Rooting and Capturing Local Wealth:
Tools and Strategies to Make It Stick

15th Annual New Partners for Smart Growth Conference
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Portland, Oregon
WELCOME AND INTRODUCTIONS

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WEALTH BUILDING AS A SMART GROWTH STRATEGY
Creating Great Communities
Reinventing Economies
Values-Based Models
THE DESIGN PRINCIPLES
Goals of a Wealth Building Framework

#1 – **Create wealth**, broadly defined, and aspire to do no harm.

#2 – Root wealth in local people, places and firms through local ownership, control and influence.

#3 – Build **lasting livelihoods** by intentionally including people and firms on the economic margins.
How is wealth typically defined?

Wealth is not just money. Wealth is the reservoir of all assets that can contribute to the well-being of people, places or economies.
Wealth Components: Eight Capitals

- **Intellectual**
  - Knowledge and innovation

- **Individual**
  - Skills, education, health

- **Social**
  - Trust and relationships

- **Natural**
  - Natural resources

- **Built**
  - Infrastructure

- **Political**
  - Influence on decision makers and shapers

- **Financial**
  - Savings and investment

- **Cultural**
  - Traditions, customs and ways of doing

All are required to grow and sustain a healthy economy!
#2: Ownership Makes Wealth Stick

Capitals that are “owned” locally build wealth

• Benefits – e.g., income, know-how, better technology – flowing from local ownership of capitals can be re-invested and re-circulated locally, enriching many.

• Local ownership increases the chances of preserving local jobs.

• Local ownership is the anchor that helps wealth stick.

• Local ownership allows change to stick.
#3: Build Lasting Livelihoods

“Lasting livelihoods” means...

• Ability to overcome vulnerability, maintain dignity and control, take risks to seize opportunities.

• People at the margins are earning (and saving!) more.

• They have improved skills to qualify for higher-paying jobs and to build their careers.

• They are putting something aside for the future, e.g., building assets, so they are more resilient.
Wealth Building Blocks

• Work is about **Systemic Change** – this is not project work!

• Focus on tackling **root causes** to really transform your regional economy

• Building **deep collaborations**
  – Planning
  – Implementation
  – Problem solving
  – Across private / public sectors.

• Identify **individual-interest** of each collaborator

• Think **regionally** – wealth building opportunities may be **anchored in place** but bring new resources into community
Strategies to Sustain Wealth Building

• Start with market demand!
• Choose market opportunities with the greatest “wealth-building” potential
• Connect community assets to real market demand
  – Start by serving local demand – it may be more flexible
  – Find regional customers / demand partners to bring initiative to scale
• Map process and partners from input to end customer (value chain is a great tool)
• Identify the gaps – create opportunities for new entrepreneurs
Wealth Building Value Chains

Value Chain Coordinator

Market Information

Inputs/Production

Training / Processing

Distribution

Final Consumers

Enabling Environment

Social Economic

Support Products/Services

Business Financing

Technology
The Intermediary / Coordinator

Value chains do not self-organize.

- Hold and steward the **vision and values** of the value chain
- Build **relationships** among and between partners in the value chain
- Guide activities and partnerships to build **multiple** forms of capital
- Ensure **low-income** people and places participate and benefit
- Develop clear **measures** and **measurement system** early on to help focus collaborating partners and strengthen impacts
Voices from the Field
COUNTY WEALTH BUILDING
CASE STUDIES

A Tale of Two Products: Wine and Oysters in Cape May, N.J.
Leslie Gimeno, Planning Director
Cape May County, N.J.

Growing the Economy through Tourism in Cheatham County, Tennessee
Bridget Jones, Principal, Jones-Bridget Consulting
Nashville, Tenn.
Cape May County, New Jersey
A Tale of Two Products...
Wine & Oysters
Cape May County, NJ

Location:
• Within 3.5 hour drive of NYC, Philadelphia, Baltimore, DC

Demographics:
• 95,000 Permanent Population (declined 5% since 2000)
• 800,000+ Summer Population
• “Oldest” population in NJ

Economics:
• $5.7 Billion Tourism Industry
• 57% Total Jobs
• Unemployment 19% (Winter)
Land Use:
• Total 621 Sq Miles
  • 251 Sq Miles Land Area
  • 370 Sq Miles Water/Wetlands
• Barrier Islands
  • 10% of Total Land Area
  • 30 Miles Beaches
• $34.6B in Ratables
  • (72% of $47.5B County Total)
• 50% of Homes are Seasonal
• NJ Home Rule State
  • NJ State Plan - Smart Growth Based Plan
Roots of our Economy
Loss of Farms to Development = Shift in Industry
Wine Industry

