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Agricultural Outlook Forum  
U.S. Department of Agriculture

Presented: February 23-24, 2012

## Regional Approaches to Rural Economic Development

Matt Chase



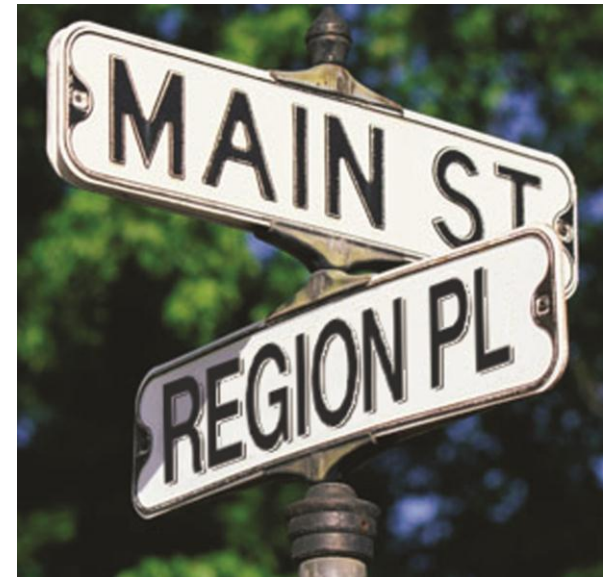
## Regional Approaches to Rural Economic Development

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS

*REGIONAL STRATEGIES. PARTNERSHIPS. SOLUTIONS*

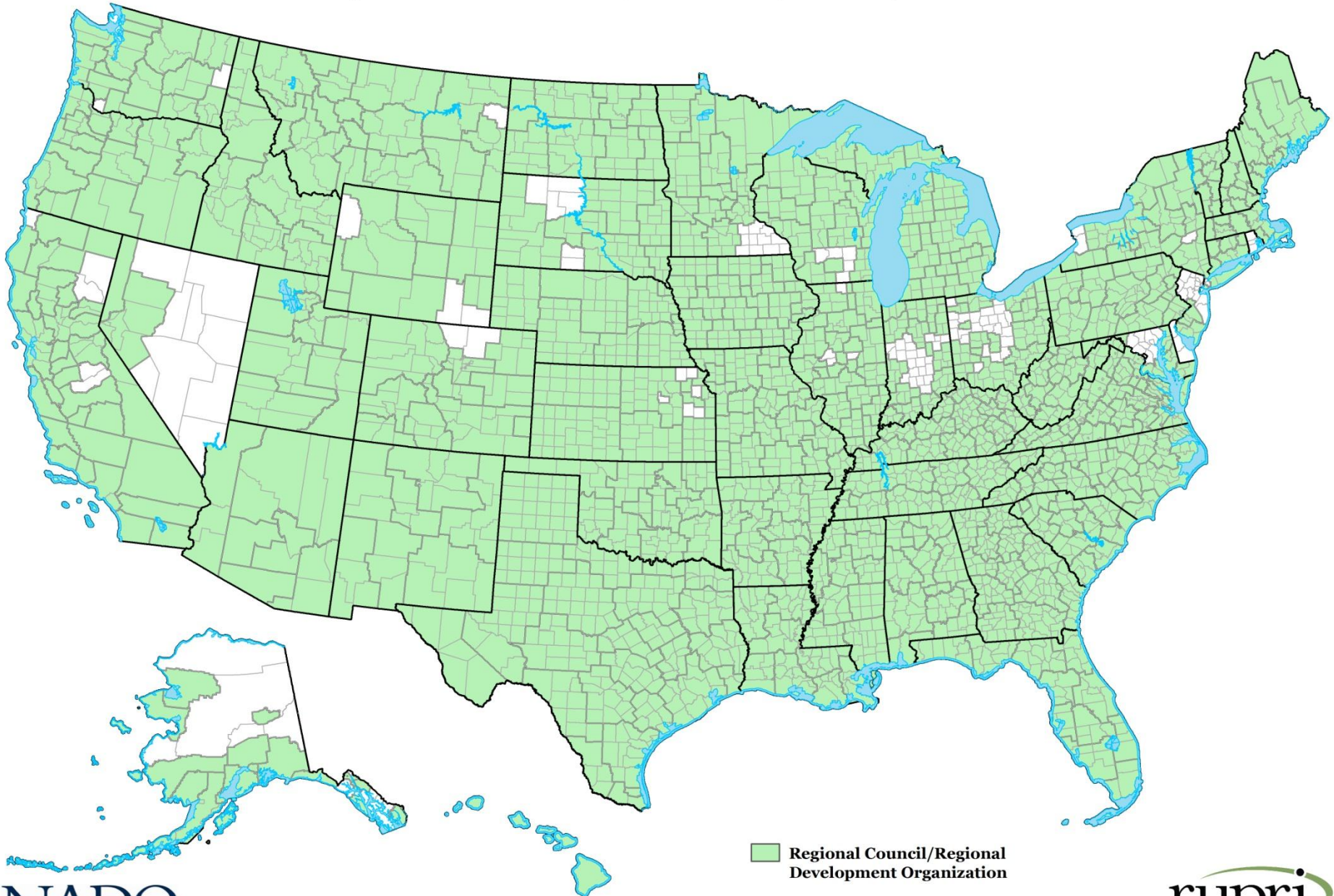
# About NADO's Mission

- Strengthen local governments, communities and economies through the regional strategies, partnerships and solutions of the nation's regional development organizations



