

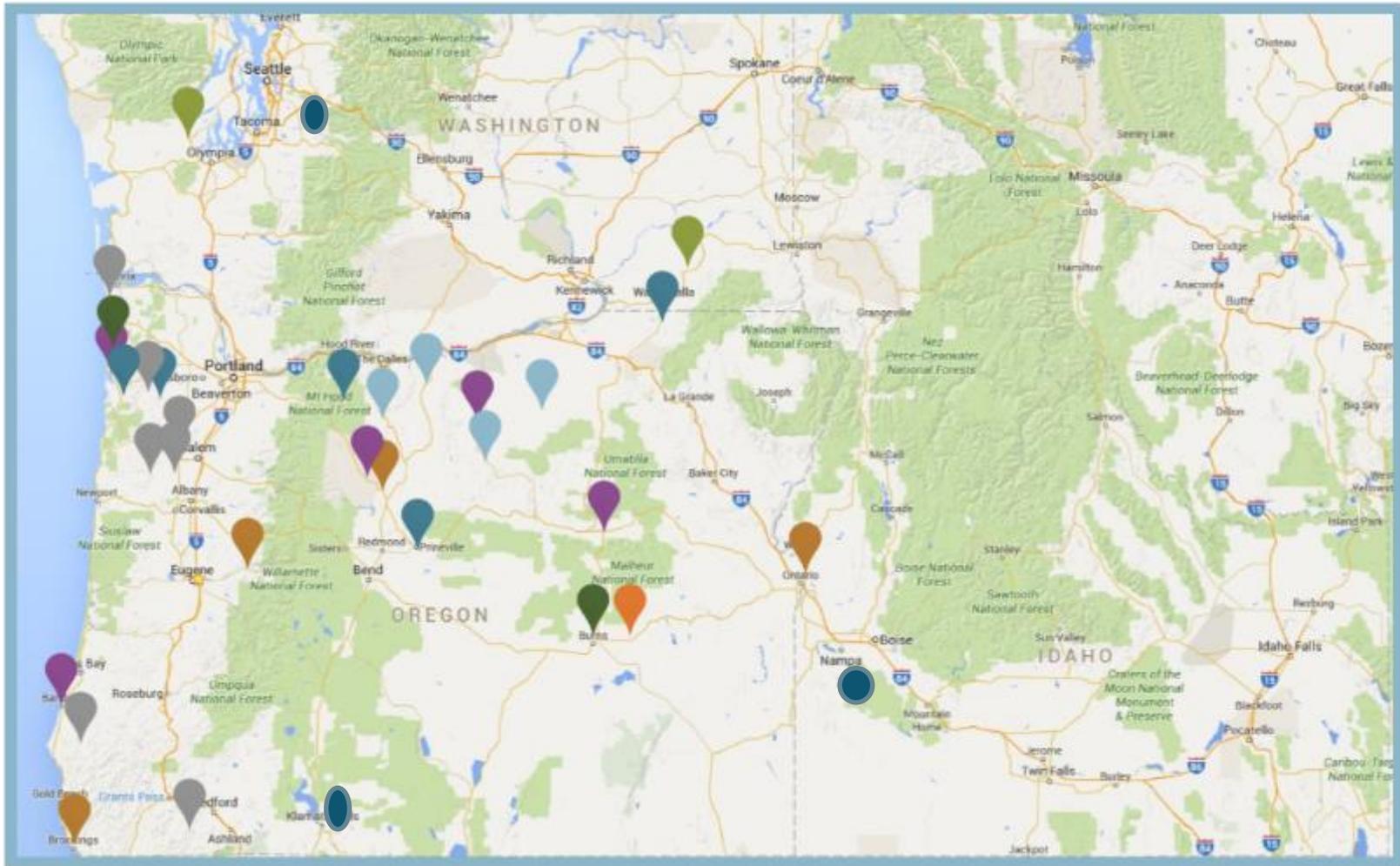


Rural Economic Vitality and Project Sustainability

December 12, 2019

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WHERE DOES RDI WORK?



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

2019: Policy Services, Rural Civic Engagement Project

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

TODAY'S AGENDA

State of Rural

- Data & Trends: What do they tell us about rural Oregon?

Economic Vitality

- Why it matters and how to be an effective practitioner

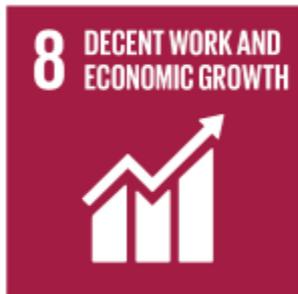
Project Sustainability

- 11 months to create impact... & memories

OPENING ACTIVITY

- 1. Write down what you think the single most important complex issue is for rural communities. (2-4 sentences)**
 - Why is it challenging? What are the barriers to resolving?
- 2. With a partner, describe your challenge/issue. Take turns.**
- 3. Debrief:**
 - In one sentence describe your partner's issue. What is the crux or essence of this challenge?
 - What common themes did you hear?

OUR COMPLEX PROBLEMS



By 2030?

**DATA TELLS US STORIES ABOUT
COMPLEX ISSUES IN RURAL**

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

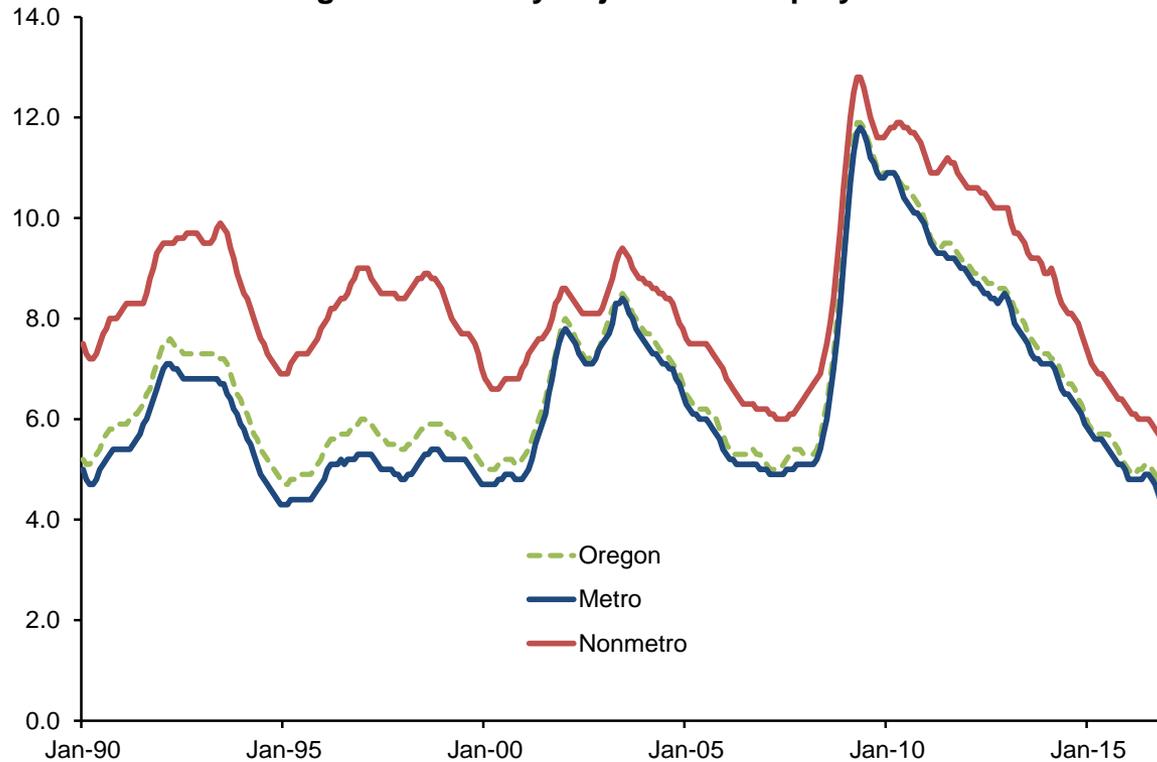
THE ECONOMY IS CURRENTLY NEAR FULL EXPANSION FOLLOWING THE RECESSION

- 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.