- 6 Wineries
- 100 Acres of Vineyard
- 300 tons of Fruit
- 50,000 Gallons of Wine
- Unique Climate
  - Longer Growing Season / More Frost-Free Days
- Outer Coastal Plain AVA
- Growing Industry
  - 8% job growth projected
- Approximately $7 Million in Production/Year
- Demonstrated Success of Non-Traditional CMC “Crops”
Oyster Industry

- Rebounding Industry (Overharvest & Disease in 1900’s)
- 8 Farmers (7 Small / 1 Large)
- Rack & Bag System – Not “Wild Harvest”; 2 Year Production Cycle
- Labor Intensive Operation – 2x Daily – Considered “Hand-Raised”
- Production: 1 Million product/year – Could Expand to 10 Million / year
- Value: $1/Oyster current; $1m/year; Est. $5,200,000 Industry Impact
Why Do We Focus on Wine and Oysters?

• Economic Development in Support of Preserving Our Culture & Way of Life
• Compliments & Extends Tourism Industry
  – “Experiential Tourism” / Ecotourism
• Promote Synergies Between Local Products
• Proximity to Markets (PHL, NYC, BWI, DC)
• Demographic of “Demand”
Meeting the Demand

• Why Do People Choose Cape May Peninsula Wines & Oysters?
  – High Quality
    • Half-Shell Quality Oysters
    • Award Winning Wines
  – Farm to Table
  – Boutique Feel/Scale
  – “Down the Shore”
  – But also.......
They Demand an Experience
Our Assets

• Natural Capital
  – Microclimate, Soils, Water Supply (likened to Bordeaux, France)
  – Water Quality in the Delaware Bay
  – Atlantic “Flyway”

• Intellectual Capital
  – Knowledge of Farmers (both wine & oyster) - generations
  – Educational Institutions / Research
  – Commercial Fishing Industry

• Social Capital
  – Willingness to work together/Cooperatives
  – Small Networks – Local Knowledge

• Individual Capital
  – Local Ownership & Control of Vineyards & Oyster Farms
Initial Steps

- Industry Education / Research
- Identifying and Connecting with Assets – People, Places, and “Things”
- Site Visits and Experiences
- Facilitate Discussions
Challenges & Solutions - Wine

Challenges:
– Limitations on Retail Sales & Distribution
– Restrictions on Operations
  • Food Service
  • “Life Celebratory Events”
– Expense of Establishing & Operating Wineries

Solutions:
– Enhance Marketing Opportunities and Partnerships Through New AVA Designation of the “Cape May Peninsula”
– Support Cooperative Endeavors i.e. “Wine Week”, NJ Wine Growers Association Annual Festival
– Lobby for Regulatory Moderation - Support Expansion On-Site Marketing Activities / Right to Farm Protections
– Lease County-Owned Open Space for Grape Growing
Challenges: Oysters

- Cost of Operations for Small Growers
- State & Federal Regulations for Oyster Farms
Solutions - Oysters

– Form Cape May Oyster Coop
  • Share Resources & Become Unified Voice
  • County Grant for “Oyster Truck”

– Lobby for State Policy Changes
  • Make Aquaculture a State Priority
  • Appoint Ombudsman
  • One-Stop Permitting
  • Treat Aquaculture Like Farming (Not Wild Fisheries)

– Work with Local Farmers to Build Cape May Peninsula Brand
Solutions: Multi-Function Facility

- Visitor Center
- Local Products
- Working Element: Production / Packaging
- Education on Industries, County History
- Tasting / Retail Component
Wealth Building Outcomes


- **Intellectual Capital**: Growing Education and Training Programs to Prepare Workforce (CMCTHS & ACCC); training on both production & “end use”; Research Universities & Facilities (Rutgers, Haskins Lab, Aquaculture Innovation Center)

- **Individual Capital**: Enhanced Quality of Life & Opportunities = People Stay

- **Social Capital**: Building Partnerships & Cooperatives; Joint Marketing for Local Products
Wealth that Sticks...
Smart Growth Strategy

• Building Resiliency & Sustainability
  – Land Use & Economic Development
• Efficient Use of Resources by Cooperatives
• Regional Approach – “The More the Merrier”
• Multi-Function Facility – Capitalizing on Assets
• Regional Bike Path – Multi-Modal Connectivity to Community Assets Including Local Products
Working Together to Make Wealth Stick in Cape May County, NJ
Vision Cheatham
Economic, Business, Workforce Development Plan