*Advocacy | Education | Networking | Research*

# Regional Councils and Regional Development Organizations



Regional Council/Regional Development Organization

# NADO Focus Areas

- ▶ **Infrastructure assets** including advanced broadband
- ▶ **Access to capital** and business expertise
- ▶ **Workforce** readiness
- ▶ **Quality of place** (i.e. Do knowledge workers want to live within your region?)

***These are the minimum requirements for the game of economic development. But, they do NOT guarantee success or long-term economic sustainability...***

# Federal Policy Issues

- ▶ **Role of federal government** in economic development
- ▶ **Federalism** divide among federal, state and local govts.
- ▶ **One America policy**
  - Urban vs. Rural / Distressed vs. Prosperous
- ▶ **Obama administration**
  - Regional innovation
  - Regional sustainable development
  - Interagency collaboration *including joint funding*
  - = *Quality of place to advance economic competitiveness*



# Lessons Learned: Regional Innovation

- ▶ **Regional governance leadership**, not regional govt.
  - Public, private and nonprofit collaboration
- ▶ **Risk management**, especially political appetite for risk
- ▶ **Motivation, culture and ability** to start new ventures
- ▶ **Sustained, long-term public policy framework** that transcends elected official terms and short-term views

# Lessons Learned: Regional Innovation

## ▶ Technical assistance

- Public, private and nonprofit **collaboration**
- **Working regionally** across political and sector boundaries
- **Data collection**, analysis and know-how
- **Sustaining coalitions** after the planning phase and  
when the grant runs out!

# Regional Innovation Performance Measurements

## ▶ Moving beyond just *jobs* in the current climate

- ◆ Wealth creation and retention
- ◆ Community and institutional knowledge
- ◆ Net gains in household incomes and purchasing power

## ▶ Regional resiliency

- ◆ Infrastructure, economic and social
- ◆ Preparing for resiliency threats *before the shock*

# GE Global Innovation Barometer

- ▶ **Innovation is the main driver of prosperity, competitiveness and job creation** – *innovation and competitiveness are more connected than ever before*
- ▶ **New paradigm** that engenders collaboration between several partners, values the creative power of smaller organizations and individuals, and tailors solutions to meet local needs



**QUICK LINKS:**

- Fact Sheet on RUCS
- RUCS Board Report
- RUCS Booklet
- Agricultural Lands & Rural Communities Tours
- Agricultural Worker Transportation Program (AWTP) Business Plan
- Background report on Sacramento area water resources
- Farmers' Markets Map
- RUCS Forum video and materials
- Wiki
- Working Groups

Since starting the Blueprint project in 2002, the Sacramento region has taken a new approach to addressing transportation, land use, and air quality issues. The Rural-Urban Connections Strategy (RUCS) is a look at the region's growth and sustainability objectives from a rural perspective. In the same way that Blueprint is an economic development strategy for urban areas, the RUCS project is an economic and environmental sustainability strategy for rural areas.

**RURAL TOPICS IN THE NEWS:**

- [Let's have a talk with state Agriculture Secretary Karen Ross](#)  
Thursday, October 13, 2011
- [Food Bank offers garden workshops](#)  
Wednesday, October 12, 2011
- [Region's water under threat](#)  
Wednesday, September 28, 2011
- [The Rising Interest in Local Agriculture](#)  
Friday, September 23, 2011
- [Environmental groups sue S.F. over landfill plans](#)  
Friday, August 26, 2011
- [Down on the Farm: Nuds to Renewable Energy](#)  
Wednesday, August 24, 2011
- [UC Davis to offer 'green' agriculture degree](#)  
Wednesday, August 24, 2011
- [Sacramento region awarded conservation grants](#)  
Monday, August 22, 2011



Sacramento Area Council of Governments

**FACTSHEET**

**Rural-Urban Connections Strategy**



**What is RUCS?**

Since starting the Blueprint project in 2002, the Sacramento region has taken a new approach to addressing transportation, land use and air quality issues. Building on Blueprint, the Rural-Urban Connections Strategy (RUCS) looks at the region's growth and sustainability objectives from a rural perspective. In the same way that Blueprint is an economic development strategy for urban areas, this project will be an economic and environmental sustainability strategy for rural areas.