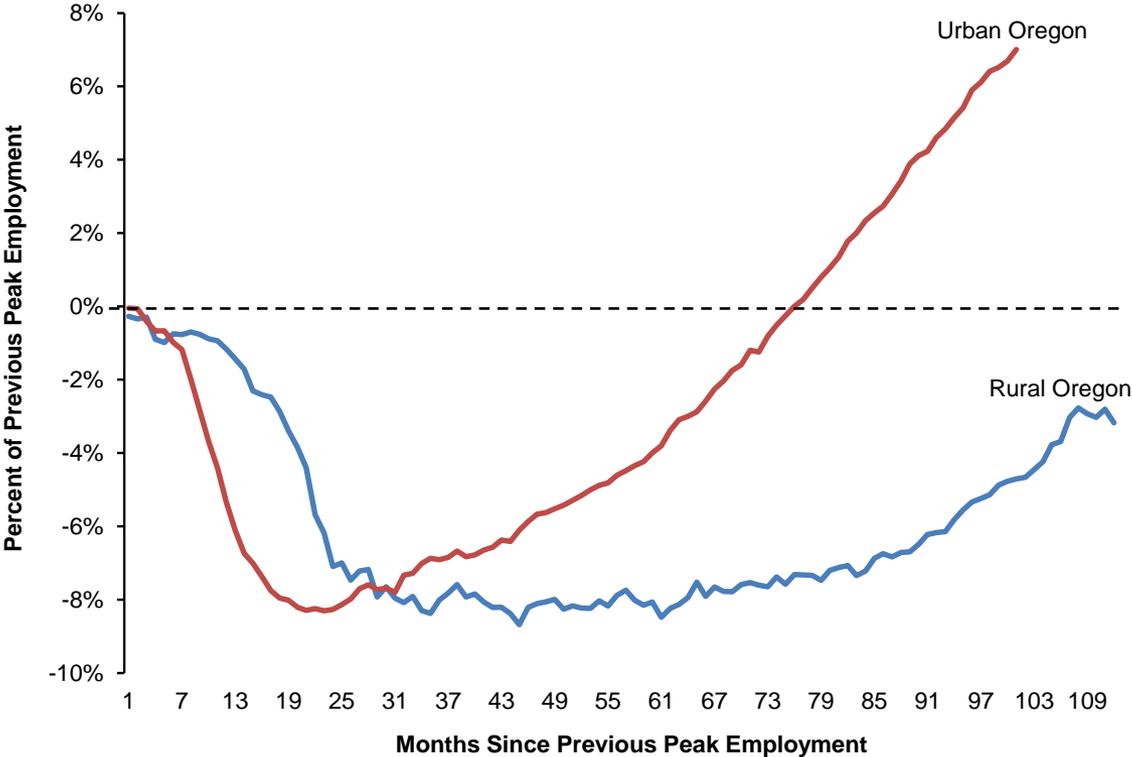
**Unemployment Rates Are Usually Higher in Rural Areas
Oregon Seasonally Adjusted Unemployment Rates**



Source: State of Oregon Employment Department, Courtesy Jessica Nelson

RECOVERY FROM THE GREAT RECESSION HAS BEEN UNEVEN

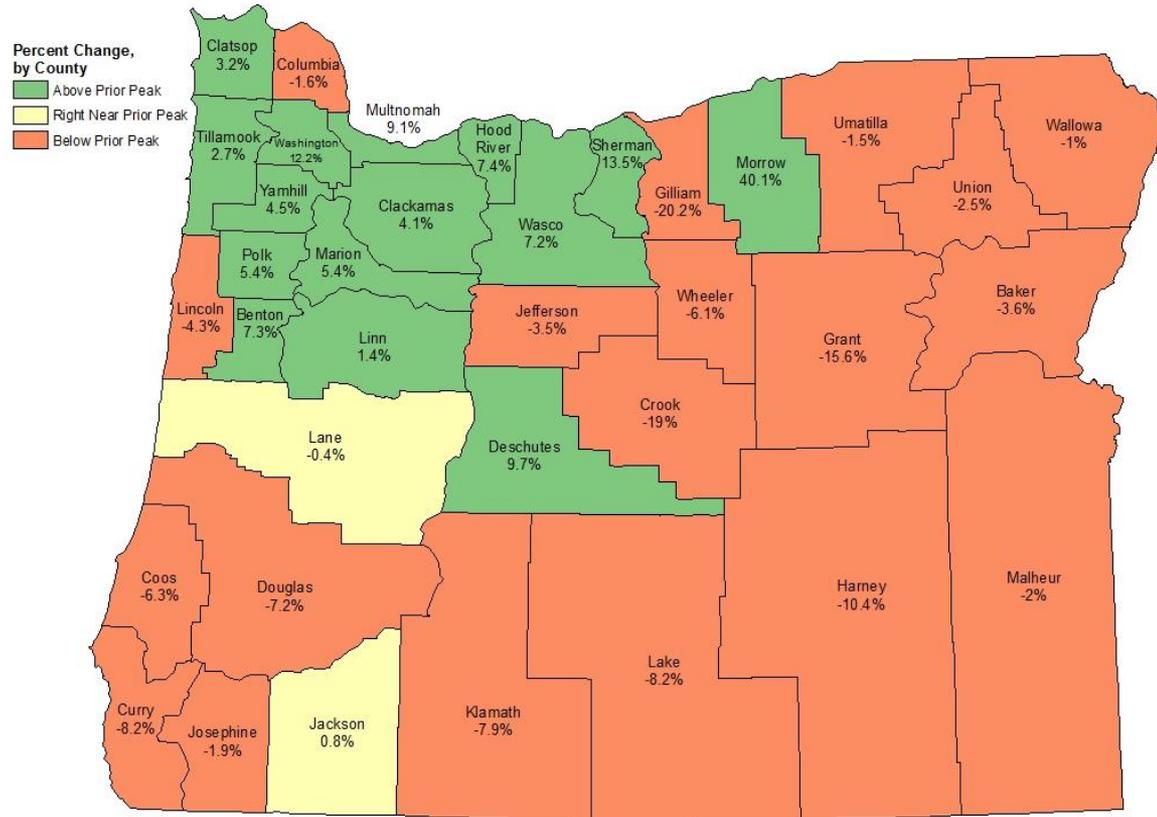
Rural Oregon Has Not Recovered from the Recession



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

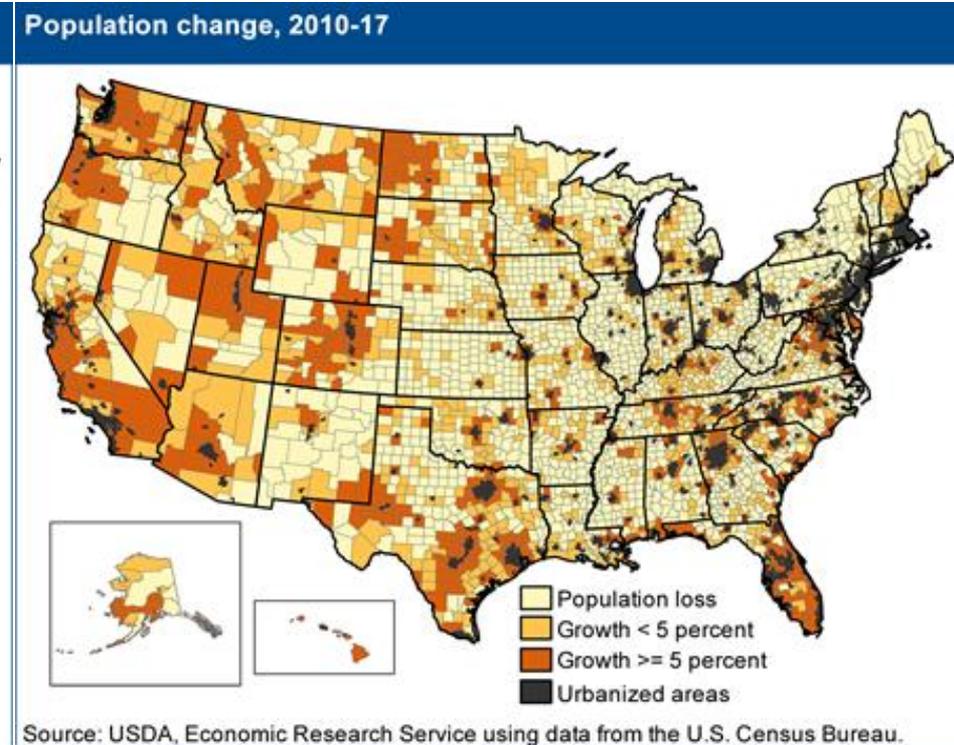
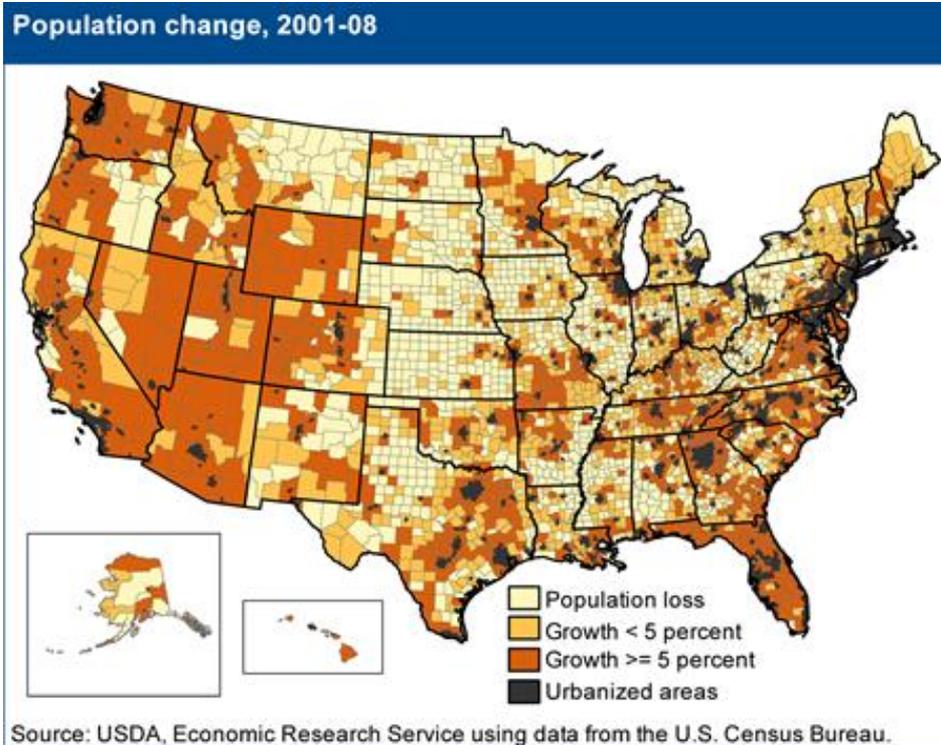


