



## **John Day, Oregon Community GRO Chart Book**

### **Online Library**

Research collected and  
analysis completed in  
support of this Chart

[Book is available online:](#)

**April 5, 2020**

## About Your Community's GRO Chart Book

**Taking Stock – The Power of Information.** Whether a community or a region is successful over time – or not – depends upon the commitment and choices of its leaders and people, and the investments they make in their development. As Deepak Chopra says, “When you make a choice, you change the future.” Making the right development choices is a prerequisite for achieving community and regional prosperity. The best way to make the right development decisions is to commit to a thoughtful and robust assessment of your region’s opportunities. By taking the time to discover and better understand your region’s genuine development opportunities, you will make smarter investments and enhance your region’s potential for greater prosperity.

**Your Community GRO Chart Book** is a start on a pathway to prosperity through entrepreneur-led development. But it is only a start. It reflects one view of your community, based on secondary data. We challenge you to build on this work, draw on your own knowledge of the region and its assets, and create a deeper understanding of your unique development opportunities. Then use this understanding to craft and implement a smart development game plan. We hope this Community Prosperity Chart Book is helpful and contributes to your future development success.

**Asking the Right Questions.** To be successful and achieve sustainable prosperity, every community needs to achieve two things, at a minimum – economic renewal and demographic renewal. These two things are intimately connected. New residents are attracted to and put down roots in places that offer diverse economic opportunities. And, a healthy population supports a more robust quality of life and the amenities that go with it – schools, health care, shopping, arts and recreation, for example. Your **GRO Chart Book** helps you begin to answer strategically important community questions:

1. Defining your community and region context
2. Who lives in your community?
3. How are your community’s residents doing?
4. How is your economy doing?
5. How is your community doing?
6. What are your community’s entrepreneurial development opportunities?
7. What assets can your community mobilize to expand development?

Your GRO Chart Book is organized around these seven questions.

### Additional Analytics Help

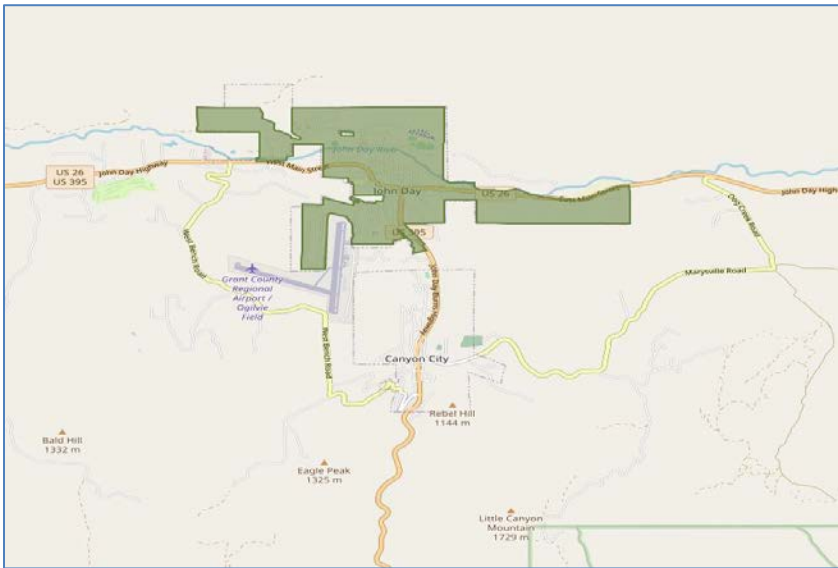
As part of your participation in GRO, we can provide additional analytics that can help your community be smart with respect to your entrepreneur-led development.