**Working Groups**

SACOG is assembling working groups around core topic areas to help further understand what is currently happening around our region, address rural challenges and cultivate our unique opportunities. Through the working group process, SACOG is working directly with rural stakeholders, citizens, businesses, and public agencies to form strategies that enhance agriculture and rural economies, resource conservation, recreation, quality of life, and regional sustainability. This work will broaden the region's understanding of how land use and transportation investments affect rural areas.

**Current Status**

The Rural-Urban Connections Strategy has been moving forward in its second year of work. With input received at workshops, staff has developed three working papers in the topic areas of land use, transportation, and local markets. The draft papers are available for review and comments at [www.sacog.org/rucs/wiki](http://www.sacog.org/rucs/wiki). Staff is currently collecting more input in all three topic areas through electronic surveys and upcoming workshops.

**RUCS Tours**

Agricultural tours are being conducted in each county of the region to learn about unique agricultural lands across our region. Slides and video interviews from the tours are available at [www.sacog.org/rucs/tours/](http://www.sacog.org/rucs/tours/).

**Five Areas of Review**

The Rural-Urban Connections Strategy is focusing on these topic areas:

- **Land Use and Conservation:** Policies and Plans That Shape Rural Areas
- **The Infrastructure of Agriculture:** Challenges to the Production Process
- **Economic Opportunities:** New Ways to Grow Revenue
- **Forest Management:** Building Up Economic and Environmental Value
- **Regulations:** Navigating Federal and State Environmental Guidelines



Sacramento Area Council of Governments

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**Sacramento Area Council of Governments:  
Rural-Urban Connections**

SEPTEMBER 2011

# MOBILIZE MAINE:

Asset-Based Regional Economic Development



**NADO**  
NORTHERN ASSOCIATION OF DEVELOPMENT ORGANIZATIONS  
RESEARCH FOUNDATION

In Partnership with the EDA Know Your Region Project

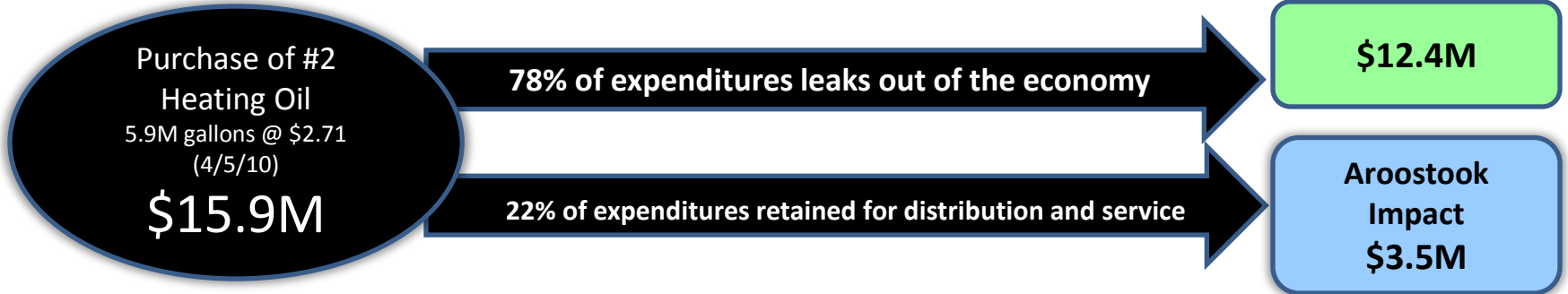
Northern Maine  
Development Commission

- ◇ Asset-based regional strategy
- ◇ Low-growth population region
- ◇ Asset-rich natural environment
- ◇ Strong private sector engagement
  
- Regional cluster analysis
- Asset mapping and analysis –  
cultural, environmental and economic
- Wealth flow impact assessment
- Public + private + nonprofit sectors  
= *New approach to the future*

