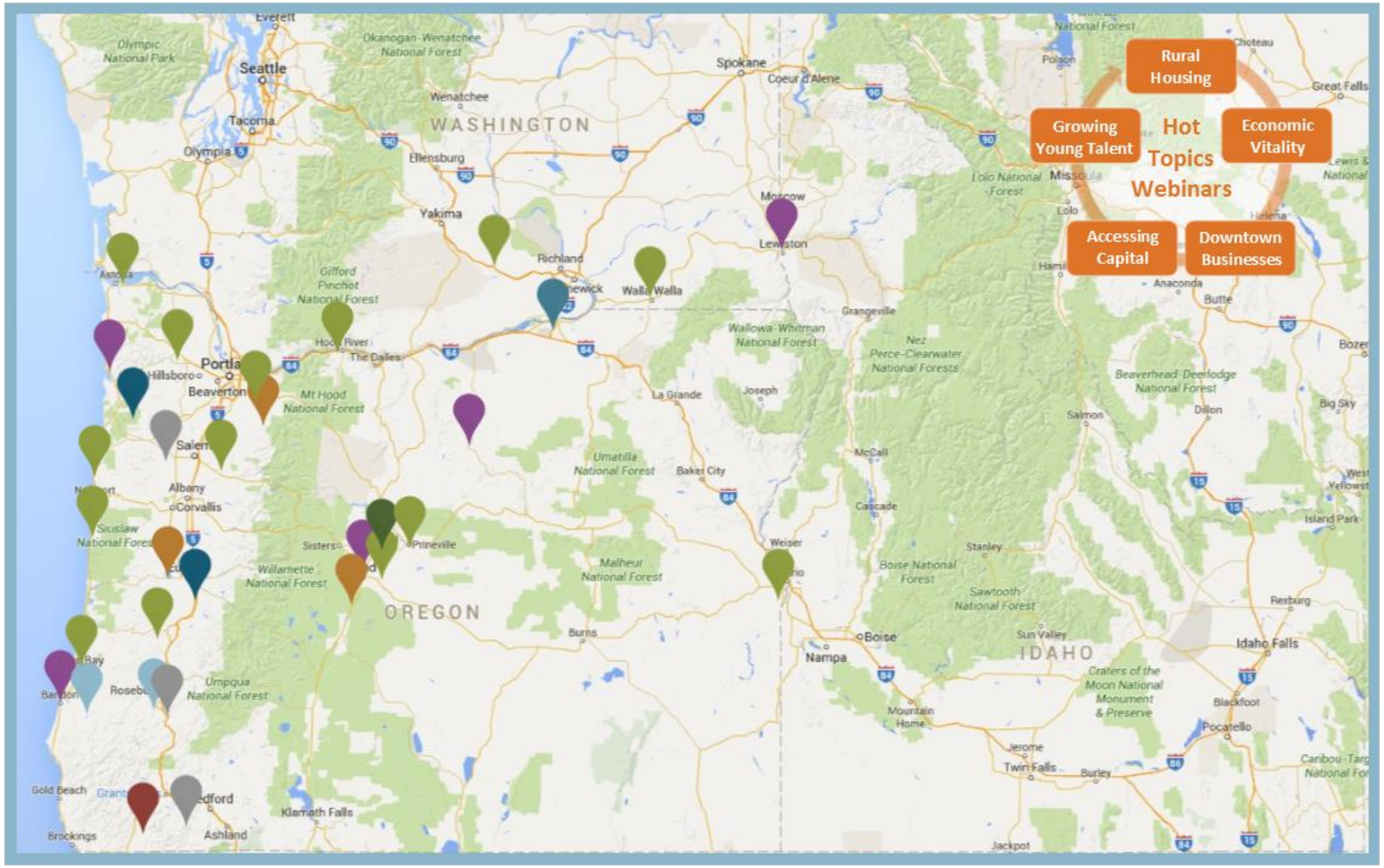
2017 - Staff/Budget

17 Staff Members

2017 Current Annual Budget

- $2.1 M
- Major funders- private foundations

Where is RDI?



Rural Housing
Growing Young Talent
Hot Topics Webinars
Economic Vitality
Accessing Capital
Downtown Businesses
WASHINGTON
OREGON
IDAHO
Seattle
Tacoma
Olympia
Spokane
Coeur d'Alene
Wenatchee
Ellensburg
Yakima
Richland
Walla Walla
Moscow
Lewiston
Portland
Hillsboro
Beaverton
Salem
Albany
Corvallis
Sisters
Prineville
Burns
Boise
Nampa
Weiser
Idaho Falls
Pocatello
Twin Falls
Burley
Klamath Falls
Ashland
Gold Beach
Brookings
Missoula
Great Falls
Butte
Anaconda
Dillon
Salmon
Rexburg
Blackfoot
Jerome
Mountain Home
Sun Valley
Stanley
Cascade
McCall
Baker City
La Grande
Joseph
Grangeville
Hood River
The Dalles
Astoria
Olympic National Park
Okanogan-Wenatchee National Forest
Gifford Pinchot National Forest
Mt Hood National Forest
Wallowa-Whitman National Forest
Nez Perce-Clearwater National Forests
Umatilla National Forest
Malheur National Forest
Willamette National Forest
Siuslaw National Forest
Umpqua National Forest
Boise National Forest
Sawtooth National Forest
Lolo National Forest
Beaverhead-Deerlodge National Forest
Craters of the Moon National Monument & Preserve
Caribou-Targ National For
Big Sky
Island Park
Yellowst
Bozer
Lewis & National
Polson
Choteau
Lolo
Helena
Hamilton
Jackpot

Tupelo Model of Community Economic 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

Highlights

- Maximizing Leadership Effectiveness
- Building Social Capital
- Increasing Cultural Competence
- Uncovering Community Assets
- Collaboration & Decision-Making Tools
- Growing Volunteers

Program Impacts

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”

#2. Rural Skill Builders (RSB)

What is Rural Skill Builders?

