

**2016 Rural Policy Forum
Developing Rural Entrepreneurship Workshop
Arizona Rural Development Council
Thursday – August 11, 2016
1:30 to 4:45 PM**

07.18.16 Version

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Developing Rural Entrepreneurship Workshop

Rural Policy Forum

August 11, 2016



Resource Library

Access background and supporting research for this presentation in our shared electronic library:

<https://goo.gl/7JxM3D>

Today's Workshop...

Kick-Off

How is Your Community Doing Exercise

Attributes of a Successful Community

How Entrepreneurial Are You Exercise

Growing an Entrepreneurial Community

Wrap Up and Resources

How Are You Doing Exercise

Focus on Your Community

Five Statements

Strength of Agreement

Complete & Score

Be Prepared to Share Back

Consider using this exercise in your community to gain insight on how well people feel your community is doing.





Attributes of a Successful Community



The Economy

Why do we have an economy?

What is its purpose?

If our mission is to develop an economy we should have some idea of what outcomes we desire from a developed economy.



The Economy

An economy exists to...

- Provide for the basic needs of people like food, shelter, etc...
- Provide for meaningful and creative work developing the human spirit...
- Offer opportunities for meeting material needs and pursuing our vision of a great life...
- Ensure every citizen's needs are met and fulfilled...





Prosperity End Game?





The Prosperity End Game!



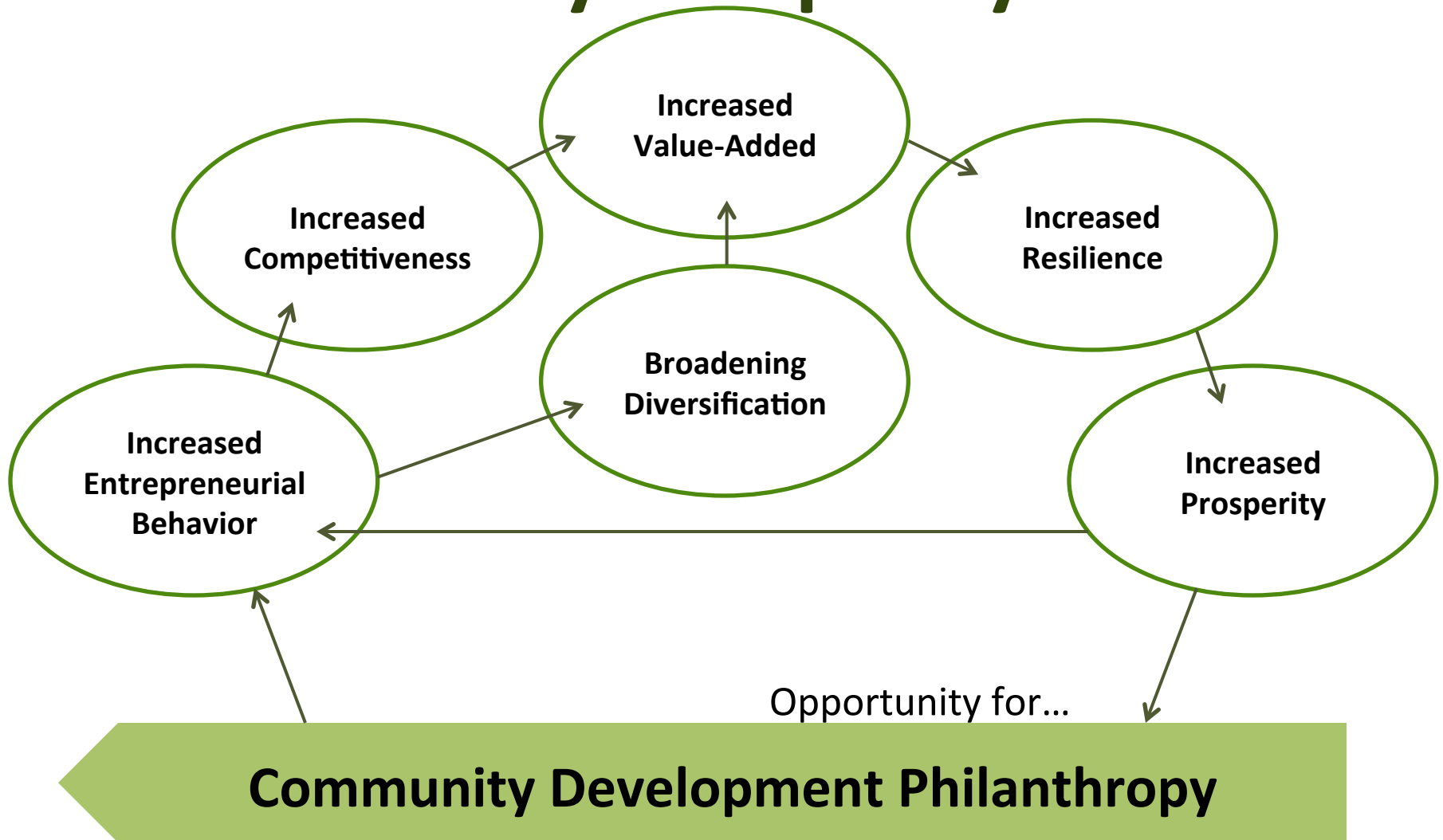
Development

Economy

Community

People

Community Prosperity Model



Is High Growth Necessary?



Our economy is a consumer-driven economy. Many communities do not want to achieve prosperity by simply growing and becoming bigger.

The Rocky Mountain Institute and others argue that growing prosperous communities does not require high population growth. Countries in Europe are demonstrating this development strategy.

Three Essentials for Prosperity

Demographic Renewal

Every community must renew itself demographically to survive, let alone thrive.

Economic Opportunity

Every community must create economic opportunities for their residents that enable them to make a living and pursue their dreams.

Quality of Life Place Making

Every community must optimize place making offer competitive quality of life amenities.



Keys for Success

1. Local Responsibility
2. Research & Understanding
3. Community Engagement
4. Smart Game Plan
5. Entrepreneurs
6. Robust Investment
7. Sustained Effort
8. Open to Change
9. New Residents
10. REAL Regional Collaboration



Why Communities Fail?

Loss of Socio-Economic Relevance

Evidence from our Field Experience...

- No Game Plan
- Under-Resourced
- Too Small and Will Not Collaborate
- Too Fragile to Succeed
- Wrong Development Focus
- Development Efforts Not Sustained



A Community's Job

Development is a Local Responsibility

We would argue that the United States is unique in the world of mature economies in that the primary responsibility for development is local.

While state, federal, university, foundation and other outside resources can be valuable... the ultimate responsibility for development rests with each community.