Source: State of Oregon Employment Department, Courtesy Jessica Nelson

RURAL MIGRATION

Population Change, 2001-2008

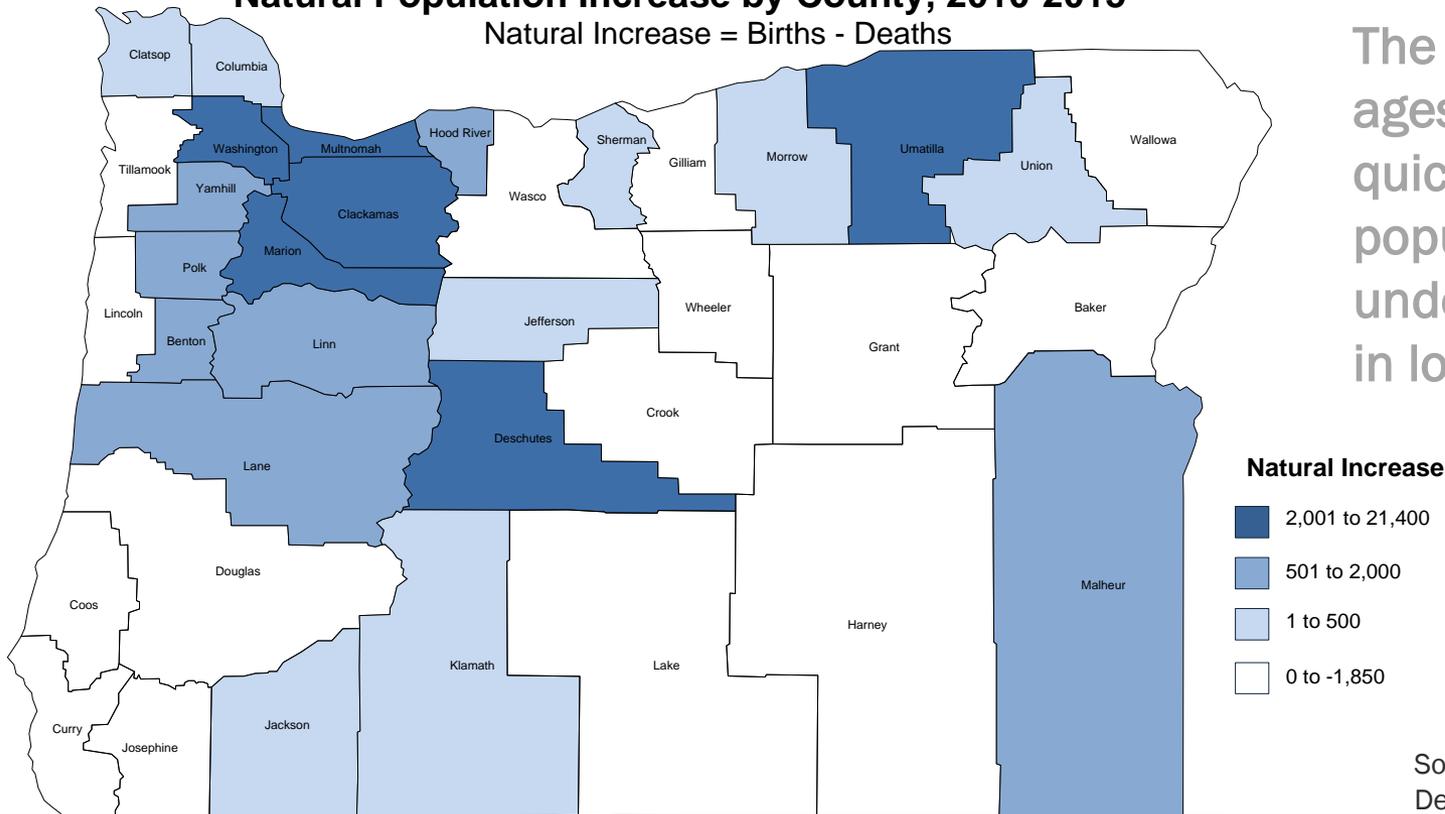
Population Change, 2010-2017



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

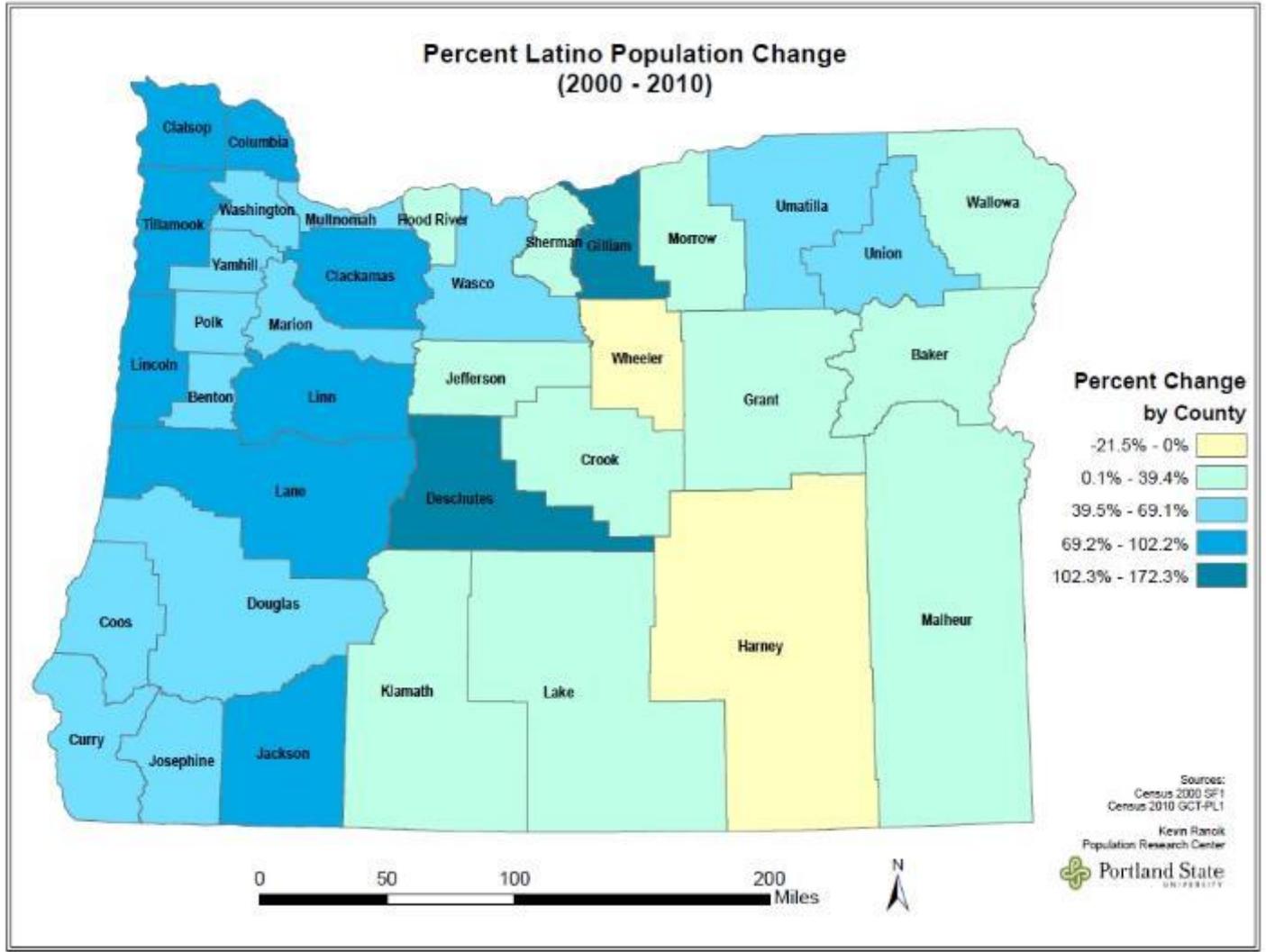
Natural Increase = Births - Deaths



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

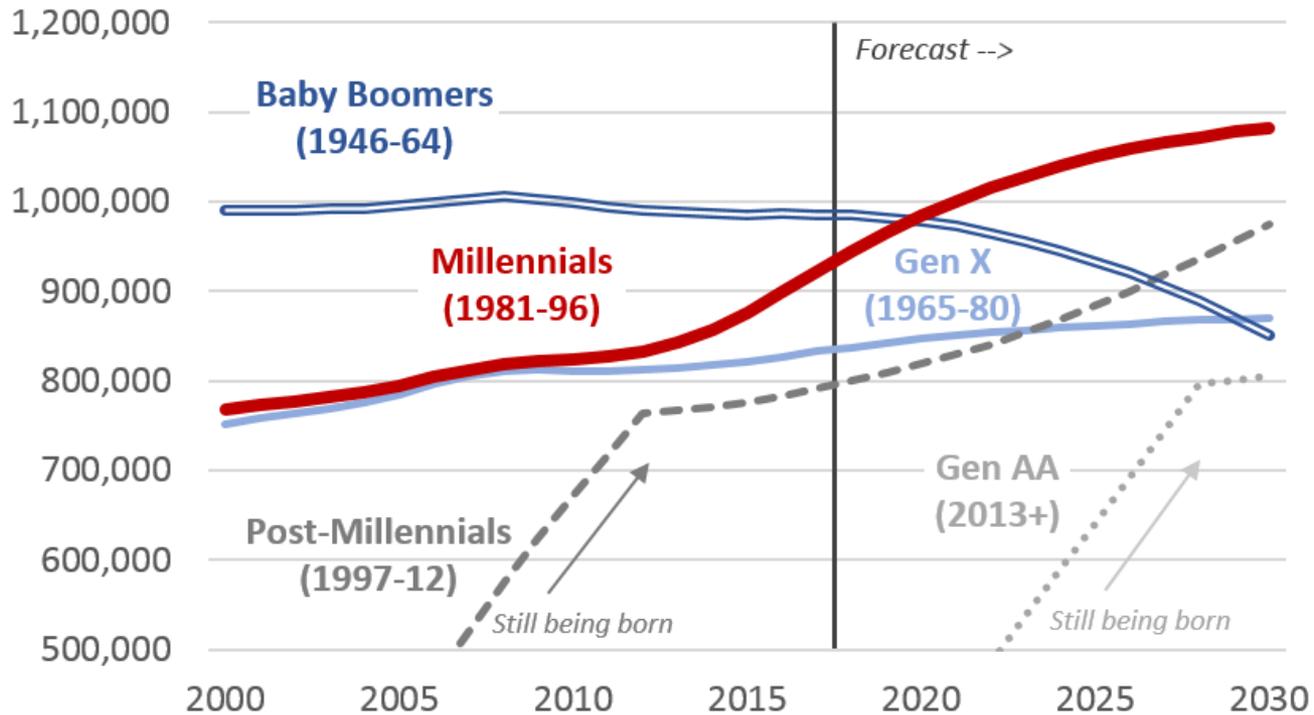
Source: State of Oregon Employment Department, Courtesy Jessica Nelson