## Defining Your Community and Regional Context

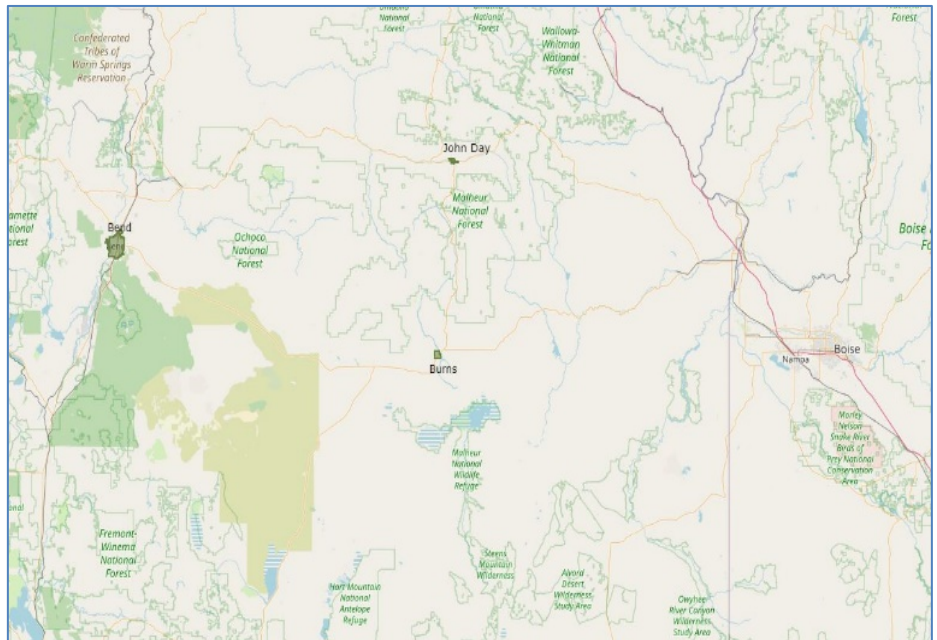
Where your community is located still matters in community economic development. Figure 1 provides your area community map and Figure 2 provides your regional community map. Geographically your community is part of a larger area communities. With substantial commuting residents in your area may live in one community, work in another community and obtain health or shopping services in even more communities.

**Figure 1. Area Community Map**



**Figure 2. Regional Community Map**

Every rural community is part of a larger region with major cities, trade centers and other smaller communities. With the emergence of distributed work in this part of the 21<sup>st</sup> Century it is now possible to live in a community of choice but have work or employment relationships across the state, country or even the world. When defining your community consider your area, region and distributed workers.



## Who Lives in Your Community?

At first you may wonder a bit about this question. Of course, you have a pretty good idea of who lives in your community. However, we find in our work across America that taking some time to dig a bit deeper helps us better understand our community. Our communities are more diverse and for most, are becoming more diverse.

### Community Quick Profile:

• Community Defined	Municipality
• 2021 Estimated Population	1,819
• 2010 to 2021 Population Change	4%
• 2021 Estimated Households	839
• 2010 to 2021 Household Change	5%
• 2021 Median Age	47.3
• 2021 Average Household Size	2.12

Remember America is undergoing a demographic transformation with lower marriage rates, smaller families and a corresponding increase in households that includes a wider range of household types (e.g., single, unrelated persons, families, etc.).

### Tapestry Segmentation

The top tapestry segments for the community are shown below. Tapestry segments incorporate psychographics into other traditional measures to give a detailed portrait of consumer behavior.

**Figure 3. Top 5 Tapestry Segments**

Rank	Esri Tapestry Segment	2021 Households		2021 U.S. Households	
		Percent	Cumulative Percent	Percent	Cumulative Percent
1	<a href="#">Heartland Communities (6F)</a>	64.8%	64.8%	2.3%	2.3%
2	<a href="#">Rooted Rural (10B)</a>	22.4%	87.2%	2.0%	4.2%
3	<a href="#">Prairie Living (6D)</a>	12.8%	100%	1.1%	5.3%
	<b>Subtotal</b>	<b>100.0%</b>		<b>7.9%</b>	

Source: Esri Tapestry Segmentation Area Profile. Use the hyperlink to obtain more detailed information about these community residents. Household profiles can be generated for other geographies including your area and regional communities. With larger geographies there is often greater diversity.

