

ENTREPRENEURSHIP IN RURAL PLACES:

REVITALIZING TOWNS AND ECONOMIES WITH LOCALLY BASED STRATEGIES

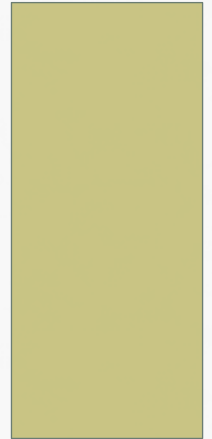
DEB MARKLEY, CENTER FOR RURAL ENTREPRENEURSHIP

SARA CHESTER, BURKE DEVELOPMENT, INC.

WENDY ZUCAL, DENNISON RAILROAD DEPOT MUSEUM

JEN HORTON, NATIONAL ASSOCIATION OF COUNTIES (NACO)

NEW PARTNERS FOR SMART GROWTH CONFERENCE
DENVER, CO
FEBRUARY 14, 2014



SESSION OBJECTIVES

- Discuss how entrepreneurial energy can be harnessed to diversify economies and create great places.
- Overview entrepreneurship as a development strategy.
- Detail how to achieve greater impacts with:
 - Growth entrepreneurs
 - Sector-specific focus
 - Quality of place

Center for Rural Entrepreneurship

energizing entrepreneurial communities

Entrepreneurship in Rural Places: *Revitalizing Towns and Economies with Locally Based Strategies*

Deborah Markley
Co-Director

New Partners for Smart Growth Conference
Denver, CO
February 14, 2014

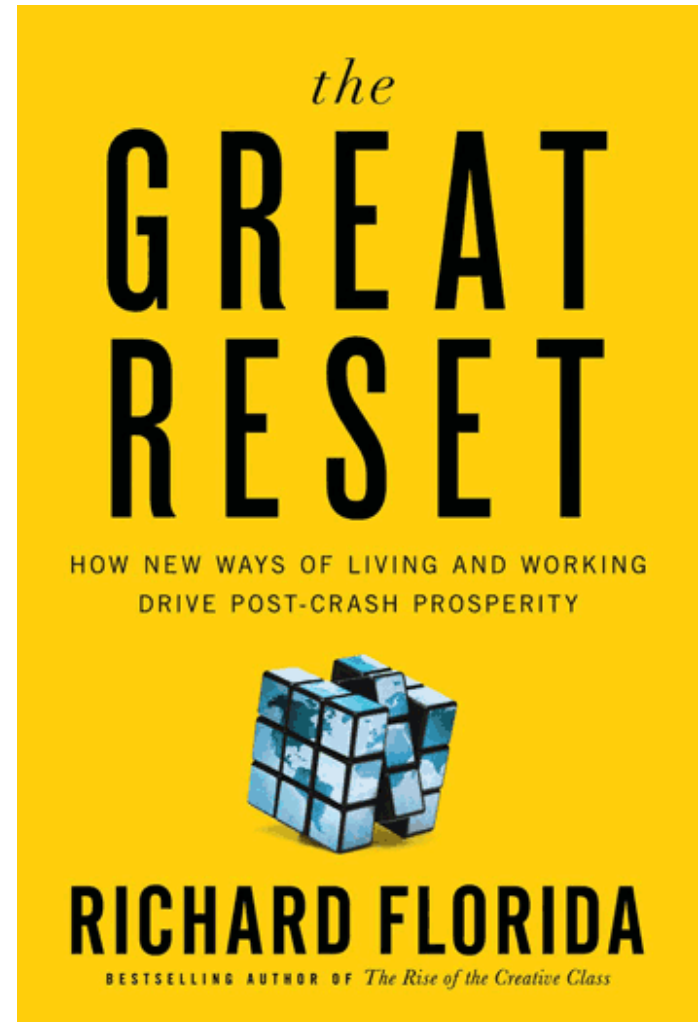


Overview

- Why entrepreneurship as a development strategy now?
- What's it mean to be a community or region that supports entrepreneurs?
- How do you achieve greater impacts?
 - Importance of growth entrepreneurs
 - Importance of working in sectors
 - Importance of quality of place

Why Entrepreneurship?

- It's a **whole new world!**
- **Great Recession** – most significant economic event of our lives
- From crisis comes **opportunity** – the “reset” creates space for creativity and entrepreneurial energy



By the Numbers - **Booming 1990s**

- **3.7 million** more businesses
- **\$5 trillion** more sales
- **28 million** net new jobs
- **\$22 trillion** increase in household net worth

By the Numbers – **Challenged 2000s**

- **9.5 million jobs** cut by largest employers
 - **99,000 jobs** lost per month
- **8.8 million** net new jobs created by smallest employers
 - **92,000 jobs** gained per month
- **93% increase** in self-employment
- **3.3 million** net gain in self-employed ventures

What has the recovery brought us?

2009-2010...

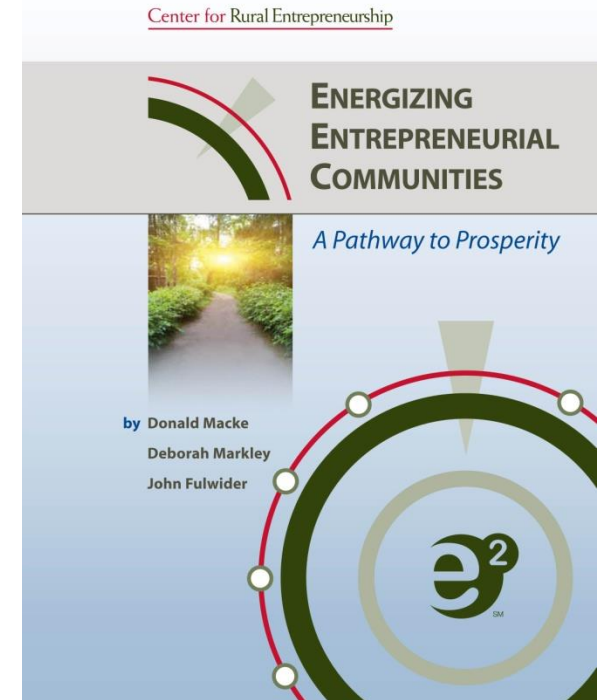
- Largest employers cut **1 million jobs**
- Smallest employers created **6.8 million jobs**

2009-2012...

- Self-employment – **↓ 2%**
- Stage 1 (2-9 employees) – **↑ 2.6 million businesses; ↑ 6 million jobs; ↑ \$374 million in sales**

What's all this mean for rural communities?

- **Pathway to prosperity** is built on entrepreneurship
- Creates three important outcomes:
 - **Economic and social diversity**
 - **Resiliency**
 - **Broadly shared and sustained wealth building**



It means becoming an entrepreneurial community!

An Entrepreneurial Community...

1. Includes business, social and civic entrepreneurs
2. Encourages a culture of entrepreneurship
3. Invests in relevant infrastructure
4. Builds human talent
5. Engages youth



Three Kinds of Entrepreneurs

Business: *People who create private sector economic activity for themselves and others.*

Social: *People who create quality of life, strong community connections and address social issues.*

Civic: *People who create trusted, open and responsive government.*

Entrepreneurial Culture

It's Opportunity Driven...

A key attribute of successful entrepreneurs is that they focus on opportunities.

It's Positive...

This is asset-based development and it creates hope based on real opportunities.

It Leads to Impact...

It works!



