



A Pacific Northwest Nonprofit

Cultivating Leaders | Catalyzing Economic Vitality



Presented by: Michael Held, Director of Economic & Policy Services

ABOUT RDI



1990 State of Oregon forms response to spotted owl listing

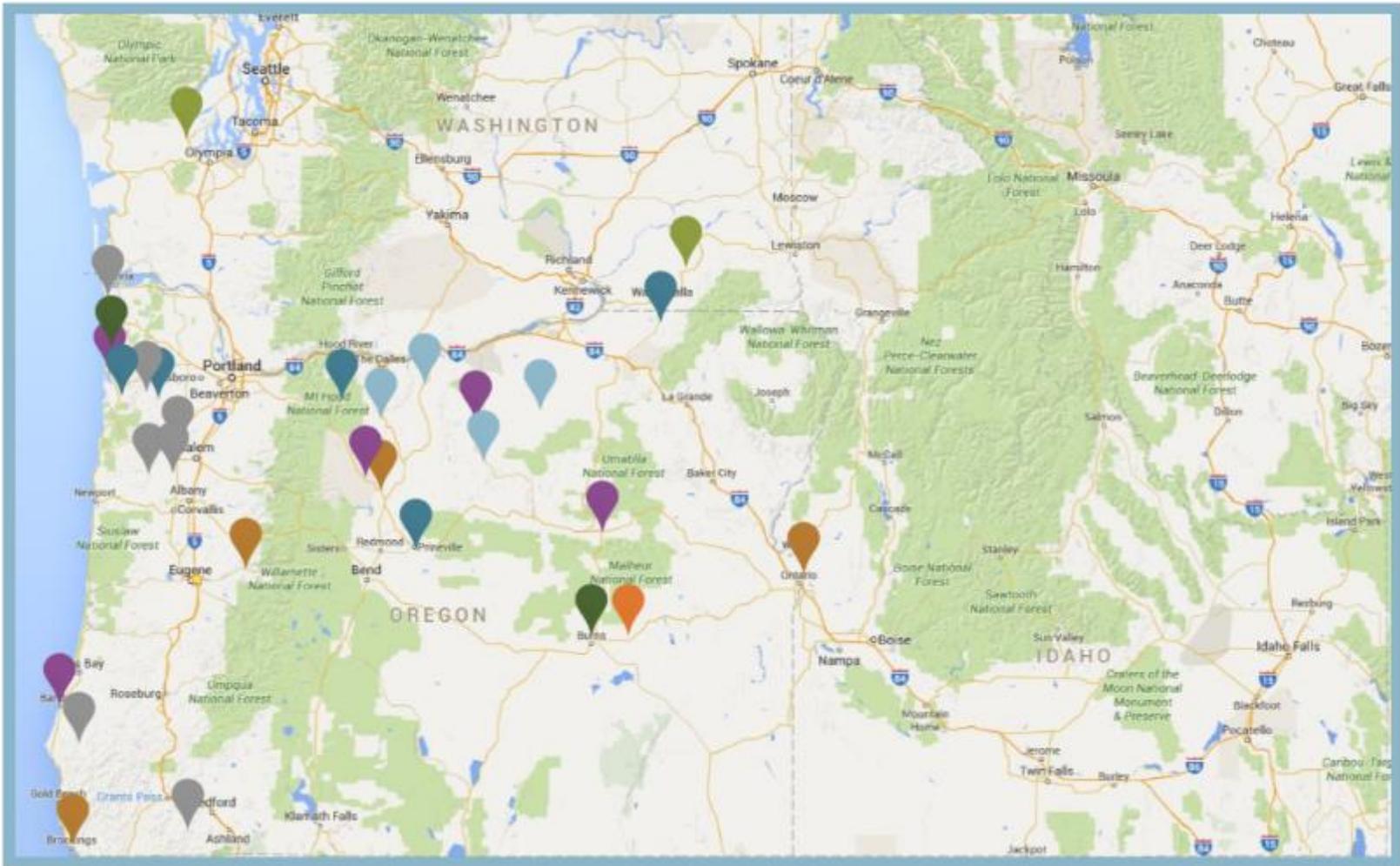
1992 State of Oregon forms nonprofit *Rural Development Initiatives*

2002 Leadership Program forms (~8k grads to date)

2014 Moving leaders to economic action – a return to our roots

❖ Strengthening rural people, places and economies in the Pacific Northwest

WHERE DOES RDI WORK?



TODAY'S AGENDA

State of Rural

- Data & Trends: What does it mean for rural Oregon?

Economic Development

- How to be an effective economic development practitioner

Project Sustainability

- 11 months to create impact... & memories

OPENING ACTIVITY

1. On a scrap piece of paper, write down your single biggest, most headache inducing, project related challenge and/or issue? (2-4 sentences)
 - Define the issue.
 - Why is it challenging?
 - What are the barriers to resolving?
2. With a partner, describe your challenge/issue. Take turns.
3. Now, in one word, describe your partners issue. What is the crux or essence of this challenge?
4. What common themes did you hear?

WHY ECONOMIC DEVELOPMENT

WHY IT MATTERS AND HOW TO BE AN EFFECTIVE
ECONOMIC PRACTITIONER

WHY ECONOMIC DEVELOPMENT MATTERS?

Economic Systems are Broken

- Nearly half of American's do not have enough cash to pay for a \$400 medical expense – Wall Street Journal
- 71 percent of Americans are concerned about having enough money to cover everyday expenses – Pew Charitable Trust
- The inflation-adjusted net worth of the typical household, one at the median point of wealth distribution, was \$87,992 in 2003. By 2013, it had declined to \$54,500, a 38 percent drop – Russell Sage Foundation
- Nearly 30 percent of American adults don't save any of their income for retirement – National Foundation for Credit Counseling
- Being middle-class would require an income of \$135,000 a year for an average family of four. Median family income in 2018 was roughly half that – Commerce Department

IT GETS WORSE!

The Atlantic

“Millennials Didn’t Kill the Economy. The Economy Killed Millennials.”

The American system has thrown them into debt, depressed their wages, kept them from buying homes—and then blamed them for everything.

OUR COMPLEX PROBLEMS



By 2030?

TO MOVE FORWARD, WE NEED A SHARED FRAMEWORK - WHAT DO WE KNOW ABOUT RURAL ECONOMIES, PEOPLE AND PLACES?

○ Rural is diverse, it is no monolith

○ Rural inequity is a thing

○ Rural values and voices matter

○ Rural is asset rich

○ Investing in rural is essential

THE BASICS: TUPELO MODEL OF COMMUNITY ECONOMIC DEVELOPMENT



THE BASICS: ASSET/CAPACITY BASED COMMUNITY ECONOMIC DEVELOPMENT

Definition: A methodology for the sustainable development of communities based on their strengths and potentials.

It involves:



1

Assessing the resources, skills, and experience available in a community



2

Organizing the community around issues that move its members into action



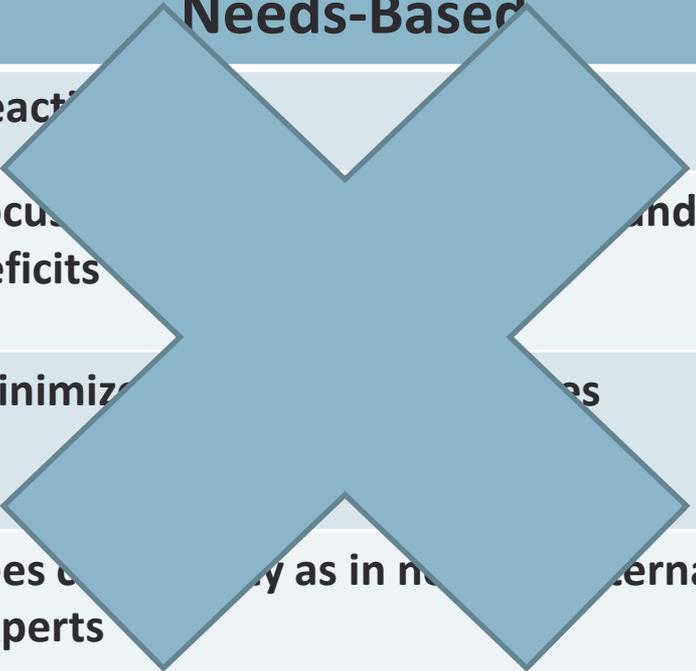
3

Determining and taking appropriate action

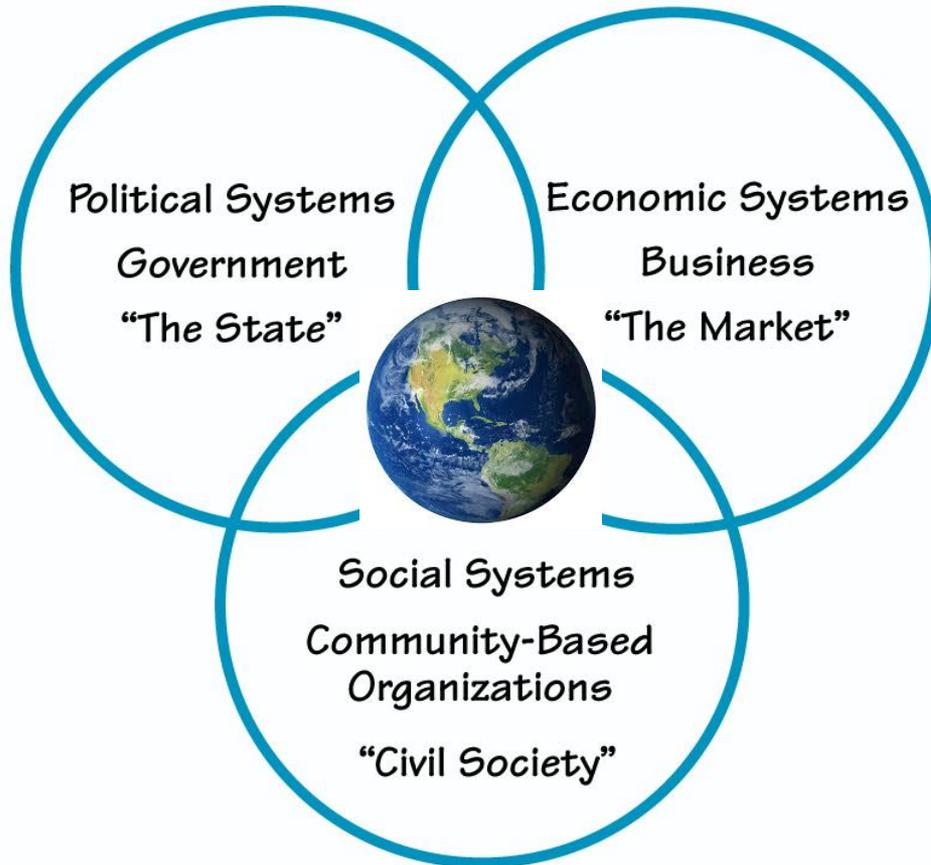
Focuses on honing and leveraging existing strengths within the community

THE BASICS: ASSET-BASED APPROACH VS NEEDS-BASED APPROACH

Asset-Based	Needs-Based
Proactive	Reactive
Focuses on existing capacity and resources	Focuses on deficits and needs
Maximizes and recycles community resources	Minimizes resources
Sees community as expert	Sees community as in need of external experts



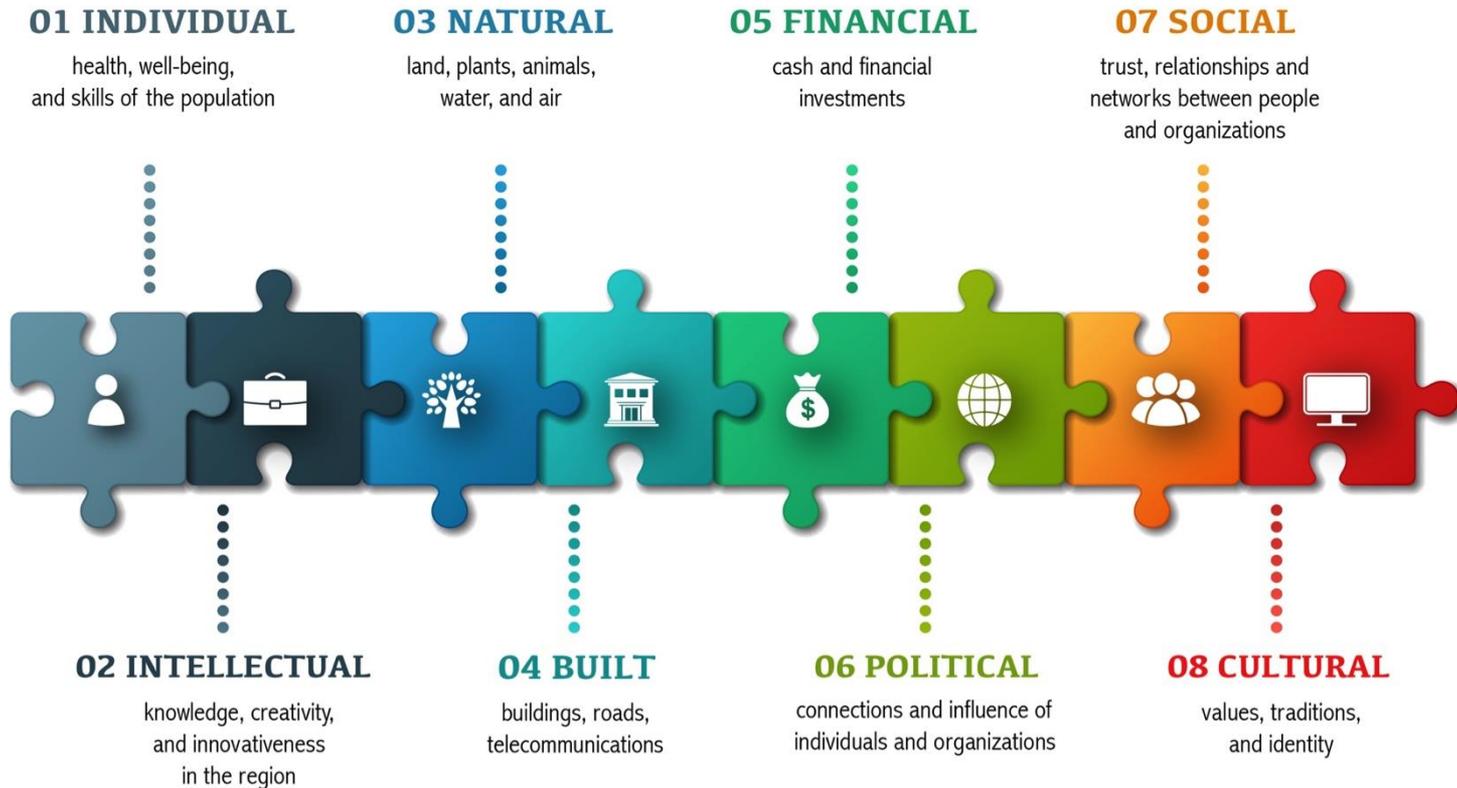
Identify then Influence the System



- Map the Ecosystem
- Think big, start small, move fast
- Act Locally, Think Globally
- Avoid the "White Knight"
- Crowdsource your expertise

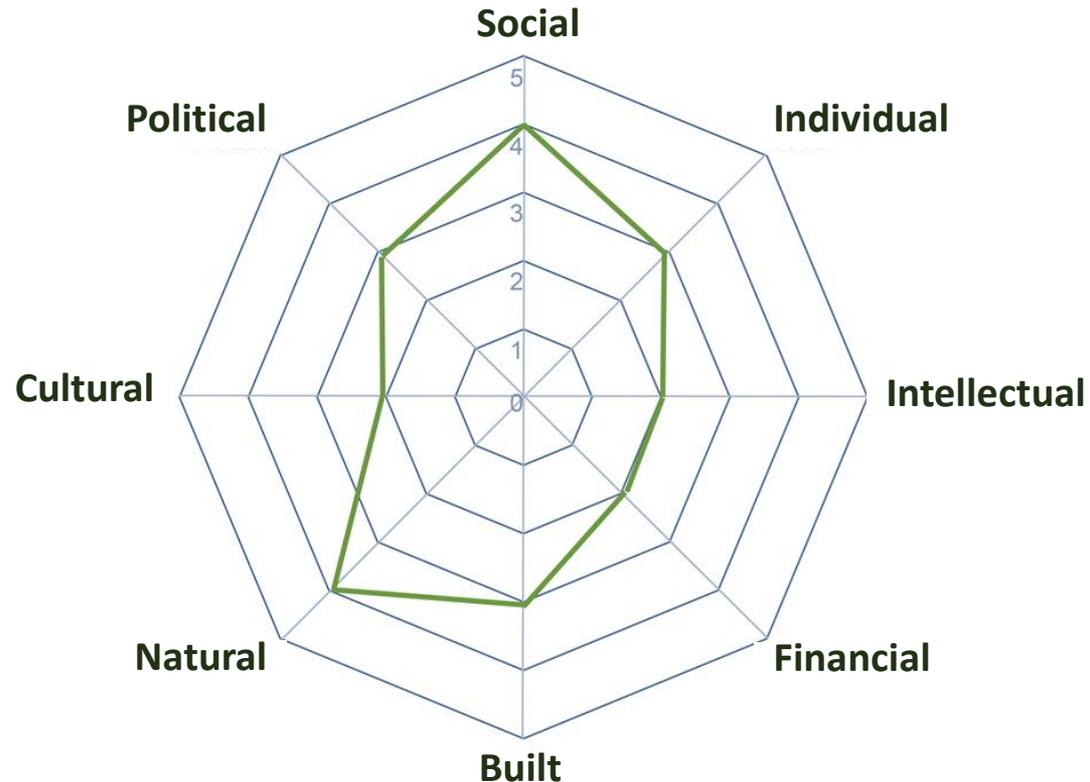
WHAT IS AN ECONOMIC ECOSYSTEM?

Eight Forms of Community Economic Wealth



EVALUATING YOUR COMMUNITY'S ECOSYSTEM: SPIDER DIAGRAM

1. By yourself, take your spider diagram and circle how well you think your community performs overall for each key wealth indicator (5 Minutes)
2. Identify the indicators you are currently influencing - (3 Minutes)
3. Compare diagrams at your table (5 minutes)
 - How does your project potentially connect to other wealth areas?
 - How might you be able to influence other forms of wealth?



NOTE:

it is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain it and use it.

THE KEY TO COMMUNITY ECONOMIC DEVELOPMENT? IDENTIFY THE SWEET SPOT



Key Elements to Moving Local Economic Initiatives

1. Identify local interests
2. Engage broadly
3. Collective decision making and prioritization
4. Mobilize for action

ECONOMIC SYSTEMS CHANGE SHOULD RESULT IN COMMUNITIES...



