

Stronger Economies Together

Strategies for Building New Economic Opportunities

Module Seven: Exploring Regional Assets and Barriers

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Module Seven: Exploring Regional Assets and Barriers

Module Seven explores the regional assets and barriers to consider before finalizing regional goals.

Using the *Participants' Guide*

The *Participants' Guide* contains handouts designed to assist participants in planning their economic development effort.

Group Exercises

The group exercises not only help the participants understand the materials, but also provide a break from listening to the presenter while allowing the participants to get to know each other.

Slide 1: Group introductions; use ice breaker if desired

Slide 2: Reflecting on the last session

Slides 6-7: Tools to uncover hidden people assets (Handouts One and Two)

Slides 11-13: Uncovering Assets of Voluntary Associations & Local Formal Institutions (Handout Three)

Slide 16: Defining the capitals (Handout Four)

Slide 20: Linking Assets, Community Capitals, and Barriers (Handout Five)

Slide 21: Group Activity (Handout Six)

Slide 24: Final reflections

References

Beaulieu, L.J. (2002). Mapping the assets of your community: A key component for building community capacity. *SRDC Publication: 227*. Mississippi State, MS: Southern Rural Development Center. Retrieved from http://srdc.msstate.edu/trainings/educurricula/asset_mapping/asset_mapping.pdf

BusinessDictionary.com. (2011). *Voluntary associations: Definition*. Retrieved from <http://www.businessdictionary.com/definition/voluntary-organization.html>

Emery, M. & Flora, C. (2006, Spring). Spiraling-Up: Mapping Community Transformation with Community Capitals Framework. *Community Development: Journal of the Community Development Society*, 37, 19-35.

Etzen, D.S. & Baca-Zinn, M. (2001). *In conflict and order, understanding society*, (9th ed.). Boston, MA: Allyn and Bacon.



Flora, C.B. & Flora, J.L. (2008). *Rural Communities: Legacy and change* (3rd ed.). Boulder, CO: Westview Press. Retrieved from <http://www.soc.iastate.edu/staff/cflora/nrcrcd/capitals.html>

Jacobs, C. (2007). Measuring success in communities: Understanding the community capital framework. *Extension Extra*. South Dakota State University. Retrieved from <http://agbiopubs.sdstate.edu/articles/ExEx16012.pdf>

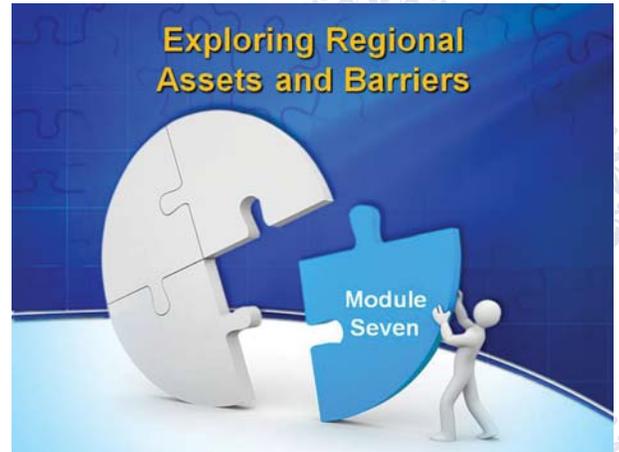
Kretzmann, J.P. & Mcknight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

Instructions:

Module Seven explores the regional assets and barriers teams need to consider before finalizing regional goals.

Script:

“This module, Exploring Regional Assets and Barriers, will familiarize you with 1) the important tools available to help discover the variety of assets existing in the region and 2) the possible barriers that might impede the successful pursuit and achievement of your team’s regional goals.”



Slide: 1

Time: 15+ Minutes. Have this slide showing as participants enter the room.

Instructions:

Ask the group to reflect on the previous module, Exploring Strategies for Enhancing the Regional Economy. Not only do these questions serve to refresh people’s memory of the key concepts covered in Module Six, but they also allow participants to share some of their reflections about the last session, especially if they’ve had a few days to think about some of the ideas, data and strategies addressed.

Script:

“Before focusing on the important items in today’s session, let’s take a minute to reflect on what happened since the last module. As you may remember, the main focus of Module Six was exploring a variety of economic development strategies that can build on or complement the cluster(s) that your team may have found existing in the region.

- Any thoughts on the CARE economic development approaches presented to you in Module Six (i.e., entrepreneurship, business retention and expansion, community-business matching model, etc.)?
- Do you feel any of these strategies might help support and strengthen the region’s economic cluster(s)? If so, in what way? Will some help reduce economic leakages?
- What activities completed since the last SET meeting would you like to share with the entire team? Let’s get an update of what progress you’ve made on these assignments.
- Any other comments you want to share about Module Six?

[Allow for discussion.]

Thank you for offering your valuable insights on the last session. Now, let’s get started with Module Seven.”

Reflecting on the Last Session

- Since Module Six, have you:
 - Identified potential economic development strategies that might be a good fit?
 - Determined if these strategies will support or strengthen your region’s economic clusters?
 - Completed any other assignments?
- Other thoughts or comments?



Slide: 2

Time: 10 Minutes

Instructions:

Briefly cover each of the bullet points on this slide.

Script:

“We have a lot of good information to cover in Module Seven. First, I’ll introduce you to the asset-based community development (ABCD) approach which includes a discussion of the four areas of regional assets and resources. Next, I’ll highlight the seven community capitals and outline the value of linking the asset-based community development process with the seven community capitals framework. Finally, you will have the opportunity to apply the ABCD and community capitals concepts to your region, a process that will help you discover the many regional resources that can be tapped to help meet your team’s regional economic development goals. At the same time, we will honestly assess barriers that might threaten your team’s regional efforts.”