Entrepreneurial Infrastructure

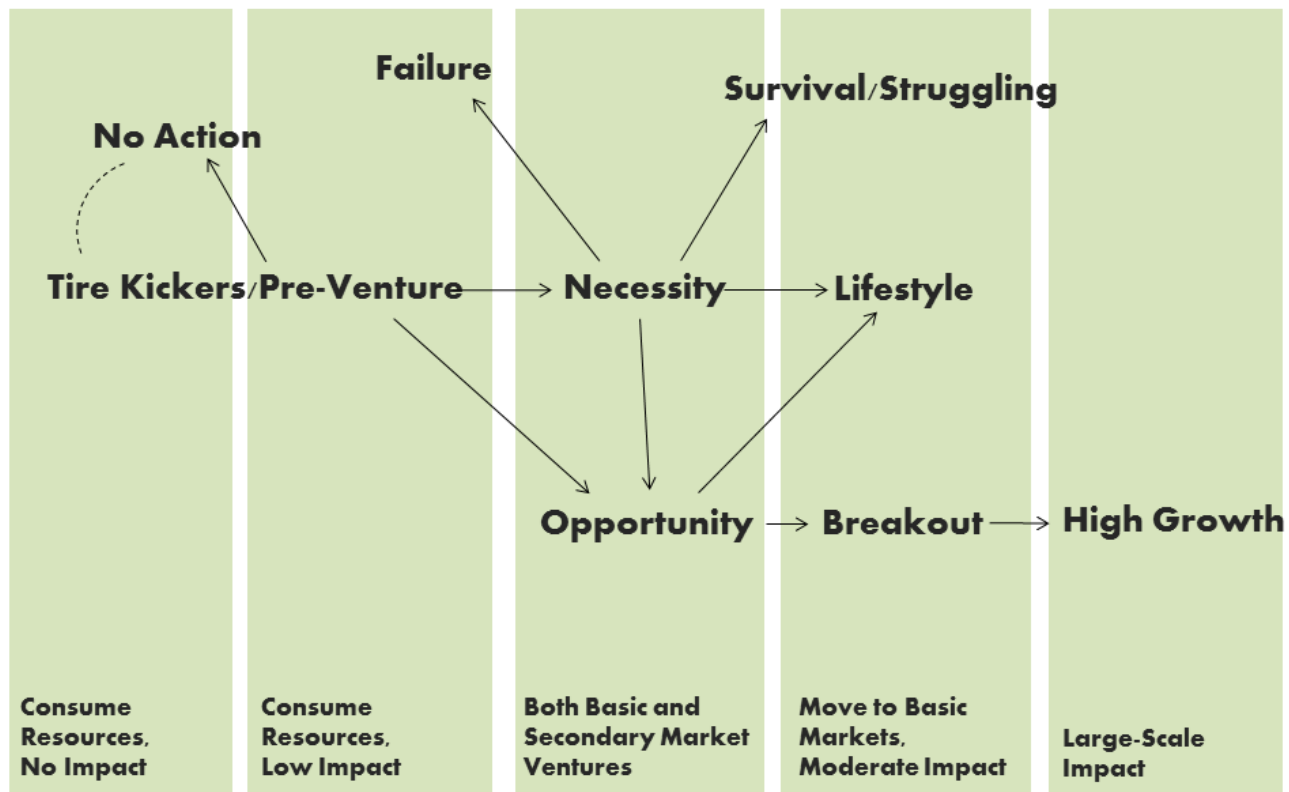


- Robust Support Network
- Business Coaching
- Access to Capital
- Access to Market Research
- Access to Places and Spaces
- Access to Real Time Technology
- Access to Human Talent
- Networking to other Entrepreneurs

A system of support!

Human Talent

The Entrepreneurial Pipeline



Youth Engagement



***Source of the next generation of
business, social and civic entrepreneurs!***

Achieving Impact – Focus on Growth Entrepreneurs



Solar Roast Coffee
Pueblo, Colorado



Macon, Missouri

Achieving Impact – Working in Sectors



**Harvey
County
Economic
Development**

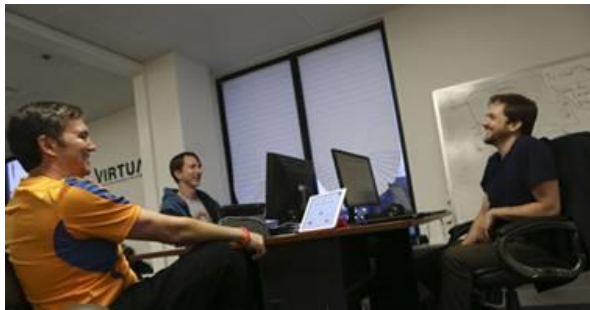
Collaborative • Global • Growth

**Advanced Manufacturing Institute
Kansas State University**



Achieving Impact – Quality of Place

If you can start and grow your business **anywhere**, wouldn't you want to start it in a place where you want to **live, work AND play?**



Techpad
Blacksburg, Virginia



LowerTown Arts District
Paducah, Kentucky

Your Turn #1

- How entrepreneurial is **your** community or region?
 - Three kinds of entrepreneurs?
 - Culture of entrepreneurship?
 - Infrastructure?
 - Human talent?
 - Youth engagement?
- Do you know who your **growth entrepreneurs** are?

Entrepreneurship in Rural Places

Sara Chester

..... T H E
.....
D I S T R I C T

CAROLINA TEXTILE DISTRICT

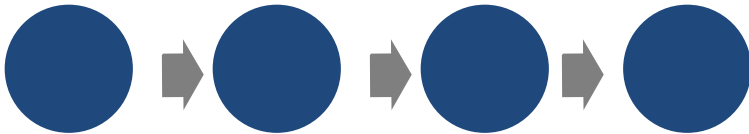
Established Summer 2013

A Manufacturing Value Chain Network

What is a Value Chain?