We need to recognize that economic vitality depends on the health of a community, and that a community is not a set of separate, unrelated systems -- a business district, a school system, a park system, a street system – but rather an ecosystem.

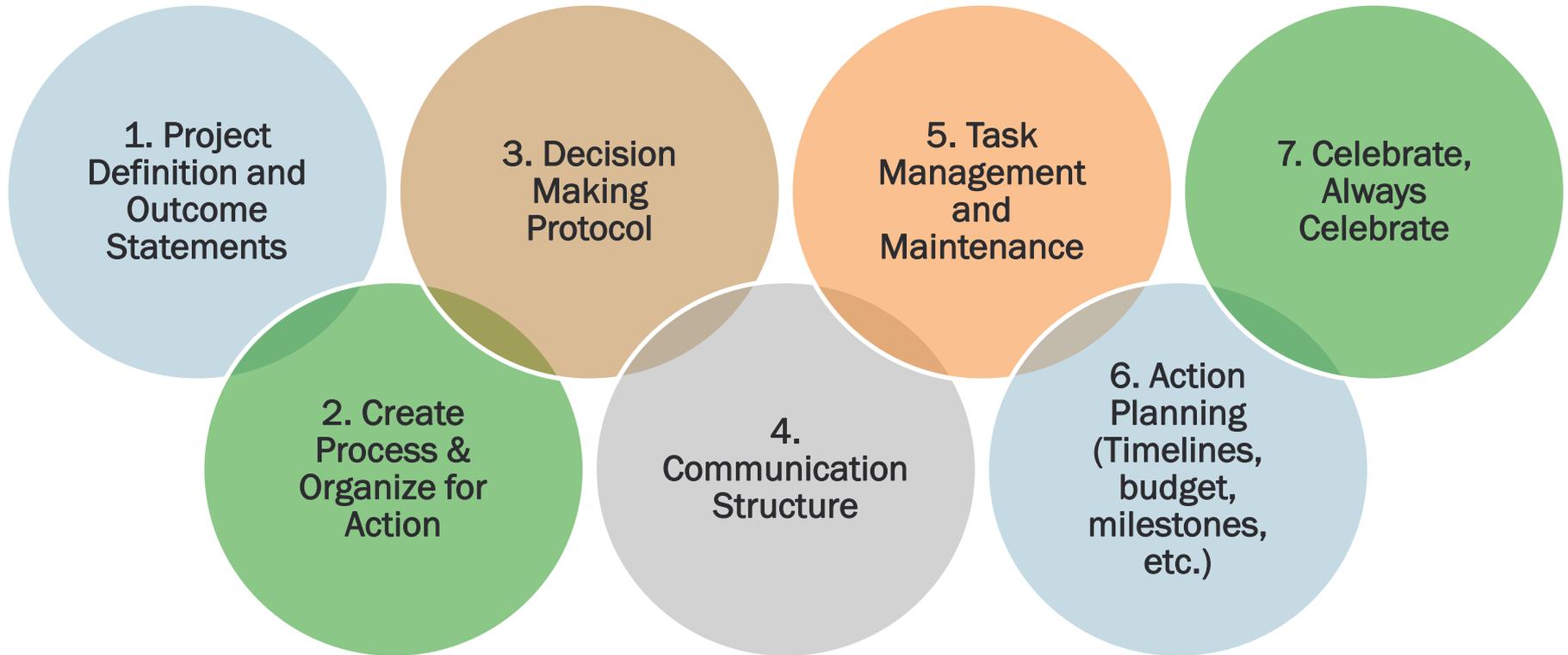
*“Every system is
perfectly designed to
get the results it gets.”*

- W Edwards Deming

PROJECT TRANSITION AND SUSTAINABILITY

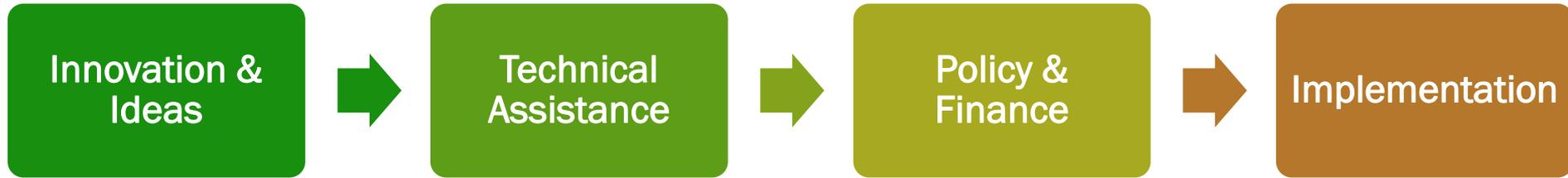
7 MONTHS LEFT ...

PRIMARY ELEMENTS OF ALL PROJECTS

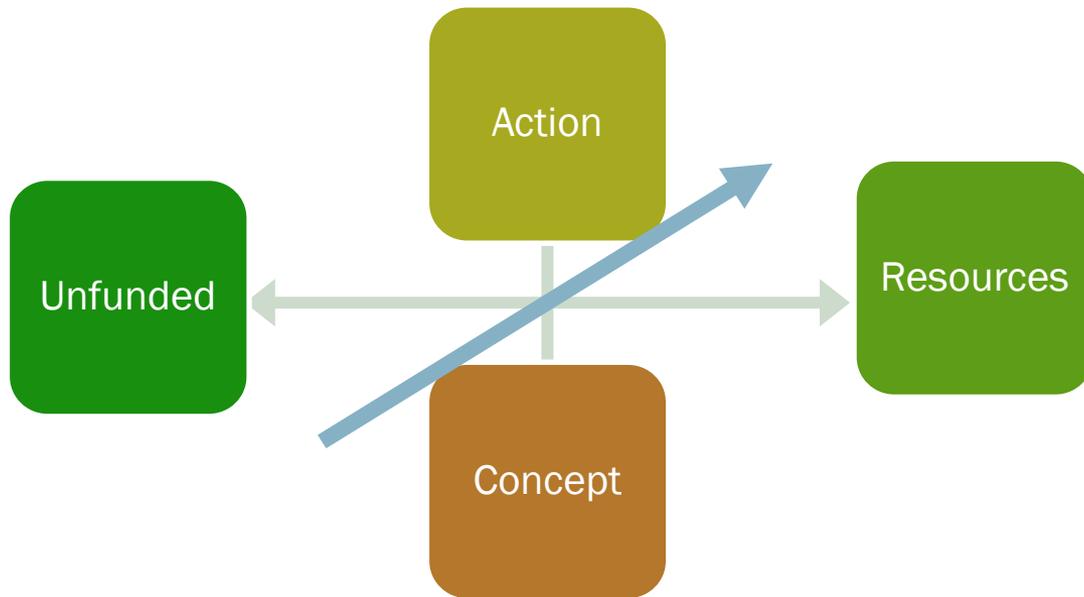


NOTE: Project management is not linear!

THINK OF PROJECTS ON A CONTINUUM



OR ON A GRAPH!



PROJECT TRANSITION IS ABOUT RELATIONSHIP MANAGEMENT



1. Communication



2. Trust

STAKEHOLDER/RELATIONSHIP ANALYSIS

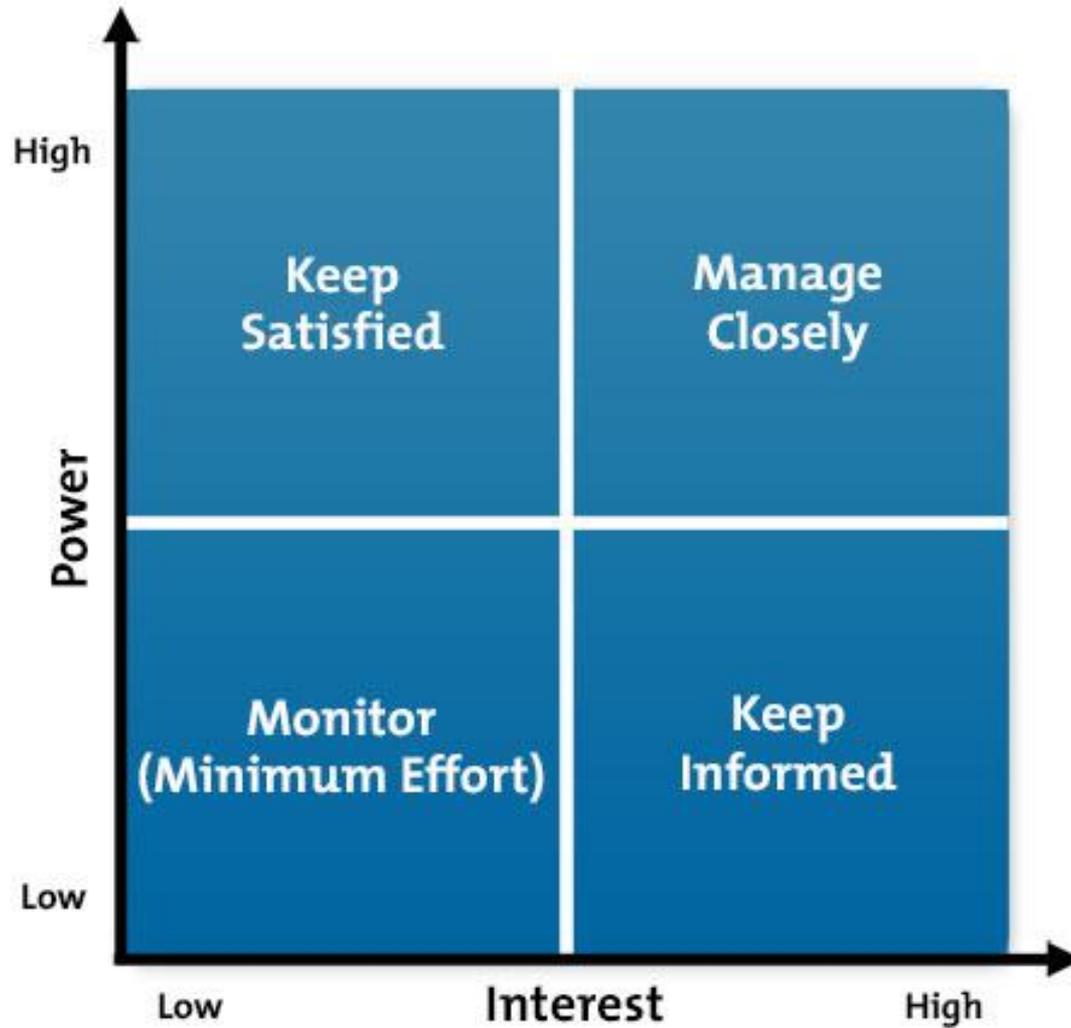
Why do a stakeholder analysis?