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

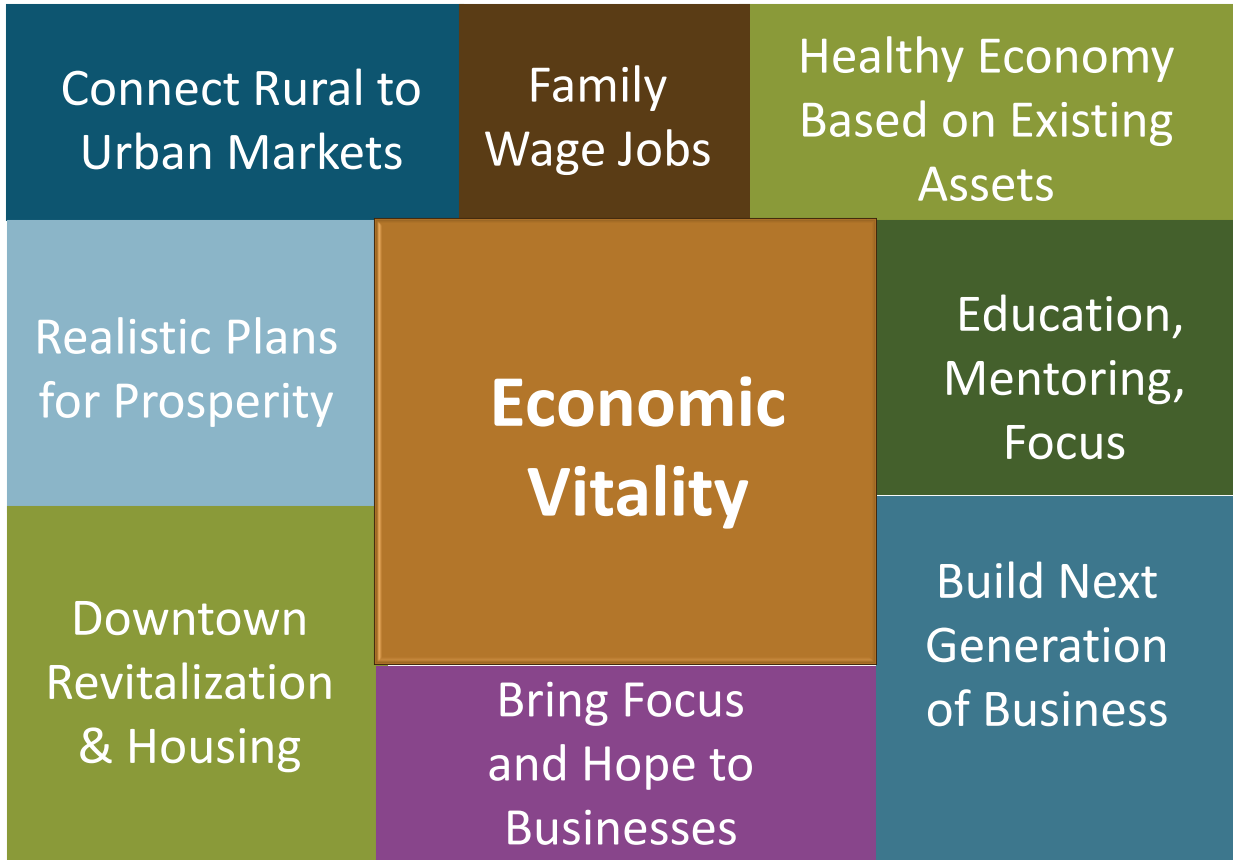
What is Learn By Doing?

- 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



"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

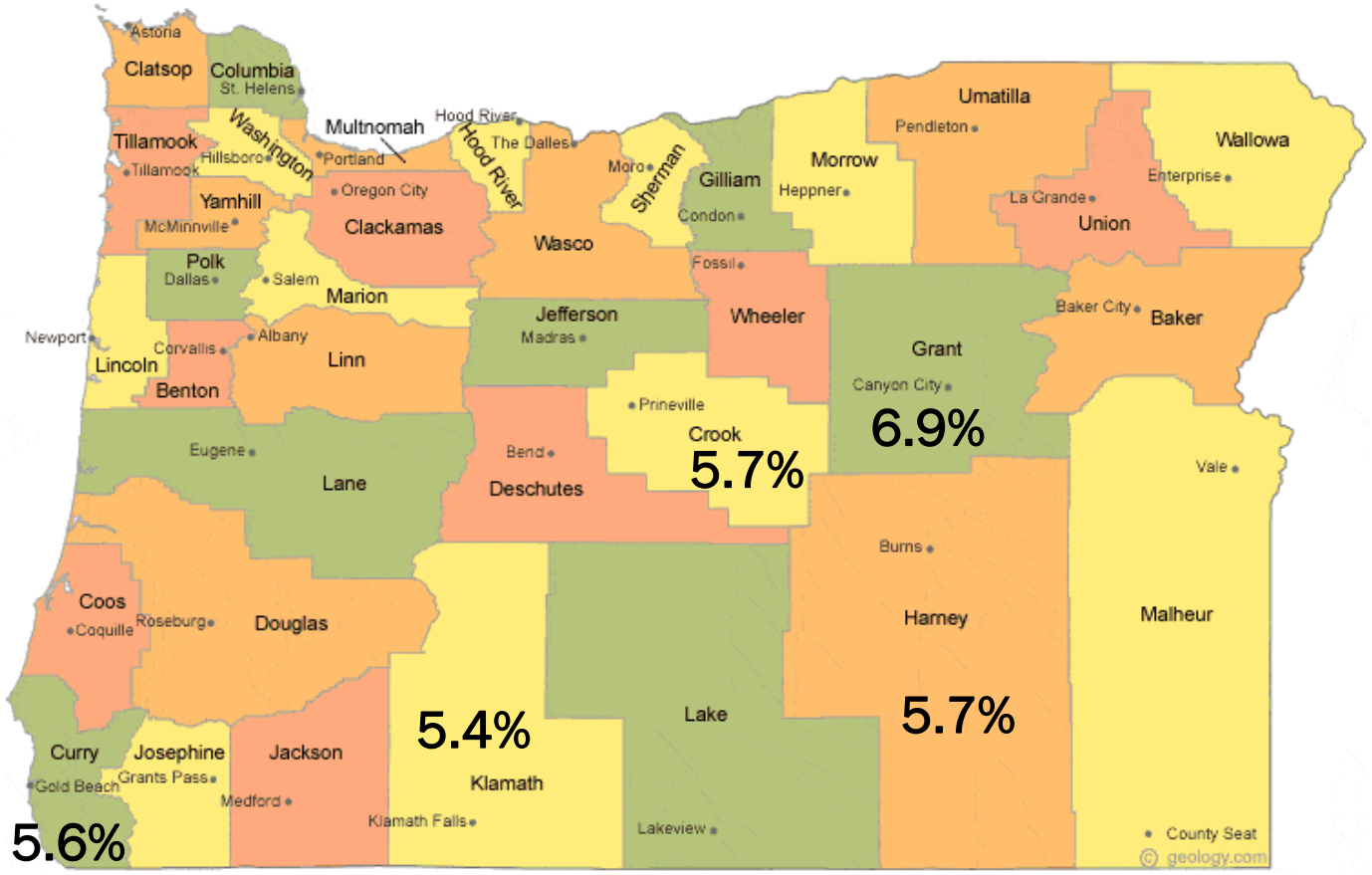
- **Business Vitality Services:** Business Retention/Expansion, Pasos al Exito

- **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.

Info from: Oregon Office of Economic Analysis http://www.oregon.gov/das/OEA/Documents/oregon.pdf