*Our next stop is focused on how your community are residents doing.*

## How Are Your Community's Residents Doing?

The whole point of development is to create a community and economy that opens opportunities to our community's residents. For most, we seek a development strategy that creates opportunities for all. This question can help your community explore how "all" of your residents are doing. There are a number of indicators we can share including:

- Populations at Risk
- Health Measures
- Crime Indicators
- Economic Well-Being

Our GRO work focus in on entrepreneur-led development as a primary strategy to grow a stronger and more diverse economy. We employ two key indicators or household disposable income and current net worth.

**Household Disposable Income.** In a market based economy household disposable income is a strong indicator of how your community's residents are doing.

**Figure 4. 2021 Households by Disposable Income**

	Number	Percent	Oregon	U.S.
Total	840	100.0%	100.0%	100.0%
<\$15,000	159	18.9%	11.2%	11.7%
\$15,000-\$24,999	114	13.6%	11.4%	10.1%
\$25,000-\$34,999	92	11.0%	8.8%	10.4%
\$35,000-\$49,999	140	16.7%	16.7%	14.5%
\$50,000-\$74,999	202	24.0%	20.7%	19.5%
\$75,000-\$99,999	57	6.8%	12.4%	12.1%
\$100,000-\$149,999	44	5.2%	13.0%	13.7%
\$150,000-\$199,999	19	2.4%	3.5%	4.3%
\$200,000+	13	1.5%	2.5%	3.7%
Median Disposable Income	\$39,688		\$51,642	\$52,937
Average Disposable Income	\$50,410		\$65,744	\$69,862

Source: Esri Disposable Income Profile. Disposable income is total household income less taxes.

Total household disposable income for your community in 2021 is estimated at \$42.3 million. This level of household spending potential is both a significant economic driver and significant entrepreneurial development opportunity. Remember, in the U.S., household consumer spending represents around 70% of our community's economic activity. Working with area entrepreneurial ventures and strengthening their ability to compete and capture more available consumer spending is a foundational entrepreneurial development opportunity. Focusing on Figure 4 consider (1) the distribution of households based on average household disposable income and (2) how your community compares with Oregon and the United States.



**Household Current Net Worth.** Formation of household net worth (e.g., total assets less liabilities or debt) is a strong indicator of how your community’s residents have done over the long term.

**Figure 5. 2021 Households by Current Net Worth**

	<b>Number</b>	<b>Percent</b>	<b>Oregon</b>	<b>U.S.</b>
Total	840	100.0%	100.0%	100.0%
<\$15,000	251	29.9%	24.2%	24.6%
\$15,000 to \$34,999	53	6.3%	6.2%	5.9%
\$35,000 to \$49,999	29	3.5%	2.9%	2.7%
\$50,000 to \$74,999	54	6.4%	5.8%	5.5%
\$75,000 to \$99,999	49	5.8%	5.2%	5.1%
\$100,000 to \$149,999	61	7.3%	7.0%	7.0%
\$150,000 to \$249,999	111	13.2%	11.8%	11.6%
\$250,000 to \$499,999	126	15.0%	14.2%	13.9%
\$500,000 to \$999,999	62	7.4%	10.6%	10.7%
\$1 million to \$1,499,999	16	1.9%	3.9%	3.9%
\$1.5 million to \$1,999,999	6	0.7%	2.0%	2.1%
\$2.0 million plus	22	2.6%	6.2%	7.0%
Median Current Net Worth	\$90,701		\$138,936	\$143,016
Average Net Worth	\$445,209		\$822,685	\$894,397

Source: Esri Net Worth Profile.

*Your community’s household current net worth = \$373.5 million*

Total household current net worth for your community in 2021 is estimated at \$373.5 million. Household current net worth includes assets (e.g., real estate, retirement accounts, cash, life insurance, investments and more durable personal property like a motor vehicle) less liabilities (e.g., mortgages, credit card debt, etc.). Given your community’s median age of 47.3 years, your community’s net worth may grow over time. Household current net worth represents accumulated assets that can be used to support future spending, provide economic security, retirement income, and legacies for heirs, charity and foundation endowment building. Focusing on Figure 5 consider (1) the distribution of households based on average household net worth and (2) how your community compares with Oregon and the United States.