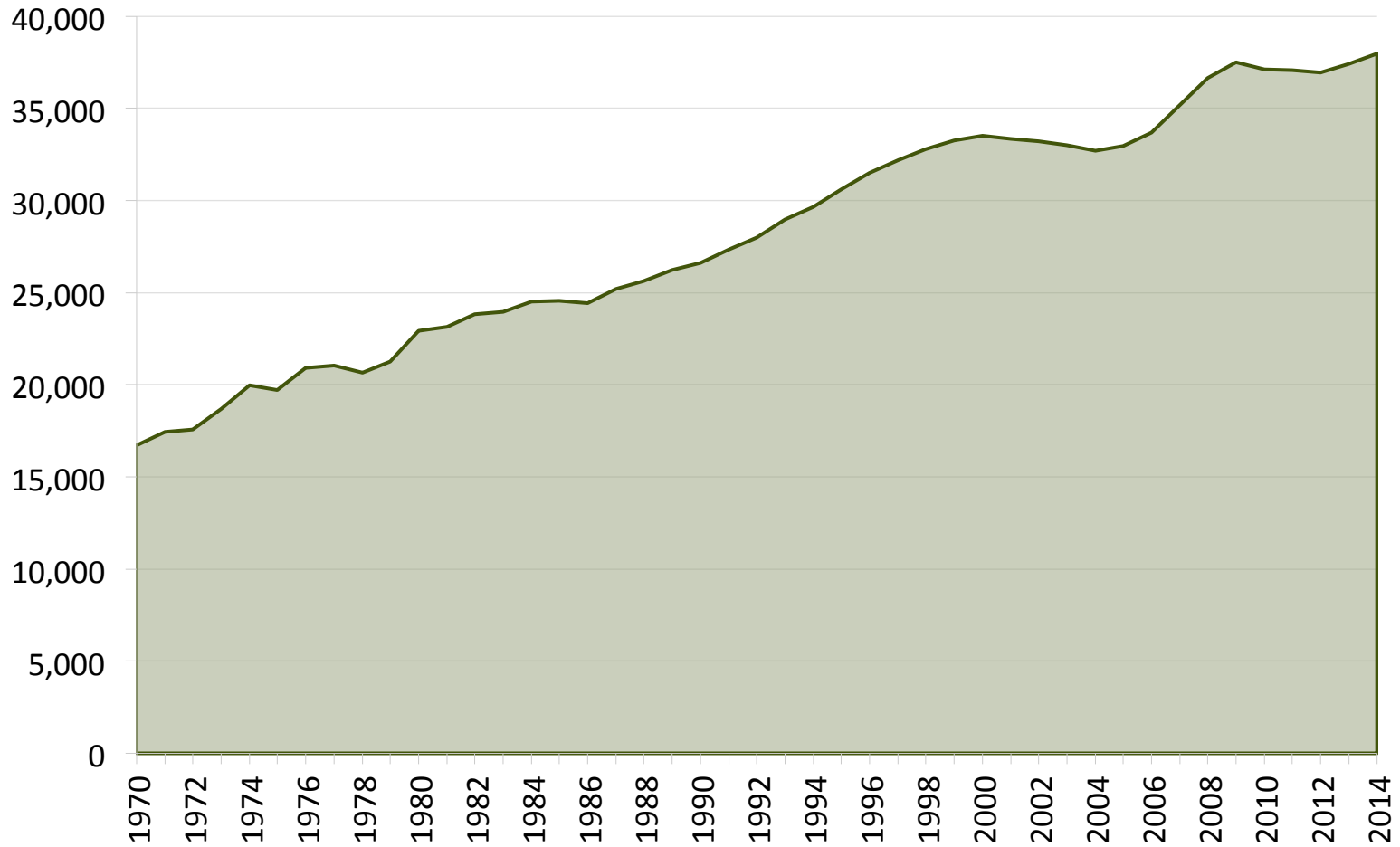


Robust Investment

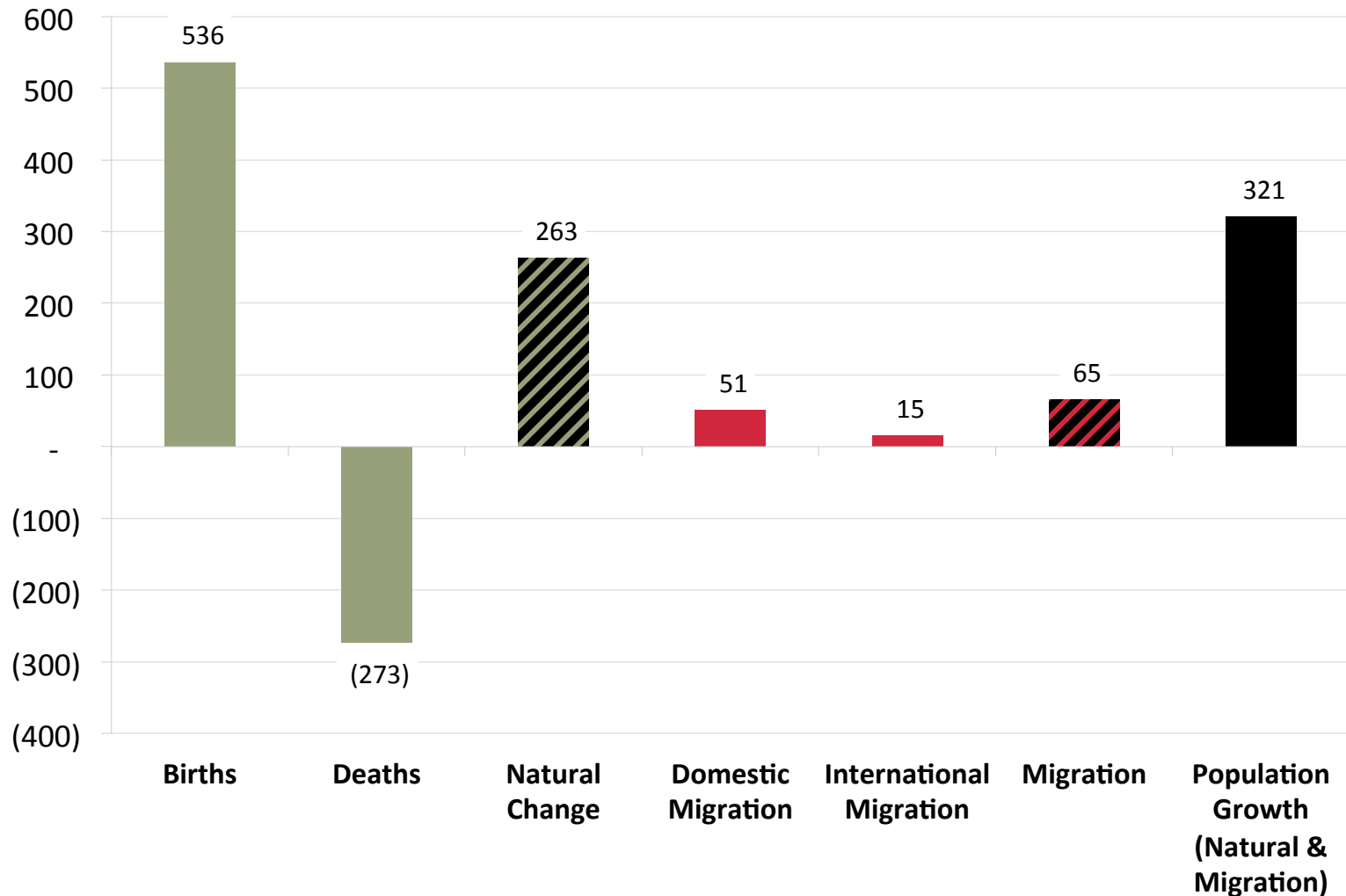
- Community of 5,000
- \$1 Billion Economy
- If You Were a Corporation?
- *Research & Development*
- *People Development*
- *New Investment*
- *Tracking Trends*
- *0.1% = \$1 Million Per Year*