Rural Perspective

- 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

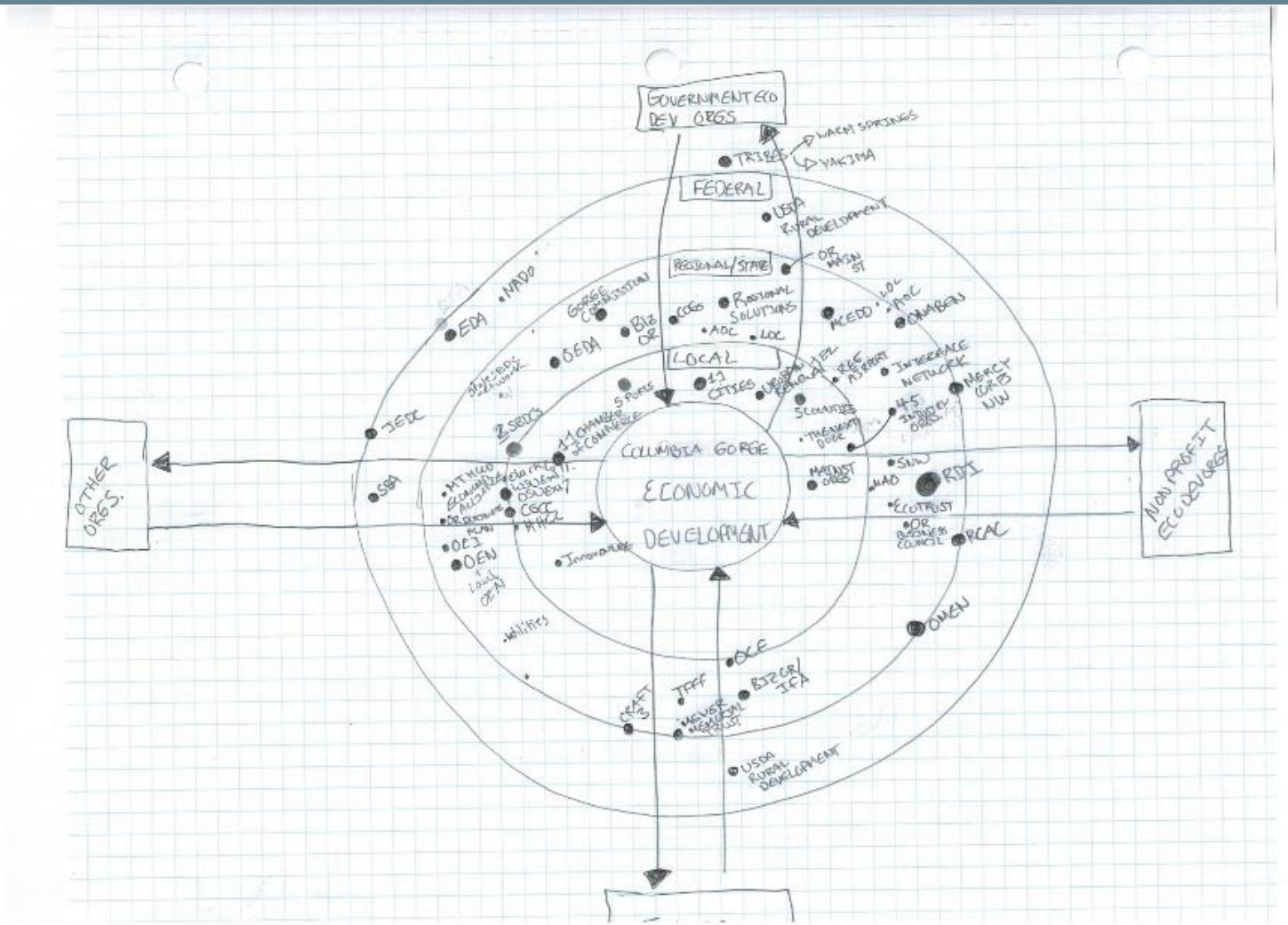
Asset Based Community Economic Development

Definition: A methodology for the sustainable development of communities based on their strength, capacity and potentially

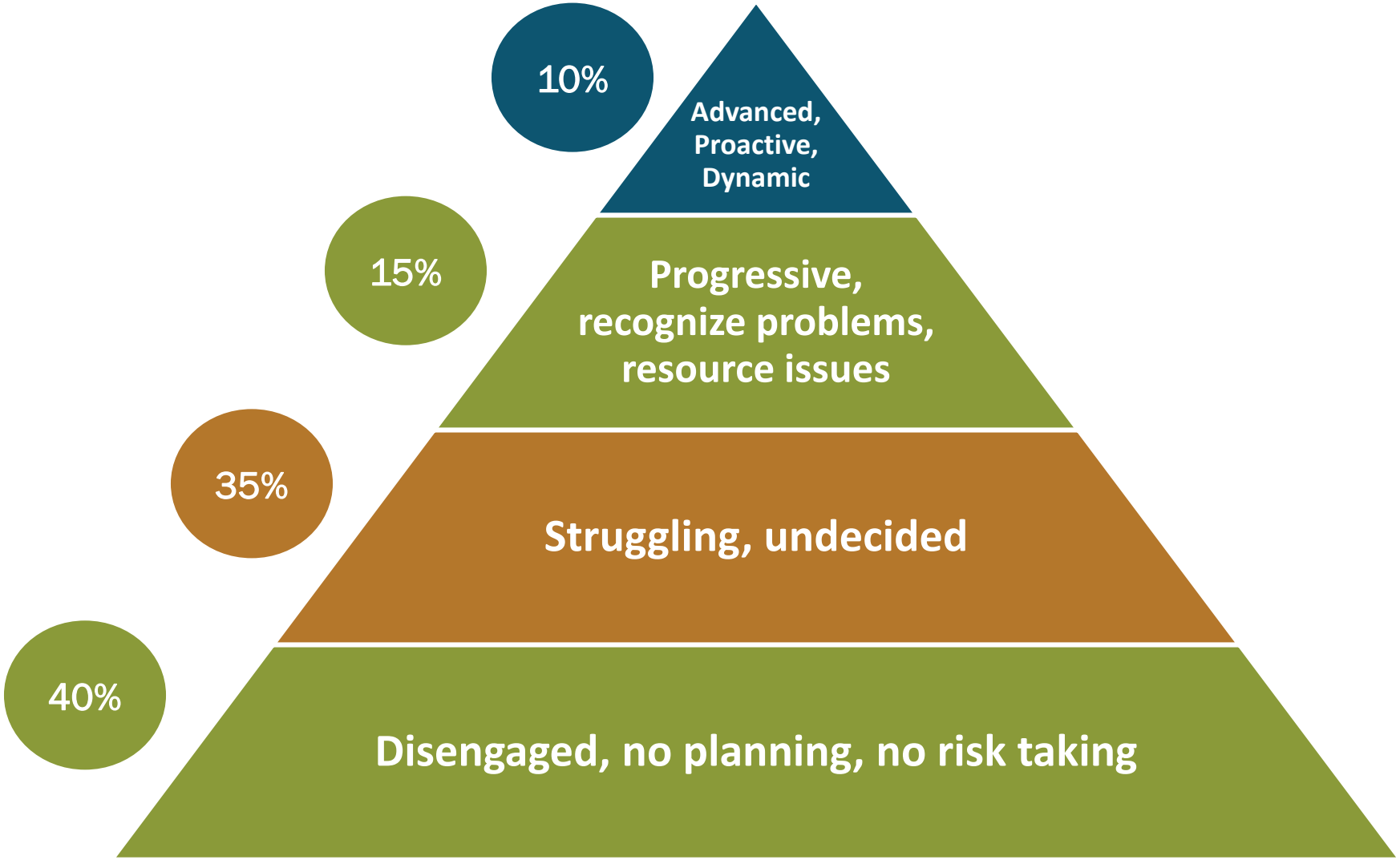
1. Assessing the resources, skills, and experience available in a community
2. Organizing the community around issues that move its members into action
3. Determining and taking appropriate action

Focuses on honing and leveraging existing strengths within the community

The Economic Development Landscape: Who Are the Players?