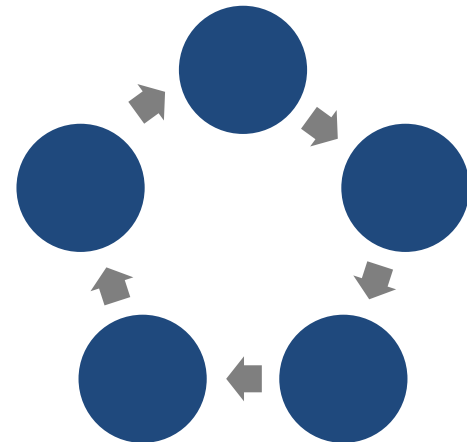
SUPPLY CHAIN

Greater Risk
Lower efficiency
Extracts wealth



VALUE CHAIN

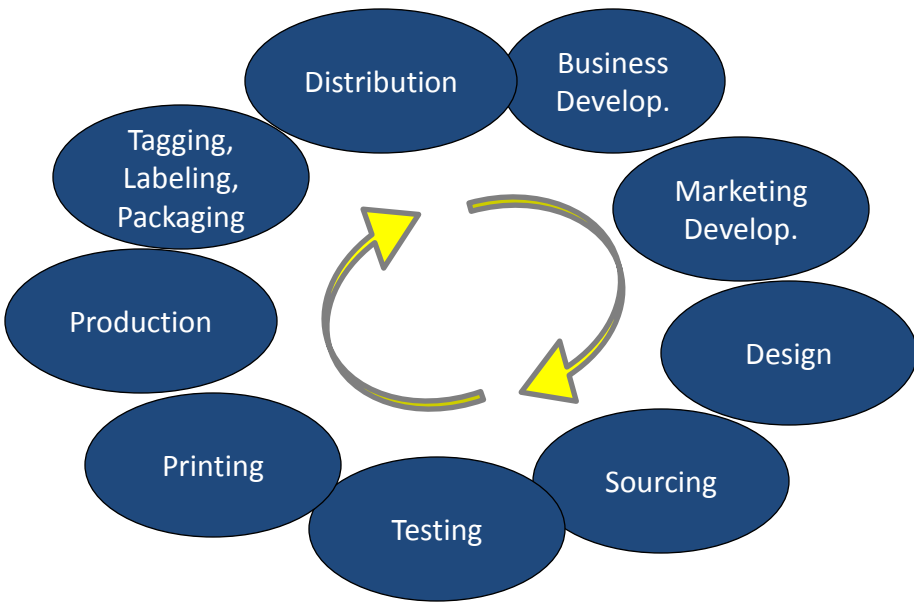
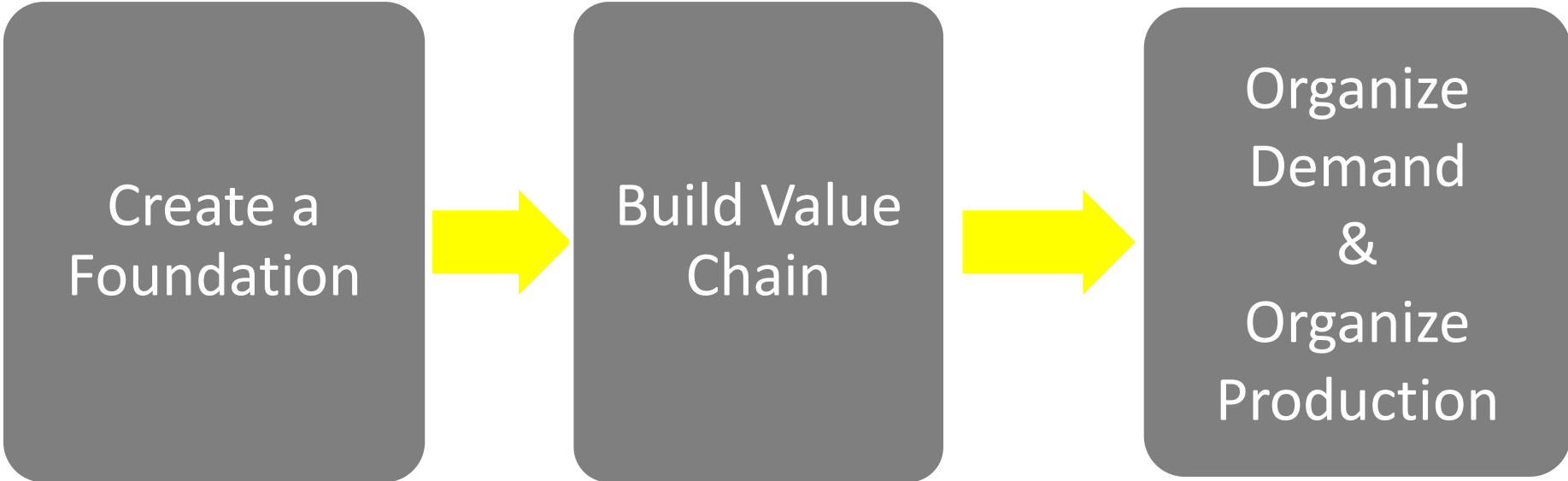
Collaboration
Communication
Systems approach