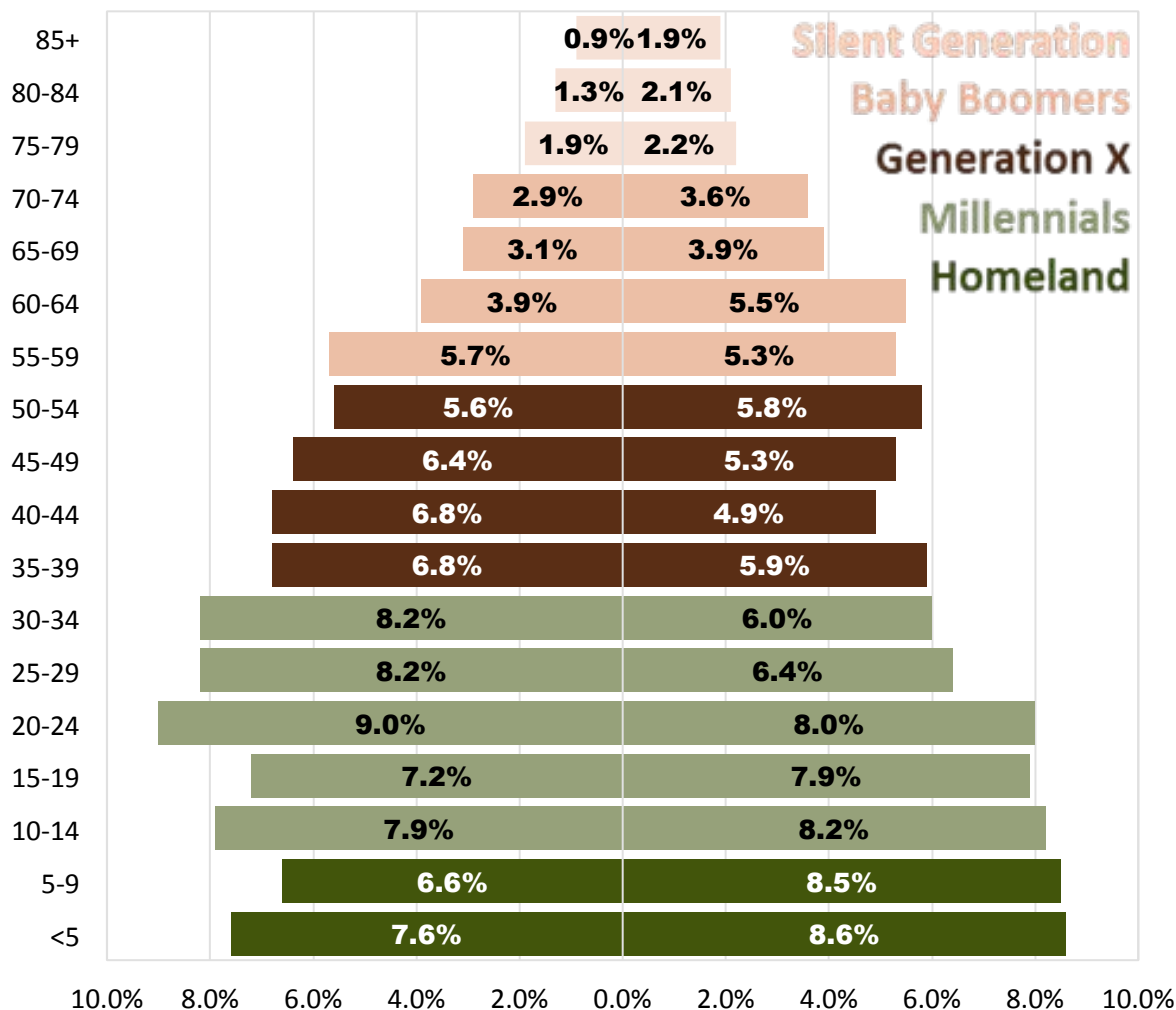
Graham County Population



Graham County Population Change



Graham County Generations

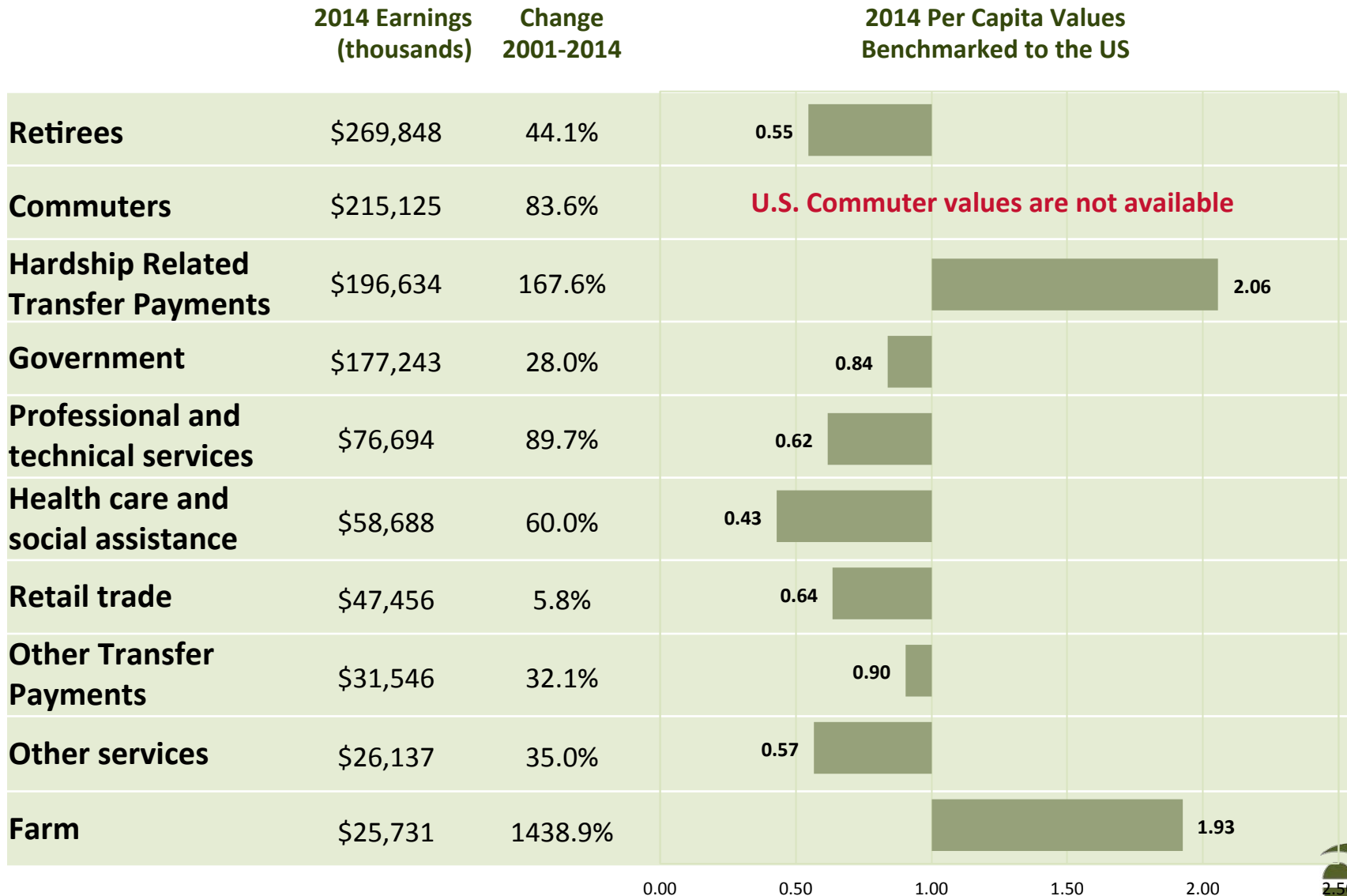


MALE	FEMALE	TOTAL
4.1%	6.2%	5.1%
15.6%	18.3%	17.0%
25.6%	21.9%	23.9%
40.5%	36.5%	38.5%
14.2%	17.1%	15.6%

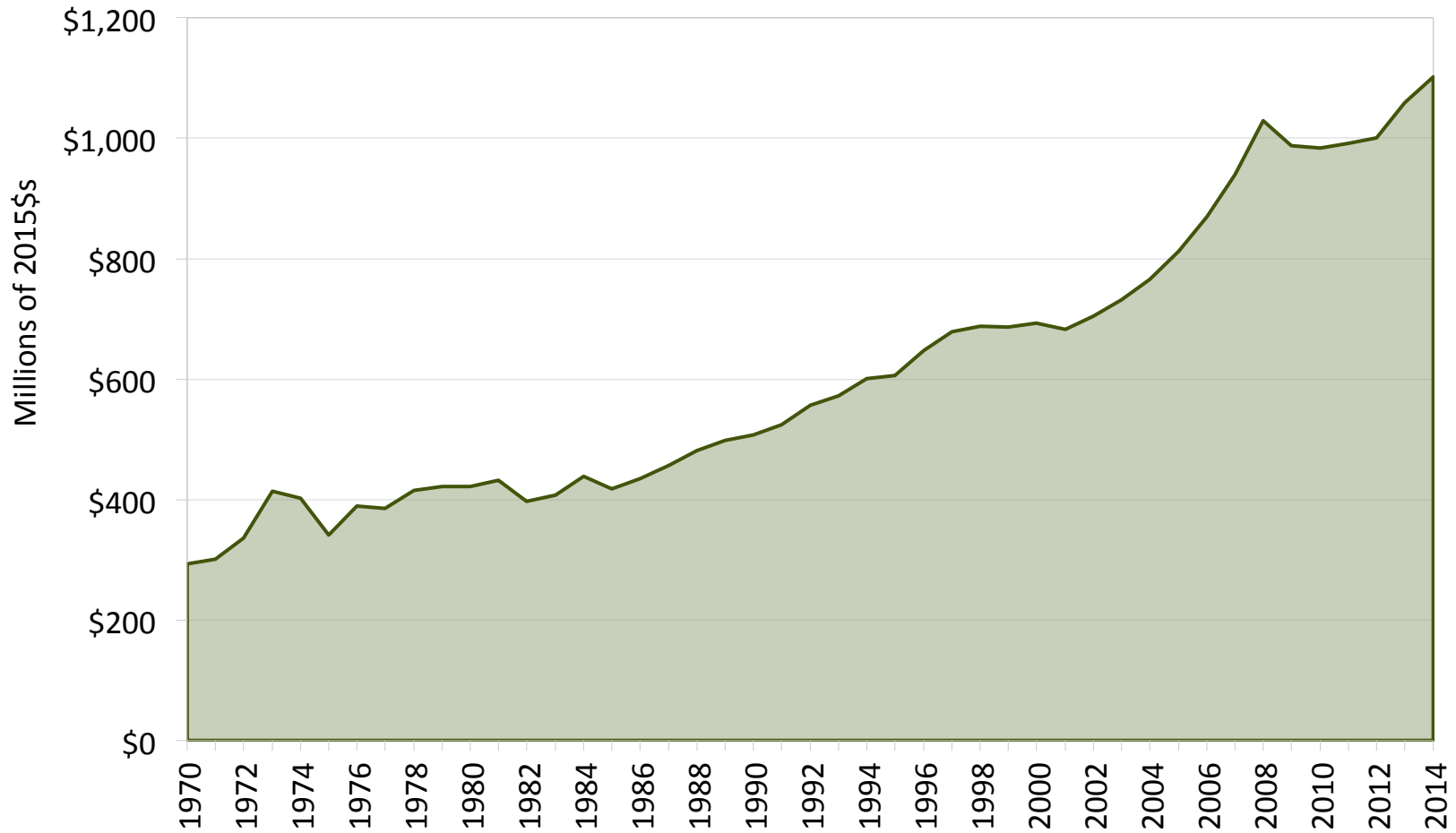
Benchmarked to the US

MALE	FEMALE	TOTAL
82.0	84.9	83.6
80.8	88.8	85.4
94.1	81.4	88.2
115.1	110.9	113.6
106.0	137.9	120.9

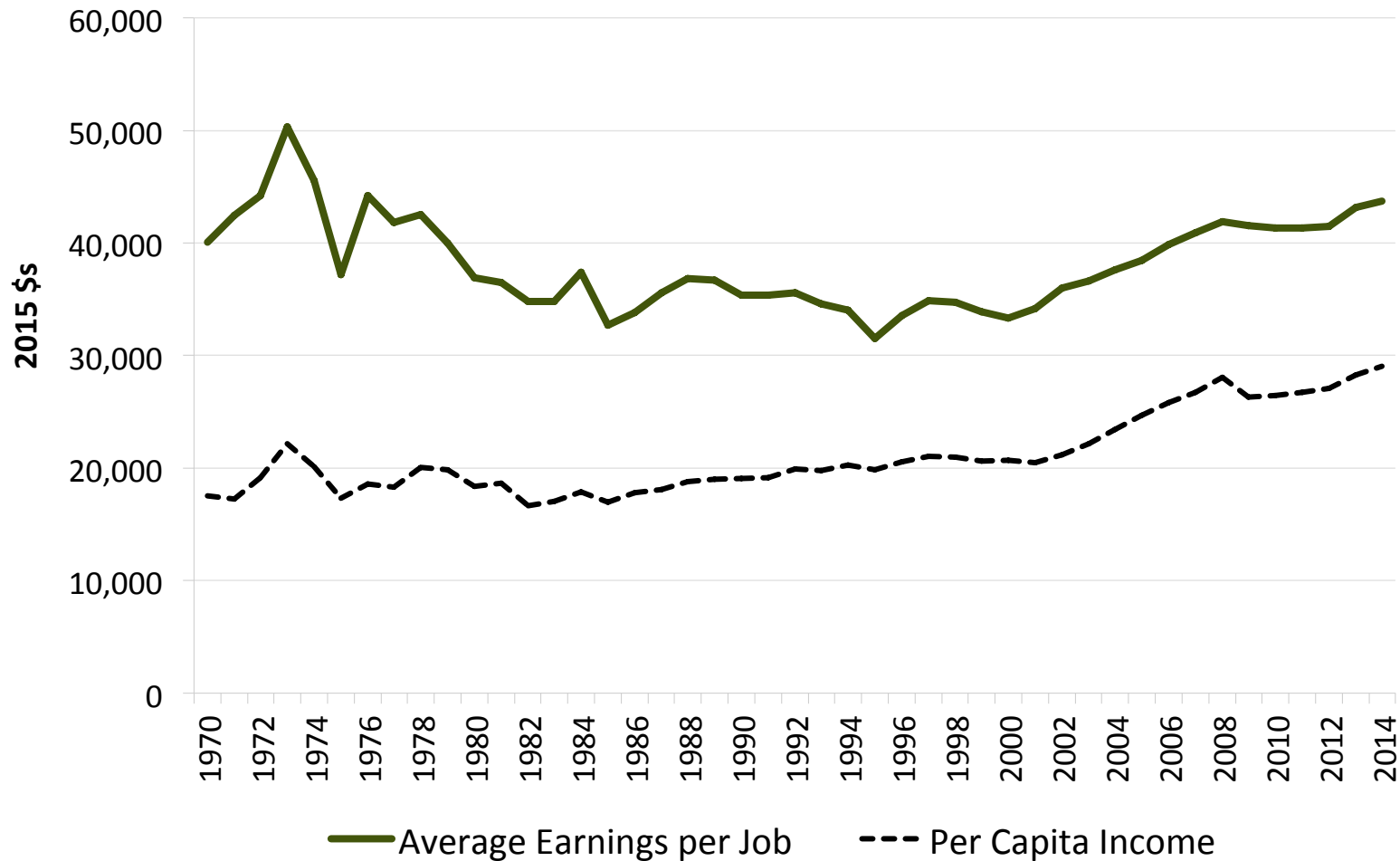
Graham's Economic Drivers



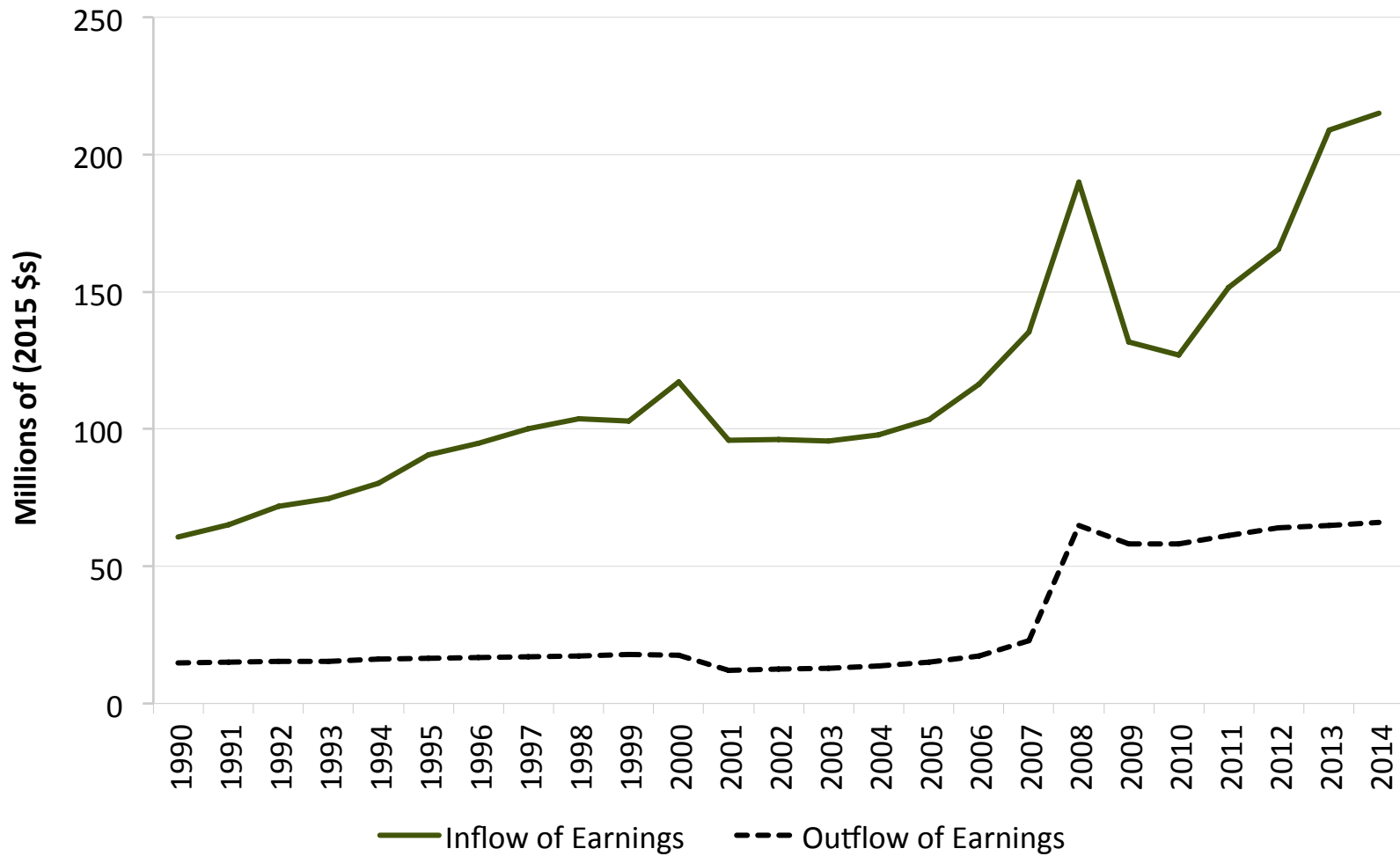
Graham County Personal Income



Average Earnings per Job & Per Capita Income



Commuters