LATINO POPULATION IS GROWING



NEW LEADERS EMERGING

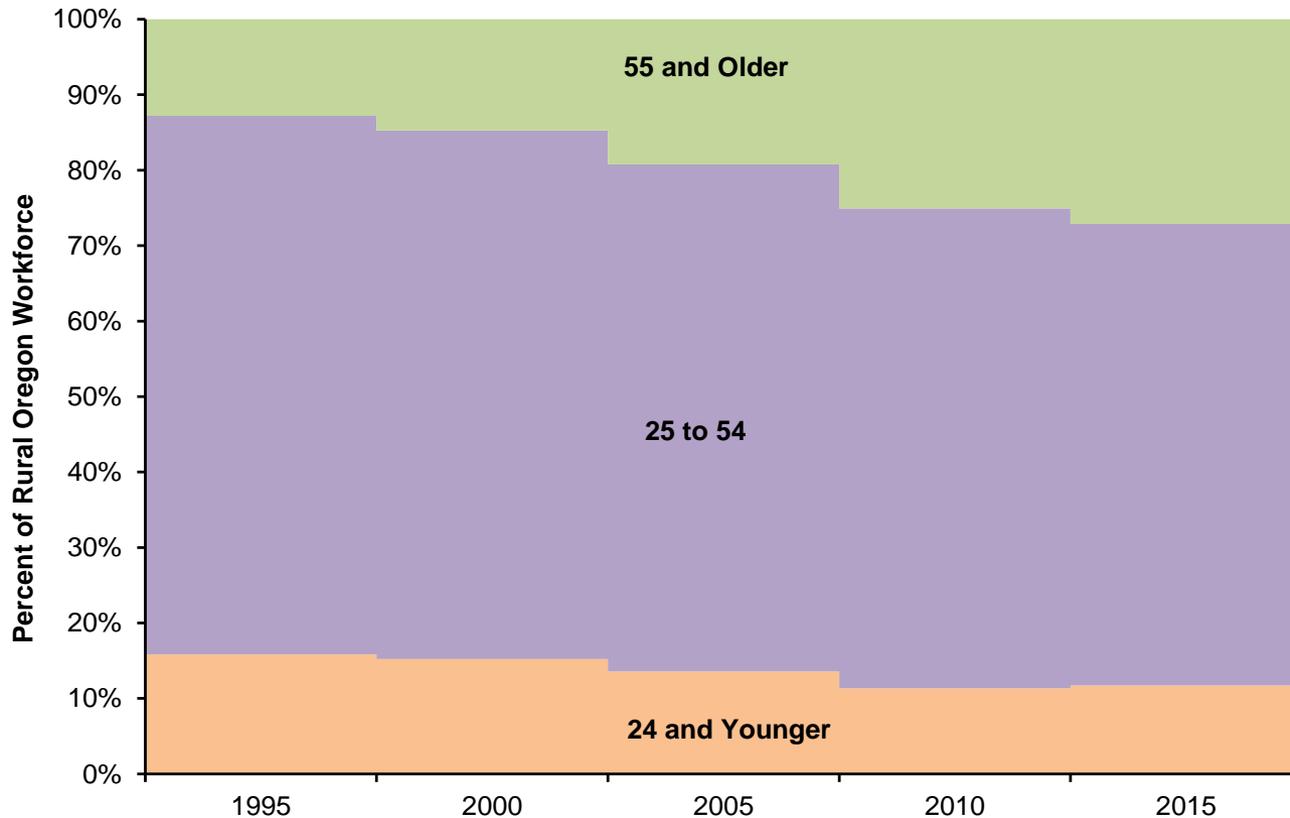
Oregon's Generational Outlook Number of Oregon Residents



Source: PEW, Oregon Office of Economic Analysis

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

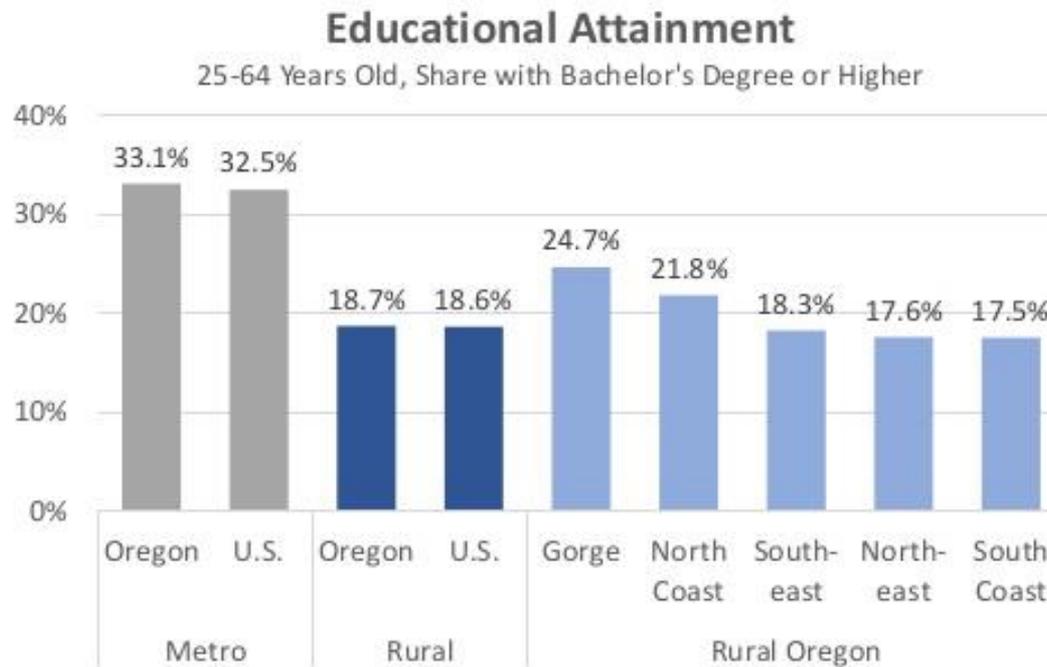
Rural Oregon's Workforce Much Older Today



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

IT'S NOT ALL BAD IN RURAL!