Take communities from where they are…



Rural Economic Vitality Services

Economic Vitality Summit	2010	**Convene a regional summit focused on critical economic vitality topics.**
Pasos al Éxito	2011	**Build financial literacy and business basics for rural Latinos.**
Wealth Works	2014	**Takes an alternative regional approach to economic development based on value chain system**
Economic Vitality Roadmap	2015	**Creates a fast action, focused plan for economic development.**
Business Retention & Expansion	2015	**Retains and expands existing businesses.**
First Impressions	2016	**Improves your community's appeal to tourists, future residents, and new business.**
Downtown Business Development	2016	**Builds the capacity of downtown Economic Vitality team to strengthen downtown business mix and property appeal.**

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#1. Economic Vitality Summit (EVS)

Summits – Regional Convenings

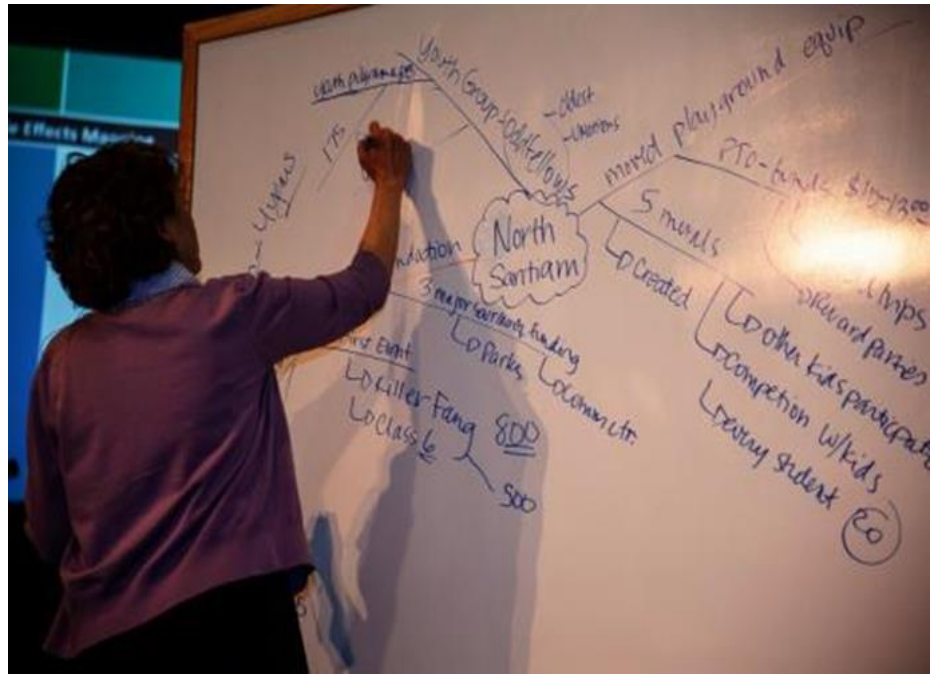
Goal: Increase the vitality of a region by sharing resources, bringing community stakeholders together, and generating new ideas to invigorate rural communities.

Santiam Canyon Action Plan

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

EV Action Roadmaps
Community-Driven

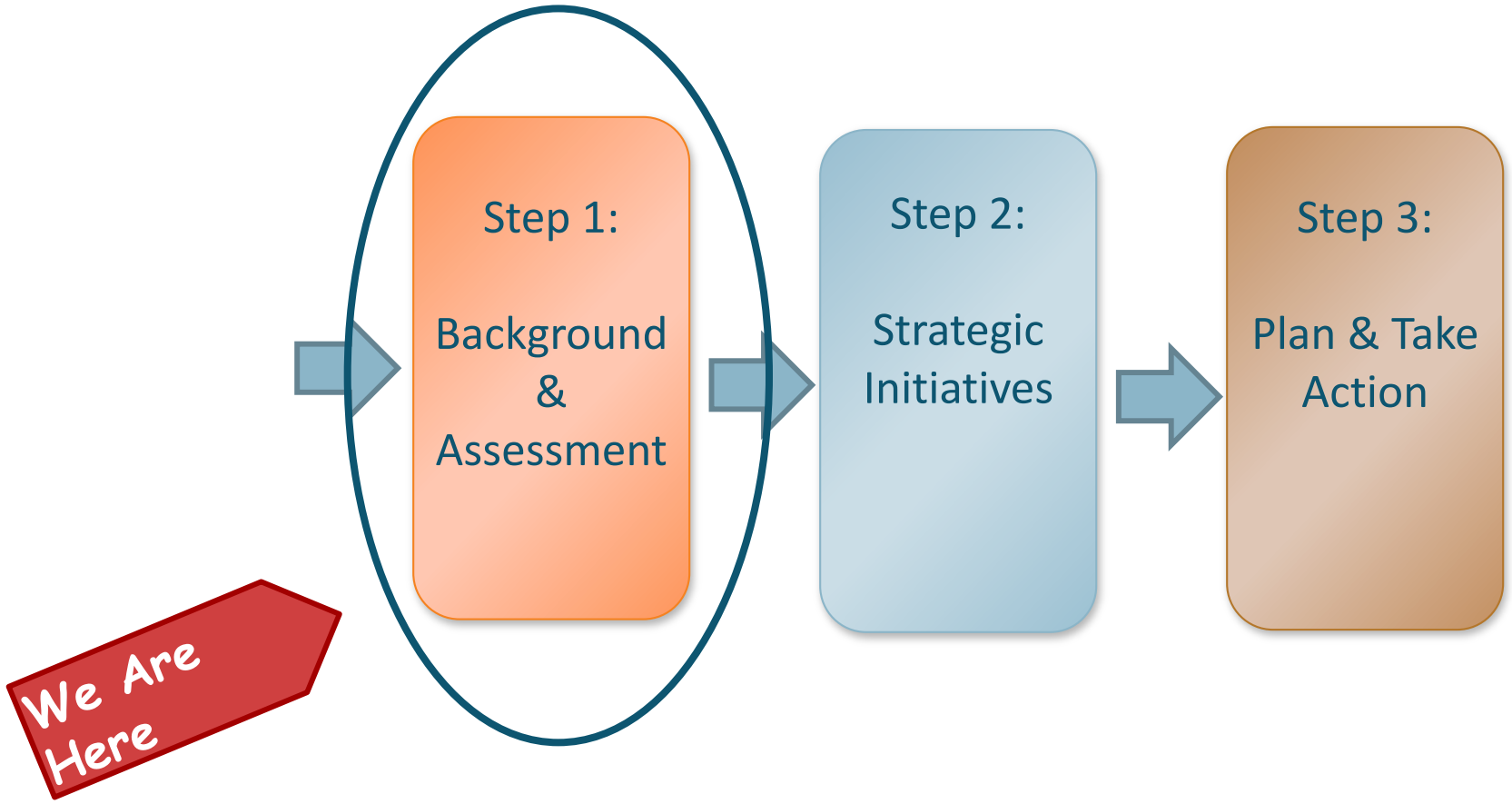
- What does economic vitality mean to a local community?
  - A revitalized downtown?
  - Support for aspiring entrepreneurs and small businesses?
  - Destination development?
  - More dining and shopping choices?
  - Opportunities to retain and attract youth
  - A diversified job base?