Revitalize the textile industry



1. Job losses, lack of diversified economy
2. Existing infrastructure and assets
3. Saw wave of demand growing



Strengthening Existing Firms



Connect with demand

Fill latent capacity

Transition plans

Grow/Scale New Companies

OpportunityThreads

Connect to new clients

Build support system

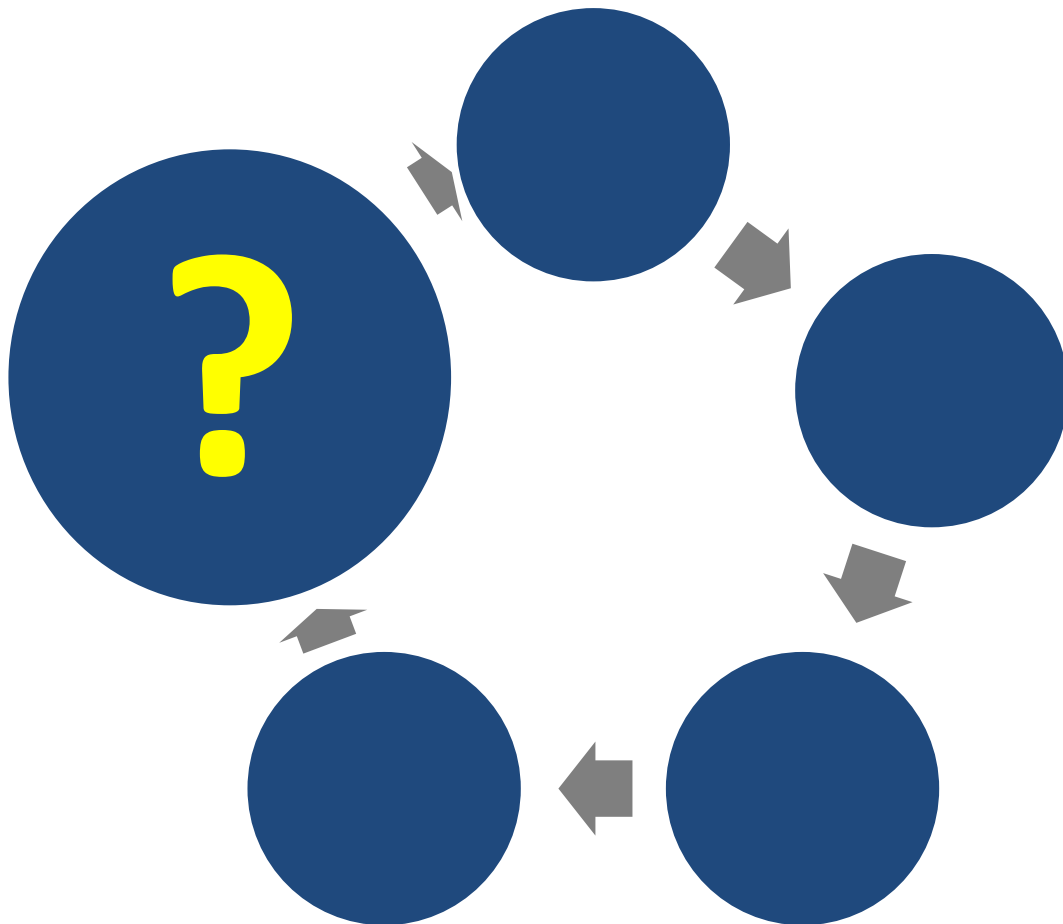
Mill Network

S
E
W
SPECIALIZED



Identify new business opportunities

Address gaps in the VALUE CHAIN

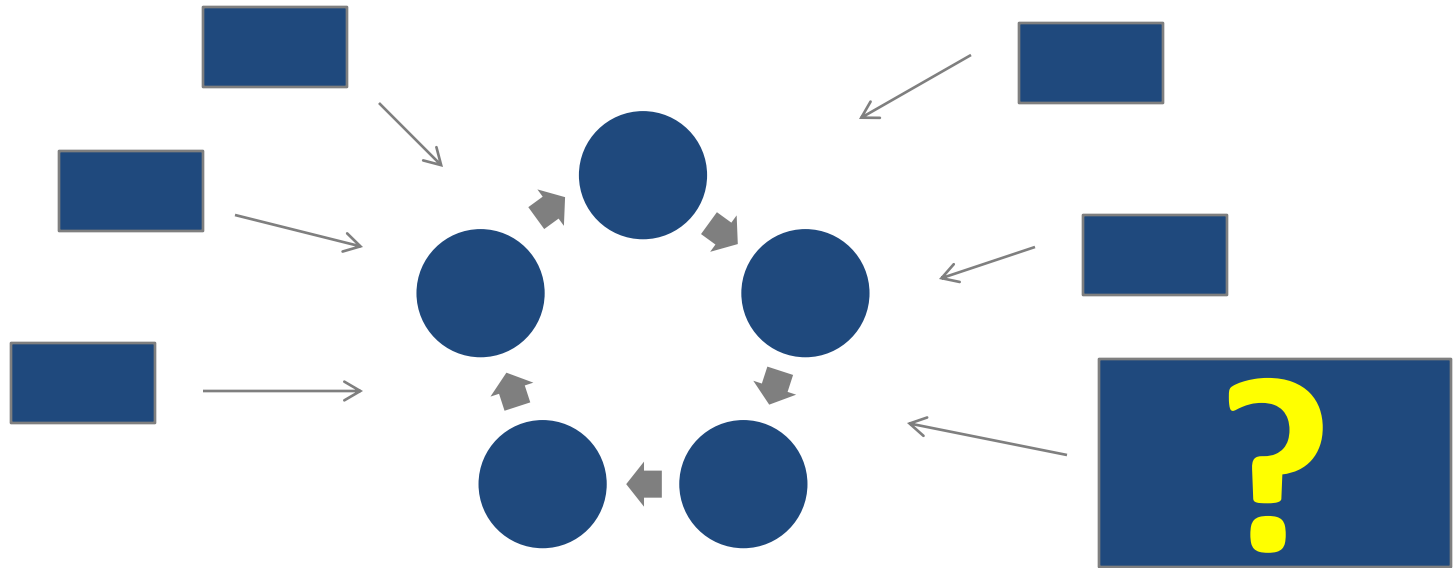


Understand
demand

Safety Net

Identify new business opportunities

Address gaps in the SYSTEM



Support Services

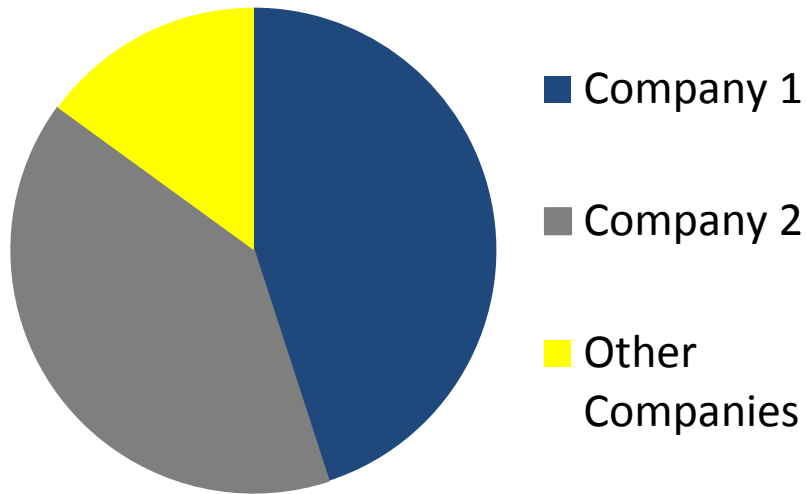