Important Forward Looking Indicator Looks OK for Rural Oregon

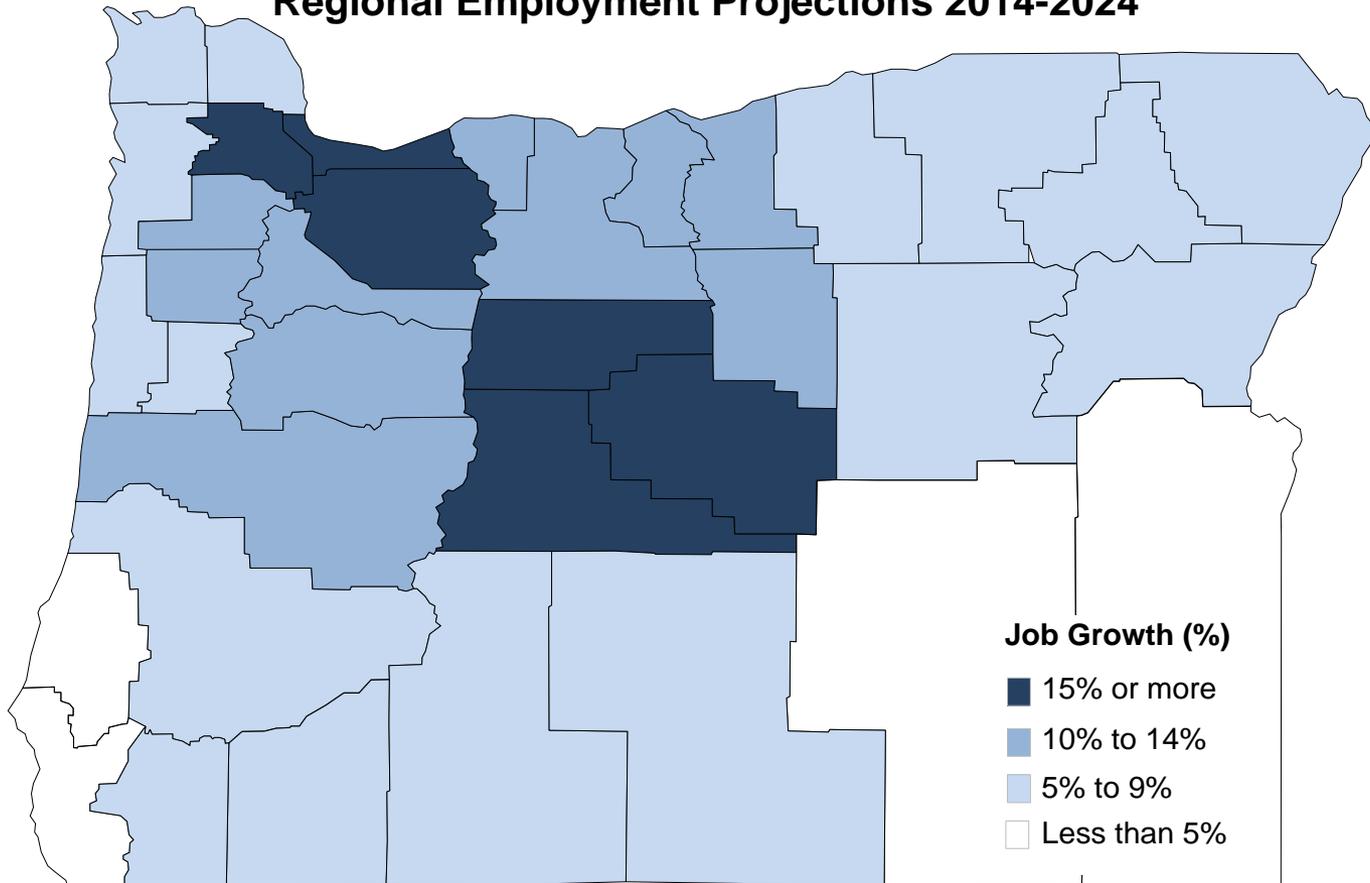


Data : 2013 ACS, 5 Year Estimates | Source: Census, USDA, Oregon Office of Economic Analysis

- 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)

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

TO MOVE FORWARD, WE NEED ACCURATE SNAPSHOTS OF OUR 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

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>
4. Oregon By the Numbers
5. Federal Level Census Data –
 - Data.census.gov (New! See it all with one tool)

ECONOMIC VITALITY

WHAT IS IT, WHY DOES IT MATTER? HOW TO BE
AN EFFECTIVE ECONOMIC PRACTITIONER

WHAT IS ECONOMIC DEVELOPMENT?

- Business Retention and Expansion
 - Business Attraction
 - Entrepreneurship
 - Workforce Development
 - Access to Capital
 - Infrastructure (Broadband)
 - Real Estate
- 

WHAT ELSE DOES “ECONOMIC VITALITY” CONSIDER?

- Equitable livelihoods
 - Multiple forms of wealth – it is not just money
 - Local ownership and control of resources
 - Quality of life and affordability
 - Vibrant downtown districts
 - Transportation systems & walkability
 - Housing availability & range of types
 - Educational/training opportunities
 - Social capital and community pride
 - Childcare options
- 

