

Growth versus Development

- **Growth or Development?**

- more businesses, more jobs
- economic sustainability

- **Growth or Development?**

- expanding tax base
- services and revenues in balance

- **Growth or Development?**

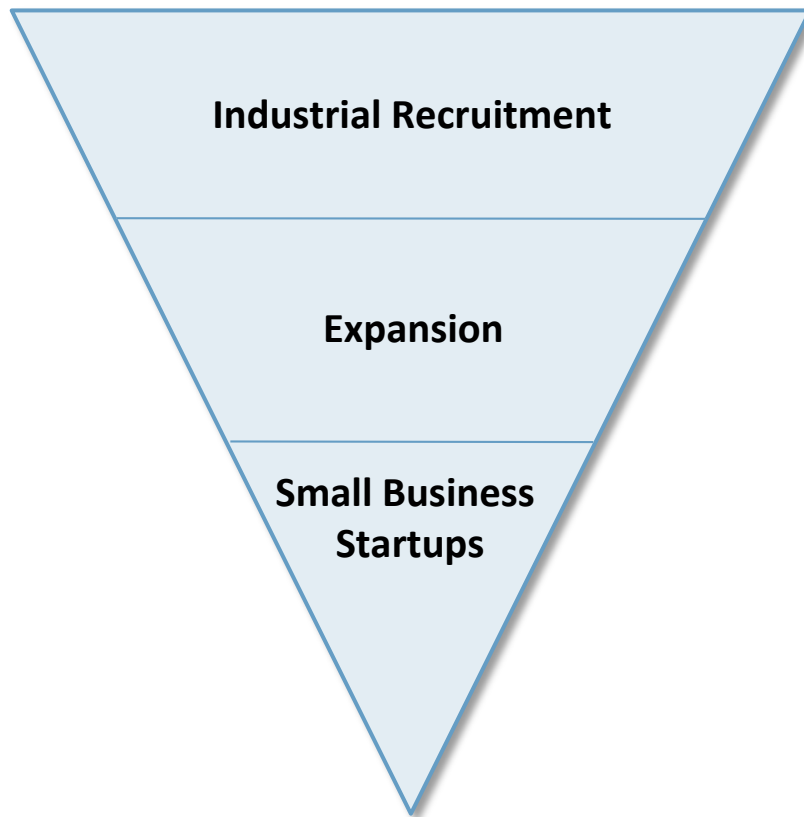
- any growth is good
- growth that promotes a community's values