What Module Seven Is All About

- Introduce asset-based community development (ABCD)
- Discuss the four parts of the ABCD process
- Show the link between the ABCD process and the seven community capitals framework
- Introduce a tool to identify regional assets, capitals, & barriers that can impact the success of the regional economic development plan

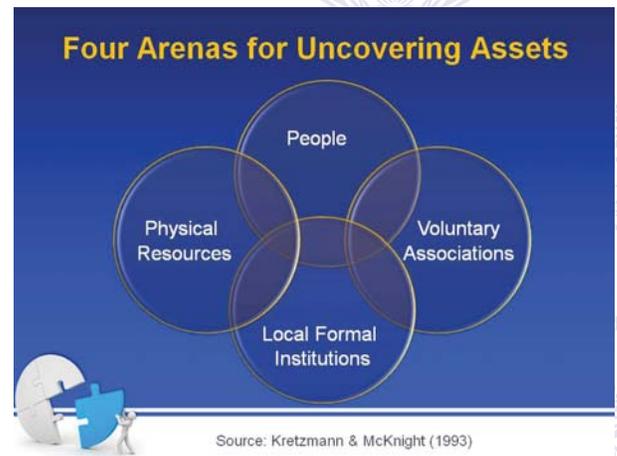


Slide: 3

Time: 1 Minute

Instructions :

This information is adapted from a volume by John Kretzmann and John McKnight titled, *Building Communities from the Inside Out*. Published in 1993, this book helped launch the growth of the asset-based community development movement in the U.S. and in a host of countries across the globe. It remains a highly respected process relevant for communities and regions of all types – rich or poor; urban or rural; demographically diverse or not; growing or declining, etc. This slide introduces the basic framework for doing asset mapping. Simply put, we seek to discover the capacities of individuals, voluntary associations, and local formal institutions, as well as the breadth of physical resources that exist in the region.



Slide: 4

Time: 1 Minute

Source:
Kretzmann, J.P. & McKnight, J.L. (1993). *Building communities from the inside out: a path toward finding and mobilizing a community's assets*. Chicago, IL: ACTA Publications.

Script:

“The assets that exist in a region, or its communities and counties, can be discovered in the following four arenas:

- People
- Area physical resources
- Voluntary associations
- Local formal institutions

Let me provide you with a bit more detail on each of these in the next few slides.”

Instructions:

This slide introduces the asset-based community development (ABCD) approach – including the value of uncovering the talents and skills of both key leaders and of regular citizens.

Script:

“Successful regions and communities seem to find a way to get people involved in local improvement activities. The asset-based community development (ABCD) approach argues that many local people who have skills and talents can be mobilized to help carry out the activities necessary to achieve your regional goals. You just have to take the time to identify the visible, as well as the more hidden, assets of local people.

Certainly, the most obvious assets are among those who serve in important positions in the local area such as business, education and government leaders. Others, because of their family history or reputation, are seen as influential people. At the same time, we have a sizable number of local people whose skills and talents are rarely, if ever, mobilized for the purpose of helping improve their communities or regions. The ABCD approach reminds us to tap both traditional and nontraditional people resources to take an active part in the regional initiatives.”



Slide: 5

Time: 2 Minutes

Instructions:

Introduce the regional team to two tools that have been developed to uncover the skills of individuals who may be valuable in helping carry out a variety of local community and economic development activities. Handout One: Capacity Inventory of Individuals identifies the skills, talents and interests of individuals across a variety of job-related categories. Handout Two: Community Participation and Leadership Inventory helps find people who have the beginning seeds of community leadership. Encourage the team to use either or both in the regional planning and implementation activities.

Script:

“How might your team find local people with the talents and skills to advance your regional development goals and strategies? Two important tools will help you with that challenge. I’ll distribute Handout One: Capacity Inventory of Individuals and Handout Two: Community Participation and Leadership Inventory, and we’ll discuss them in more detail in the next slide.”

[Distribute handouts. Move to the next slide that offers, in table form, information on each of these tools.]



Slide: 6

Time: 2 Minutes

Handouts:

One- Capacity Inventory of Individuals

Two- Community Participation and Leadership Inventory

Source:

Beaulieu, L.J. (2002). Mapping the assets of your community: A key component for building community capacity. *SRDC Publication: 227*. Mississippi State, MS: Southern Rural Development Center. Retrieved from http://srdc.msstate.edu/trainings/educurricula/asset_mapping/asset_mapping.pdf

Instructions:

Briefly highlight the information outlined in this table. Encourage the team members to use these handouts after the session to gather important information from community residents.

Script:

“This table highlights what the two people tools are designed to do and why they are important to your regional efforts.

Capacity Inventory of Individuals: Helps identify the full spectrum of skills, talents, and interests that local residents have developed at work, school, home, or other community venues. Individuals are asked to identify those skills/talents in which they feel they excel or ones they most enjoy using.

Community Participation & Leadership Inventory: Finds a pool of potential leaders and volunteers in the region. A large number of people who have not taken community leadership roles embody the qualities that make them ideal candidates. All it takes is an opportunity to exercise these talents or to be asked to contribute to some worthwhile regional effort. Many of these individuals have had a modest amount of involvement in community activities, civic clubs, parent/teacher groups, or other organization-related activities. These experiences, however limited in their nature, provide the building blocks for expanding leadership in the region.