*Our next topic is how is your economy doing?*



## How Is Your Economy Doing?

A strong and diverse economy is foundational to community prosperity. The following indicators are a start in understanding your community's economic performance. In our free-market global economy every community is responsible for its own economic development.

**Figure 6. Economic Drivers Based on Civilian Employment**

Rank	Economic Sector	Employment	Percent	U.S. Benchmark	Location Quotient
1	Public Administration	211	24.0%	5.2%	5.00
2	Health Care/Social Assistance	142	16.1%	14.8%	1.07
3	Retail Trade	91	10.3%	10.7%	1.06
4	Natural Resources	78	8.9%	1.3%	6.85
5	Educational Services	73	8.3%	9.3%	0.86
6	Construction	55	6.2%	7.1%	0.85
7	Hospitality	51	5.8%	7.4%	1.75
8	Utilities	37	4.2%	0.9%	4.67
9	Admin/Support/Waste Mgt	33	3.8%	3.7%	0.97
10	Transportation/Warehousing	30	3.4%	5.1%	0.72
11	Professional/Scientific/Tech	25	2.8%	8.3%	0.34
12	Manufacturing	24	2.7%	9.9%	0.25
13	Other Services*	12	1.4%	4.5%	0.30
14	Information	8	0.9%	1.8%	0.50
15	Finance/Insurance	5	0.6%	5.2%	0.12
16	Real Estate/Rental/Leasing	3	0.3%	1.9%	0.14
17	Wholesale Trade	2	0.2%	2.5%	0.08
18	Management of Companies	0	0.0%	0.1%	0.00

Source: Esri employing Census civilian labor force data. \*Other Services does not include public services.

John Day is located in the eastern part of Oregon, closer to Idaho than to the ocean. The city is near the Malheur National Forest and the largest city in Grant County. It is surrounded by the Strawberry Mountains to the south and the Blue Mountains to the east. Historically the economy of the area relied on gold mining, sheep and cattle ranching and lumber. In more recent years, recreation, health care and government have taken the lead in employment. Your community's civilian employment profile summarized in Figure 6 reflects this with public administration (government), health care and retail trade as your community's top employment sectors. These sectors reflect your community's role as a hub city for the county as well as a hometown where your residents live and work.

**Figure 7. Businesses & Employment by Industry (NAICS) (Esri)**

	Businesses		Employees	
	No	Pct	No	Pct
Agriculture, Forestry, Fishing & Hunting	4	2.2%	172	11.7%
Mining	0	0.0%	0	0.0%
Utilities	2	1.1%	42	2/8%
Construction	3	1.6%	15	1.0%
Manufacturing	4	2.2%	19	1.3%
Wholesale Trade	5	2.7%	10	0.7%
Retail Trade	18	9.7%	178	12.1%
Motor Vehicle & Parts Dealers	4	2.2%	36	2.4%
Furniture & Home Furnishings Stores	2	1.1%	6	0.4%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	2	1.1%	16	1.1%
Food & Beverage Stores	2	1.1%	78	5.3%
Health & Personal Care Stores	1	0.5%	12	0.8%
Gasoline Stations	1	0.5%	3	0.2%
Clothing & Clothing Accessories Stores	2	1.1%	7	0.5%
Sport Goods, Hobby, Book, & Music Stores	1	0.5%	2	0.1%
General Merchandise Stores	0	0.0%	0	0.0%
Miscellaneous Store Retailers	3	1.6%	18	1.2%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	2	1.1%	21	1.4%
Information	3	1.6%	15	1.0%
Finance & Insurance	10	5.4%	76	5.1%
Central Bank/Credit Intermediation	4	2.2%	61	4.1%
Securities, Commodity Contracts & Other Financial	3	1.6%	4	0.3%
Insurance Carriers & Related Activities; Funds, Trusts	3	1.6%	11	0.7%
Real Estate, Rental & Leasing	8	4.3%	26	1.8%
Professional, Scientific & Tech Services	13	7.0%	96	6.5%
Legal Services	0	0.0%	0	0.0%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	3	1.6%	11	0.7%
Educational Services	2	1.1%	12	0.8%
Health Care & Social Assistance	23	12.4%	306	20.7%
Arts, Entertainment & Recreation	5	2.7%	20	1.4%
Accommodation & Food Services	17	9.1%	169	11.4%
Accommodation	5	2.7%	26	1.8%
Food Services & Drinking Places	12	6.5%	143	9.7%
Other Services (except Public Administration)	33	17.7%	90	6.1%
Automotive Repair & Maintenance	8	4.3%	20	1.4%
Public Administration	24	12.9%	195	13.2%
Unclassified Establishments	7	3.8%	3	0.2%
<b>Total</b>	<b>186</b>	<b>100.0%</b>	<b>1,476</b>	<b>100.0%</b>