Always new opportunities emerging

Opportunities for businesses in other sectors

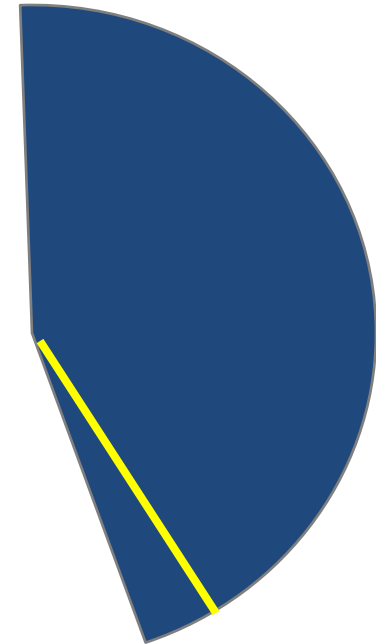


Resiliency and Sustainability

Companies

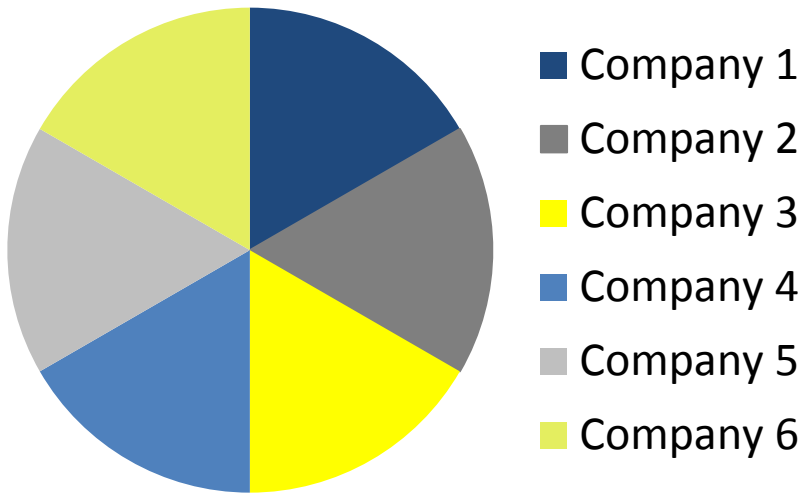


Individual Company

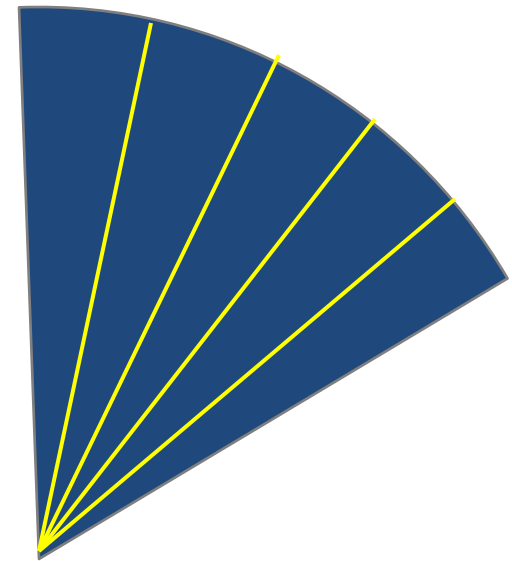


Resiliency and Sustainability

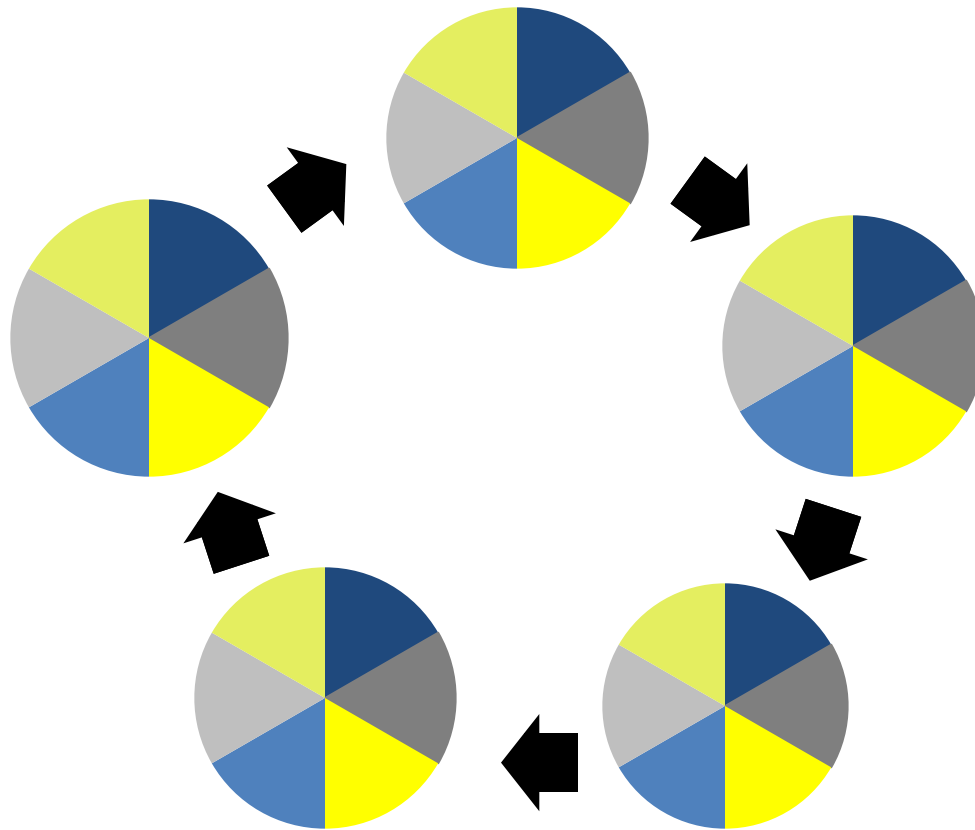
Cut and Sew Companies



Individual Company



21st Century Economic Development



Your Turn #2

- What sectors are important in **your** community or region? Which are you targeting?
- What gaps need to be addressed to grow these sectors? How might entrepreneurs be engaged to fill these gaps?