Goals

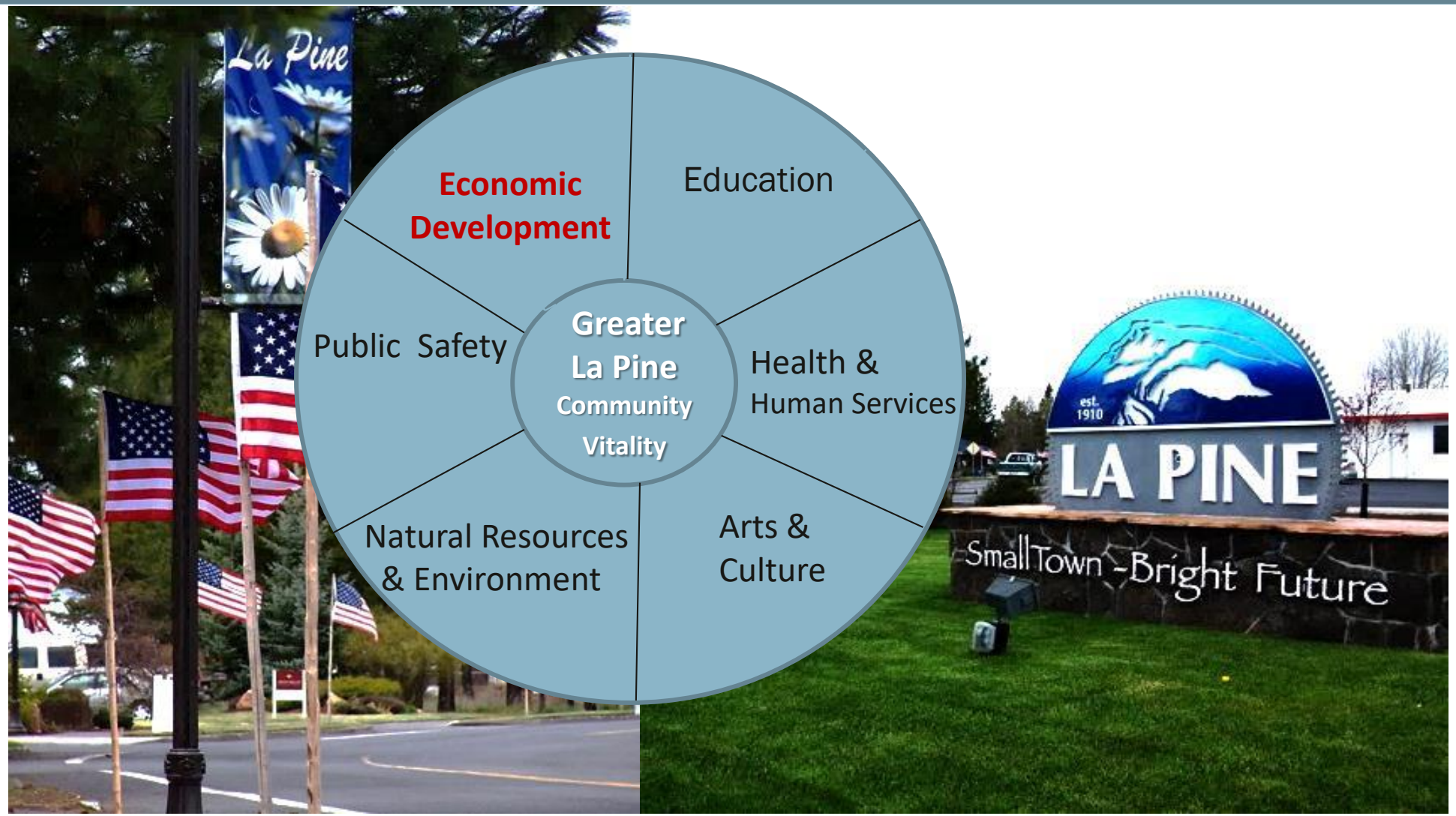
- Assess competitive posture; focus on *assets - DATA - driven*
- Expand understanding and capacity of economy/ small business
- Develop consensus on key initiatives
- Spur action for sustainable implementation

☆Jobs with Living Wages

Economic Vitality Roadmap



Community Vitality



6 Assessment Categories

❶ Business Climate & Vitality

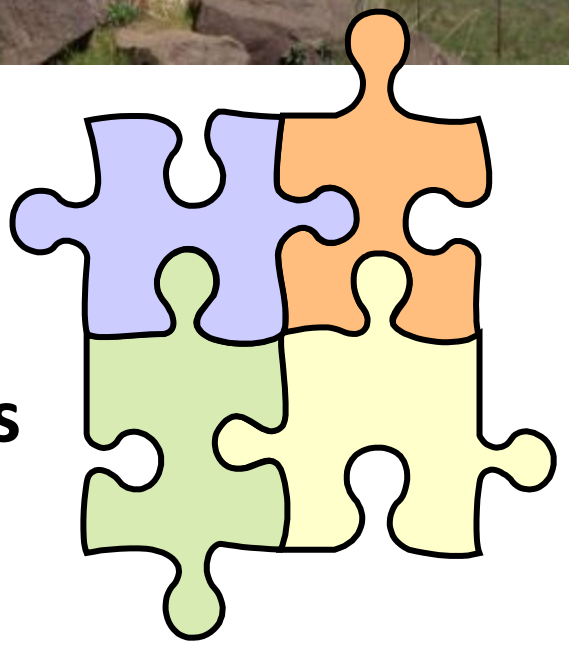
❷ Workforce & Education

❸ Real Estate

❹ Quality of Life

❺ Other Factors

❻ 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

5 red flags – followed up

22 businesses received direct support

8 receiving support for façade improvements

10-12 business referrals for capital / technical assistance

7-10 business expansion opportunities

Over 30 community members involved

7 follow-ups completed

#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

Program Service Levels

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!

Hot Topics

Equipping and Enhancing over your lunch

A series of 5 workshops to help you build on the economic vitality of your rural community and get connected to resources and other like-minded communities over your lunch hour.

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

RDI

Regards to Rural Conference

Regards to Rural 2018: We Are Better Together

"It Takes Both Sides to Build a Bridge" Fredrik Nael

wealthworks northwest

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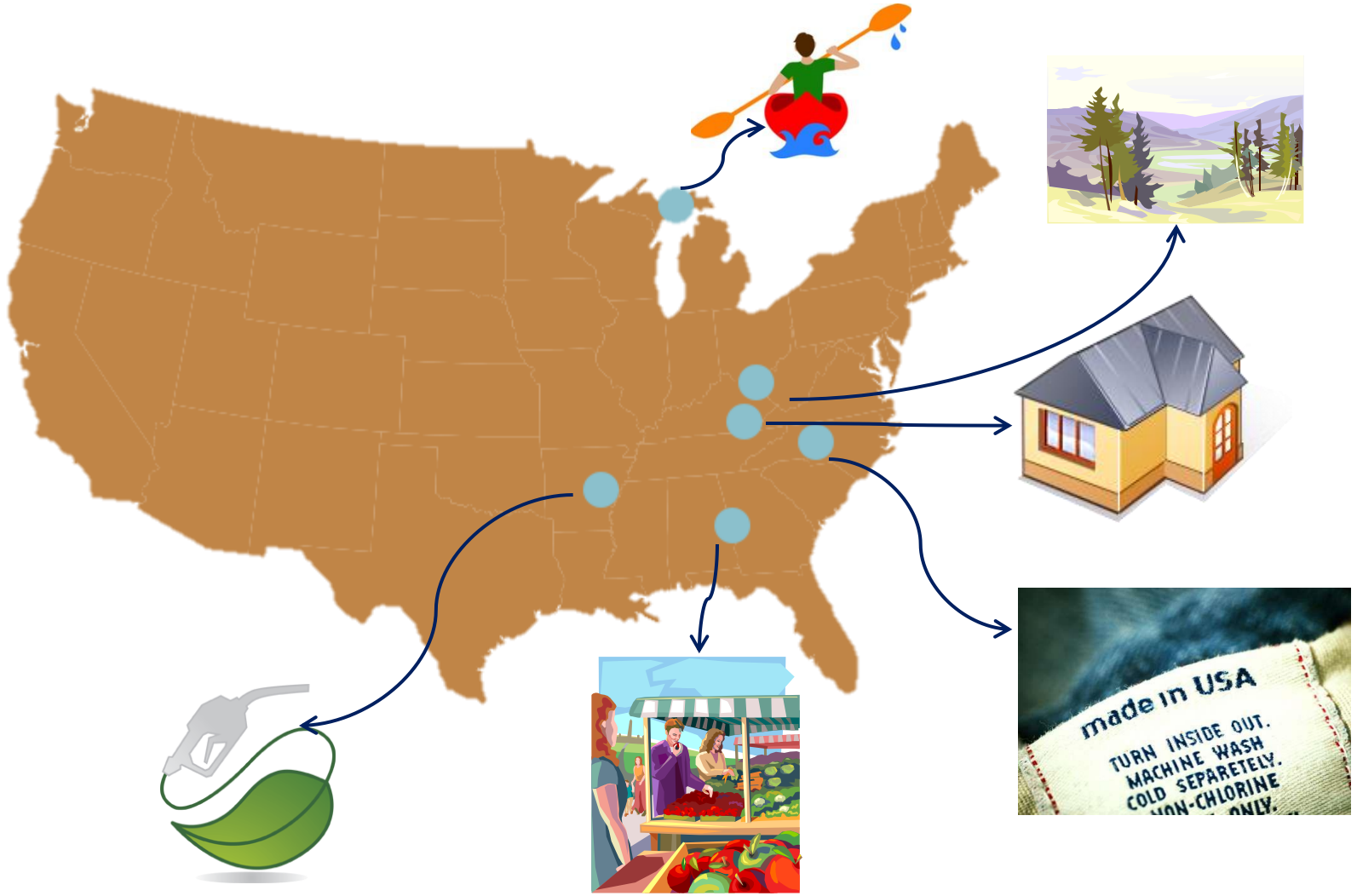
RURAL DEVELOPMENT INITIATIVES