Applying this second tool helps locate people who have had some type of active involvement in one or more of the organizations highlighted in this inventory or who have worked on specific issues of importance to their neighborhoods or communities. These efforts represent the very seeds of leadership. Handout Two can help your regional team uncover the leadership potential that exists in local people, including those who have been historically left out of decision-making activities. The key is to make sure these individuals are offered the opportunity to further advance their leadership skills and to be part of your broader, more inclusive regional team.

If you remember in Module Three, we discussed the need to have a succession plan in place – a way to get new people and new perspectives added to your regional team at some point. This inventory can also assist in locating these potential new regional team members.”



Tool	What It Does	Why It's Important
Capacity Inventory of Individuals	Zeroes in on the skills people have developed	Finds people with the skills needed to get projects and programs implemented
Community Participation and Leadership Inventory	Finds emerging leaders and uncovers leadership potential in the region	Expands leadership and broadens the number of people working on regional goals

Slide: 7

Time: 1 Minute

Handouts:

One- Capacity Inventory of Individuals

Two- Community Participation and Leadership Inventory

Source:

Beaulieu, L.J. (2002). Mapping the assets of your community: A key component for building community capacity. *SRDC Publication: 227*. Mississippi State, MS: Southern Rural Development Center. Retrieved from http://srdc.msstate.edu/trainings/educurricula/asset_mapping/asset_mapping.pdf/

Instructions:

Discuss some of the elements of the physical resources asset mapping step.

Script:

“The physical resources asset mapping arena includes a variety of resources, both natural and human-made. A few are listed on the slide, such as water resources (rivers, lakes, oceans), land areas (farms, mountains, forestlands), and sites of historical or cultural importance. Vacant and under utilized buildings are also included. From the ABCD perspective, these vacant facilities are not eyesores in a community, but assets that can be used for new and innovative purposes (such as business incubators). Also, the quality and variety of the housing stock and of the region’s road/transportation system are important physical resource considerations. Finally, important educational, workforce, and health-related structures are viewed as critical assets. What other types of physical resources are in this region?”

[Allow for brief discussion.]

Physical Resources Natural & Human-Made

Physical
Resources

- Water and land-related amenities
- Vacant and underutilized buildings
- Historical & cultural sites; museums
- Recreational facilities; parks
- Housing stock
- Educational centers; health facilities
- Roads & transportation systems



Slide: 8

Time: 5 Minutes

Instructions:

Highlight the important characteristics of voluntary associations listed on the slide.

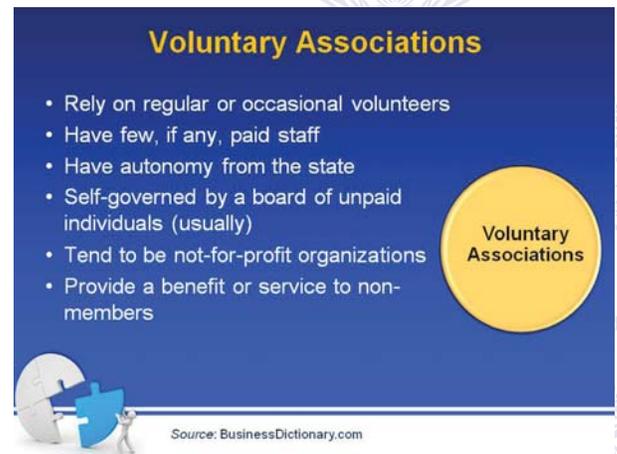
Script:

“Let’s define what is meant by voluntary associations:

Voluntary associations represent groups that work together on matters of shared interest. Some common features of voluntary organizations are outlined in our slide:

- Rely on regular or occasional volunteers
- Have few, if any, paid staff
- Have autonomy from the state
- Are self-governed by a board of unpaid individuals (usually)
- Tend to be not-for-profit organizations
- Provide a benefit or service to non-members

Certainly, voluntary groups can help promote the betterment of any neighborhood, community, or region, and it’s often through these types of groups that people are first willing to contribute their time and skills to worthy causes.”



Slide: 9

Time: 2 Minutes

Source: BusinessDictionary.com. (2011). *Voluntary associations: Definition*. Retrieved from <http://www.businessdictionary.com/definition/voluntary-organization.html>

Instructions:

Showcase the definition of local institutions.

Script:

“It’s not always easy to figure out what we mean by local community institutions. They are formal organizations that carry out, on an ongoing and persistent basis, activities to meet the important needs of local residents. Having strong local institutions can help a region and its communities survive and thrive. When local institutions are weak or absent, the vitality of a region and its communities can be jeopardized. In general, social scientists identify five primary institutions found in most societies – family, education, economy, political, and religion.”



Local Institutions

Local Formal Institutions

Formal organizations that:

- Provide programs, facilities and services to meet needs of residents
- Carry out functions vital to long-term community sustainability
- Influence the region's vitality by their presence and strength

Source: Etzen and Baca-Zinn, 2001; Sparknotes.com, 2006

Slide: 10

Time: 1 Minute

Source:

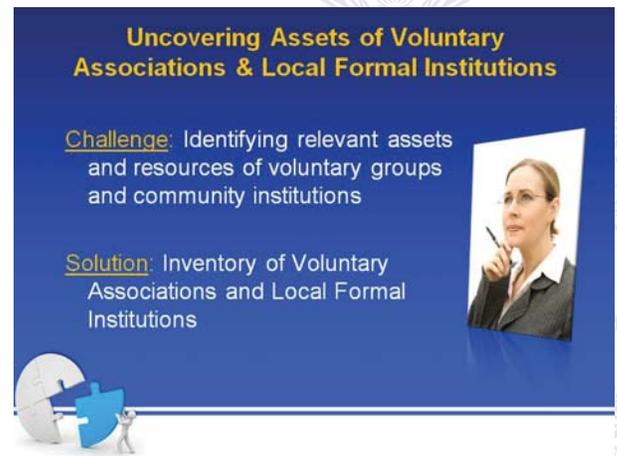
Etzen, D.S. & Baca-Zinn, M. (2001). *In conflict and order, understanding society* (9th ed.), Boston, MA: Allyn and Bacon.