## Retail Demand Outlook

The Retail Demand Outlook Profile describes many aspects of consumer and household purchasing behavior for 2021 and projected for 2026. The market potential for the community is indexed to the market potential nationally. These detailed behaviors and corresponding indices can be used to identify additional potential entrepreneurship opportunities to serve the community.

**Figure 8. Retail Demand Outlook**

	2021	2026	Projected
	Consumer Spending	Forecasted Demand	Spending Growth
<b>Apparel and Services</b>	\$1,257,556	\$1,402,974	\$145,418
Men's	\$218,755	\$244,133	\$25,378
Women's	\$453,742	\$506,064	\$52,322
Children's	\$194,336	\$216,732	\$22,396
Footwear	\$284,892	\$317,973	\$33,081
Watches & Jewelry	\$94,035	\$104,834	\$10,799
Apparel Products and Services (1)	\$24,975	\$27,910	\$2,935
<b>Computer</b>			
Computers and Hardware for Home Use	\$97,421	\$108,672	\$11,251
Portable Memory	\$2,912	\$3,252	\$340
Computer Software	\$4,927	\$5,502	\$575
Computer Accessories	\$10,894	\$12,150	\$1,256
<b>Entertainment &amp; Recreation</b>	\$2,351,715	\$2,621,206	\$269,491
Fees and Admissions	\$343,223	\$383,143	\$39,920
Membership Fees for Clubs (2)	\$119,972	\$133,865	\$13,893
Fees for Participant Sports, excl. Trips	\$50,361	\$56,261	\$5,900
Tickets to Theatre/Operas/Concerts	\$36,752	\$41,073	\$4,321
Tickets to Movies	\$24,950	\$27,852	\$2,902
Tickets to Parks or Museums	\$19,220	\$21,433	\$2,213
Admission to Sporting Events, excl. Trips	\$33,801	\$37,728	\$3,927
Fees for Recreational Lessons	\$57,703	\$64,411	\$6,708
Dating Services	\$463	\$520	\$57
TV/Video/Audio	\$860,828	\$960,283	\$99,455
Cable and Satellite Television Services	\$634,550	\$707,781	\$73,231
Televisions	\$64,222	\$71,723	\$7,501
Satellite Dishes	\$1,010	\$1,123	\$113
VCRs, Video Cameras, and DVD Players	\$3,213	\$3,584	\$371
Miscellaneous Video Equipment	\$12,350	\$13,771	\$1,421
Video Cassettes and DVDs	\$4,741	\$5,288	\$547
Video Game Hardware/Accessories	\$23,389	\$26,047	\$2,658
Video Game Software	\$10,429	\$11,629	\$1,200
Rental/Streaming/Downloaded Video	\$43,941	\$48,995	\$5,054
Installation of Televisions	\$162	\$181	\$19
Audio (3)	\$60,068	\$67,078	\$7,010
Rental and Repair of TV/Radio/Sound Equipment	\$2,753	\$3,083	\$330
Pets	\$715,592	\$796,686	\$81,094
Toys/Games/Crafts/Hobbies (4)	\$82,501	\$91,941	\$9,440
Recreational Vehicles and Fees (5)	\$99,861	\$111,195	\$11,334
Sports/Recreation/Exercise Equipment (6)	\$141,265	\$157,103	\$15,838
Photo Equipment and Supplies (7)	\$24,588	\$27,421	\$2,833
Reading (8)	\$69,214	\$77,101	\$7,887
Catered Affairs (9)	\$14,699	\$16,396	\$1,697
<b>Food</b>	\$6,068,712	\$6,768,425	\$699,713
Food at Home	\$3,791,531	\$4,227,507	\$435,976
Bakery and Cereal Products	\$489,847	\$546,251	\$56,404
Meats, Poultry, Fish, and Eggs	\$830,597	\$926,281	\$95,684