- Gauge stakeholder interests
- Determine methods to influence stakeholders
- Identify potential risks
- Determine communication strategy

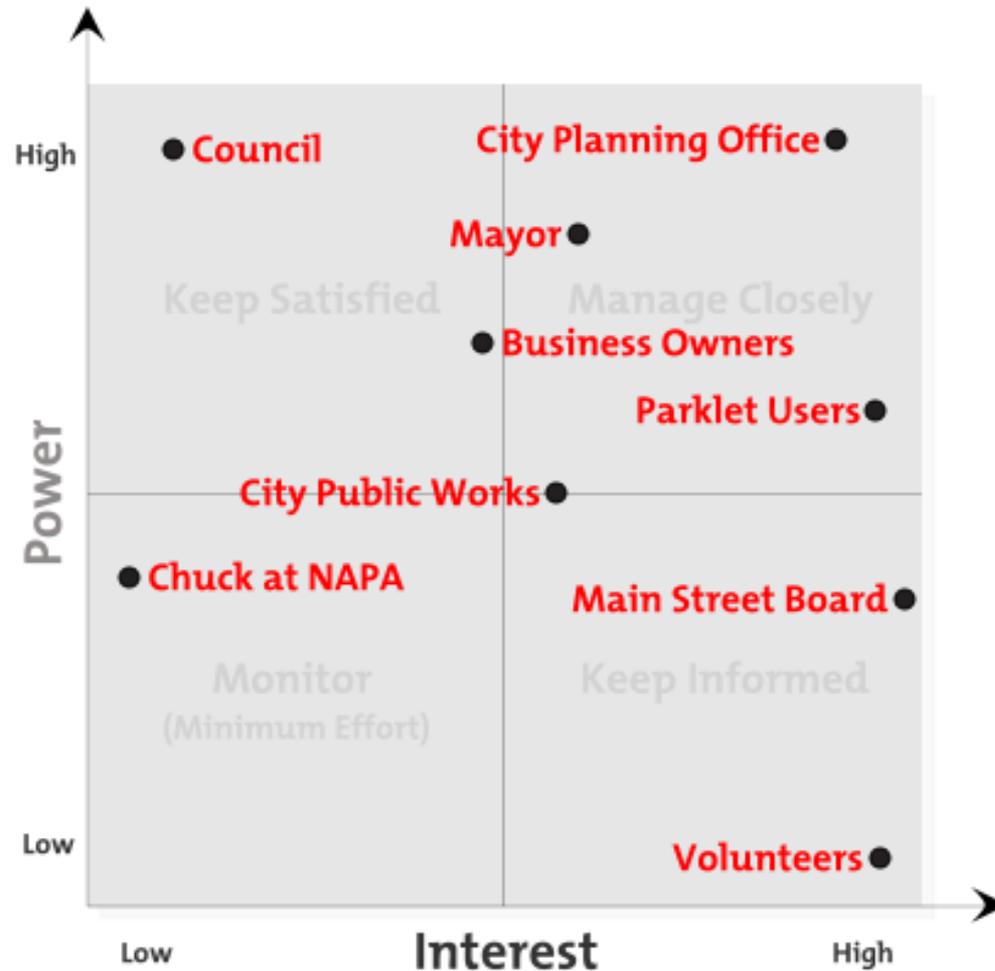
2 Questions to Answer

- How likely is the stakeholder to exercise power?
- To what extent does the stakeholder have power to impose its wants?

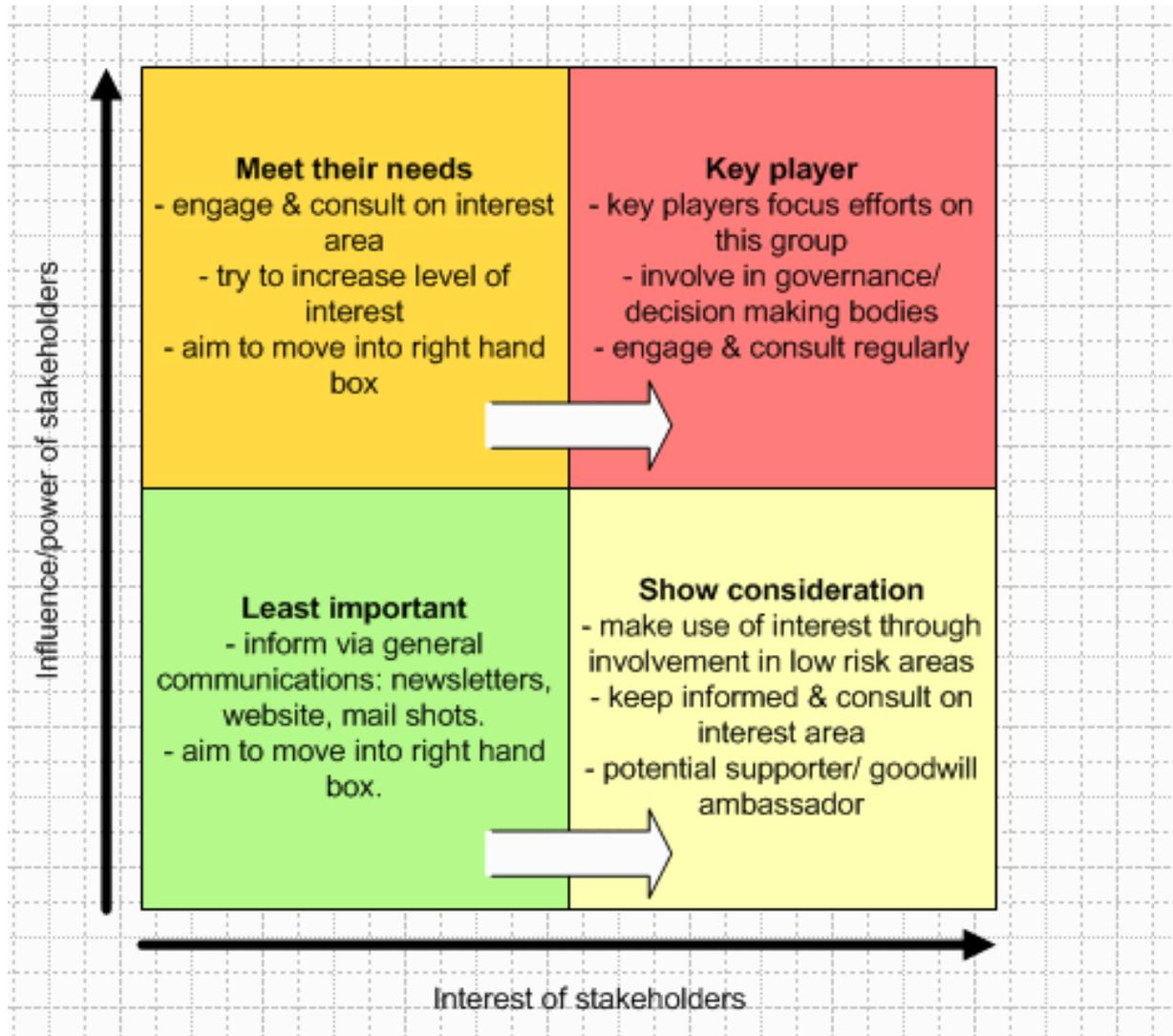
MENDELOW'S MATRIX



MENDELOW EXAMPLE: THE DALLES PARKLET



STAKEHOLDER COMMUNICATION



STAKEHOLDER COMMUNICATION

Stakeholder Name	Communications Approach (From Power/Interest Grid) ¹	Key Interests and Issues	Current Status ²	Desired Support ³	Desired Project Roles (if any)	Actions Desired (if any)	Messages Needed	Action and Communication

¹ Manage closely/Keep satisfied/Keep informed/Monitor. ² Advocate/Supporter/Neutral/Critic/Blocker. ³ High/Medium/Low.

HOW TO TRANSITION A PROJECT: 5 STEPS

1

- Historical documentation – gather, organize, store, make accessible (includes budgets, action plans, stakeholder analysis grids, etc.)