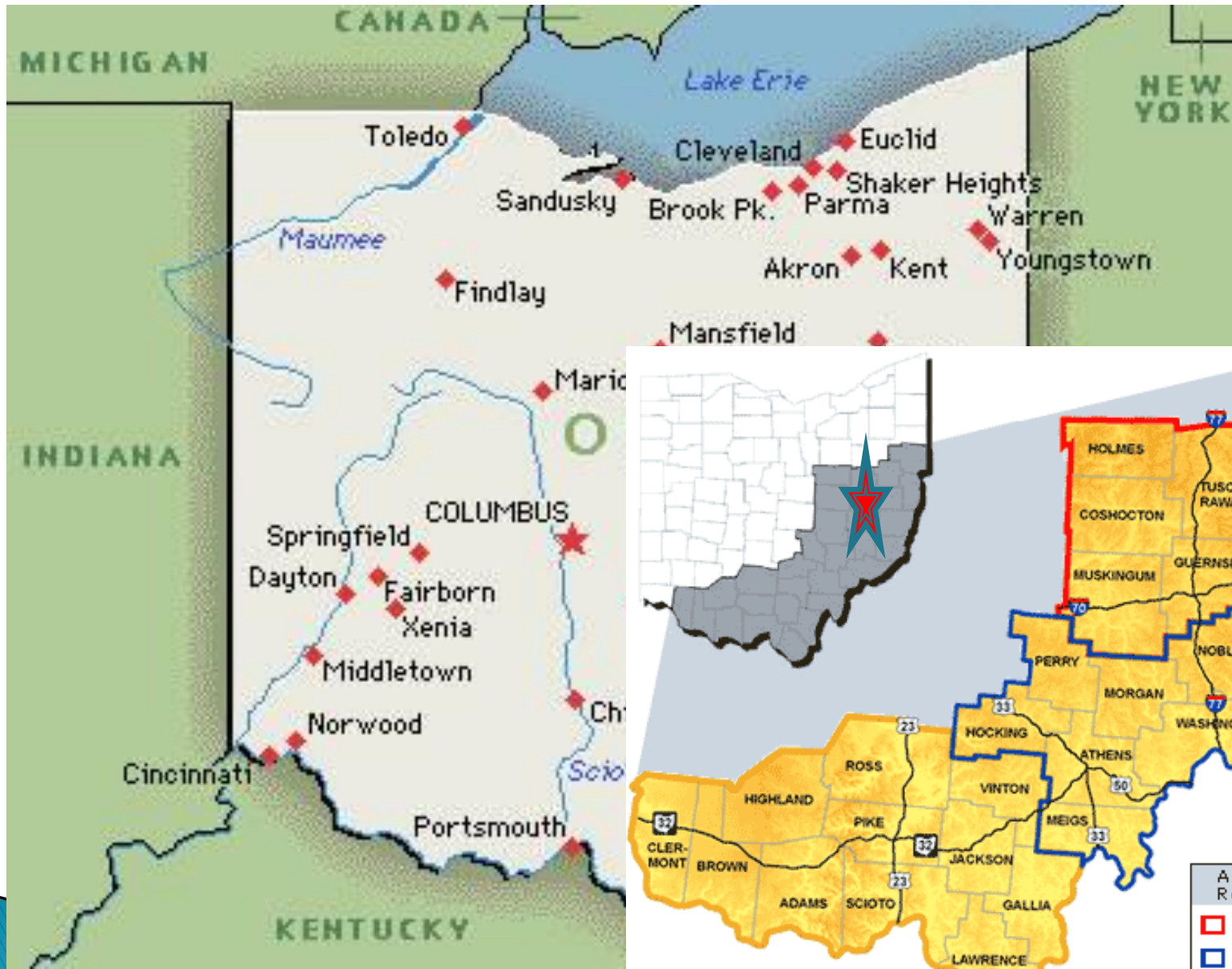
A Tale of Two Cities

New Partners for Smart Growth Conference

Building on Place-based Assets
and Partnerships
to Encourage Entrepreneurship

Case study: Dennison and Uhrichsville, Ohio



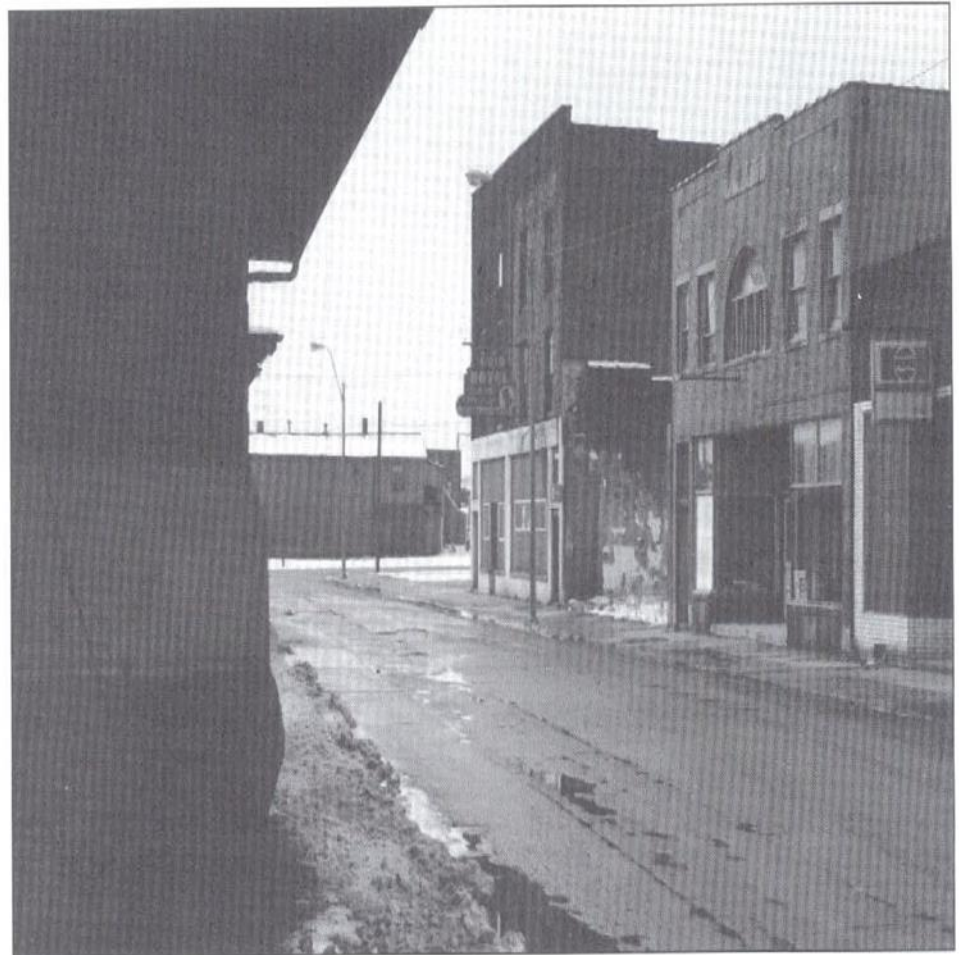
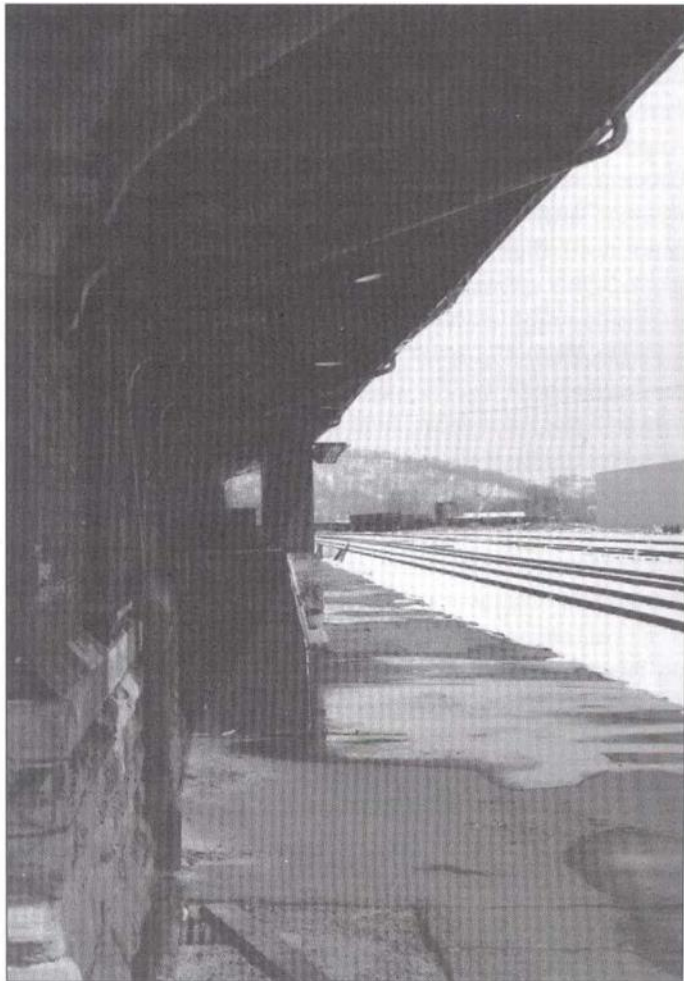


Blue Collar Communities with Rich History



Dennison's Grand Plan for Downtown Revitalization

- ▶ Extreme Risk: Restoration of Depot, 1984



Center Street as it appeared in 1982, before many of the abandoned

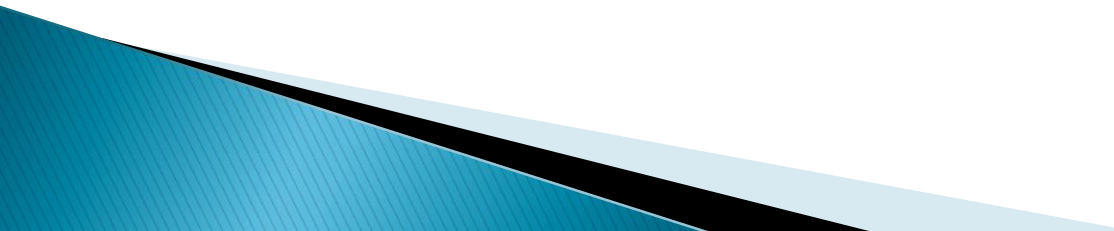
NATIONAL PARK SERVICE OHIO'S 70TH NATIONAL LANDMARK



EXPERIENCE YOUR AMERICA



The Grand Plan

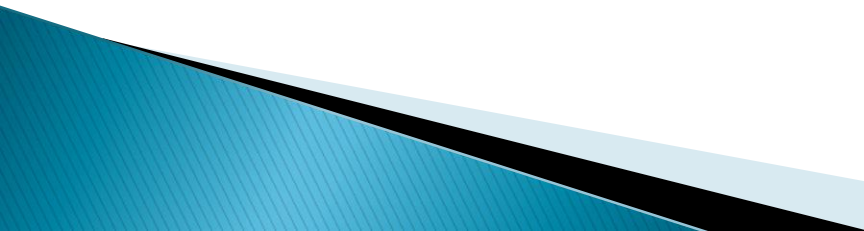
- ▶ Did not work...
 - ▶ Businesses did not come.
- q. What do you do when entrepreneurs and investors don't come?
- 

**“No one is coming to save
us...we have to save
ourselves.”**

Jason Wilson,
Director, Governor's Office of Appalachia

Solution: Embark on a Journey of Civic Tourism

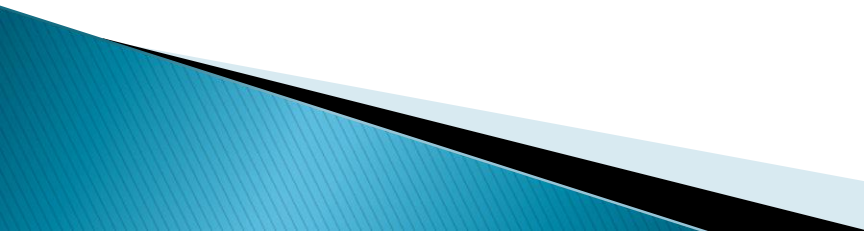
Place-making: Creating a sense of “place.”