Dairy Products	\$394,078	\$439,098	\$45,020
Fruits and Vegetables	\$683,939	\$762,698	\$78,759
Snacks and Other Food at Home (10)	\$1,393,070	\$1,553,179	\$160,109
Food Away from Home	\$2,277,181	\$2,540,918	\$263,737
Alcoholic Beverages	\$346,426	\$386,580	\$40,154
<b>Financial</b>			
Value of Stocks/Bonds/Mutual Funds	\$13,261,209	\$14,802,494	\$1,541,285
Value of Retirement Plans	\$56,110,478	\$62,619,654	\$6,509,176
Value of Other Financial Assets	\$5,977,001	\$6,662,343	\$685,342
Vehicle Loan Amount excluding Interest	\$2,000,140	\$2,231,420	\$231,280
Value of Credit Card Debt	\$1,748,625	\$1,951,218	\$202,593
<b>Health</b>			
Nonprescription Drugs	\$150,743	\$167,761	\$17,018
Prescription Drugs	\$321,854	\$358,687	\$36,833
Eyeglasses and Contact Lenses	\$78,427	\$87,349	\$8,922
<b>Home</b>			
Mortgage Payment and Basics (11)	\$6,156,371	\$6,868,375	\$712,004
Maintenance and Remodeling Services	\$1,854,031	\$2,065,629	\$211,598
Maintenance and Remodeling Materials (12)	\$557,103	\$620,325	\$63,222
Utilities, Fuel, and Public Services	\$3,649,576	\$4,071,182	\$421,606
<b>Household Furnishings and Equipment</b>			
Household Textiles (13)	\$59,347	\$66,245	\$6,898
Furniture	\$391,267	\$436,640	\$45,373
Rugs	\$17,975	\$20,080	\$2,105
Major Appliances (14)	\$240,337	\$268,243	\$27,906
Housewares (15)	\$60,957	\$67,884	\$6,927
Small Appliances	\$34,265	\$38,211	\$3,946
Luggage	\$8,249	\$9,215	\$966
Telephones and Accessories	\$58,485	\$65,268	\$6,783
<b>Household Operations</b>			
Child Care	\$269,836	\$301,063	\$31,227
Lawn and Garden (16)	\$422,890	\$471,039	\$48,149
Moving/Storage/Freight Express	\$36,706	\$40,918	\$4,212
Housekeeping Supplies (17)	\$588,115	\$655,248	\$67,133
<b>Insurance</b>			
Owners and Renters Insurance	\$523,134	\$583,110	\$59,976
Vehicle Insurance	\$1,286,492	\$1,435,287	\$148,795
Life/Other Insurance	\$409,848	\$457,501	\$47,653
Health Insurance	\$3,125,391	\$3,484,792	\$359,401
Personal Care Products (18)	\$333,838	\$372,220	\$38,382
School Books and Supplies (19)	\$80,488	\$89,740	\$9,252
Smoking Products	\$371,855	\$415,055	\$43,200
<b>Transportation</b>			
Payments on Vehicles excluding Leases	\$1,958,532	\$2,183,921	\$225,389
Gasoline and Motor Oil	\$1,750,468	\$1,952,316	\$201,848
Vehicle Maintenance and Repairs	\$804,872	\$897,357	\$92,485
<b>Travel</b>			
Airline Fares	\$293,755	\$327,707	\$33,952
Lodging on Trips	\$420,500	\$469,026	\$48,526
Auto/Truck Rental on Trips	\$25,231	\$28,159	\$2,928
Food and Drink on Trips	\$343,057	\$382,631	\$39,574

Source: Retail Demand Outlook Profile. Esri. October 2021.