WealthWorks National
Wealthworks.org



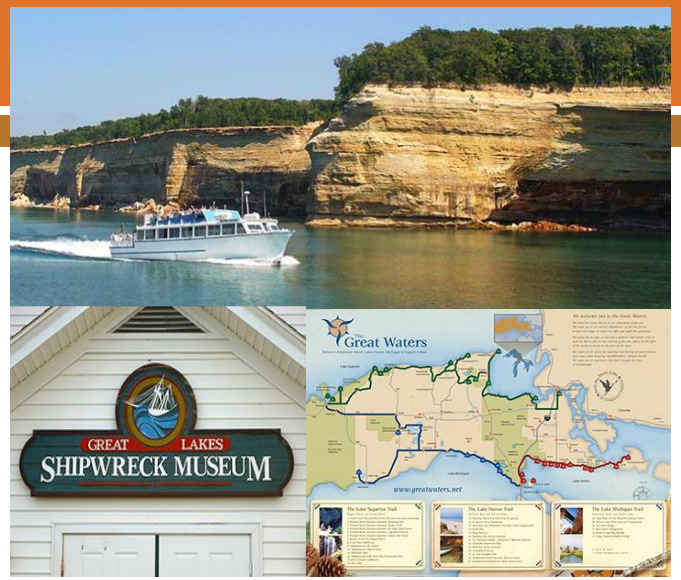
Appalachia Energy Efficiency
Clean and lean: Building wealth… efficiently!

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!

Delivered by:

RDI
RURAL DEVELOPMENT INITIATIVES

Supported by:

Meyer Memorial Trust

THE Ford Family FOUNDATION

Northwest Area Foundation
Reducing Poverty. Building Prosperity.

In Partnership with:

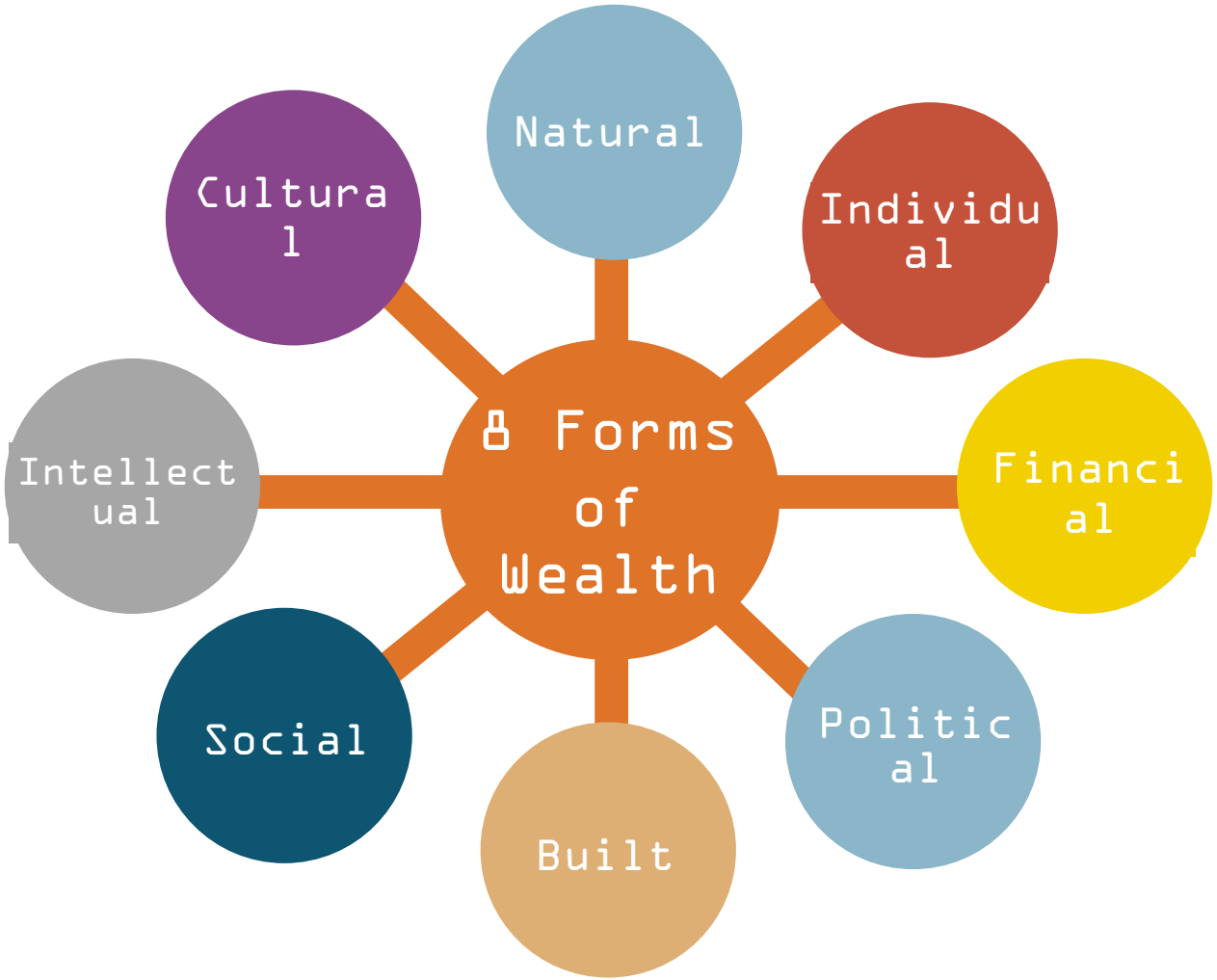
Oregon State UNIVERSITY | Extension Service

UNIVERSITY OF OREGON

The WealthWorks Difference

Traditional Economic Development	WealthWorks Approach
• Focuses singly on *economic* growth	• Focuses on creation of multiple forms of wealth
• Focuses on quantity of jobs	• Focuses on quality - inclusive, living-wage jobs
• Brings in outside firms	• Develops local assets for the benefit of local residents
• Often supports absentee and elite ownership	• Promotes local, broad-based ownership
• Focuses on short term gains	• Focuses on long term sustainability