Instructions:

Begin a discussion of Handout Three, a specific tool that can identify the voluntary associations and local formal institutions that could be helpful in advancing the regional priorities.

Script:

“Now that we briefly defined both voluntary organizations and local formal institutions, you realize that it can be a challenge to identify the relevant assets these groups can bring to your regional effort. Use Handout Three: Inventory of Voluntary Associations and Local Formal Institutions to help gather information about these organizations in your region. The next slide explores the information the survey collects.”



Slide: 11

Time: 1 Minute

Handout Three: Inventory of Voluntary Associations and Local Formal Institutions

Instructions:

Building on the work of Kretzmann and McKnight (to whom we referred in an earlier slide), we've developed a list of key information that the regional team might want to collect on the voluntary associations and local formal institutions found in the region. Discuss this list with the team, sharing the additional information outlined in the script. Once you've reviewed the list and examined Handout Three, ask if they want to make any adjustments/additions to the form. If changes are recommended, the group should modify the document and then be prepared to implement it in their region.



Information Collected

- Mission or purpose
- Physical location
- Number of members and/or employees
- Current & planned activities or programs
- Partnering organizations
- Current resources:
 - Buildings
 - Equipment
 - Expertise
 - Grants, donations
 - External resources

The slide includes several small images: a globe, a group of people in a meeting, a classroom, a piggy bank, and puzzle pieces.

Slide: 12

Time: 7 Minutes

Handout Three: Inventory of Voluntary Associations and Local Formal Institutions

Script:

“The key information to collect from relevant local voluntary associations and formal institutions are listed on this slide:

Mission & Purpose: Helps us determine if their mission is consistent with the efforts of your regional team.

Physical Location: Understanding the geographic distribution of voluntary associations and key local institutions can aid in inviting and mobilizing groups across the region.

Number of Members/Employees: These represent important ‘people’ resources this organization can access to help carry out various activities associated with your regional efforts.

Current & Planned Community-Oriented Activities/Programs: The organization may have important projects or programs that can complement or add value to your regional goals and strategies. No need to re-invent the wheel. If projects or programs that you need to support your regional efforts are already in place, tap the expertise of these organizations/institutions to be part of your team’s work in the region. Likewise, taking a look at the activities they have planned over the next 3-5 years can help you determine if their plans complement some of the goals and activities your SET team may be thinking of pursuing.

Script (Cont.):

Groups with Which the Organization Works Closely

(Partners): Networking, networking, networking! It is always a good idea to involve organizations with extensive networks of contacts that can mobilize to support your regional efforts. By inviting a key organization to be part of your team, you are, in essence, expanding your reach to the many other groups and people with whom this organization works.

Current Resources: As you work in the region, knowing what groups have facilities available for meeting space or computer labs for training activities is helpful. Furthermore, knowing the specific areas in which these groups have technical or subject-matter expertise could be quite useful as you pursue your regional activities. Certainly, knowing if they have grants or monetary resources that can be tapped to support your regional work is quite important. For example, some may have funds that can be used to create micro-loan or angel investment programs needed to help support local entrepreneurial activities. Others may have strong working ties with federal agencies with grant funds or low-interest loans to support local and regional efforts. Finally, some groups may be linked to larger national organizations that have grants to support regional economic development activities.

Your team can use this key information as you develop your regional economic development plan.”

Information Collected

- Mission or purpose
 - Physical location
 - Number of members and/or employees
 - Current & planned activities or programs
 - Partnering organizations
- Current resources:
 - Buildings
 - Equipment
 - Expertise
 - Grants, donations
 - External resources

Slide: 12 continued

Time: 7 Minutes

Handout Three: Inventory of Voluntary Associations and Local Formal Institutions

Instructions:

Please use either one of these options with the regional team members.

Option 1:

We want to demonstrate the value and utility of Handout Three: Inventory of Voluntary Associations and Local Formal Institutions. Ask the regional team to identify the different voluntary groups and/or formal institutions to which they currently belong (i.e., Red Cross, Kiwanis, Jaycees, women's faith sharing group, soccer club). List all of these on a flip chart. Once the list is complete, pair up a person who does not belong to a particular voluntary associations or formal institutions with a team member who does belong to that organization. Ask the nonmember to use Handout Three to interview the member. Have the interviewer record the information on the handout. [NOTE: If you have more people who aren't involved in any type of voluntary or formal organization, have additional group members observe the interviews.]

While the interviews are taking place, post 5-6 flip chart sheets labeled "Current Community Projects" and 5-6 sheets labeled "Future Community Projects" around the room. After about 15 minutes of interviewing, stop the discussions and ask the interviewers to write the following on the designated charts:

Current Community Projects:

- a. Name of the organization discussed.
- b. 2-3 community-related activities the organization is doing right NOW (brief description)

Future Community Projects:

- a. Name of the organization discussed.
- b. Specific community improvement activities the organization hopes to get off the ground within the next 3+ years (brief description)

Debrief: When the posting to the charts is completed, ask the entire team to walk around and review the information. After a few minutes of reflecting, ask for their comments about the information. Any surprises? Do they see the value of taking time to collect this type of information from relevant voluntary associations and formal institutions in the region?