Tourism Cluster

• Identify, Develop, Market Cheatham County Recreational and Cultural Assets to local, regional, national audiences
• Generate jobs, economic and business growth, increase sales tax revenue
Cheatham Tourism Plan
Cluster Economic Objectives

• Bring Revenue into County
• Create Tourism Industry
• Market Outdoor Recreation, Eco and Adventure Tourism, Cultural Sub-Clusters
• Target New Business Creation Local + Tourism
• Create New Jobs
• Leverage Urban/Rural Connection and Location
Key Natural and Cultural Assets
Cheatham Tourism and Targeted Economic Strategy

- Comprehensive inventory
- Gap Analysis Study for new Tourism Businesses
- Create Robust Tourism Infrastructure
- New Toolbox to enhance existing resources and recruit new businesses
- Marketing Materials
Barriers, Gaps, Bottlenecks

- Local Agency Capacity
- Ways to Create New Businesses
- Needed Investments
- Political Will

- New Community Leaders Involved
- New Value Chains
- Catalyst to do Projects and make Investments
Value Chains

• “Big C” County-wide recreational trail

• Co-market adventure tourism businesses

• Identify and market local Cheatham-made and Cheatham-grown products

• Build local arts and entertainment sector

Catalyst for Implementation!
Cheatham County Tourism Plan and Targeted Economic Strategy

Smart Growth Strategy

• Strengthen Existing Communities – Anchors
• Conserve and Make Profitable Open Lands and Natural Resources
• Guide New Development and Make Tourism Infrastructure Investments
• True Economic Development Project Quality of Life, Economic Growth, Wise Use of Fiscal and Land Resources, Targeted Programs and Investments
NETWORKING BREAK

Before you break, **name your sector!**
Write a sector you’d most like to explore on a card and hand in to Kathy or Deb.
Rooting and Capturing Wealth in YOUR Economic Sectors

When you return from break, find the table with the sector you are most interested in exploring using these wealth building principles.
TABLE EXERCISE AND SHARE BACK

<table>
<thead>
<tr>
<th>Share with others why you chose this sector - Do you have expertise or background in this sector? Do you want to learn more about it?</th>
<th>5 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Select one person from your table to record your discussion responses. Answer each discussion question by:</td>
<td>30 minutes</td>
</tr>
<tr>
<td>✓ Giving each person an opportunity to share their insights. If you have interest but no direct experience, it’s fine to pass!</td>
<td></td>
</tr>
<tr>
<td>✓ Using the short wealth building stories as inspiration.</td>
<td></td>
</tr>
<tr>
<td>Identify the one response to each question that you most want to share with the large group.</td>
<td>2 minutes</td>
</tr>
<tr>
<td>Report out to the large group.</td>
<td>8 minutes</td>
</tr>
</tbody>
</table>
QUESTIONS AND FEEDBACK

• What really resonated with you?
• What questions do you still have?
• What more would you like to learn to make this more useful to your smart growth work?
In 2015, the National Association of Counties and WealthWorks are joining with counties across the country to host five Prosperity Summits to generate creative solutions around local economic opportunities. During these one-day events, national experts convene with local leaders in rural and mid-size counties to provide an introduction to the WealthWorks framework, build strategies to strengthen relationships among local and regional players in community and economic development, identify ways to deepen and sustain local asset-based economic development and investigate ways to infuse equitable development principles into local economic strategies.
RESOURCES

Community Guide *A Place to Get Started, Now*

About This Guide

In 2015, the National Association of Counties (NACo), with support from the WealthWorks community, conducted five County Prosperity Summits across the U.S., working in partnership with county government agencies. The response from the summits was positive and a follow-up workshop was conducted at the NACo national conference in the summer of 2015.

During each one-day summit, WealthWorks practitioners came together with local leaders in rural and mid-size counties to provide an introduction to the WealthWorks framework, build strategies to strengthen relationships among local and regional players in community and economic development, identify ways to deepen and sustain local asset-based economic development and investigate ways to infuse equitable development principles into local economic strategies. You can learn more about each of the five County Prosperity Summits - with sector information, maps, images and other media from each event – by going to the NACo County Prosperity Summit website.

This guide was written to help you - county and municipal leaders and others engaged in economic development - understand the principles behind the WealthWorks framework and better access the tools and resources on the WealthWorks website so that you can bring this new way of doing economic development to your communities and regions. Using this guide, you can convene your own prosperity summit.
CLOSING

Thanks!

Please complete and hand in your evaluation!
FOR MORE INFORMATION

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