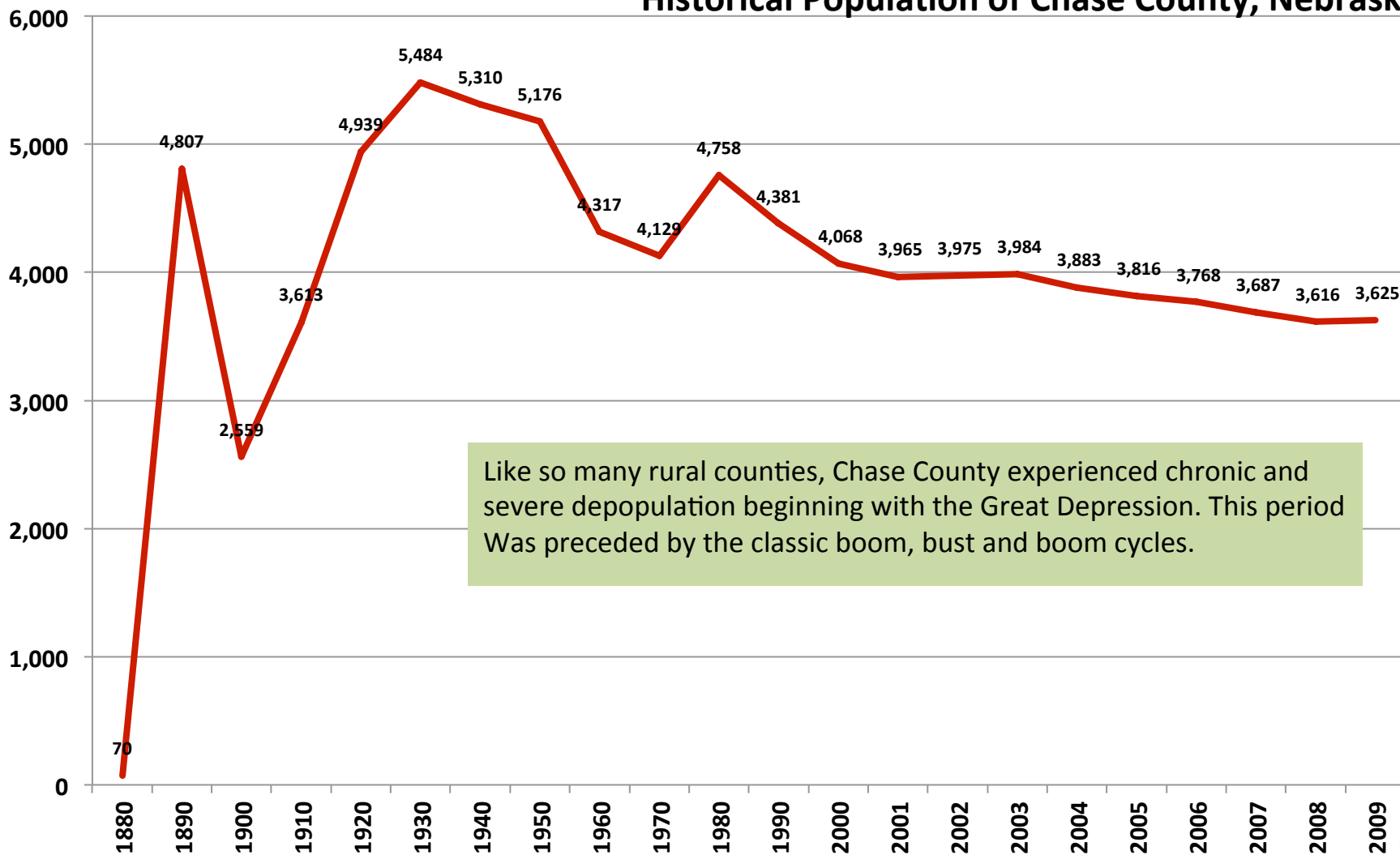


Imperial - Chase County, Nebraska



Chase County, Nebraska

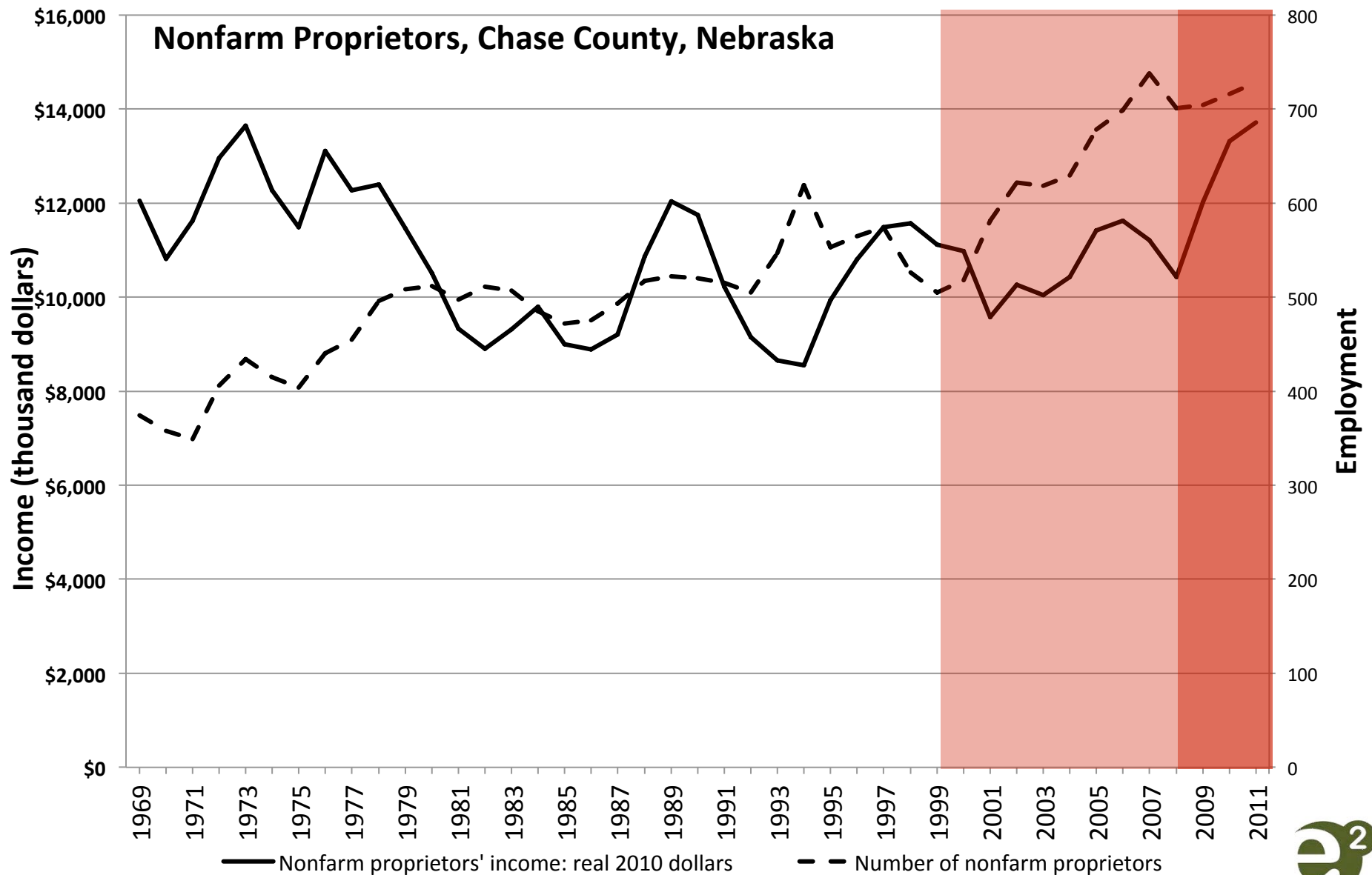
Historical Population of Chase County, Nebraska



Like so many rural counties, Chase County experienced chronic and severe depopulation beginning with the Great Depression. This period was preceded by the classic boom, bust and boom cycles.

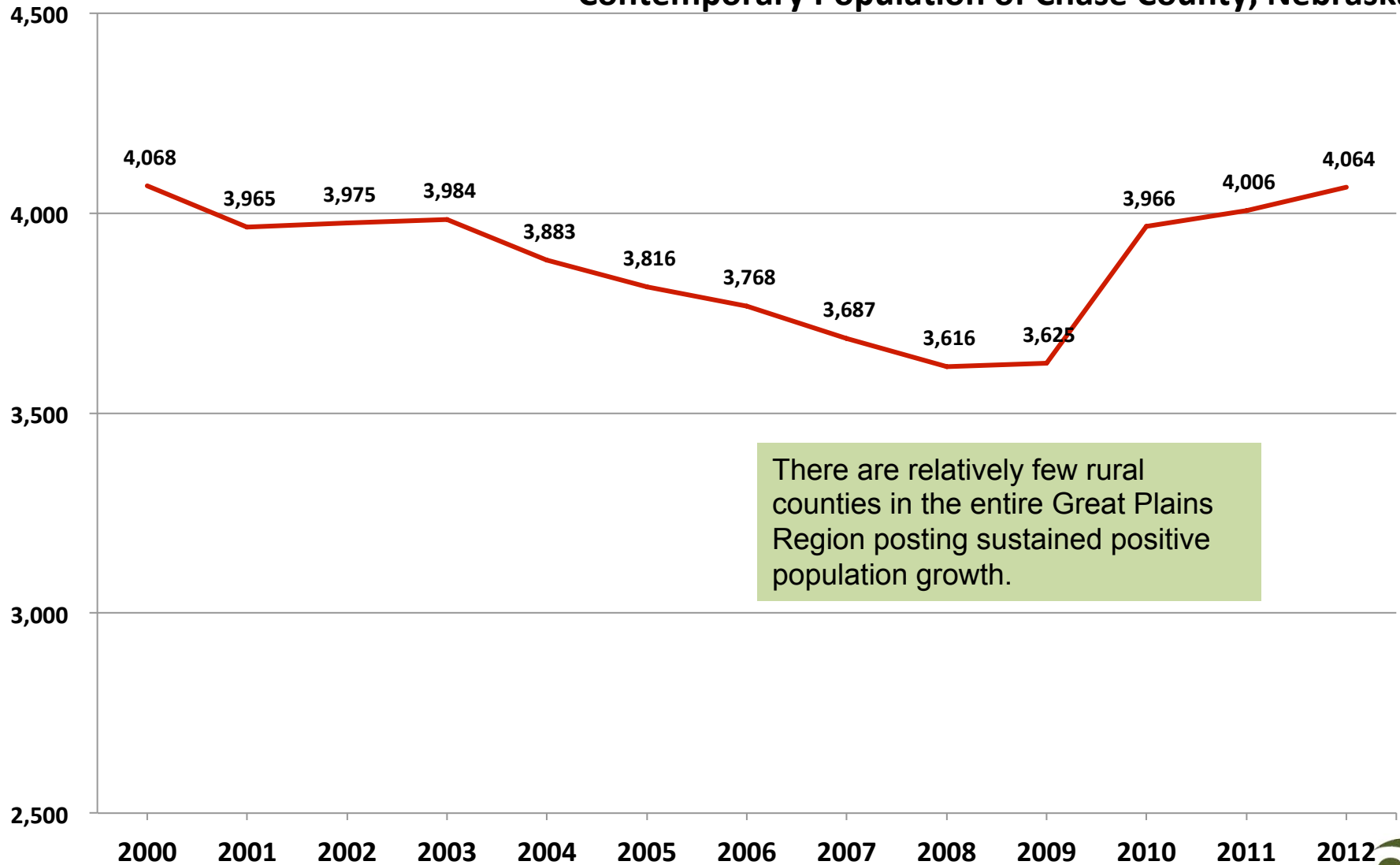
Economic Rebound

Nonfarm Proprietors, Chase County, Nebraska



Community Renewal

Contemporary Population of Chase County, Nebraska



There are relatively few rural counties in the entire Great Plains Region posting sustained positive population growth.