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 – build on what works



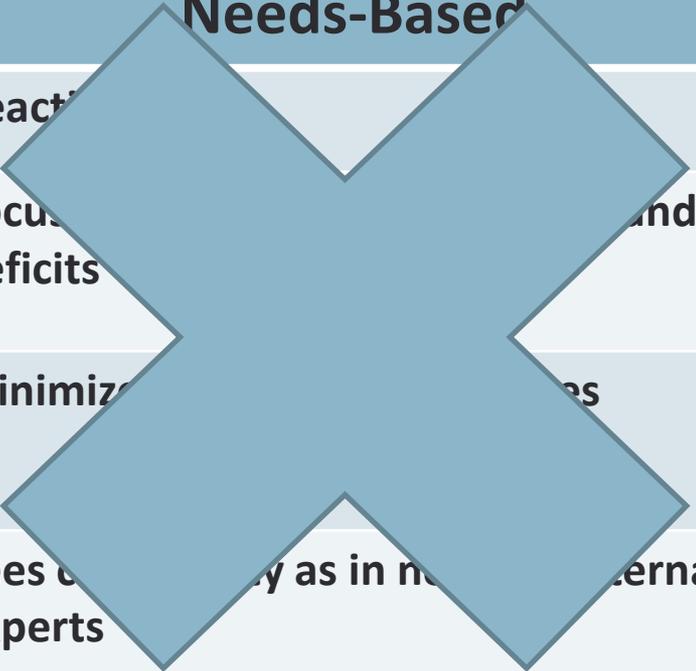
3

Determining and taking appropriate action

Focuses on honing & leveraging existing strengths within the community

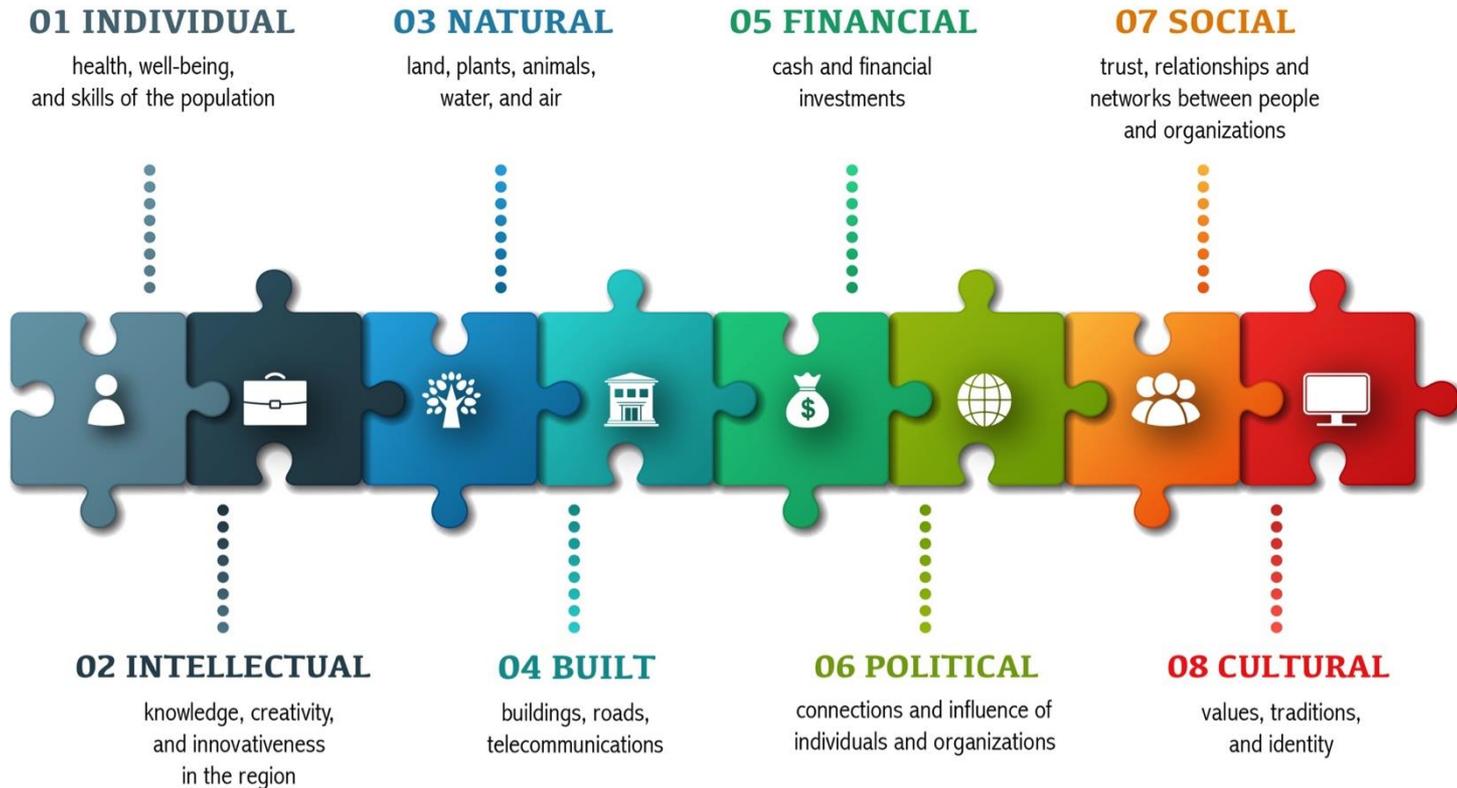
THE BASICS: ASSET-BASED APPROACH VS NEEDS-BASED APPROACH

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

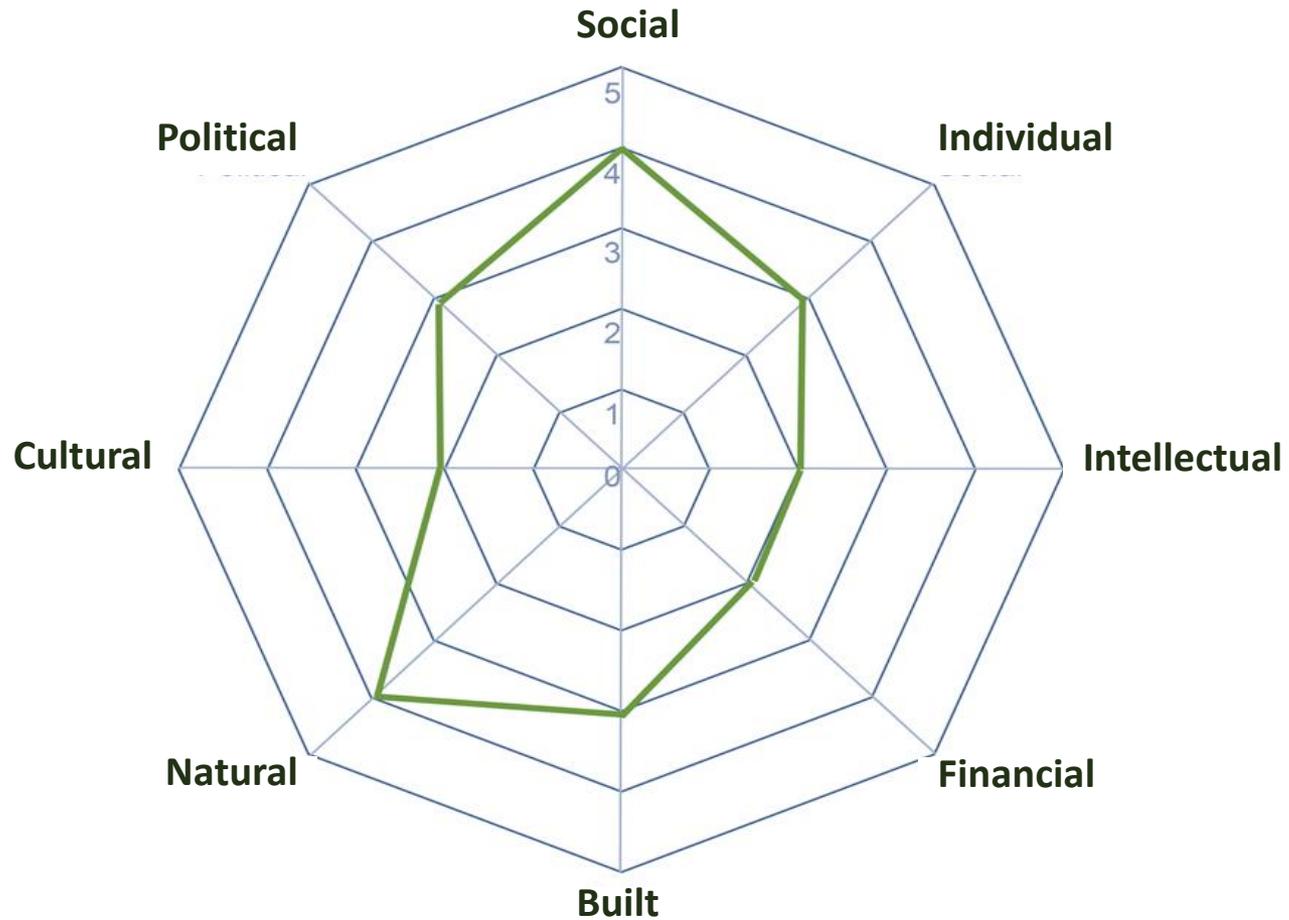


WHAT IS AN ECONOMIC ECOSYSTEM?

Eight Forms of Community Economic Wealth



EVALUATING YOUR COMMUNITY WEALTH: SPIDER DIAGRAM



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 its future.

EVALUATING YOUR COMMUNITY WEALTH: SPIDER DIAGRAM

- **Individually:** Indicate how well you think your community performs for each form of wealth.
- **Identify the indicators you are currently influencing**
- **Compare diagrams in small groups:**
 - **How does your project potentially connect to other wealth areas?**
 - **How might you be able to influence other forms of wealth?**
- **Debrief: What did you learn?**

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.