- ▶ Capitalize on your assets to foster new entrepreneurial opportunities.
 - ▶ Create authentic experiences of a “real place.”
 - ▶ Seek and nurture untraditional entrepreneurs to create a vigorous local economy that serves the needs of the community.
 - ▶ Be in for the long haul.
- 

Creative New Partners

- ▶ Rotary
- ▶ Dennison Railroad Festival
- ▶ Museums
- ▶ Government Entities
- ▶ Out-of-state High School Alumnae
- ▶ Families with historic ties

All have purchased property.
All have gone into a business they NEVER
operated previously.



Untraditional Entrepreneurs



Untraditional Entrepreneurs



Untraditional Entrepreneurs





Dine In - Dine Out - Call Ahead - Carry Out M - F 10am - 2:30pm 740-922-5177 222 Logan Street Dennison Ohio

HOME DAILY SPECIALS FULL MENU DESSERTS OUR DELI & CAFE OUR HISTORY RETAIL SALES & EVENTS



MANGIA E STATTI ZITTO

Come for lunch. Leave as a friend.

This is our dream. We're a second generation family business. We love great Italian food and enjoy meeting new people.

We use fresh ingredients to create our



Uhrichsville

- ▶ New Clay Museum Plan



Uhrichsville

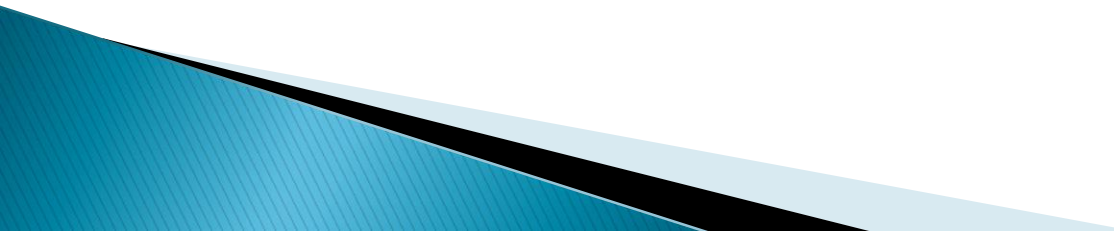
- ▶ Early Success: Extreme risk, 2008



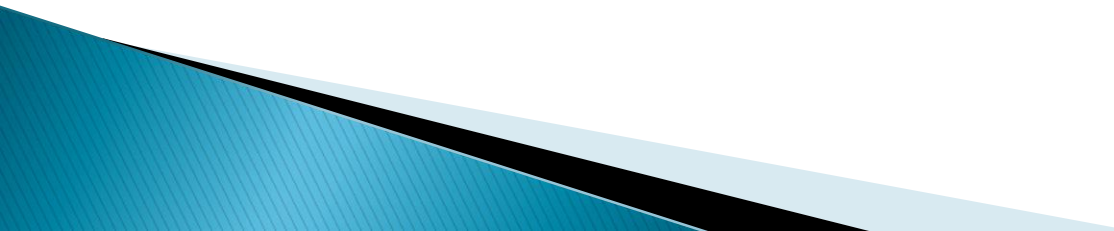
Uhrichsville



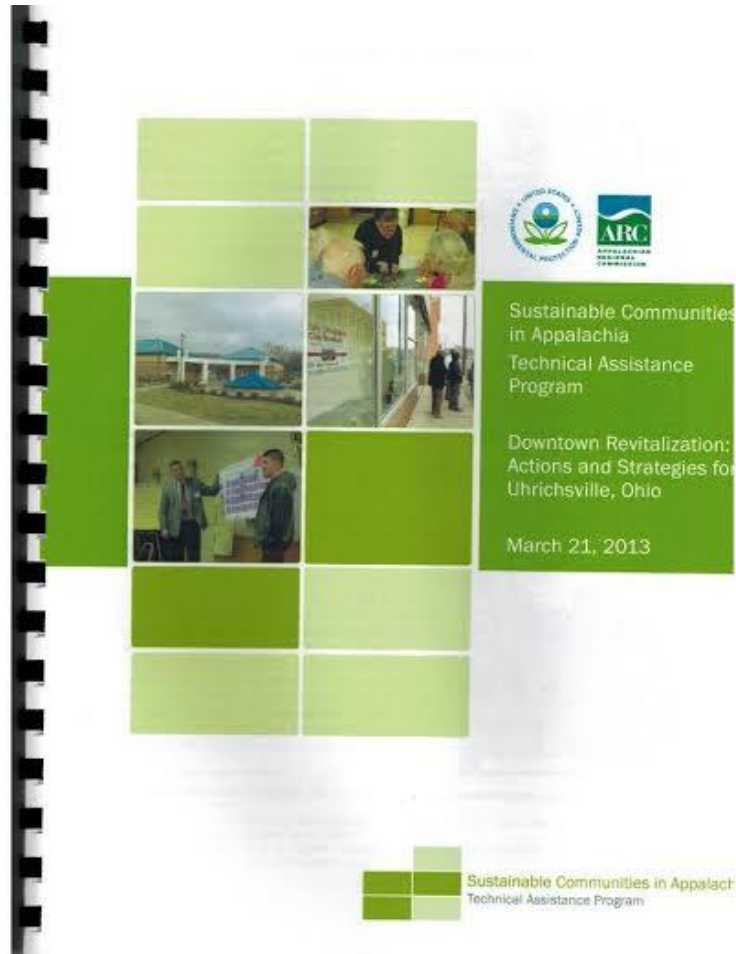
Place-based Initiatives to support community entrepreneurialism.

1. Community Planning.
 2. Community Participation.
 3. Creation of a nurturing environment for untraditional participation in business.
- 

Community Planning

- ▶ Twin City Tourism Corridor Plan
 - ▶ Panhandle Passage Trailway Plan
 - ▶ Museums Strategic Plans
 - ▶ Chamber of Commerce Strategic Plan
 - ▶ Revitalization Plan for Dennison & Uhrichsville
 - ▶ Dreamsville Downtown Development Plan
- 

Uhrichsville Revitalization Plan



Timeline:

30 years in Downtown Development:

Dennison Depot:

16
yrs

1984 – 1989

Dennison Yard:

2000

Tourism Corridor Plan

2007

Uhrichsville Clay Museum:

1-2
yrs

2007

Berni's Deli

2007

Uhrichsville Water Park, Trainmaster Inn

2008

Uhrichsville Revitalization Plan

2013

Panhandle Passage Trails, Phase I Opens

2013

Investors buy Uhrichsville Property

1 yr

2013

Friend of Southside buy Property

2013

Community Participation

2. Community Involvement



Dreamsville, USA



Welcome to Dreamsville, USA! Dreamsville was the nickname given to the communities of Dennison and Uhrichsville by the WWII soldiers that stopped on the troop trains at the Dennison Depot Servicemen's Canteen. The home town hospitality offered in every free cup of coffee and donut passed out was like a dream come true to homesick soldiers... and the name stuck! Today, that same home town hospitality is still alive at our unique restaurants, museums, water park and shops. Come visit us. We'll be seeing you... Dreamsville, USA!