2

- Identify stakeholders, their role, contact information, and any insider information

3

- Document lessons learned and recommendations for future action

4

- Hold a transition meeting to review/determine; project objectives, schedule, activities, tasks, budgets, deliverables, reporting

5

- Celebrate – identify your milestones and evaluate

Extra Tip:

- Make yourself available by phone/email for an agreed upon period of time (your future job reference will appreciate this)

SUSTAINABILITY ANALYSIS: 5 STEPS TO DETERMINE IF YOUR PROJECT WILL LAST



ACTIVITY: IDENTIFY & DEFINE TRANSITION NEEDS

Break into groups of three and discuss:

1. The concerns you have about accomplishing and transitioning your projects and/or leaving your position. What keeps you, your community, or your organization up at night?
2. What questions do you need answered in the next 6 months to leave your position, organization, and community better off than when you found it?
3. What tools, resources, or support do you need to ensure a successful transition?
4. Debrief

IT'S THE ECONOMY, STUPID

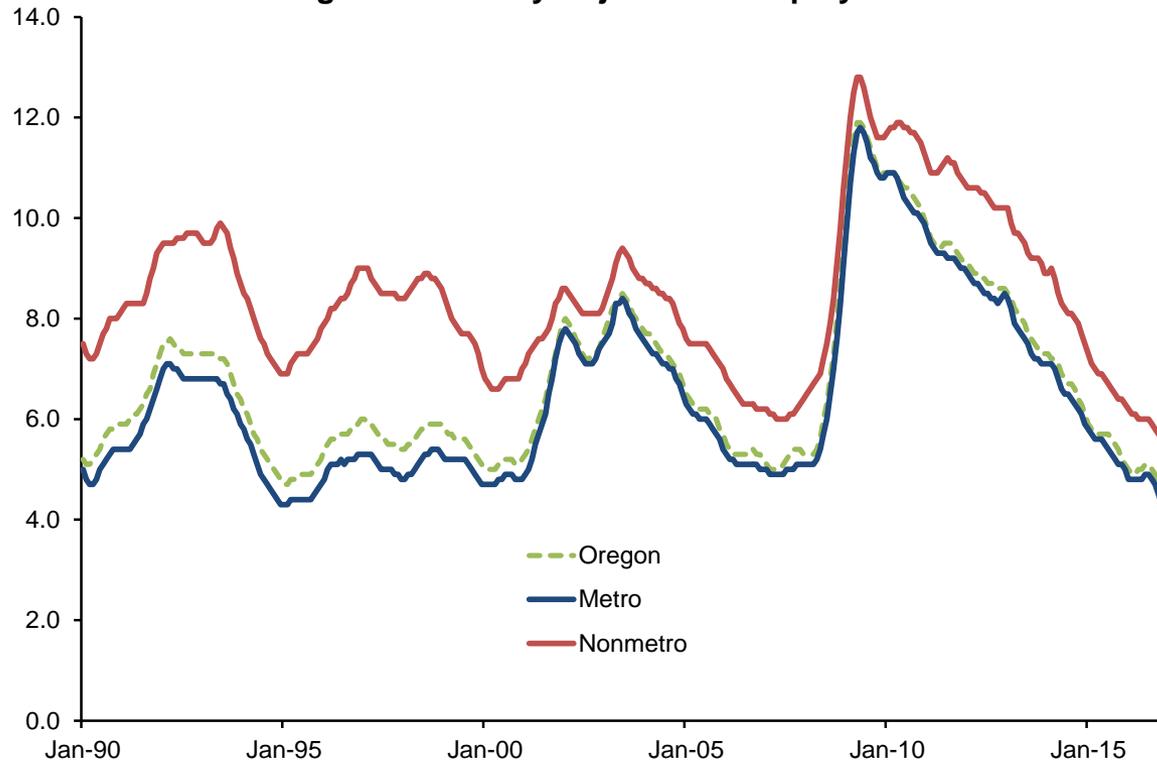
THE ECONOMY IS CURRENTLY NEAR FULL EXPANSION EMPLOYMENT AFTER SEVEN YEARS OF.

- As of June 2017, Oregon had the fourth fastest over-the-year employment growth among U.S. states.
- The Oregon unemployment rate has been below 4 percent and reached a record low of 3.6 percent in 2017 & 2018.
- In 2017, 32 Oregon counties (out of 36) have reached their lowest unemployment rates on record back to 1990.

Source: State of Oregon Employment Department, Courtesy Jessica Nelson

UNEMPLOYMENT RATES ARE HIGHER IN RURAL OREGON.

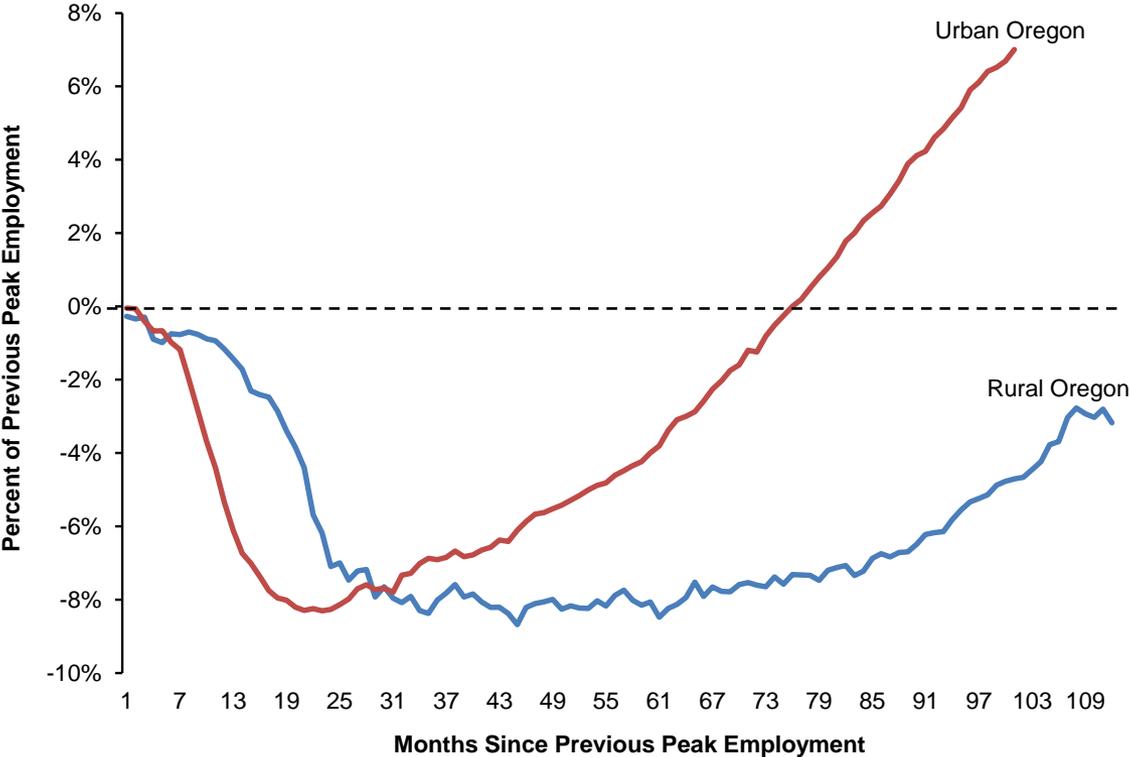
Unemployment Rates Are Usually Higher in Rural Areas
Oregon Seasonally Adjusted Unemployment Rates



Source: State of Oregon Employment Department, Courtesy Jessica Nelson

RECOVERY FROM THE GREAT RECESSION HAS BEEN UNEVEN

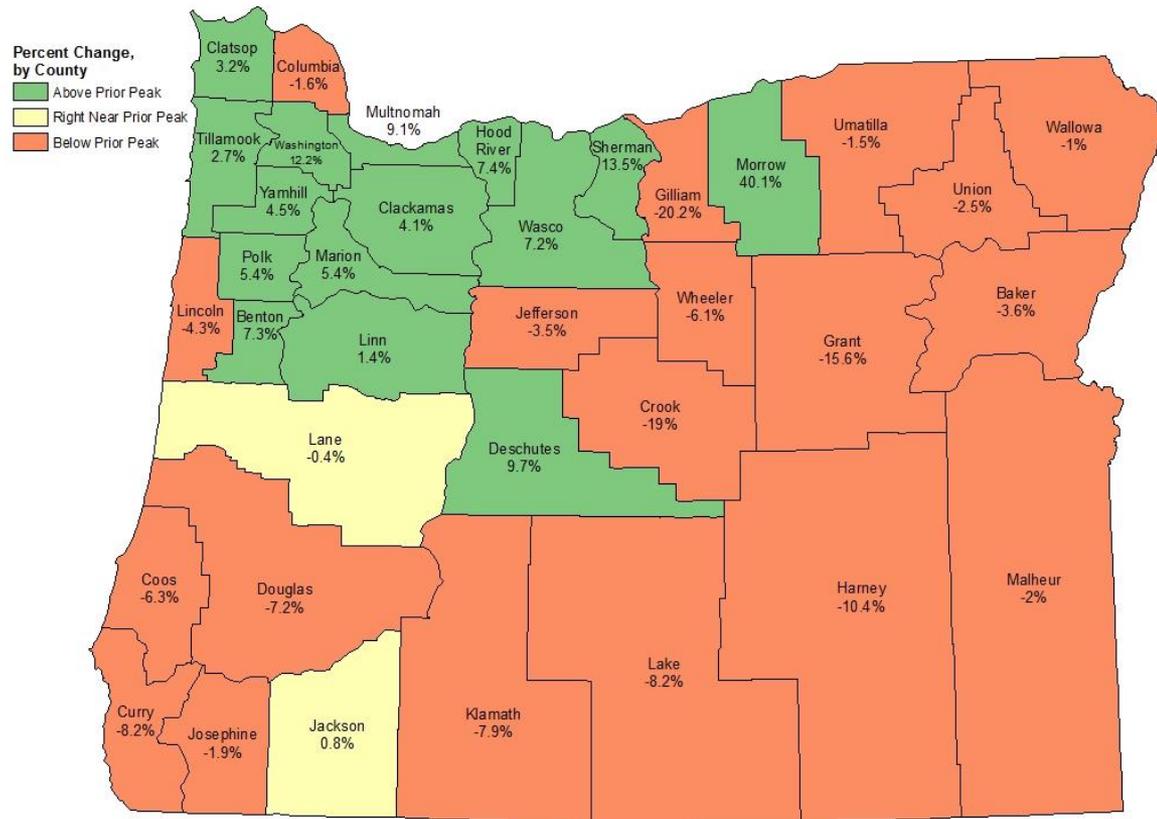
Rural Oregon Has Not Recovered from the Recession



Source: State of Oregon Employment Department, Courtesy Jessica Nelson

RECOVERY HAS BEEN STRONGEST IN THE COLUMBIA GORGE, THE PORTLAND AREA AND NORTHWEST OREGON.