Forms of Wealth: "Eight Capitals"



Wealh 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

Short History of WealthWorks Northwest

2012-13: Formed ‘Learning Collaborative’ and organized pilot

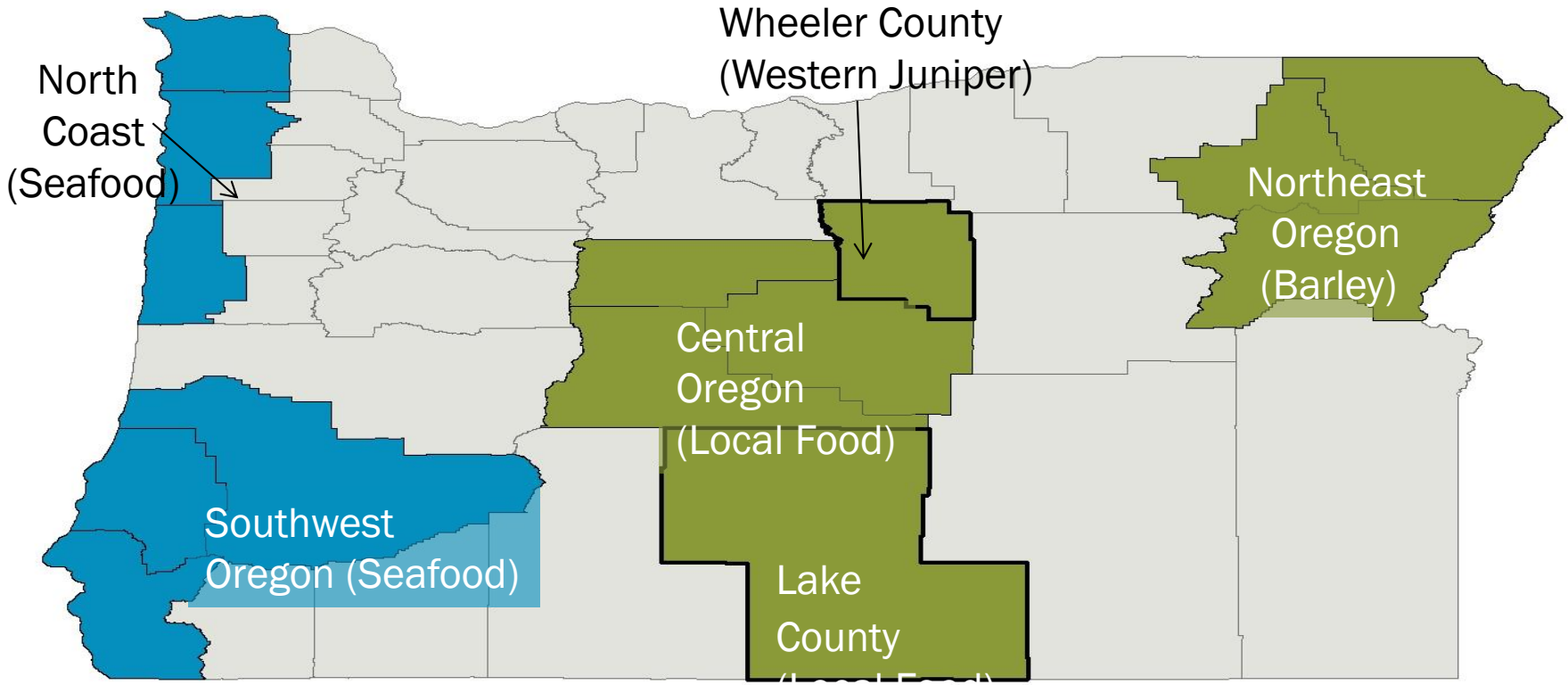
2014: RDI hosted a series of “Opportunity Workshops”

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

Regions that went through Exploration

WW NW Regions & Economic Focus

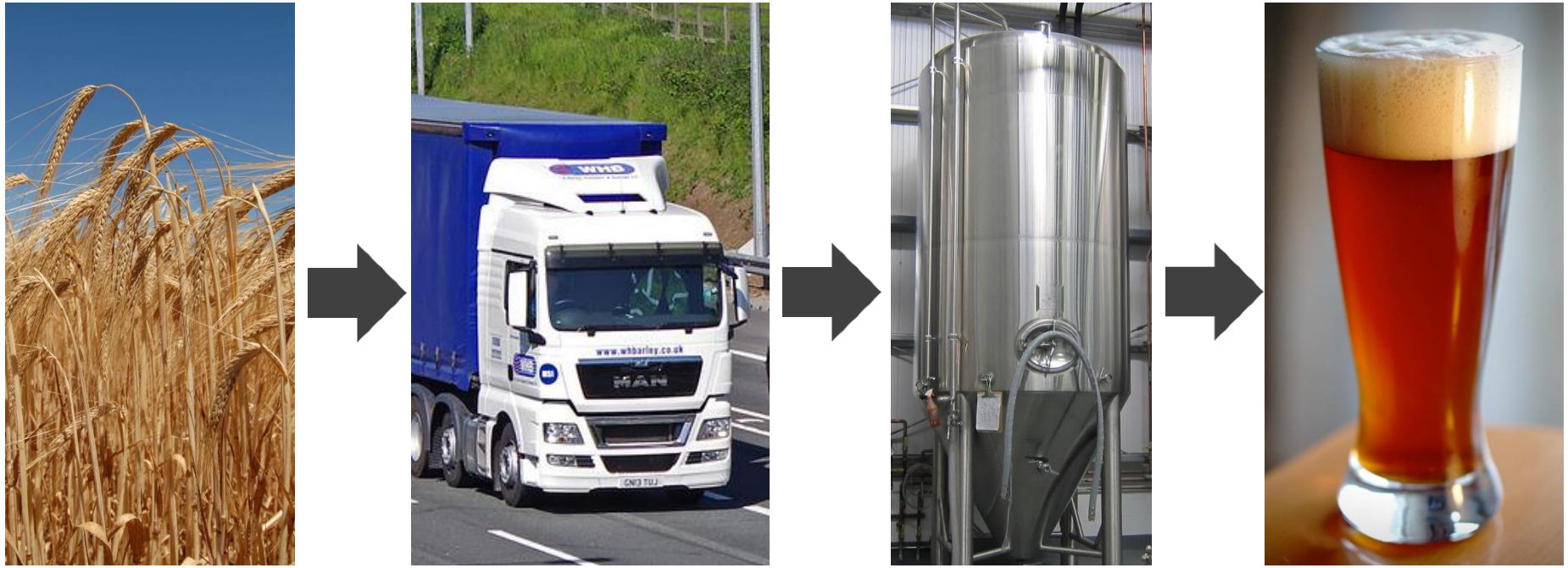
North Coast and Southwest Oregon
Seafood