Slide: 13

Time: 30+ Minutes

Instructions (Cont.):

Option 2:

Have each person complete the form, and then have them post information on flip charts located around the room with different topics listed on each of the sheets:

- (1) **Organizations or institutions** to which you belong;
- (2) organization or institution **current activities** relevant to community and economic development efforts;
- (3) organization or institution's **future activities** related to economic development; and
- (4) **external resources** that the organization or institution can access that could contribute to regional community or economic development initiatives. Once charts are complete, debrief as described above.

This activity is designed to help the group realize the value of gathering this information since various groups may focus their attention on issues similar to those being considered by the SET regional team. By linking the hard work of these organizations, the team increases the level of resources and energy that might be available to tackle these issues of shared interest in the region.

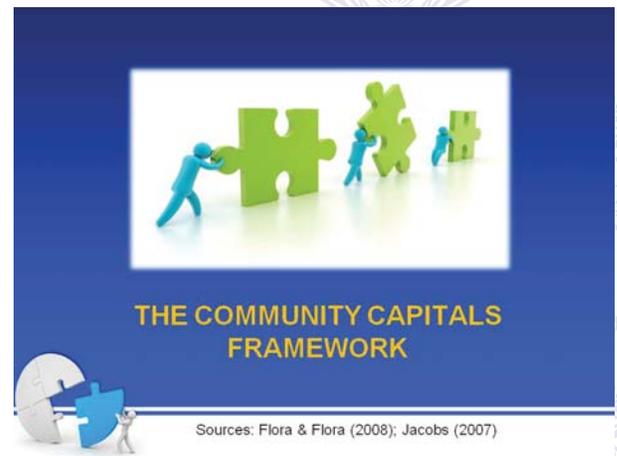


Slide: 13 continued

Time: 30+ Minutes

Instructions:

After completing the discussion of community asset mapping, introduce another framework developed by Cornelia and Jan Flora, two community sociologists at Iowa State University. They note that communities have seven different types of “capitals” that serve as resources for a community or region. Use this slide to introduce the community capitals concept to the team.



Script:

“Now that we’ve explored the four types of assets in a community or region, we want to examine a second important framework that focuses on ‘community capitals.’ Developed by Cornelia and Jan Flora from Iowa State University, the framework suggests that the lifeblood of any community or region is shaped by the availability and strength of seven types of capitals. These capitals are resources that can be invested or utilized for the pursuit of positive changes in a community or region.

What are these seven capitals?” [Go the next slide.]

Slide: 14

Time: 1 Minute

Sources:

Flora, C.B. & Flora, J.L. (2008). *Rural Communities: Legacy and change* (3rd ed.). Boulder, CO: Westview Press. Retrieved from <http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html>

Jacobs, C. (2007). Measuring success in communities: Understanding the community capital framework. *Extension Extra*. South Dakota State University. Retrieved from <http://agbiopubs.sdstate.edu/articles/ExEx16012.pdf>

Instructions:

Name the seven community capitals and pose the question below.

Script:

“The seven capitals include Natural, Cultural, Human, Social, Political, Financial, and Built Capitals.

Why should we even care about the seven forms of capital in a community or region? [Invite comments.]

The reason is pretty straightforward. Research has shown that places that invest in and strengthen these capitals help contribute to vibrant communities and regions, including the development of strong economies and a high quality of life.”



Slide: 15

Time: 5 Minutes

Instructions:

Distribute Handout Four: The Seven Types of Community Capitals and have participants follow along as you briefly discuss the different capitals. The handout provides participants with a bit more information, including examples of each type of capital.

Script:

“Let me quickly review the definition of each of the seven community capitals. The slide provides a synopsis of each, and Handout Four provides a bit more detail, including some specific examples.

The biggest payoff for a region occurs when it is able to strengthen as many of these capitals as possible. Regions that maintain many of these capitals are more likely to have vibrant communities and strong, sustainable economies. Think about communities you know that are doing well, and I can almost guarantee that you will discover that they rate pretty high on several of these community capitals.”

[Invite participants to share their observations on prospering communities and discuss which of the capitals they believe are strong in these communities.]

Defining the Capitals

Capitals	Definition
Natural	Quality & quantity of natural & environmental resources
Cultural	Values, norms, beliefs & traditions; includes historic material goods
Human	Education & skills of residents; learning opportunities, programs to build local leadership
Social	Connections among people & organizations; links inside & outside of region
Political	Ability to influence & enforce rules and regulations. Access to influential people in govt. positions; level of citizen engagement
Financial	Financial resources available for development efforts
Built	The infrastructure of the region – facilities, services, physical structures.

Slide: 16

Time: 8 Minutes

Handout Four: The Seven Types of Community Capitals

Instructions:

The scenario in the script demonstrates the “spiraling up” associated with community capitals.

Script:

“One question that often comes up is something like this: ‘Is there a specific community capital that a region should try to invest in first, versus some other community capitals?’ The answer depends on the unique strengths and needs of each region. In other words, there is no one size fits all when it comes to which capital should be given precedence in the region over other community capitals. The region has to take stock of which capitals need immediate attention.

We know from past research studies that investments made in strengthening a specific type of community capital can often spur improvements in other community capitals.