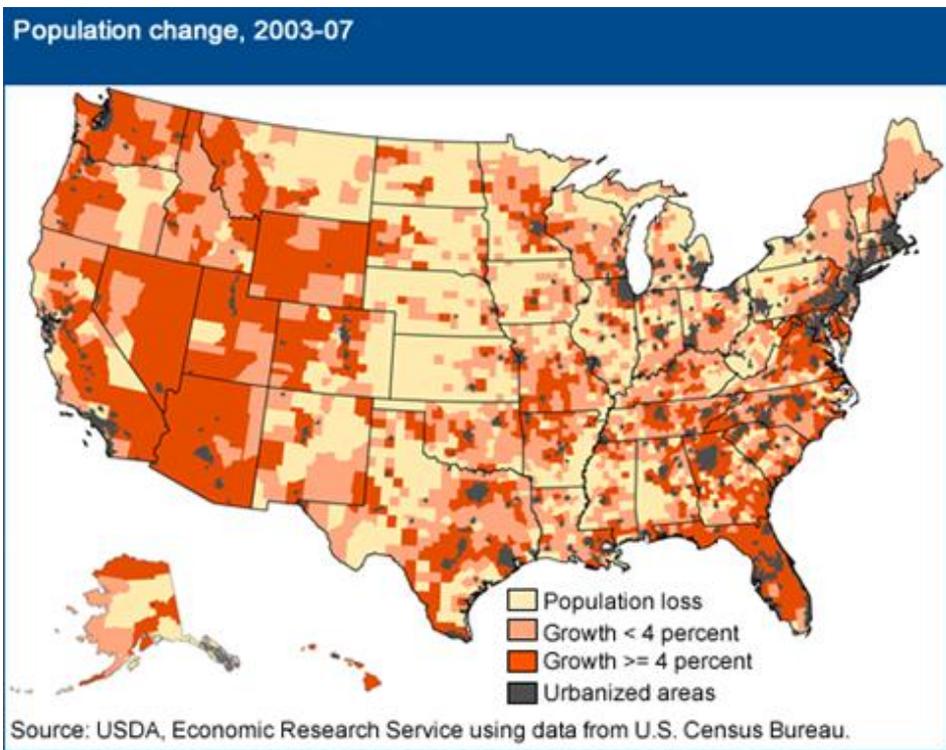
Job Change Since Pre-Recession Peak



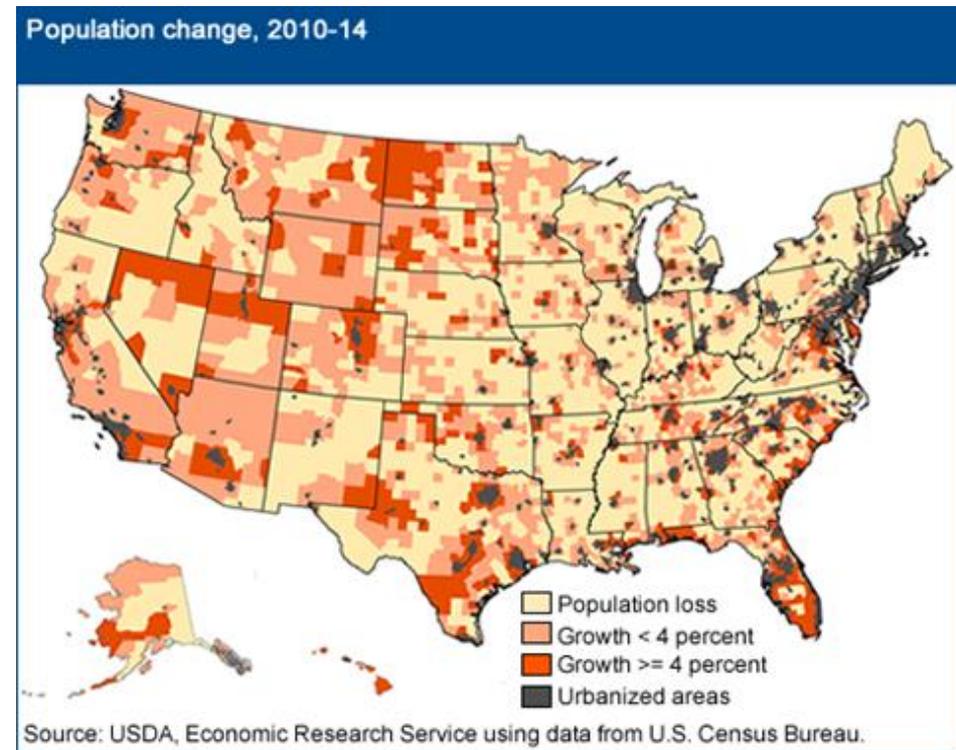
Source: State of Oregon Employment Department, Courtesy Jessica Nelson

RURAL MIGRATION

Population Change, 2003-2007



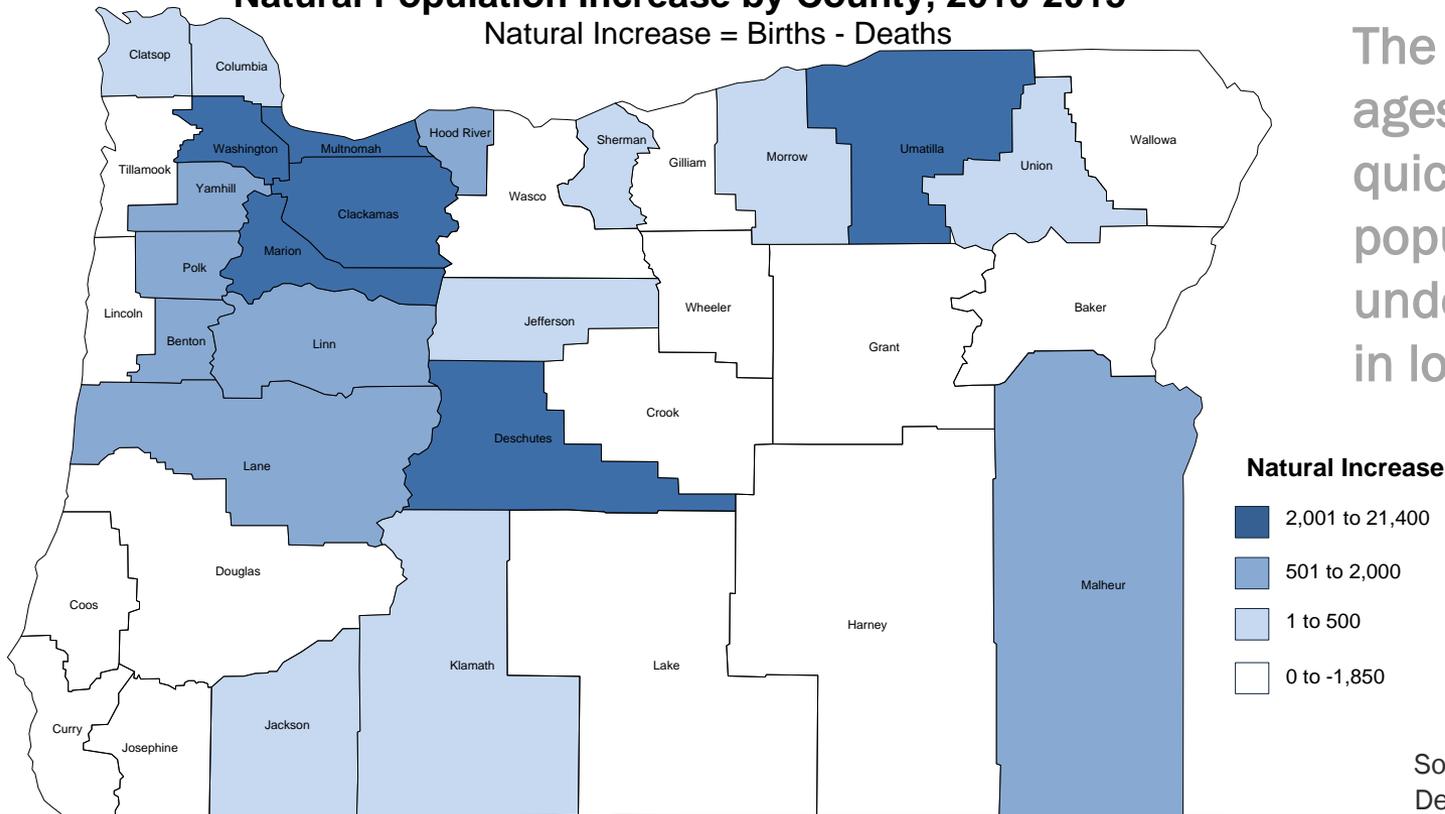
Population Change, 2010-2014



RURAL OREGON HAD VIRTUALLY NO NATURAL INCREASE IN POPULATION FROM 2010 TO 2015. THE POPULATION DID GROW SLOWLY DUE TO IN-MIGRATION.