Russ & Allo Communications

Russ and his wife own the local twice weekly newspaper in Imperial. He and a former high school classmate created Allo Communications. Today they are one of the breakout companies fueling Chase County's revitalization. Allo Communications is competing head-to-head with the likes of SPRINT and Century Link.

Russ and Allo Communications are charitable and, through gifts to the Chase County Community Foundation, they are supporting workforce development and educational opportunities for youth.



Questions & Discussion...



Break

Back at ????



How Entrepreneurial Are You?

Focus on Your Community

Five Statements

Strength of Agreement

Complete & Score

Be Prepared to Share Back

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Growing an Entrepreneurial Community



Why Entrepreneurship?

How is Your Community Doing?

Economic Development Needed?

How Diversified are You?

Business Attraction Potential?

Entrepreneur-Focused Development:

Building on Who is Already in Your Community

Incremental Development

More Rooted Development

Requires Less Investment and Incentives

Creates Civic Capacity and Philanthropy

Economic Development



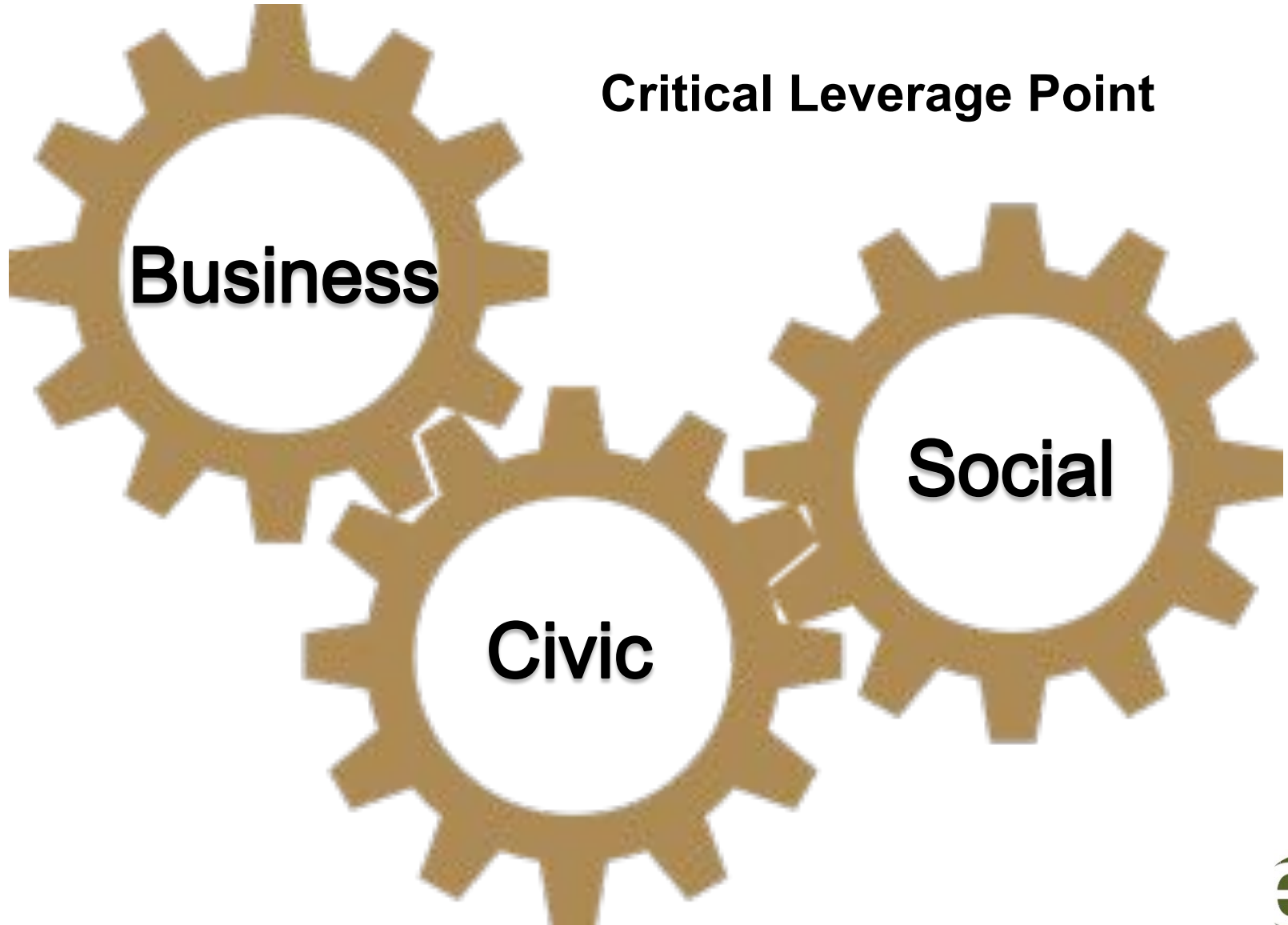
Attraction

**Business
Retention &
Expansion**

Entrepreneurship

Three Kinds of Entrepreneurs

Critical Leverage Point



Entrepreneurial Behaviors

Learning Innovative
Pursue Opportunities
Open to Change
Make Things Happen Optimistic
Follow Trends
Build Vision
Build Teams



Can You Help Jim & Beth?