Let’s assume for a moment that local leaders have reached out to a diversity of people in the region, seeking input on what should be included in their strategic plan for the region. The effort to touch base with more people strengthens communications and dialogue between local leaders and residents. In fact, local leaders decide to meet every three months with various communities and groups as a way to secure input and ongoing feedback from local residents. This activity brings about positive changes in two capitals – political and social. People feel more connected to local government and community leaders (political capital), and this helps build a greater amount of trust among these groups (social capital).

Let’s further assume that during these discussions, local residents urge the local leaders to focus attention on retaining and expanding local businesses and investing in new entrepreneurial ventures, so exciting new innovations can be launched in the region. The local leaders, working with the local chambers of commerce, economic development organizations, Extension community development educators and community college staff, launch a comprehensive business retention/expansion program. The team visits with local businesses and firms to find out what could be done to help sustain and build these enterprises. As a result, training and technical assistance is provided to these businesses, which improves the human capital skills of the business owners and of their employees. A local bank, when informed that some of the local firms are hoping to expand their operations, works with



Slide: 17

Time: 15 Minutes

Source: Emery, M. & Flora, C. (2006, Spring). Spiraling-Up: Mapping Community Transformation with Community Capitals Framework. *Community Development: Journal of the Community Development Society*, 37, 19-35.

Script (Cont.):

these businesses to secure the financial capital needed to grow their businesses. The improved financial position of these businesses allows them to lend more support to local schools and other worthwhile community programs (thus contributing to social capital). Furthermore, the fact that these firms don't close their doors means that local buildings are not vacated, thus helping keep these built capital resources in productive use.

The other major effort local leaders implement is an entrepreneurship program. With the help of the community college, chambers of commerce, the school system, and civic leaders, an incubator site is established at the local community college. The program targets high school students to adults. The community college has mentors to help the entrepreneurs, and it creates an entrepreneurship support network to allow existing and potential entrepreneurs to seek advice and assistance from one another (human and social capital). To help with start-up funds, banks and the community foundation create a low-interest program (financial capital).

With the launch of the entrepreneurship initiative, talented youth and adults begin to stay in the region. Also, the effort attracts people with good education and workforce skills to the region. The influx of these talented individuals helps expand the human capital assets of the region.

Through this example, you can see how the initial effort by local leaders to reach out to citizens creates a domino effect, stimulating a variety of activities that have positive impacts on many community capitals. This symbolizes the spiraling up that occurs when you decide to strategically invest in one or more of the capitals. These investments have a catalytic effect on several other community capitals.”



Slide: 17 continued

Time: 15 Minutes

Source: Emery, M. & Flora, C. (2006, Spring). Spiraling-Up: Mapping Community Transformation with Community Capitals Framework. *Community Development: Journal of the Community Development Society*, 37, 19-35.

Instructions:

Guide the team in identifying some of the constraints or barriers that may interrupt or interfere with realizing their regional goals or strategies. While knowing the assets and strengths of the region is important, recognizing those factors that can serve as roadblocks for the regional team is equally important.

Script:

“We’ve discussed ways to identify regional assets and then classify them according to which capital they most closely align. However, it is important to acknowledge potential roadblocks that you might face in the region and to anticipate these barriers, so you can be prepared to address them before pursuing your goals. Keep in mind that some of these barriers might be either present in the region or outside of the region (such as one of the state agencies).”

Exploring Possible Barriers: The Other Dimension to Consider



Are there forces that might hinder achievement of your regional goals or strategies?

- Factors within the region?
- Factors outside the region?

What can be done to address these possible barriers?



Slide: 18

Time: 1 Minute

Instructions:

We want to build on the work from Modules Five and Six. Module Five provided the team with a detailed analysis of existing and/or emerging clusters. Module Six outlined a variety of strategies the SET team might consider to strengthen one or more of these clusters – including ways to plug the economic leakages associated with the cluster(s).

We want the group to select one of the strategies they hope to pursue to build on one of the region’s economic clusters. Take them through a process to discover some of the regional assets that can be mobilized to help the team pursue this strategy, and get them to consider some of the barriers they may confront as they seek to carry out the strategy in the region.

Script:

“We will build on the important work and discussions that took place in Modules Five and Six. Module Five provided some valuable insights on your region’s cluster(s). In Module Six, you explored strategies that might help build on that cluster(s), including ways to reduce the economic leakages associated with the cluster(s).

Right now, focus on one important strategy that your SET team proposes to explore. I am especially interested in an effort that will add value to the region’s cluster, as well as reduce the economic leakages associated with that cluster.

What strategy should you address? [Ask for input and then have the group decide on one strategy they want to select for this team exercise.]

Now that you have a strategy in mind, I want to introduce you to a tool that can help improve that strategy’s success. This tool details

1. the variety of assets that might be available to support your strategy
2. the different capitals these assets represent
3. the barriers that might interfere with your team’s ability to get the strategy off the ground.

Let me share with you an example of this tool so that you can get a better idea of its potential value to your team.”

[Move to the next slide.]

Supporting Your Regional Cluster: Locating Assets, Determining Barriers



- Think of the cluster(s) you analyzed in Module Five and the CARE strategies introduced in Module Six.
- What key strategies could be pursued to help reduce the cluster’s economic leakages?
- Using one strategy, map the associated regional assets, community capital resources, and barriers.



Slide: 19

Time: 10 Minutes

Instructions:

Distribute Handout Five: Linking Assets, Community Capitals and Barriers, and walk the group through the example.

Script:

Stronger Economies Together Participants' Guide
Module Seven: Exploring Regional Assets and Barriers
Handout 5: Linking Assets, Community Capitals, and Barriers
Slide 20

Regional Cluster Strategy: Business Incubator Center
Establish a public/private funded business incubator center in the region and house 15 business start-up firms in the facility (by December 2014) that provide goods/services to the region's cluster.