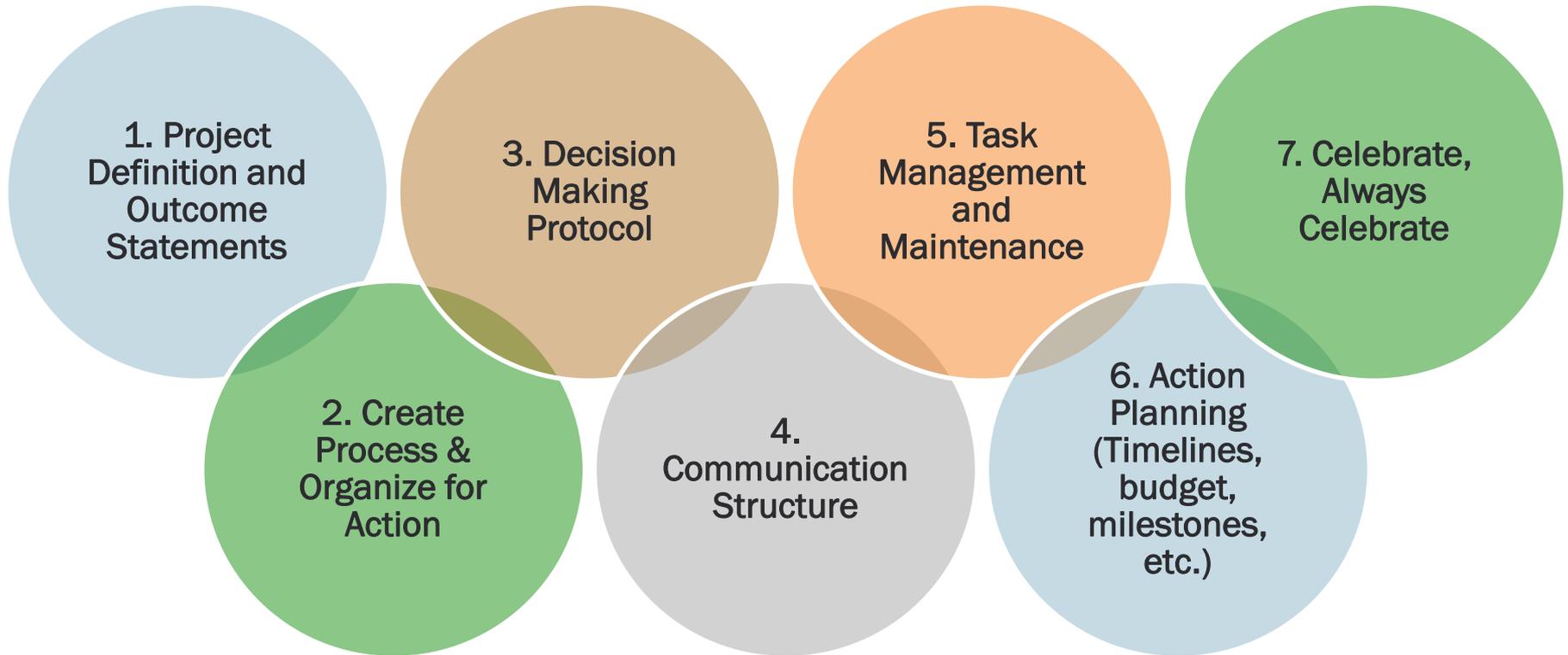
*“Every system is
perfectly designed to
get the results it gets.”*

- W Edwards Deming

PROJECT TRANSITION AND SUSTAINABILITY

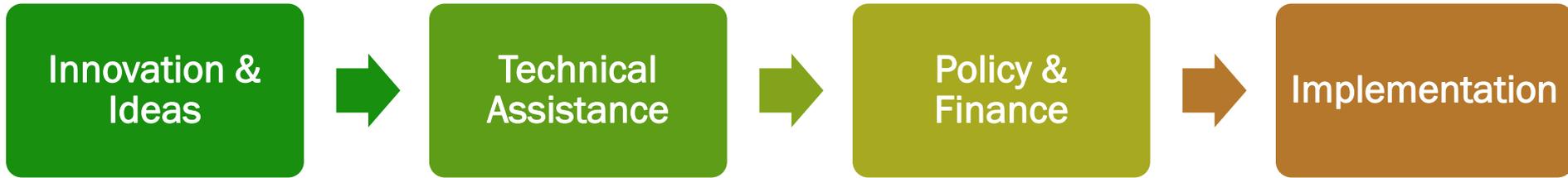
7 MONTHS LEFT ...

PRIMARY ELEMENTS OF ALL PROJECTS

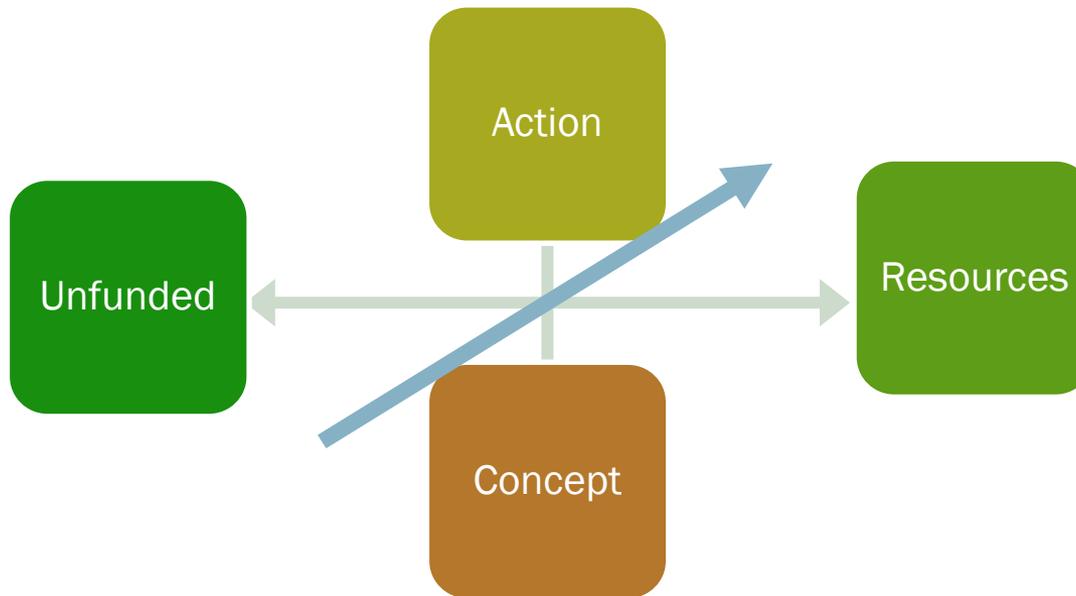


NOTE: Project management is not linear!

THINK OF PROJECTS ON A CONTINUUM



OR ON A GRAPH!



PROJECT TRANSITION IS ABOUT RELATIONSHIP MANAGEMENT



1. Communication



2. Trust

STAKEHOLDER/RELATIONSHIP ANALYSIS

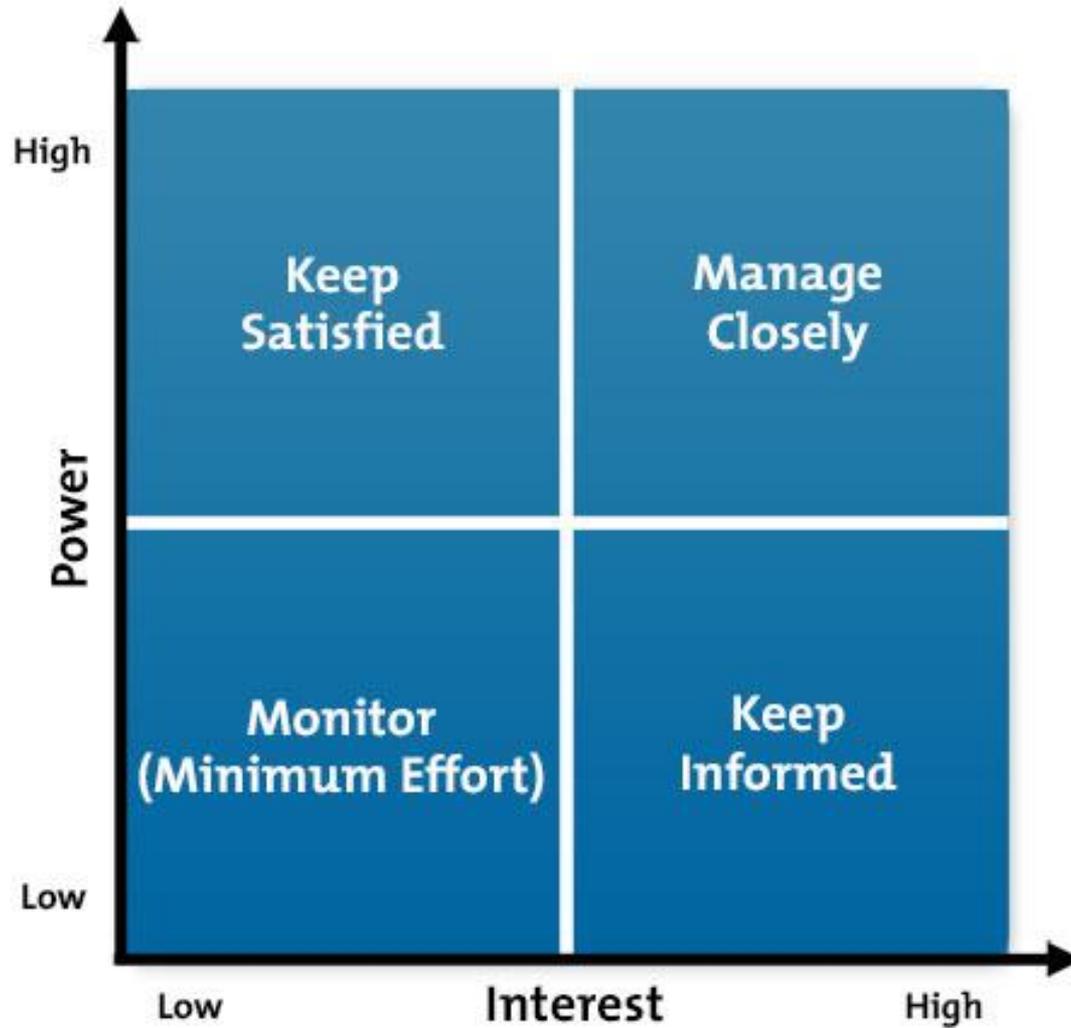
Why do a stakeholder analysis?