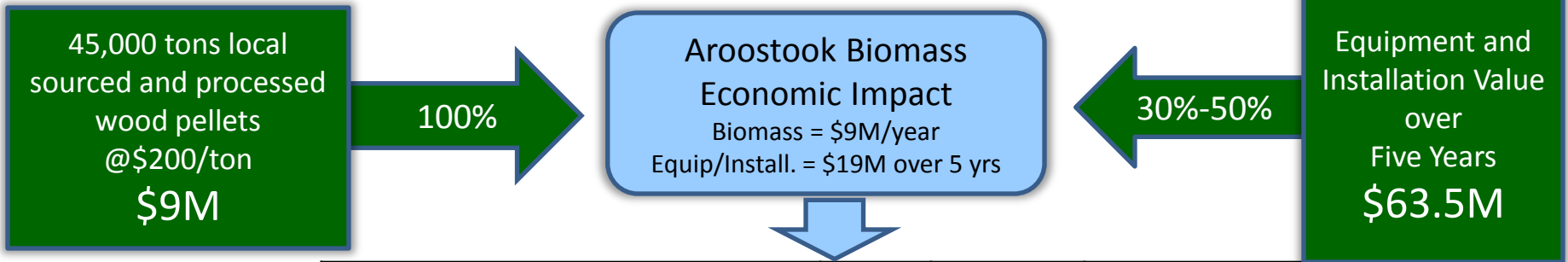


# Biomass to Energy Opportunity Value – 45,000 tons/year

## Economic Flow of Expenditures on Home Heating Oil



## Economic Flow of Expenditures on Biomass Heating

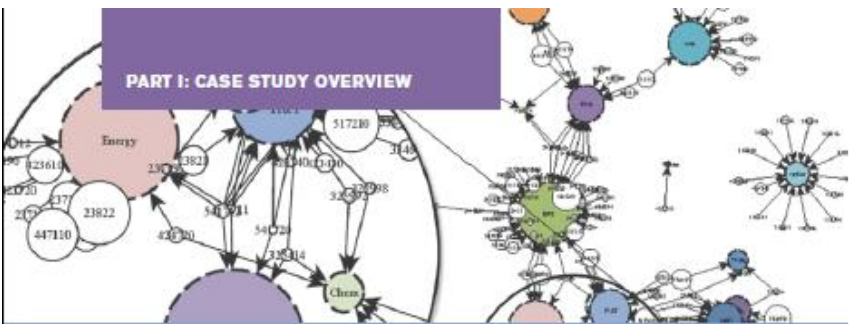


Job Creation Categories	Direct Jobs	Indirect & Induced	Economic GDP Impact Value
Acquisition & Production of biomass fuel	90	67	\$8.4M
Installation & Admin	40	30	\$3.7M
Wealth Retention			\$6.9M
<b>Total</b>	<b>130</b>	<b>97</b>	<b>\$19.0M</b>



Working for Northern Maine's Future. Today.

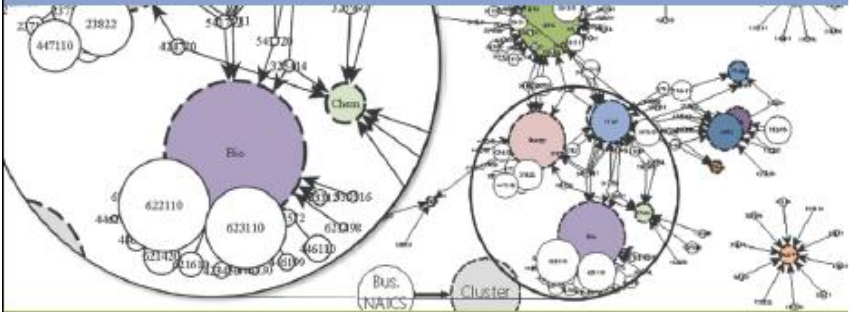
PART I: CASE STUDY OVERVIEW



September 2011

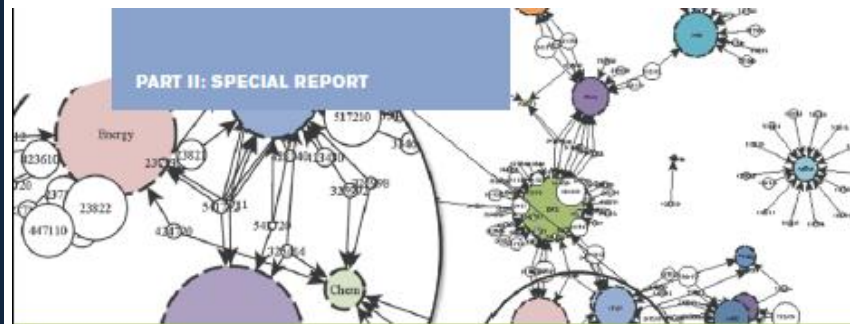
# Growing Rural Innovation-Based Economies:

## Kansas Opportunity Innovation Network



National Association of Development Organization (NADO) Research Foundation  
In Partnership with the EDA Know Your Region Project

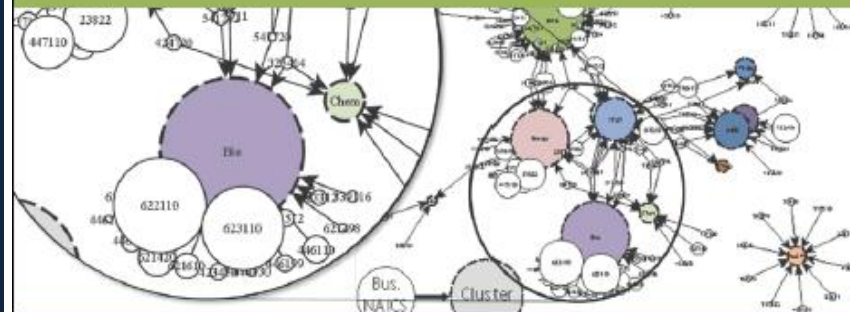
PART II: SPECIAL REPORT



September 2011

# Growing Rural Innovation-Based Economies:

## Kansas Opportunity Innovation Network



National Association of Development Organization (NADO) Research Foundation  
In Partnership with the EDA Know Your Region Project