Jim Jenkins

Callaway, Nebraska

3rd Generation Rancher

Moved Away, Came Back Home

Entrepreneur



Beth Strube

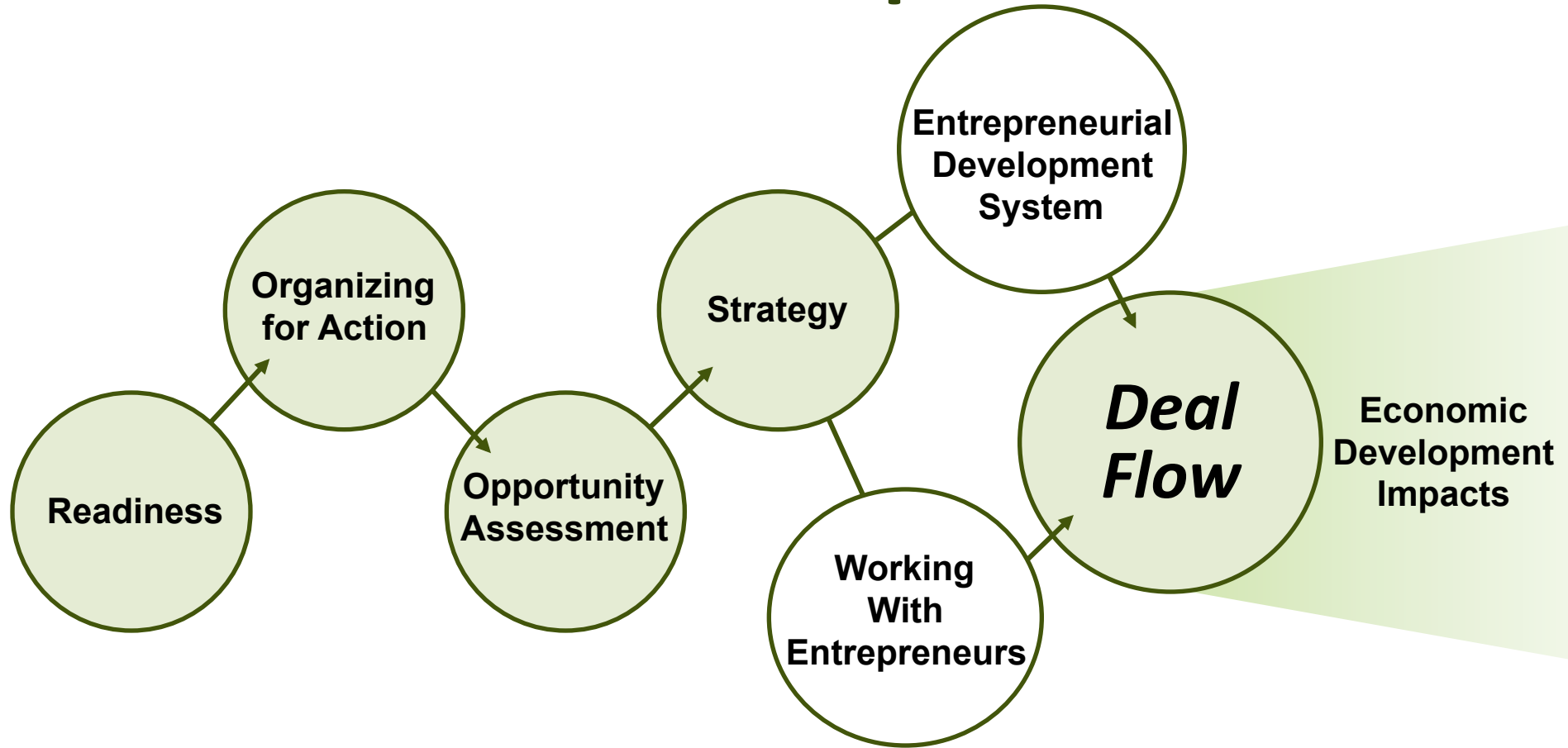
Dickinson, North Dakota

Stayed at Home

Wanted to be a Mom

Entrepreneur

Economic Development Flow



e2 Process



e2 Process

Readiness

e2 Process

Organizing for Action

Readiness

e2 Process

Organizing
for Action

Assessment

Readiness

e2 Process

Assessment

Organizing
for Action

Development Opportunities

Entrepreneurial Talent

Readiness

Entrepreneurial Resources

Stakeholders

Development Preferences

e2 Process

Assessment

Organizing
for Action

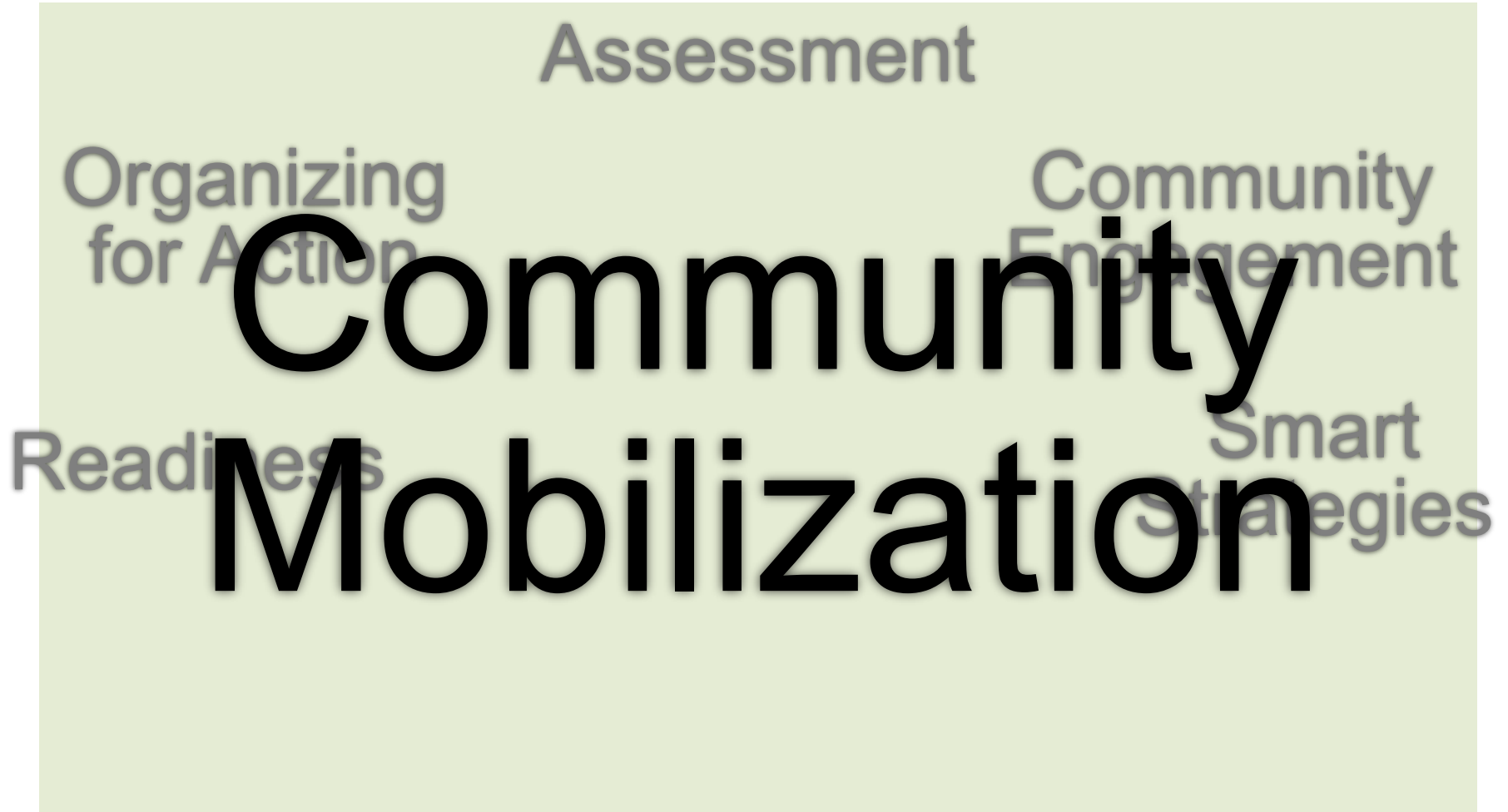
Readiness

Community Engagement

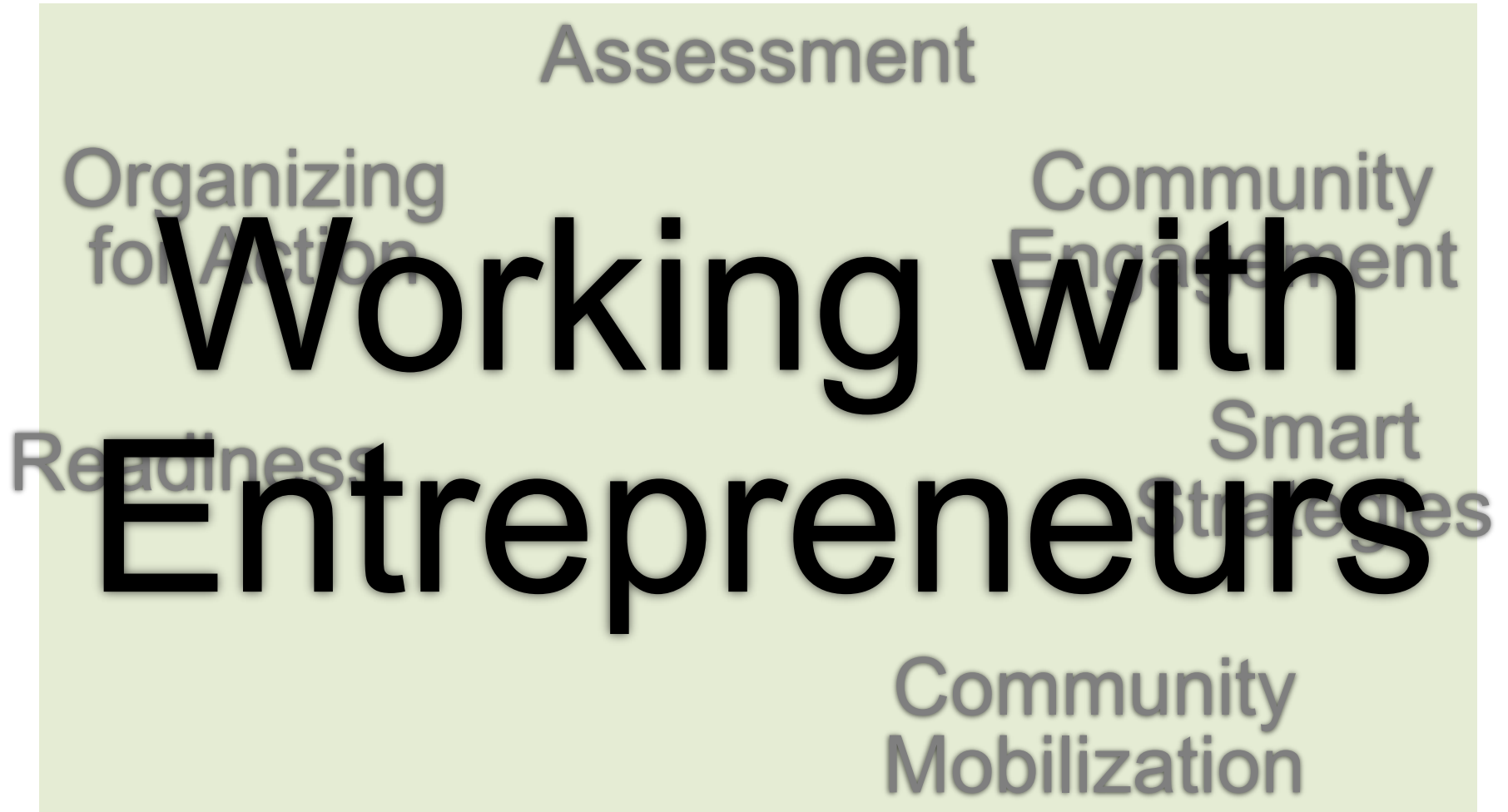
e2 Process



e2 Process



e2 Process



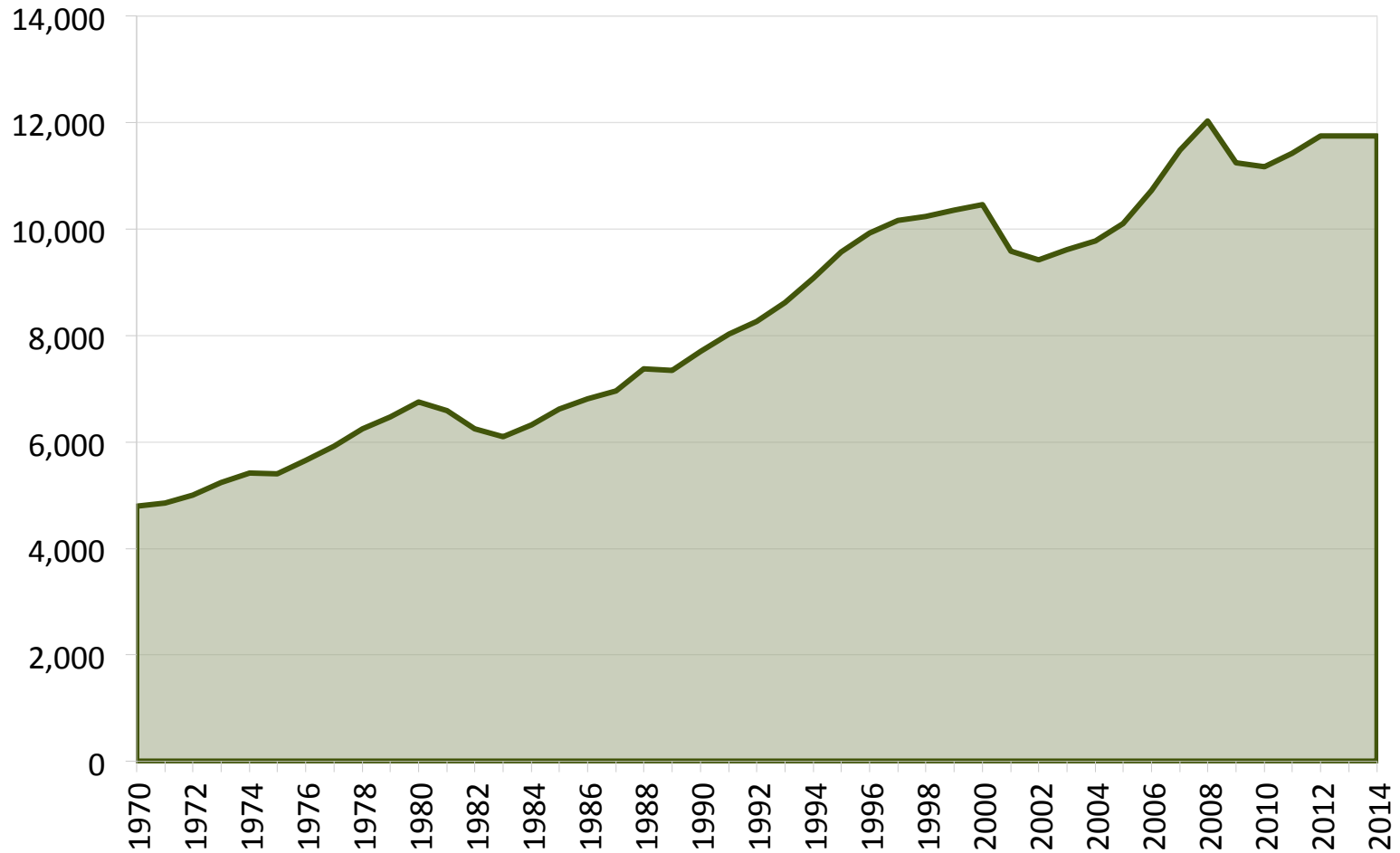
e2 Process



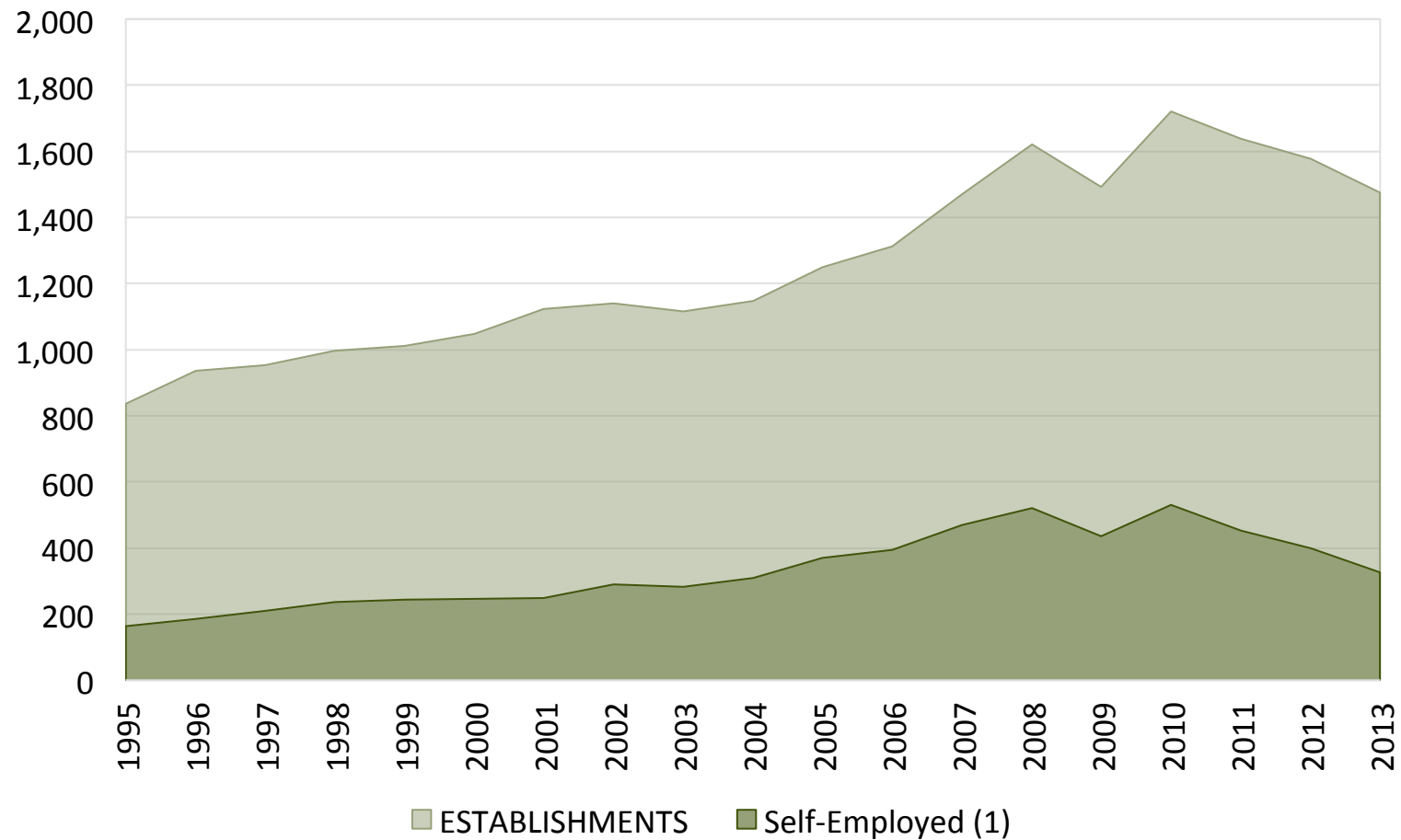
e2 Process



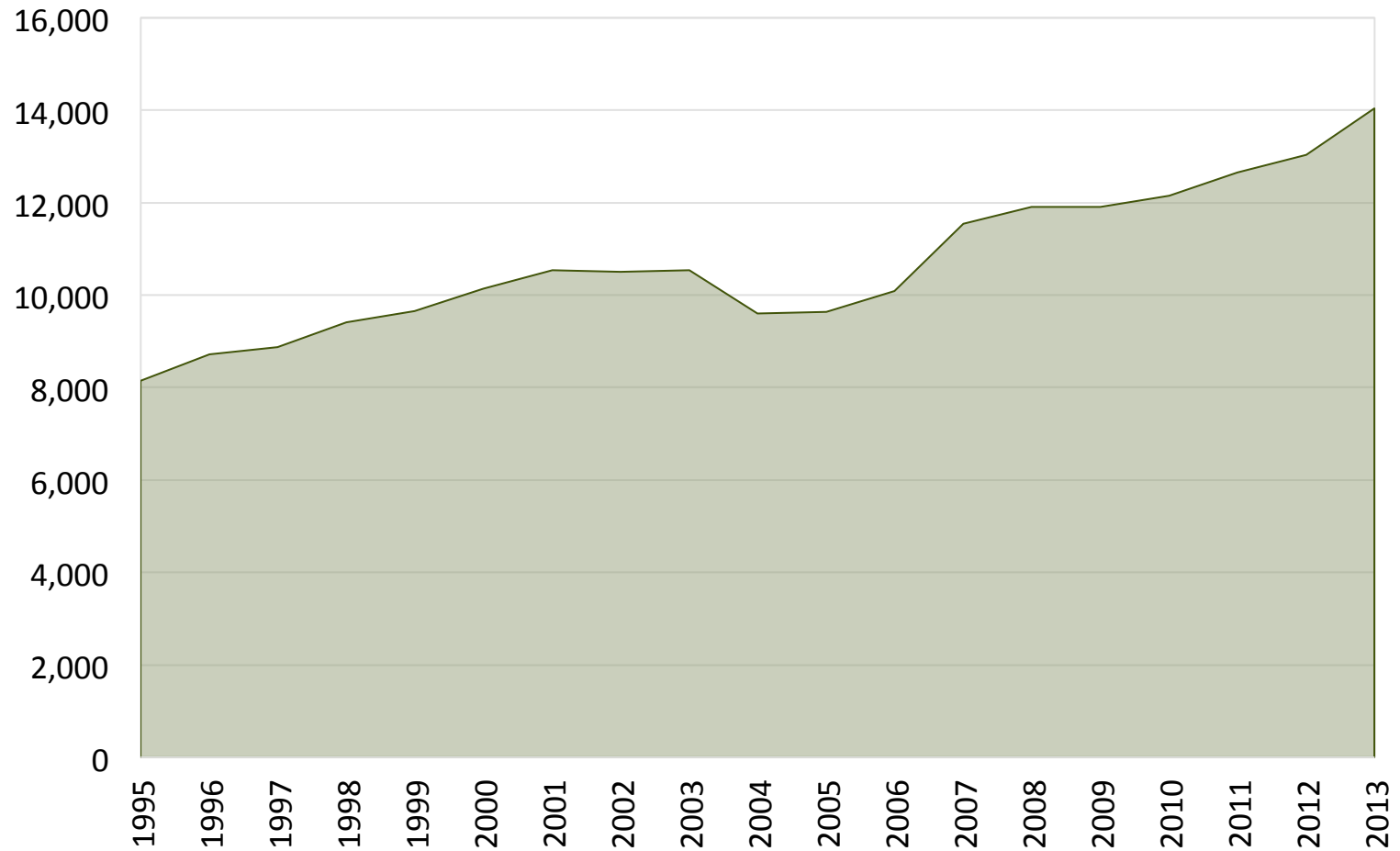
Graham County Employment



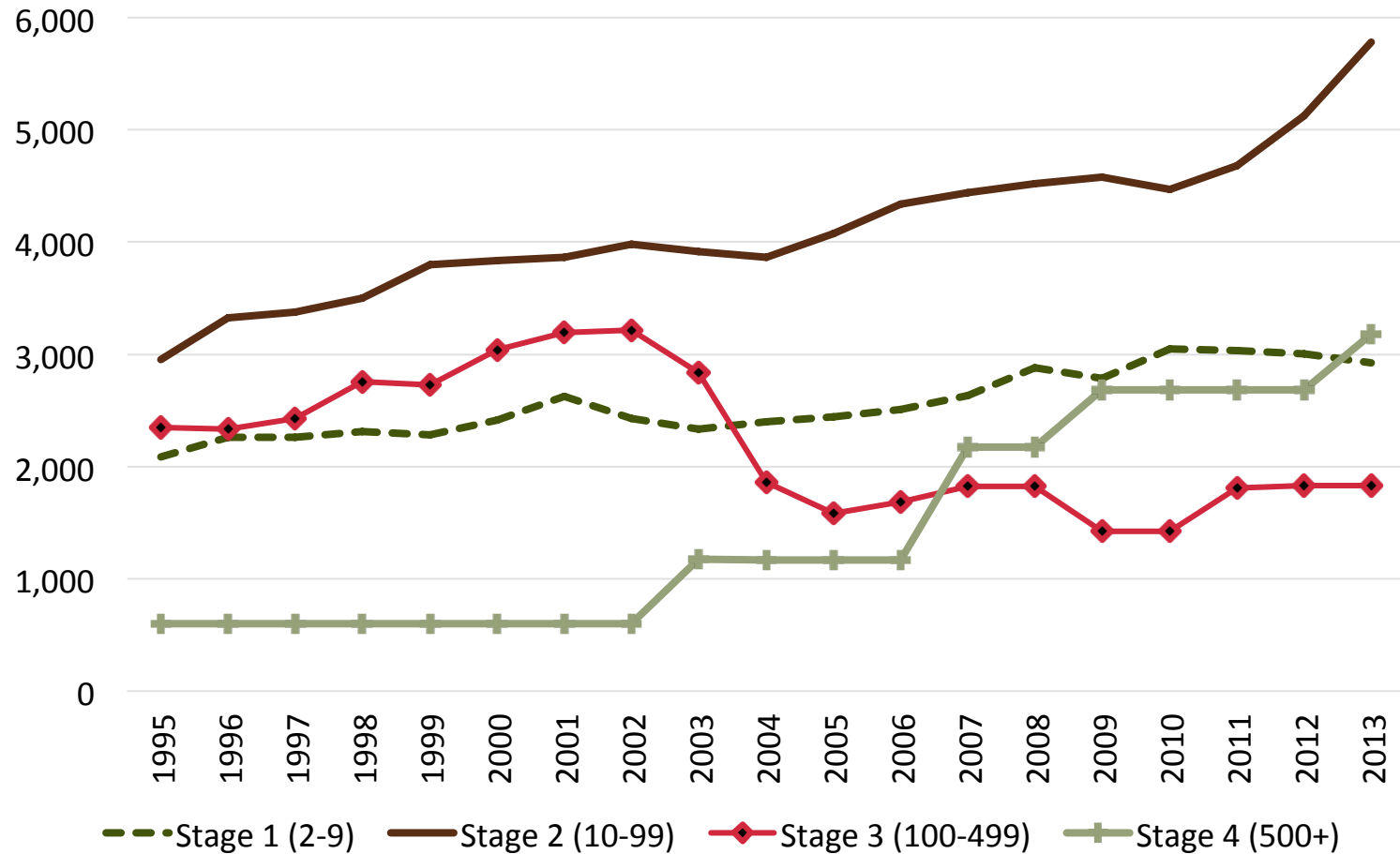
Total & Self-Employed Establishments



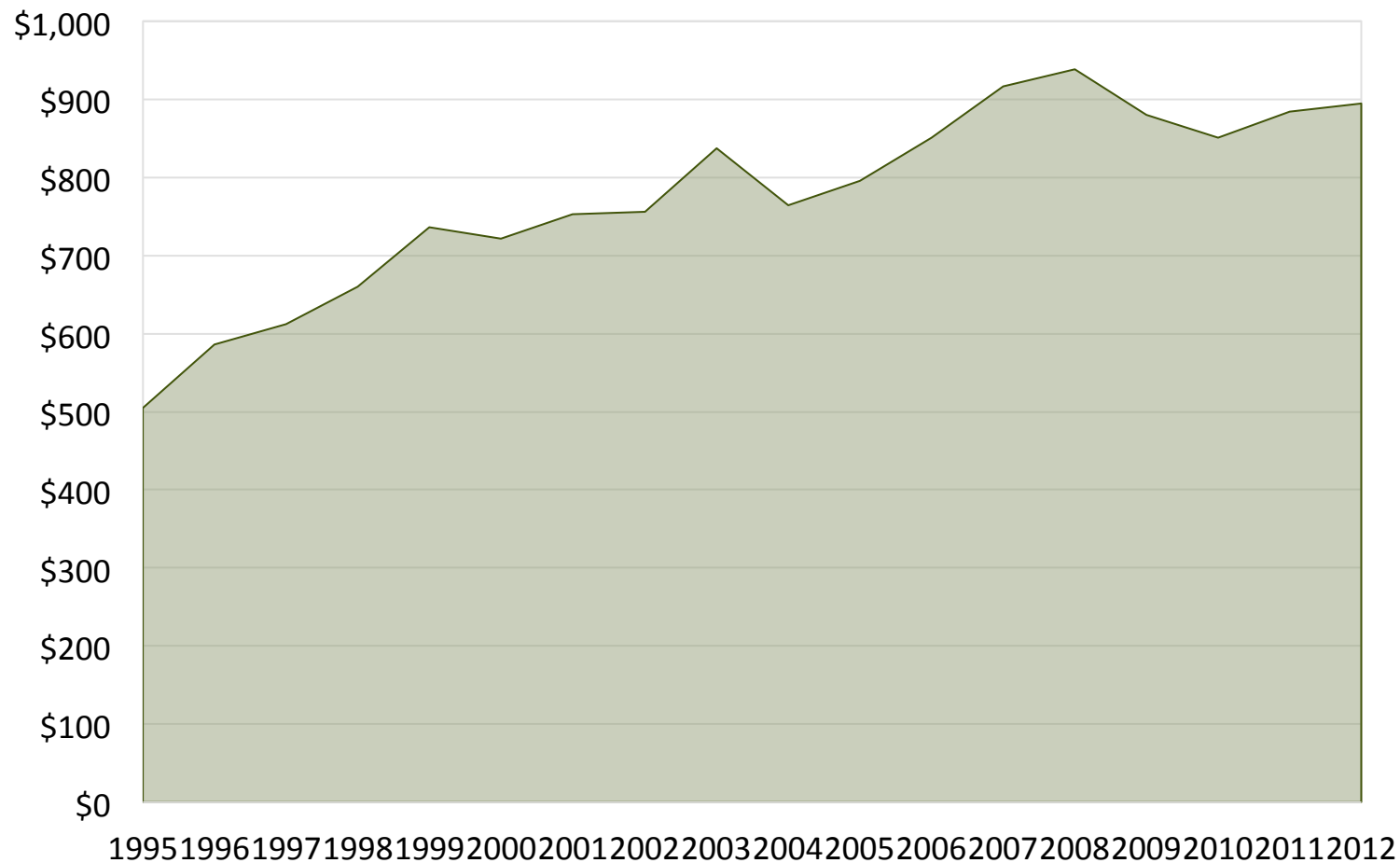
Total Jobs



Employment by Business Stage



Total Sales (millions)



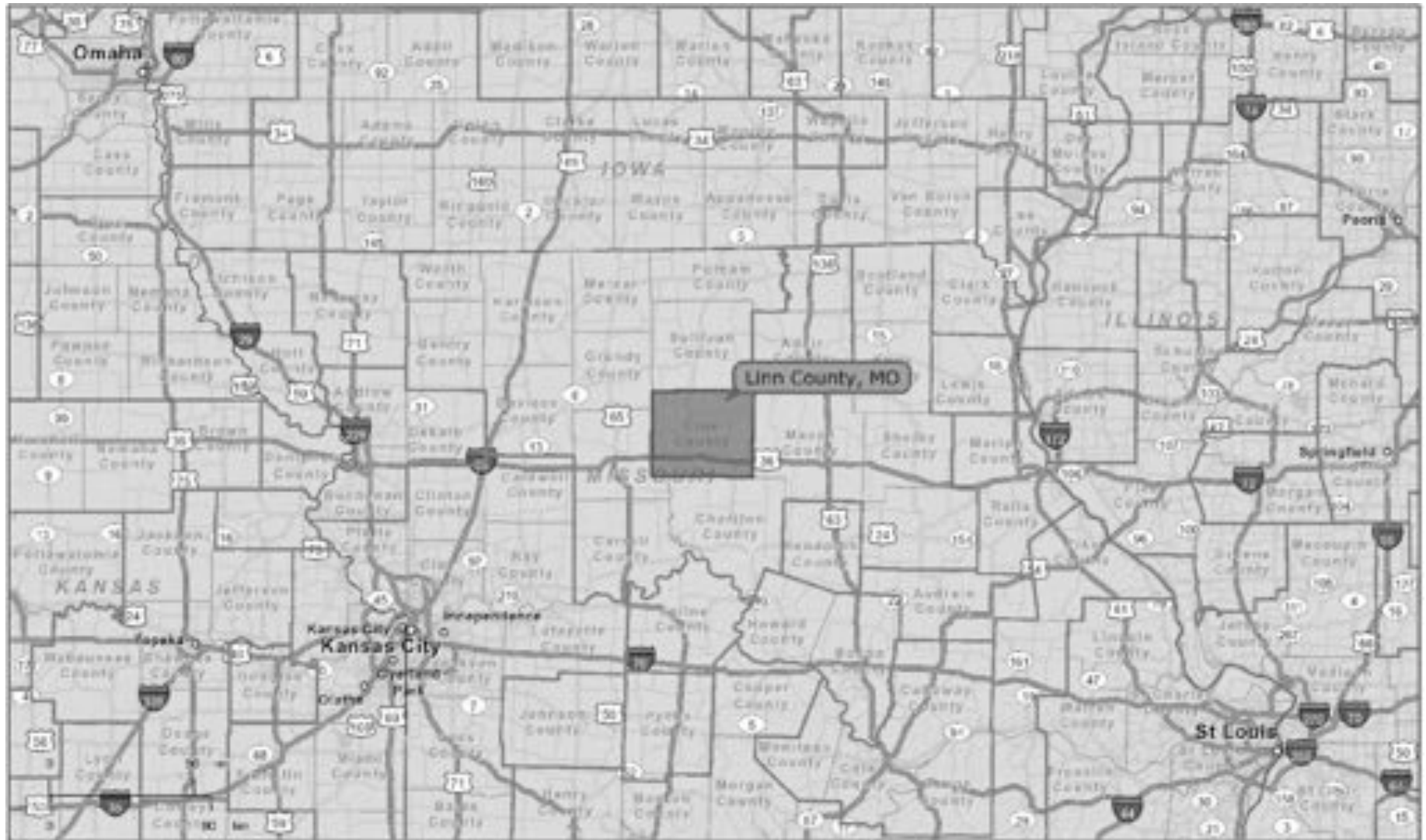
Nonfarm Proprietors' Income