Types of Regional Assets	Regional assets that can help support this goal	Type(s) of capital each asset represents	Barriers that might prevent goal from being met?
People	1. John Smith, Chamber of Commerce 2. Dr. Jones, Community College President 3. Community college faculty 4. Elected government leaders (city/county) 5. Industry leaders	1. Human, Social 2. Human 3. Human 4. Financial, Natural, Built 5. Social financial, Human	• Citizens opposed to local governments investing tax monies in this initiative • Lack of coordination among local government leaders
Voluntary Associations	1. SCORE Chapter 2. Entrepreneur Network 3. Entrepreneurs Foundation 4. Junior Achievement 5. School PTAs	1. Human, Social, Cultural 2. Human, Social 3. Financial 4. Human 5. Human, Social	• Chambers of Commerce fighting to have the incubator facility in their community • Lack of coordination among volunteer organizations to support entrepreneurs
Formal Institutions	1. Community College Business Center 2. Community Bank and Trust 3. Community Foundation 4. City/county governments 5. State Econ. Dev. Regional Office	1. Human, Financial 2. Financial 3. Financial 4. Financial, Natural, Built 5. Built, Human, Natural	• Banks reluctant to lend money for the facility • Decline in state support for regional economic development activities
Physical Resources	1. Empty Wal-Mart Building 2. Community College Incubator Center 3. Public Library Computer Lab 4. School meeting rooms/labs	1. Built 2. Built, Human, Social 3. Built, Human 4. Built	• Cost to retrofit the building • Demand on library lab makes availability difficult • School leaders reluctant to allow buildings to be used for adult training activities

Slide: 20

Time: 10 Minutes

Handout Five: Linking Assets, Community Capitals, and Barriers

“I want to provide you with an example of how assets, community capitals, and barriers can be captured in a single table when considering a specific regional strategy. As you can see, the strategy listed on Handout Five is to create a business incubator center, funded by public/private investments, that will house in the facility by December 2014 15 business start-up firms that can provide goods and services to the region’s cluster. From what we discussed in Modules Five and Six, this strategy is designed to invest in businesses that represent import substitution activities.

Next, list assets in the region that could help with this strategy, classified by the four major types discussed in this module – people, voluntary associations, formal institutions, and physical resources. Then, label which community capitals these assets appear to best represent. Please note that some assets can represent more than one type of community capital.

Let me provide an example from Handout Five that will help you interpret the information contained in this table. For example, the table indicates that some of the assets available to work on the business incubator center are city and county governments (listed under formal institutions) and their elected leaders (such as city and county commissioners/supervisors listed under people assets). They control at least three community capitals relevant to this effort: (a) financial capital since they have government funds that could be used to support the incubator center, or they could levy taxes to help pay for part of the cost of such a center; (b) water and/or energy resources needed by the center which represent natural capital; and (c) built capital, as they own a facility that could be used to house the center.

At the same time, local governments could be a possible barrier. Unless city and county governments agree to work together on the business incubator center, it is quite possible that they can impede its creation because they can’t agree on whether it should be done or where in the region it should be located.”

Instructions:

Have the SET team begin to work on the top strategy they selected a few minutes ago. Note that there are two options for completing this activity. We recommend that you start with the first option. Once the team has had a chance to get oriented to this tool, then have them use Handout Six to gather information on the asset/capitals/barriers associated with other strategies the team is considering as part of its regional economic development plan.

Activity:

Distribute copies of Handout Six, and use one of the following strategies for completing this activity.

Option 1:

Divide the participants into 5 small groups of equal size. Assign each group a flip chart paper posted on the wall labeled with one of the four assets (such as people or voluntary associations). A fifth flip chart sheet should be labeled Barriers.

Indicate that they should build a list of assets and barriers related to the regional strategy they've selected. The first four groups should list the people, voluntary associations, formal institutions and physical resources, as their poster indicates, that could be involved in helping with the strategy. The fifth group will focus on the barriers that might interfere with the implementation of the regional strategy the team has selected for this exercise.

[NOTE: For those working on the four types of assets, ask them to label each asset with the first letter of the community capital that the asset best represents. They can use Handout Four to help with this.]

ROUND 1: Give each team seven minutes to write the relevant information on the poster paper.

ROUND 2: Have the groups rotate counterclockwise to the next flip chart sheet and give them six minutes to add new information.

ROUND 3: Continue the rotation, giving the teams five minutes to work on the next sheet.

ROUND 4: Continue the rotation, allowing four minutes to work.

ROUND 5: Finish up with three minutes on the groups' final stop.



Slide: 21

Time: 30+ Minutes

Handout Six: Regional Cluster Strategy: Assets, Community Capitals, and Barriers

Instructions (Cont.):

Once the rotation has been completed, have the group review the information and ask them to offer their thoughts about what has been generated from this exercise.

Debrief: Key questions you should ask the team to discuss:

1. Do we have the a good mix of assets in the region that can be tapped to help us achieve the strategy we selected?
2. Do these assets represent several of the community capitals? If not, should we proceed with this strategy? Are there specific capitals in which we need to invest that will provide the foundation needed to create a spiraling up effect noted in Slide 17?
3. Are the barriers significant, and if so, how do we address these possible roadblocks?

Option 2:

Ask the team to work in groups of 4-6 people. Each team should work on completing Handout Six, identifying assets/barriers related to the regional strategy the SET team selected. Give the small groups about 20-30 minutes to complete this task. Ask each team to designate someone to serve as the recorder and spokesperson who will share the results of their small group work with the rest of the regional team members.