Natural Population Increase by County, 2010-2015

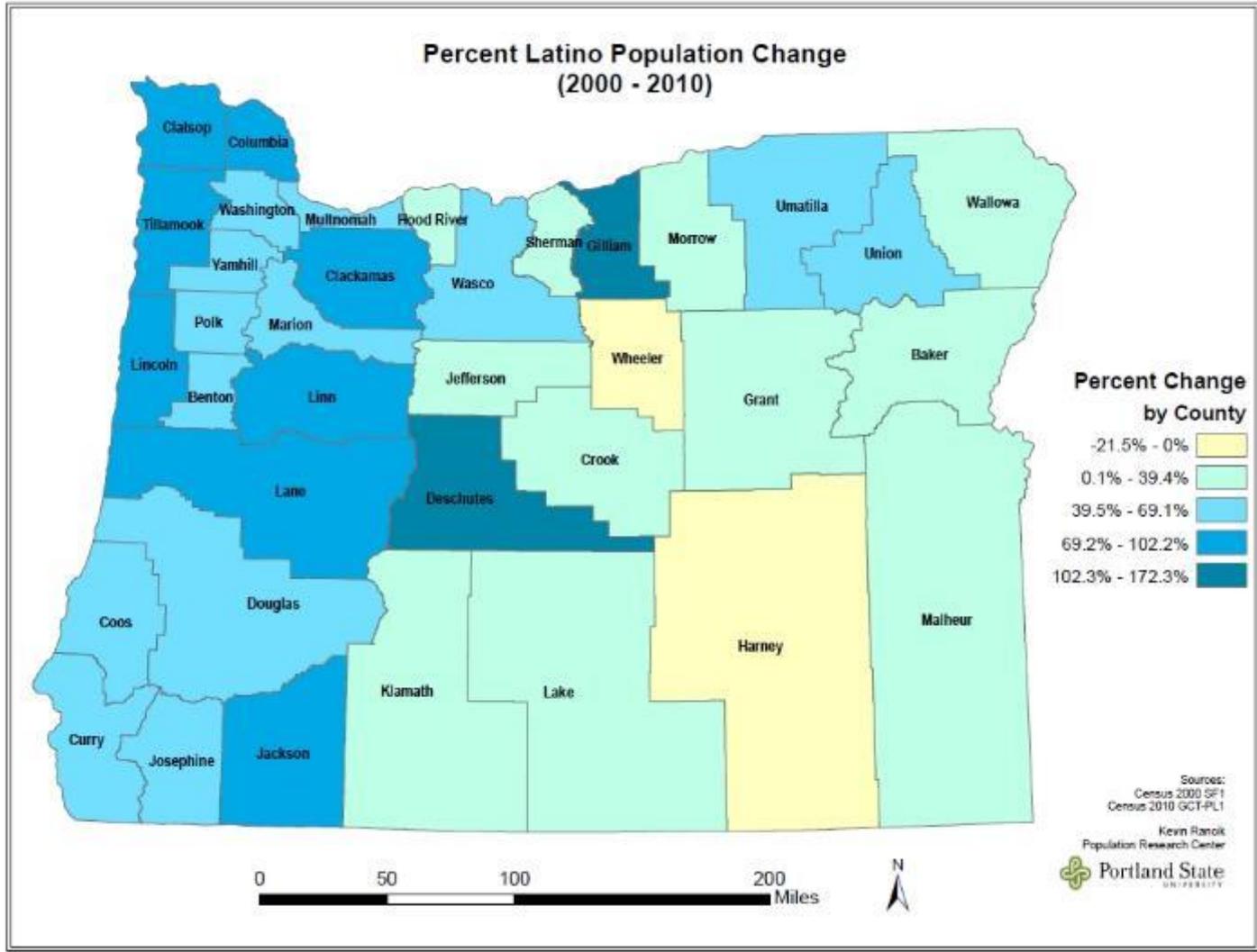
Natural Increase = Births - Deaths



The rural population ages 65+ is growing quickly, while the population of youth under the age of 18 is in long-term decline.

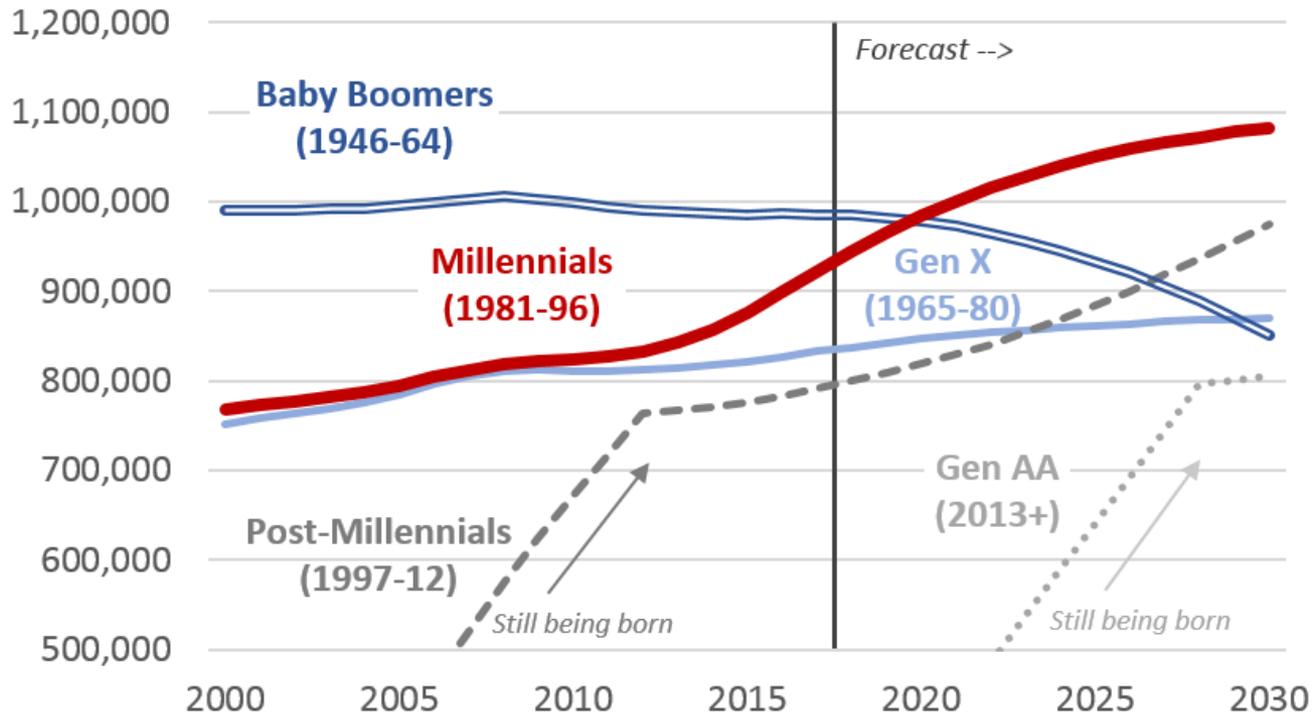
Source: State of Oregon Employment Department, Courtesy Jessica Nelson