Dennison Railroad Museum
Head to the Dennison Railroad Depot Museum for great family fun! Museum, restaurant, and gift shop. Open year round with events and Polar Express!

Uhrichsville Waterpark
Fun for the whole family!



Trainmaster Inn
Enjoy the charm of history with modern amenities.

Dennison Yard
Authentic Italian food at great prices.



Schoenbrunn Village
Where Ohio's first settlement began.

The Uhrichsville Clay Museum
Explore Uhrichsville's rich clay history when it was once the "Clay Capital of the World".



Creation of a nurturing environment for untraditional participation in business.

- ▶ Grow our own entrepreneurs with positive spirit of partnership.

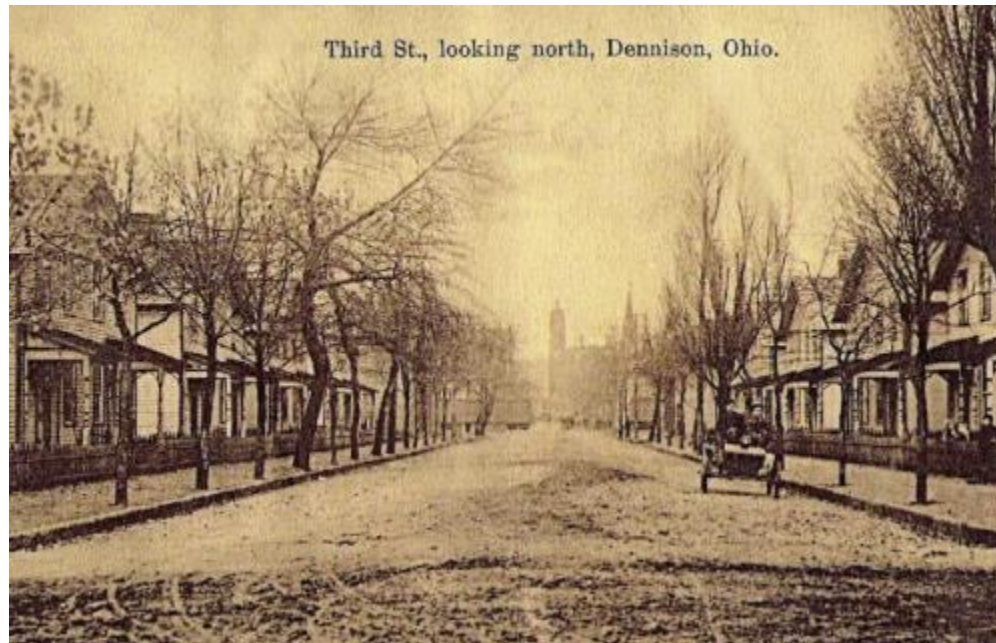


“Trail Project bridges gap between Dennison, Uhrichsville”,
Times Reporter, 2013.

Future Outlook on new entrepreneurial/business opportunities

- Downtown Development Vision Plan
 - Feasibility Study for Hotel
 - New Bed & Breakfast
 - New Uhrichsville Restaurant and Shops
 - Oil and Gas Refinery
- 

Historic Southside District



Impact

- ▶ **Tourism Dollars:**

Water Park: 42,500 visitors.

Depot: 10,500 in just 2 weekends, 1.5 million

- ▶ **Jobs**

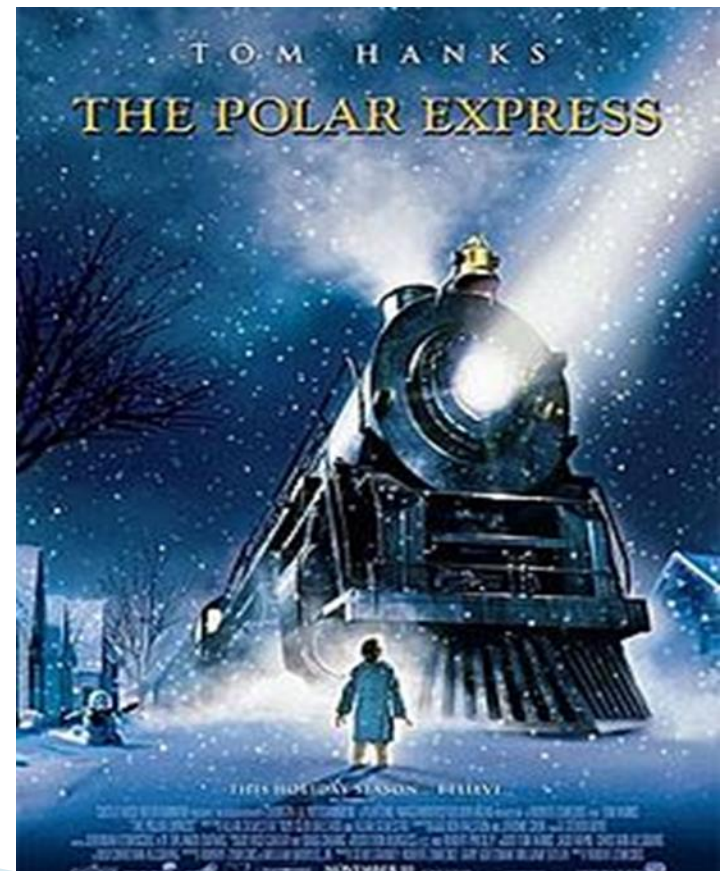
Water Park: 56

Museums: 15

Restaurants: 50

- ▶ **Pride**

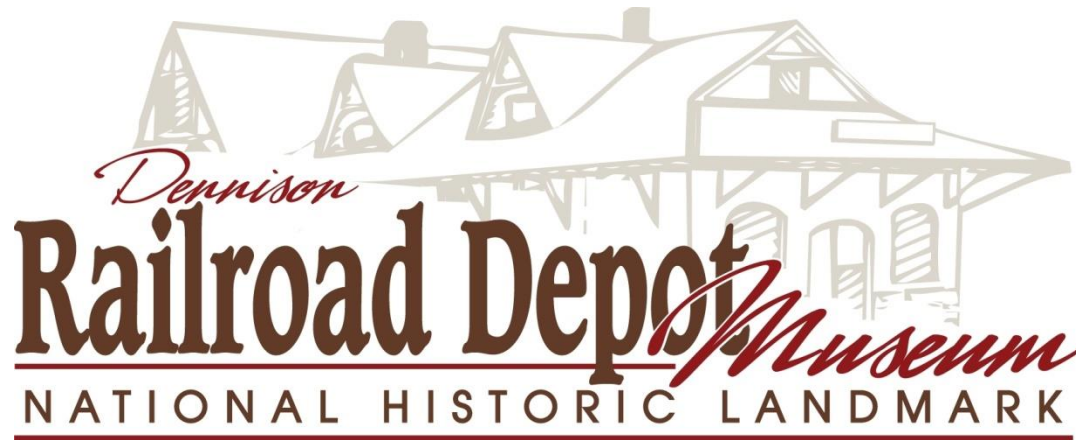
- ▶ **Sense of Place**



Quality of Life







Dennison

Railroad Depot *Museum*

NATIONAL HISTORIC LANDMARK

Your Turn #3

- What **place-based assets** could you develop to better support new or existing entrepreneurs?
- How have you invested to improve your **quality of place**? How have you engaged your entrepreneurs in the process?

QUESTIONS?



“And that, in simple terms, is how you start a small business.”