Central and Lake County Oregon
Local Food Systems

Wheeler County
Western Juniper

Northeast Oregon
Malting Barley

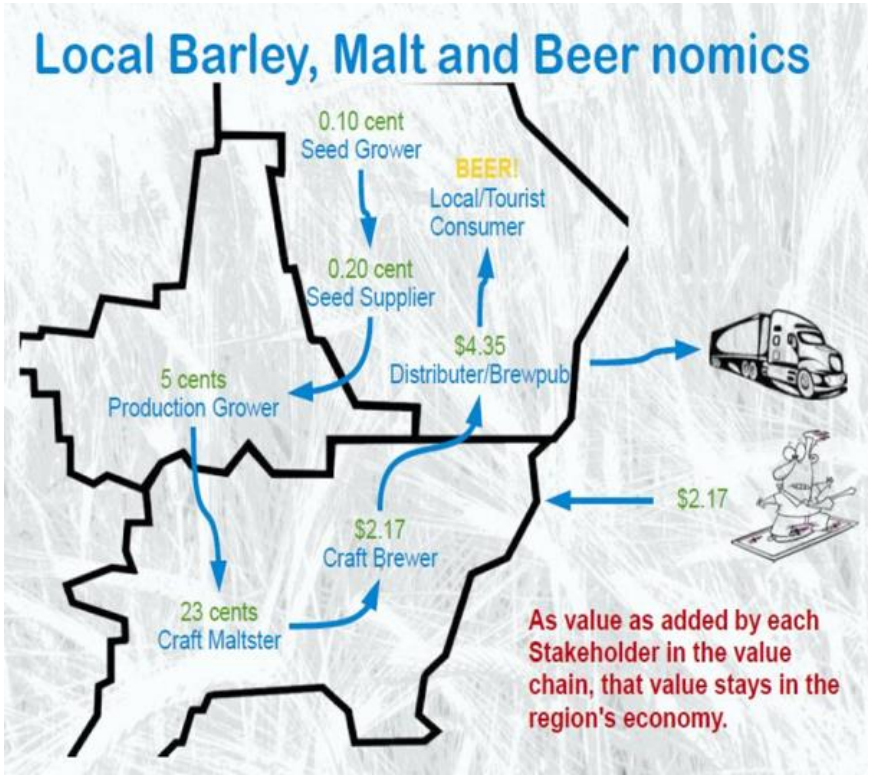
Wealth Creation & Value Chains



How do we retain or benefit from as much of the ‘value add’ as possible?

Northeast Oregon - Barley

- 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



Sum: WealthWorks Value Chains

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

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

Understanding Demand Drivers

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

Central Oregon (Crook, Deschutes, Jefferson Counties)

Food Hub Market Demand Research

- **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

Input Suppliers

Ranchers/Output

Aggregators/Processors

Distributors

Restaurants, Food Service & Retail

Consumers

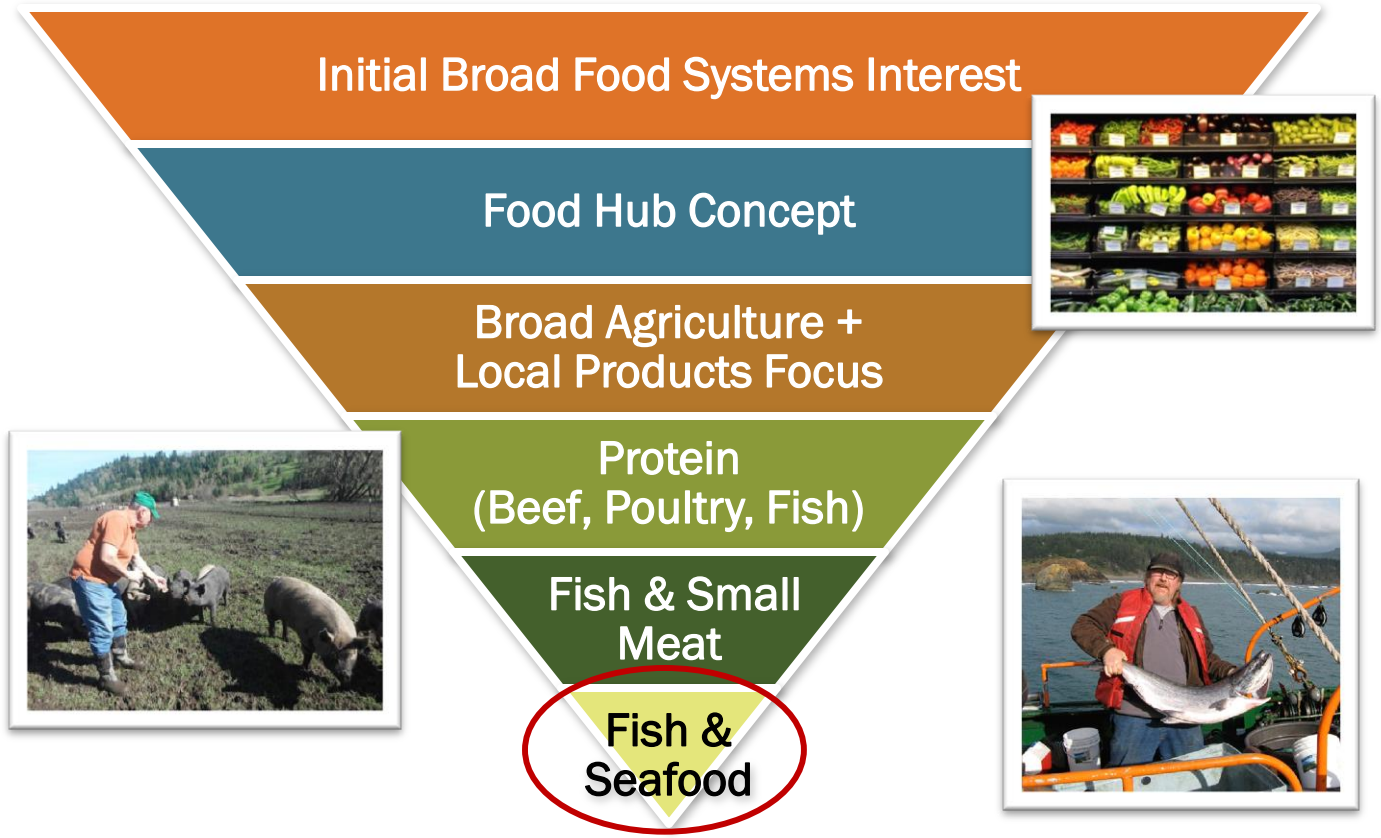
Waste Disposal

Learning from Demand Research

South Coast Seafood System Collaborative:

Coos, Curry, coastal Douglas Counties

Process of Focusing (10+ months)



N. Coast Results

Jeremy Coon, President of Tillamook Bay Seafoods, at the Port of Garibaldi.

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

Reported Capitals	Regions					
	Central Oregon	Lake County	NE Oregon	North Coast	South Coast	Wheeler County
Social	¢	¢	¢	¢	¢	¢
Political	¢	¢		¢		
Individual		¢			¢	¢
Intellectual	¢	¢	¢	¢	¢	
Financial	¢			¢	¢	¢
Built	¢			¢		
Natural	¢				¢	
Cultural					¢	

9 Jobs created

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

Lessons Learned

#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.

www.wealthworksnw.org

WealthWorks Northwest

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

PROJECT TYPE
Economic Vitality

VIEW our MAP

wealthworks northwest

Download Project - PDF -

PROJECT PARTNERS

Rural Development Initiatives is a member of the growing community of practice using the **WealthWorks** framework to achieve measureable results on the ground. WealthWorks is a 21st century approach to local and regional economic development that brings together and connects a community's assets to meet market demand in ways that build livelihoods that last. WealthWorks improves the livelihoods of rural community members through a systems approach to economic development which creates wealth that sticks in rural communities. This wealth is owned, controlled, and reinvested in these places so that people become valued partners in resilient regions.

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.

Related Links

- WealthWorks Regional Opportunity Workshops
- Register Now: WealthWorks Northwest Opportunity Workshops
- Yellow Wood Associates
- Wealth Creation and Rural Livelihoods

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