LATINO POPULATION IS GROWING



NEW LEADERS EMERGING

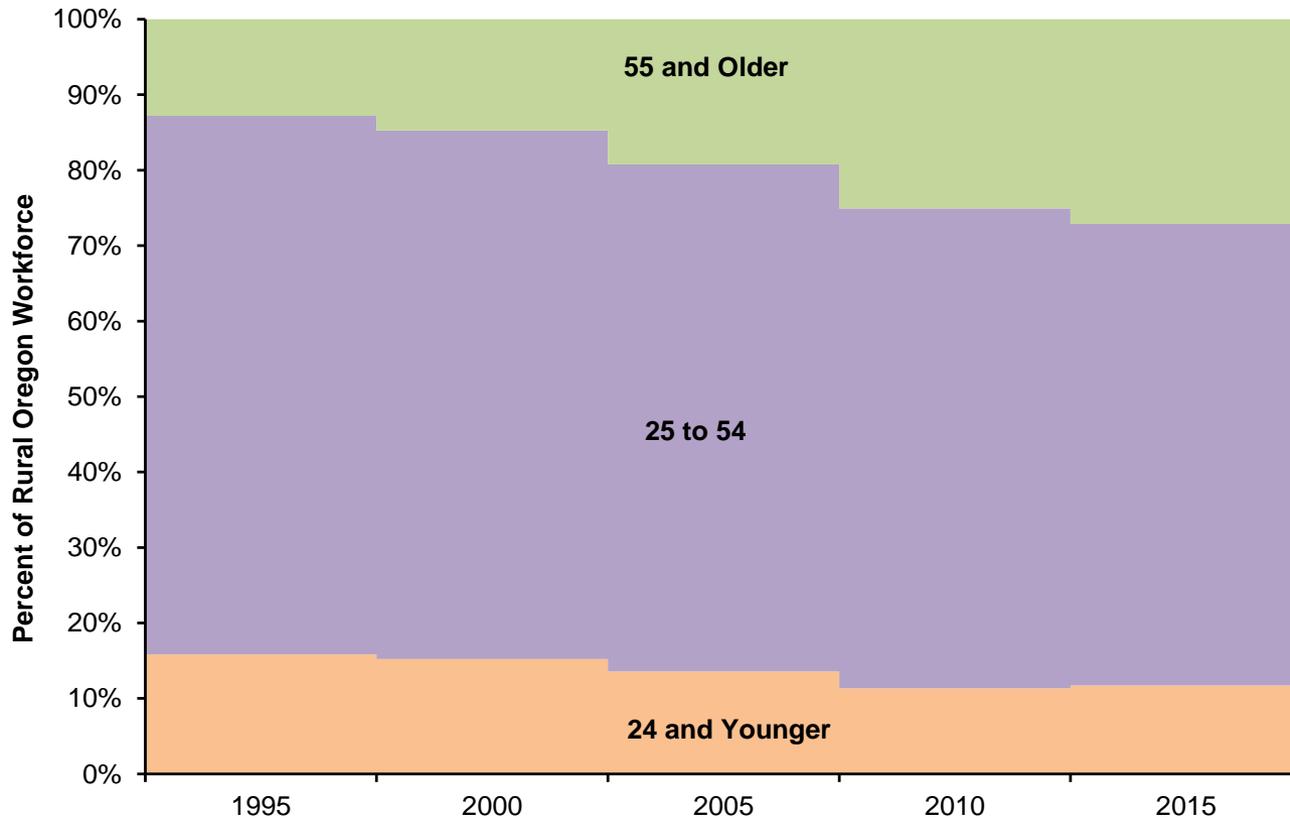
Oregon's Generational Outlook Number of Oregon Residents



Source: PEW, Oregon Office of Economic Analysis

AN AGING WORKFORCE WILL BE A MAJOR CHALLENGE IN SOME AREAS AS OLDER WORKERS RETIRE.

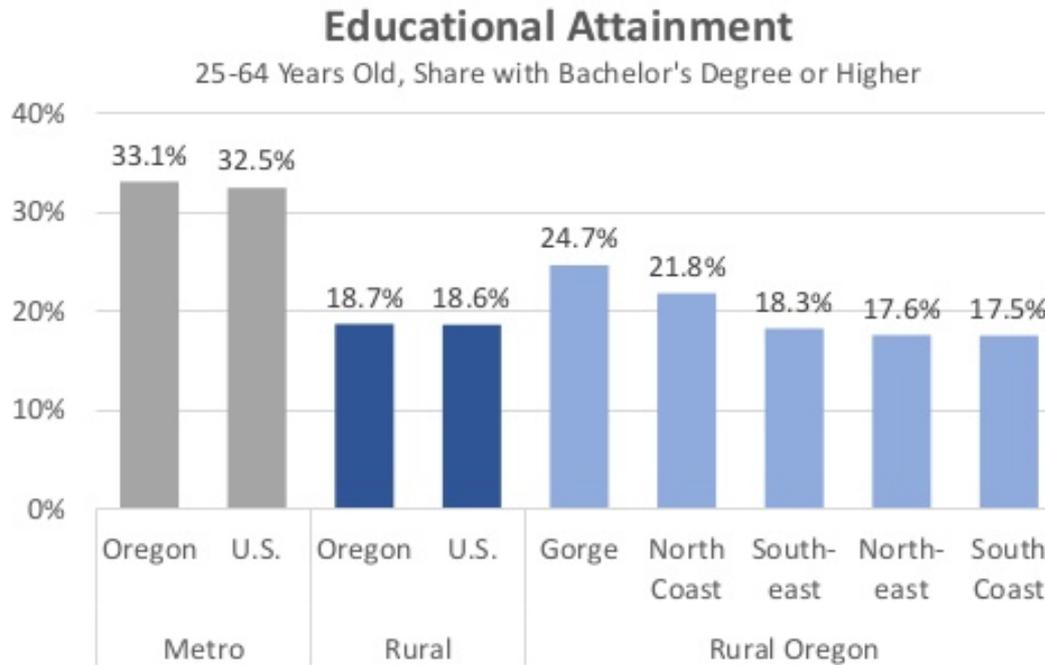
Rural Oregon's Workforce Much Older Today



Source: U.S. Census Bureau, Local Employment Dynamics

IT'S NOT ALL BAD IN RURAL!

Important Forward Looking Indicator Looks OK for Rural Oregon



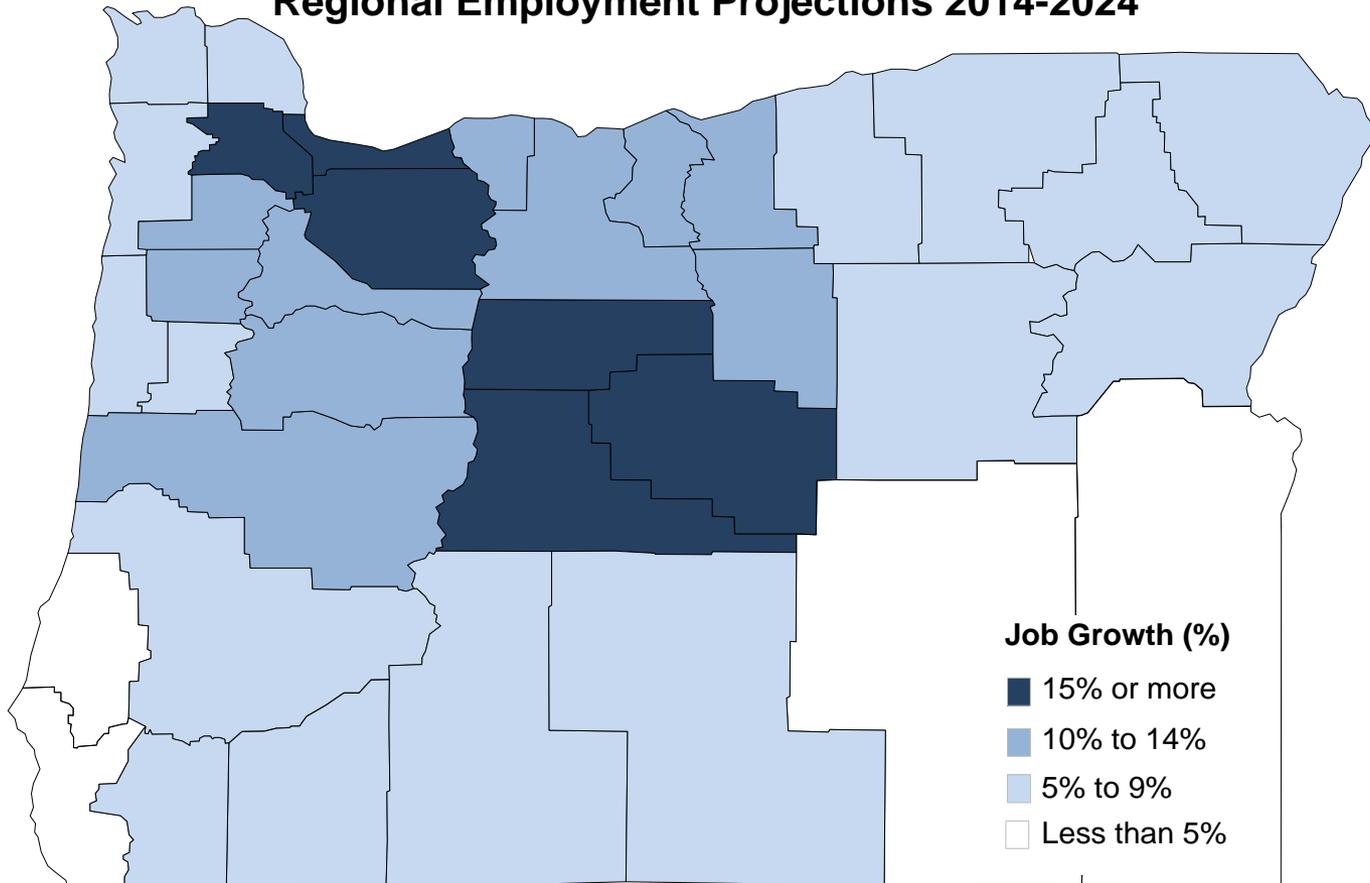
- Gorge and N. Coast rank among best rural areas in entire country
- Rest of Rural Oregon right around the average yet above the typical area (above the median)

Data: 2013 ACS, 5 Year Estimates | Source: Census, USDA, Oregon Office of Economic Analysis



RURAL OREGON IS ADDING JOBS AND WILL CONTINUE TO DO SO.

Regional Employment Projections 2014-2024



Source: State of Oregon Employment Department, Courtesy Jessica Nelson

DATA RESOURCES

1. Oregon Office of Economic Analysis -
<https://oregoneconomicanalysis.com/>

2. Oregon Explorer -
<https://oregonexplorer.info/>

3. State of Oregon Employment Department -
<https://www.qualityinfo.org>

Wrap up

1. **What questions do you have?**
2. **What did you like (or not like) about this training?**



Thank you, RARE!

www.rdiinc.org

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