- **Growth or Development?**

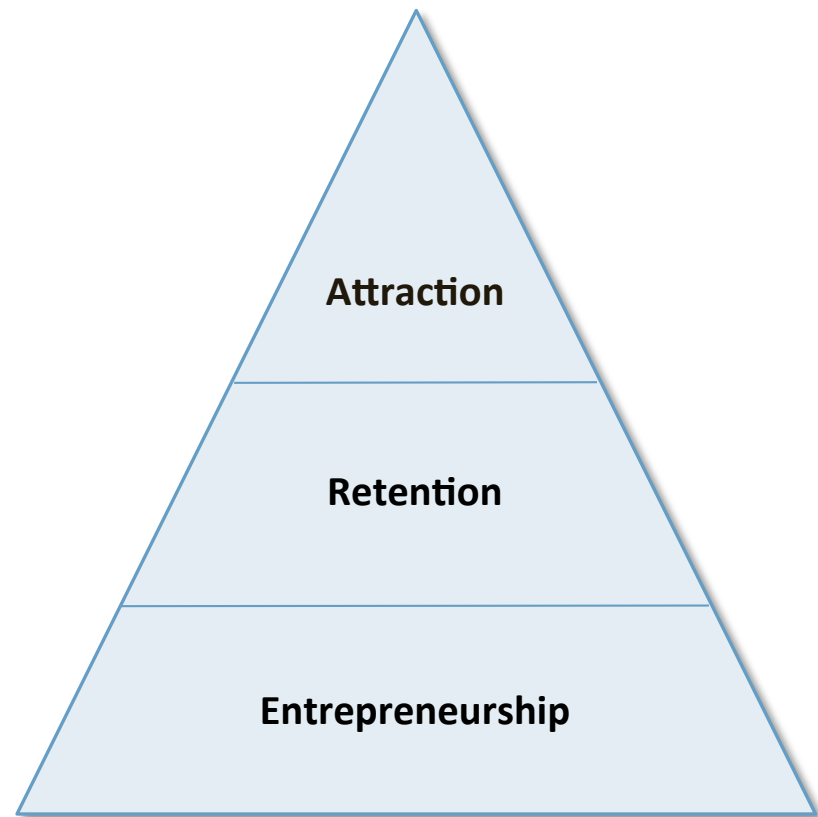
- bigger is better
- better is better

Traditional and New Models of Economic Development

Traditional Model

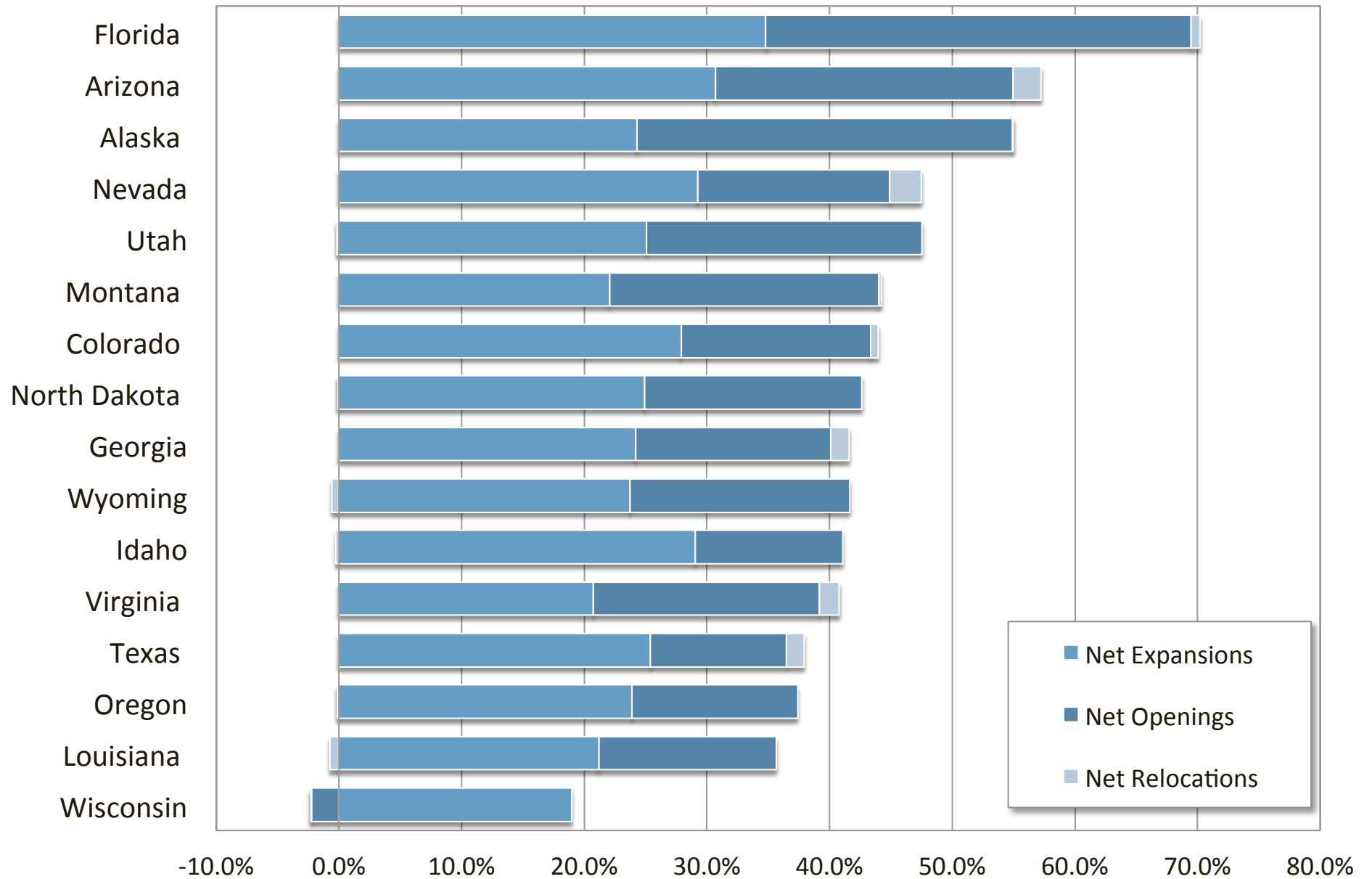


New Model



Components of Job Growth

15 States with the Greatest Employment Growth Rates (1995 to 2012)



New Model is Rooted in Asset-based Community Development

Two solutions, two paths:

Needs-driven

- Focus on community needs, deficiencies, problems;
- Problems attract experts and services as a solution;
- Service responses lead to dependency on outside expertise;
- A cycle of dependence results;

Capacity-focused

- Discover community capacity and assets;
- Opportunities take advantage of local knowledge and skills;
- Self-help responses are empowering;
- Resources of local communities are built and taught for this and future opportunities;

Supporting Second-Stage Companies through Economic Gardening

Economic Gardening is a formal economic development program that assists Second Stage companies:

- Also known as *emerging growth companies*, Second Stage firms typically have 10 to 99 employees and/or \$1-50 million in sales;
- Produce goods or services that are sold to external markets;
- Have proof of product and proof of market with the potential for additional sustained growth, but do not have the access to sophisticated tools and concepts often available to larger firms;
- Are often an important, but overlooked source of job growth for many communities.

Typical Company Engagement in EG Program

- Company leadership works with a *Strategic Research Team* comprised of a team leader and three specialists (GIS, SEO/social media, and market research);
- Engagement is *quick*, and focus is on *strategic issues* (not financials, business plans, human resources, etc.);
- Uses research and analysis tools that are often only available to large corporations:
 - Commercial databases (DialogPRO, D&B, Onesource, IBIS World, Plunkett Research, etc.)
 - Deep Web analysis and listening posts;
 - Geographic Information Systems;
 - Search engine optimization and social media analysis (e.g. identifying “watering holes” for a target market);
 - Network mapping;
 - Incorporates complexity theory, network economics, systems thinking, and other principles;