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

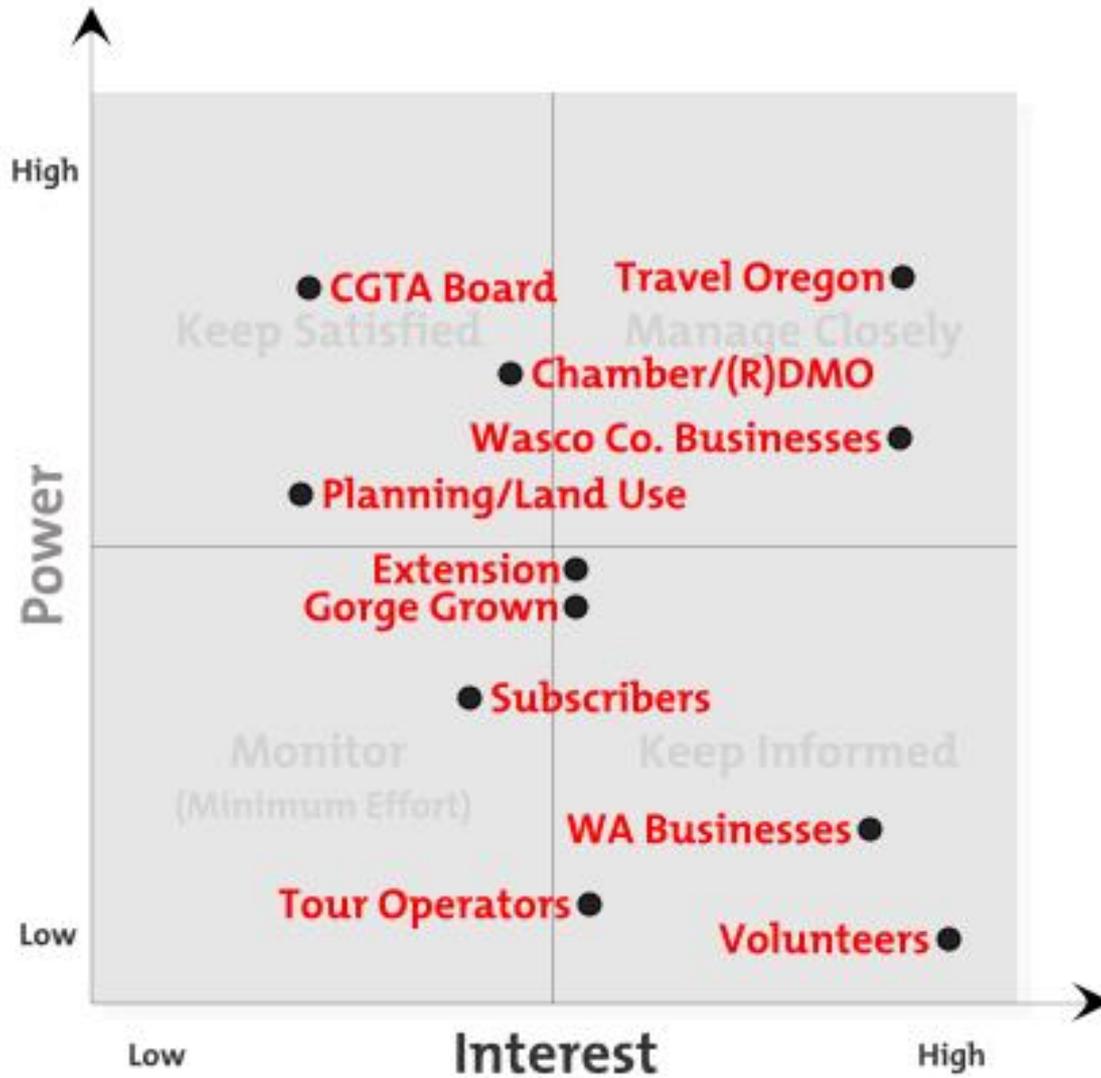
2 Questions to Answer

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

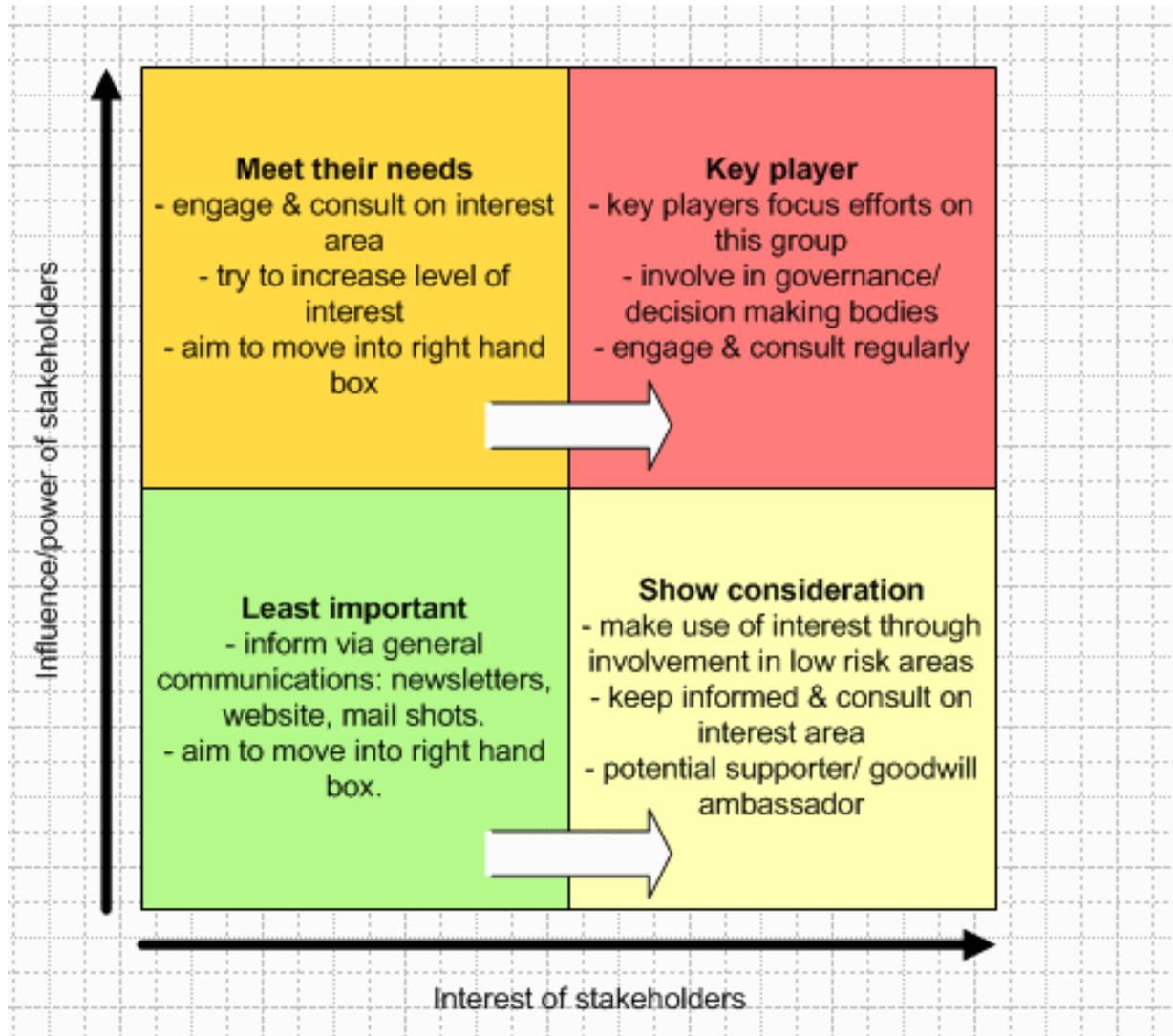
MENDELOW'S MATRIX



MENDELOW EXAMPLE:



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 (includes budgets, action plans, stakeholder analysis)

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 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

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
2. What questions do you need answered in the next 6 months
3. What tools, resources, or support do you need to ensure a successful transition?

Debrief

White Mountains, N. H. Josiah Stetson Memorial Church.

Wrap up

A scenic view of a lake with snow-capped mountains in the background and a small island in the middle ground. The image is overlaid with a semi-transparent blue filter.

What questions do you have?

What will you take away?



Thank you, RARE!

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