[www.INNOVATEKANSAS.org](http://www.INNOVATEKANSAS.org)

# AMI Wind Industry Manufacturing Supply Chain Initiative

Kansas Opportunity  
Innovation Network

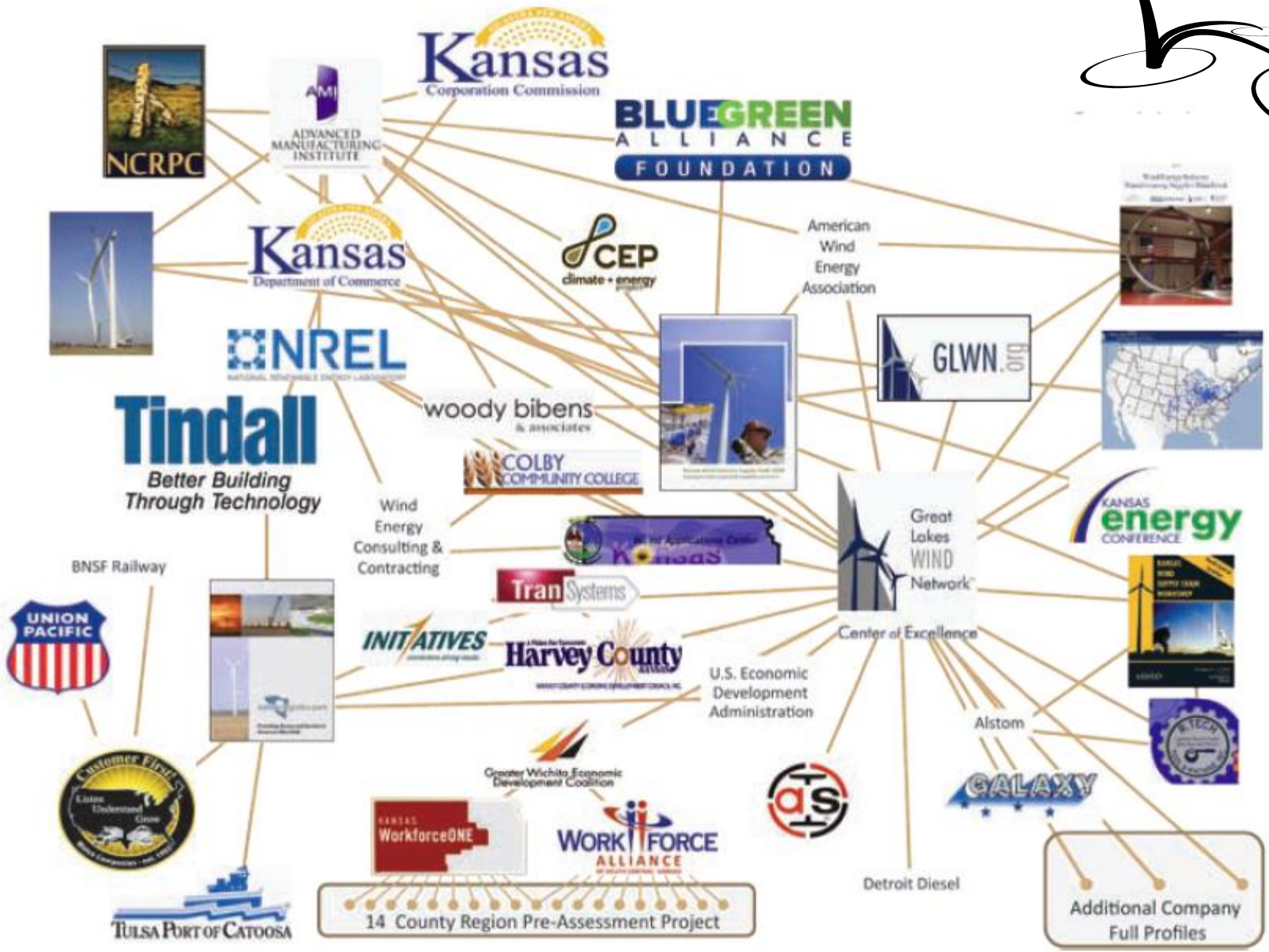


Image courtesy of AMI



***Business Profiling/Supply Chain Network Development***

Partner: KDOC

***KTEC Technology Cluster Strategy Development***

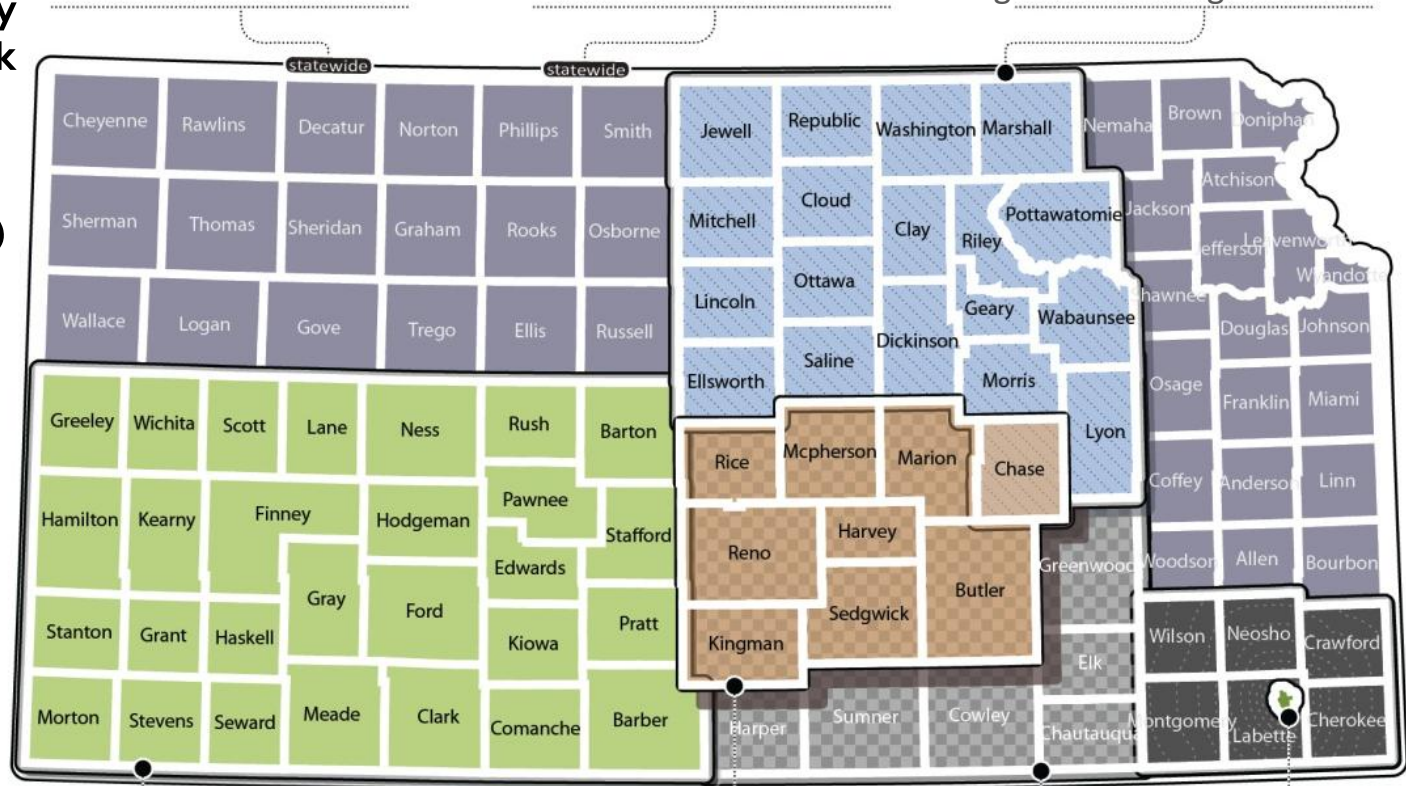
Partner: KTEC

***Business Profiling and Innovation Networking***

Partner: North Central Regional Planning Commission

**Kansas Opportunity Innovation Network**

**Regional Projects Enable “Learning by Doing” Approach**



***Regional Asset Mapping***

Partner: Great Plains Development Inc.

***Regional Manufacturing Park/Incubator IBED Strategy and Business Development***

Partner: Harvey County Economic Development Council

***Wind Supply Chain ID and Pre-profiling Assessment***

Partner: South Central Kansas Economic Development District

***Kansas Army Ammunition Plant Business Redevelopment***

Partner: Great Plains Development Authority



# Wealth Creation in Rural Communities

Building Sustainable Livelihoods

*This new approach to rural development is supported by the Ford Foundation.*

Home

Wealth Creation Approach

The Initiative

Resources

Questions

Contact Us



## WHAT'S NEW

### WEALTH FROM FORESTS IN THE DAILY YONDER

The Wealth From Forests project, a Ford Foundation grantee, is featured in a piece on the Daily Yonder.

[Read More >](#)



### JOIN THE NEW RURAL WEALTH CREATION AND LIVELIHOODS NATIONAL COMMUNITY OF PRACTICE

The NCP builds on the conversation at the October 2011 Rural Wealth Creation and Livelihoods conference.