Brookfield, Missouri



Brookfield in the World



Brookfield's Situation

Rural Location

Depopulation

Aging Population

Loss of Young People

Manufacturing Losses

Industrial Park Failure

Conflicted

Lack of Hope



Negative Trend Lines!

Signs of Hope?

1970 to 2011:

Depopulation – 17% Decline

Employment – 17% Decline

But something is happening...

*...1970-2000 Local Proprietors
declined by 496 or 18%*

*...2000-2011 Linn County added 124
proprietors... quite a turn-around.*



Becky Cleveland

More Negative Hits!

Signs of Hope?

Good Years:

Major Employers in 1995 = 9

Major Employers in 2006 = 15

Hard Years:

Recession = 3 Lost by 2009

Job Losses = 902 workers

Recovery:

Major Employers in 2012 = 15

Net Job Gains = 410



Marcia Cunningham

Home Grown Success

The number of new entrepreneurs in Linn County increased from 370 in 2004 to 622 in 2010 representing a 68% increase. Since then, the numbers have dropped off due to some entrepreneurs hiring workers, others getting a job and some simply failing. New businesses are rooting in Linn County.



Success Affirmed

Retail Demand - \$102 Mil.

Retail Supply - \$129 Mil.

Retail Surplus - \$27 Mil.

Brookfield has invested in its health care system, education, main street and economic development. It is a community bending its trend lines in a positive direction.



5 Stories of Hope

#1 - A Problem Becomes a Solution

#2 - Sam's Daughter Comes Home

#3 - Mail Box Motivation

#4 - He Started a Company

#5 - She Willed Progress



Questions & Discussion...





Workshop Wrap Up

Resources
Evaluation
Thanks





For More Information...



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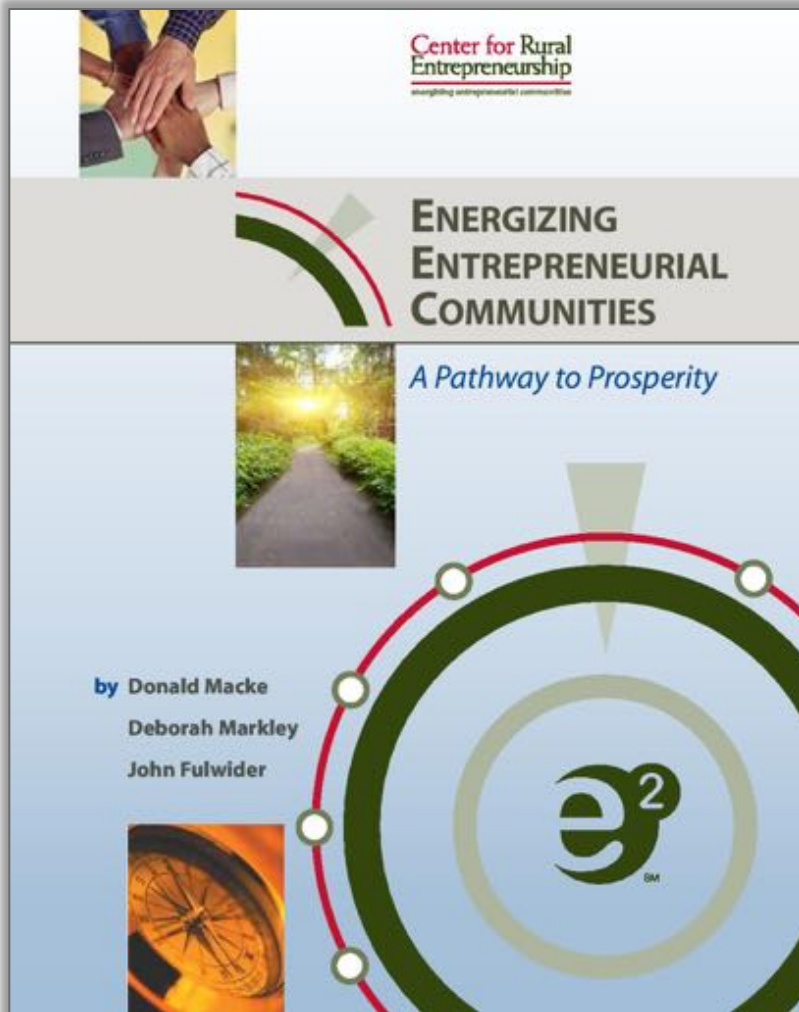




Center Resources



e2 Book



Contents...

Case for Entrepreneurs

Entrepreneurial Community

Action Framework

Working with Entrepreneurs

Guiding & Tracking Progress

Paper & E Book



E2 University Online

Resources:

- Guides
- Tools
- Protocols
- Training Webinars
- Exercises & Illustrations
- Videos, Stories & More



Website & Newsletters

www.energizingentrepreneurs.org

We have a new and improved website with more free resources and better guidance to compensated resources. Give it a spin. Also... we have four electronic newsletters that are free. Sign up today and benefit from all the resources covered in our newsletters.



Other Center Resources



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