When the small groups have completed the handout, call on the spokesperson from each group to share their findings. What assets did they identify? Do these assets tend to cover several of the community capitals? What barriers were identified?

Debrief: When all reports have been presented, ask the group to respond to the following:

1. Do we have the a good mix of assets in the region that can be tapped to help us achieve the strategy we selected?
2. Do these assets represent several of the community capitals? If not, should we proceed with this strategy? Are there specific capitals in which we need to invest that will provide the foundation needed to create a spiraling up effect noted in Slide 17?
3. Are the barriers significant, and if so, how do we address these possible roadblocks?



Slide: 21 continued

Time: 30+ Minutes

Handout Six: Regional Cluster Strategy: Assets, Community Capitals, and Barriers

Instructions:

Encourage the team to use Handout Six to work through all of the strategies the team may be considering as part of its regional economic development plan. This will help them determine which goals and strategies might make the most sense for them to implement in the region. They may find that some strategies simply lack the breadth of needed assets in the region, or some strategies may have barriers that are far too costly or complicated to resolve or overcome.

Script:

“It would be a good idea for you to use Handout Six to evaluate each of the strategies you are considering including in the regional economic development plan. What other strategies should we try to evaluate using this form?”

[Let the group decide on other viable strategies. If other strategies are selected, assign homework:]

Let’s assign teams of 2-3 people to focus on a different strategy and by the next meeting, have Handout Six completed on that strategy. We’ll spend time at the beginning of Module Eight reviewing your findings. These worksheets will provide valuable information that you can use to help finalize the goals and strategies that you’ll be working on in Module Eight.”

Possible Next Steps

- Use Handout 6 to examine each strategy being considered.
- Identify strategies with more assets and different community capitals. Some may also have less barriers. These may be the ones to consider implementing first.
- Use the results of your work in this module to guide the final list of goals & strategies in Module Eight.



Slide: 22

Time: 8 Minutes

Instructions :

Handout Six will help identify a number of organizations, representing different community capitals, that might be worth reaching out to face-to-face or by telephone. As you contact these groups, ask the SET team to consider using Handout Three: Inventory of Voluntary Associations and Local Formal Institutions to help gather pertinent information about each of these organizations. The team should feel free to add other items to the inventory document that might relate specifically to the regional goals or strategies they hope to address.

Script:

“Handout Six that you’ve just completed has generated an impressive list of voluntary and formal organizations that might help advance your regional goals and strategies. Please remember that when you build this list of assets, it might be worth following up with these organizations so you can find out about their current and future community-related activities. This would be the ideal time to use Handout Three: Inventory of Voluntary Associations and Local Formal Institutions to collect key information from these groups.”

In addition. . .

As you identify key voluntary associations and formal institutions:

- Interview leaders & members
- Collect pertinent information using the Inventory to Voluntary Associations and Local Institutions
- Link the activities/interests of these groups with your regional goals and strategies



Slide: 23

Time: 1 Minute

Instructions:

Take a few minutes to ask individuals what they felt were the major insights gained in this session. What did they find most valuable and what remains a bit unclear? Take the time to clarify these items, as appropriate.

In addition, please make sure the group is clear on activities that need to be accomplished prior to the next meeting. Some logical assignments, given the content of Module Seven, include:

1. Are there representatives of local voluntary associations and communities institutions that the team wants to interview using Handout Three: Inventory of Voluntary Associations and Local Formal Institutions?
2. Are there people or groups that we want to ask to complete Handout Two: Community Participation and Leadership Inventory so that we can begin to identify viable candidates to take on leadership roles on some of your team's projects?
3. Are sub-committees needed to help carry out specific activities associated with this module?

Final Reflections

- What are your insights from this module? Anything still confusing?
- What assignments need to be completed before the next SET meeting?
- Other issues to clarify or discuss?



Slide: 24

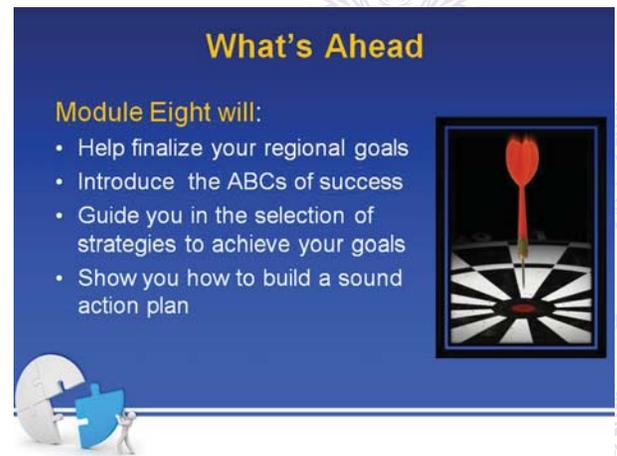
Time: 10 Minutes

Instructions:

Briefly review what will be covered in Module Eight.

Script:

“You have done great work in this session. Module Eight has a lot in store as well. The next session will help you finalize your regional goals, introduce the ABCs of success, guide you in the selection of strategies to achieve your goals, and show you how to build a sound action plan for your region.”



What's Ahead

Module Eight will:

- Help finalize your regional goals
- Introduce the ABCs of success
- Guide you in the selection of strategies to achieve your goals
- Show you how to build a sound action plan

Slide: 25

Time: 1 Minute



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United States Department of Agriculture
National Institute of Food and Agriculture