[Read More >](#)



### RURAL CDFIS ATTRACT IMPACT INVESTMENTS



## Our Mission:

*Improve rural livelihoods with a systems approach to development that creates multiple forms of wealth that are owned and controlled locally. This wealth creation approach:*

**FOCUSSES ON PLACE:** Respects, builds on and advances the work people are already doing.

**INCENTIVIZES COLLABORATION:** Breaks out of rural isolation by building regional collaborations and tapping market demand.

**CREATES MULTIPLE FORMS OF WEALTH:** Builds many forms of capital - knowledge, resilient natural resources, social networks, and more.

**EMPHASIZES LOCAL OWNERSHIP:** Enhances the livelihoods of low-wealth people and places by building wealth that is owned and controlled locally.

[Read More >](#)

## WEALTH CREATION IN PRACTICE



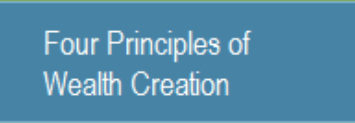
### CAN IS TAKING THE WEALTH CREATION APPROACH AND RUNNING WITH IT

The Central Appalachian Network is using the wealth creation framework as a lens for refocusing everything they do in building a healthy food system, write Katy Allen and Thomas Watson. It helps network members speak the same language. And it offers effective tools

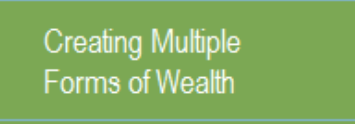




The Wealth Creation Approach



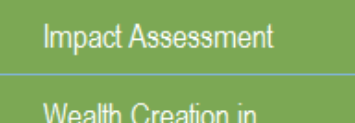
Four Principles of Wealth Creation



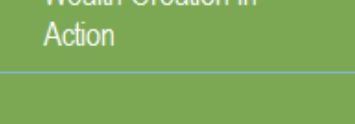
Creating Multiple Forms of Wealth



Value Chain Development



Impact Assessment



Wealth Creation in Action

## Four Principles of Wealth Creation

1. *Focus on place.*
2. *Incentivize collaboration.*
3. *Create multiple forms of wealth.*
4. *Emphasize local ownership.*

*The principles underlying the wealth creation approach are simple. Respect people and their places. Help people collaborate and tap new markets based on shared values. Build many kinds of wealth so everyone benefits. Keep wealth local.*

**1. Focus on place:** "There isn't one way to do rural development," says Deb Markley of the [Center for Rural Entrepreneurship](#), who is the coordinator of the Resource Team for the WCRC initiative. Development will look different in Mississippi, Appalachia, or rural Kansas. "You start where people are and help them get to where they want to be," she says.



Place-based development means recognizing the assets inherent in a particular place – and respecting and building on the work people are already doing there. It means recognizing the cultural and political challenges of that place, and helping people build the capacity to overcome those challenges. In poor areas, it means connecting people to new ideas, markets, and partners in the mainstream economy for mutual benefit.

In some areas of Appalachia, for example, "the coal companies own everything, and there are consequences if you speak out in public," says Mikki Sager, vice president of The Conservation Fund and a member of the WCRC Resource Team. In the South, racial discrimination has



*It's not about development done to communities, but development by and for communities.*

**Building Resilience into America's Regional Economies**  
RIAN and the community of Venture Development Organizations (VDOs) are transforming regions across the United States through strategic investments in innovation, entrepreneurship, and technology one company at a time, repeated hundreds of times over. Soon this site will help more about VDOs, find examples of their client successes, join the discussion for improving regional economic development, and bring new thinking, new practices to your own economy.

#### Upcoming Events

**Conference**  
Dec 07 - Dec 08  
Global CONNECT Summit: Catalyzing Growth through Regional Innovation Clusters  
La Jolla, CA

**Conference**  
Mar 05 - Mar 06  
2012 Angel Capital Association Summit  
Austin, TX

**Conference**  
May 30 - Jun 01  
14th Annual NIH BUDGET Conference  
Louisville, KY  
[View all upcoming events >](#)

The nation's network of Venture Development Organizations (VDOs) turning innovations into companies with jobs to drive America's economy - SMARTER, FASTER, FORWARD



Our future prosperity requires innovation

**Venture Development Organizations (VDOs) sharing best practices**  
The Regional Innovation Acceleration Network supports the community of existing and emerging VDOs around the country by providing the means for peer-to-peer sharing of information and best-practice practices and helping to identify funding opportunities for VDOs, and provide tools to help regions approach the creation of their own VDO.  
A VDO is a business-driven, public or nonprofit organization that promotes regional growth by providing a flexible portfolio of services, including: assisting in the creation of high-growth companies; providing expert business assistance to those companies; facilitating or making direct financial investments; and, speeding the commercialization of technology.

Log In/Join RIAN  
Log In or create your account

#### VDOs Making an Impact

**Jobs Created**  
821 new jobs created in 2010, and overall almost 15,000 jobs created since 1993.  
**See Franklin Technology Partners of Northeastern Pennsylvania**  
Getlehem, PA

#### Tools & Guides

- Know Your Region
- Regional Innovation Assets Guide (Coming Soon)
- Determining Regional Strengths
- A Guidebook For Conducting Regional Innovation Assessments
- EDA Regional Innovation Asset Guide
- VDO Characteristics Assessment Tool
- Resource Guide For Technology-Based Economic Development
- VDO Website Guide (Coming Soon)
- VDO Funding Opportunities
- VDO Profile Tool
- Upload Success Stories



#### Recent News



**Innovation in Clusters, Cloud Computing and Advanced Manufacturing**  
Oregon, Montana, Utah and Colorado Share GIS Data in the Cloud - The states hope to drive

[\[Read More...\]](#)



**HUD RSS Press Releases**  
Link: HUD RSS Press Releases ... [\[Read More...\]](#)



**Kansas Opportunity Innovation Network**  
The Advanced Manufacturing Institute (AMI) at Kansas State University and its state and regional partners ... [\[Read More...\]](#)



**Statewide Approaches to Regional Development**  
This presentation describes statewide approaches to regional development, including the federal policy ... [\[Read More...\]](#)



**Mobilize Maine: Asset-Based Regional Economic Development**  
The NADO Research Foundation has released a new report, Mobilize Maine: Asset-Based Regional Economic ... [\[Read More...\]](#)



**Webinar: Accessing the Regional Innovation Acceleration Network**  
Webinar Recording: Click here Description: Entrepreneurship, Technology, Innovation, Commercialization ... [\[Read More...\]](#)

#### Resources



**Kansas Opportunity Innovation Network**  
The Advanced Manufacturing Institute (AMI) at Kansas State University and its state and regional partners ... [\[Read More...\]](#)



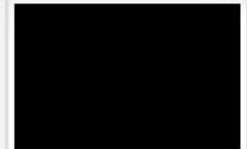
**Statewide Approaches to Regional Development**  
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**Mobilize Maine: Asset-Based Regional Economic Development**  
The NADO Research Foundation

**EDA Announces Launch of 16 Green Challenge**  
FOR IMMEDIATE RELEASE  
U.S. Commerce Department

#### Browse by Category

- EDA Examples
- EDA Regional Conference
- Innovation Resources
- Post-Disaster Recovery
- Regional Innovation Projects
- Rural Development
- Uncategorized
- Webinar Training



#### Latest Tweets



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#### Featured Resource

**Kauffman Foundation**  
The Kauffman Foundation has updated the 2006 State New Economy Index which analyzes and benchmarks each state along 20 indicators that measure how well it has adapted to the New Economy (i.e. an economy that is knowledge-based, globalized, entrepreneurial, IT-driven, and innovative).

# U.S. Cluster Mapping BETA

Login

Registration

## CLUSTERS

Analyze cluster performance across regions

## REGIONS

Evaluate the cluster composition and economy of a region

## ORGANIZATIONS

Register and track cluster-based initiatives

## RESOURCES

Access supporting knowledge and tools

### Featured Content



Welcome message from John Fernandez, U.S. Asst. Secretary of Commerce for Economic Development



Welcome message from Prof. Michael Porter, Harvard Business School

### Calendar

- NOV 28** 14th TCI Annual Global Conference "Competitiveness at the Edge" -
- DEC 05** OECD Territorial Development Policy Committee meeting
- DEC 07** Global CONNECT Summit

[MORE... »](#)

### News

- OCT 06** U.S. EDA Announces Registry to Connect Industry Clusters Across the Country

[MORE... »](#)



Find information on the demographic and workforce data for any of the 50 states.

[Go to States In Profile](#)



Click to get population, housing, income, and labor force data for any of the United States' 3,141 counties.

[Go to Counties In Profile](#)



This tool allows you to compare up to four areas (choose among the United States, states, metros, micros, divisions, custom regions) across the nation. Each area's data will display as a column in the table.  
[Go to Side-by-side](#)

## Innovation in America's Regions

This tool helps a region guide strategic conversations about where to invest scarce resources to build prosperity (for the next generation). These tools enable regional leaders to focus on 2 sets of core assets that create prosperity: brainpower and innovation. [Go to Regional Innovation](#)

## Measuring Distress

This tool, made for economic development, provides a fast and simple way to calculate whether a county, region, or neighborhood (based on census tract groupings) may meet certain federal grant thresholds based on unemployment and per capita income. [Go to Measuring Distress](#)



**National Association of Development Organizations (NADO)**

**and the NADO Research Foundation**

**400 North Capitol Street, NW | Suite 390 | Washington, DC 20001**

**NADO.org | Ruraltransportation.org | Knowyourregion.org**

**202.624.7806 | Info@nado.org**

***Regional Strategies. Solutions. Partnerships.***