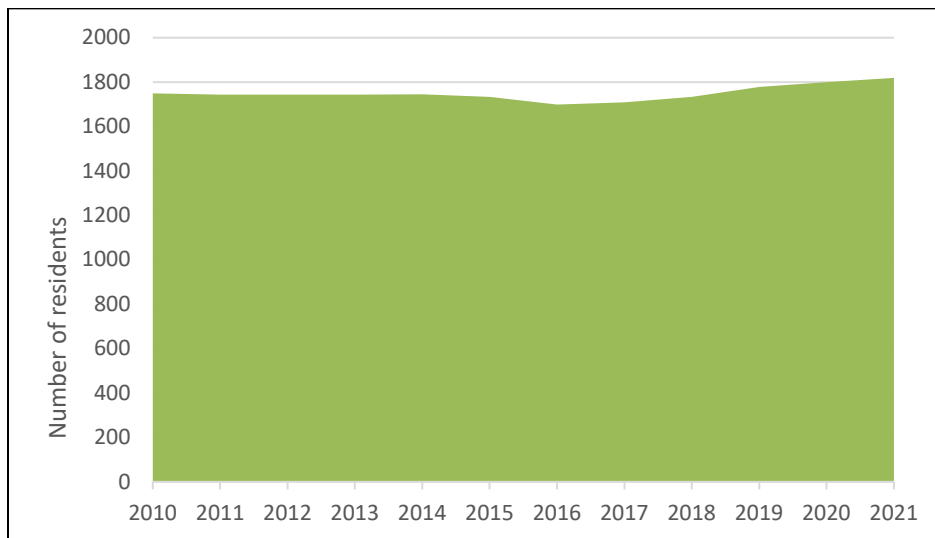
## How Is Your Community Doing?

e2 is located in Lincoln, Nebraska. Lincoln's economy is booming. Yet about 40% of Lincoln's school children are food insecure, indicating that prosperity is not shared equally. This prosperity question and our Chart Book indicators provide insight on how your community is doing. Ultimately, you want a community that provides all residents economic opportunity and increased economic well-being.

### Quick Profile:

- Did Not Work Rate – 20.0%
- Poverty Rate – 17.5%
- Income Disparity – 1.27
- Wealth Disparity – 4.9
- Economic Diversity – Narrow to Moderate Diversity
- Resident Diversity – Narrow Diversity

**Figure 9. Historical Population Trends, 2010 through 2021**

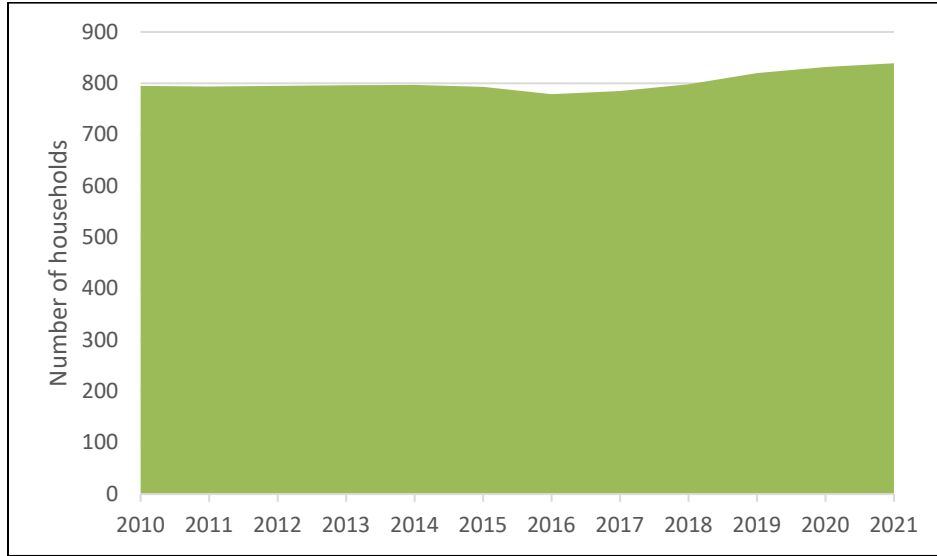


Source: Time Series Profile. Esri. October 2021.

**Population Trends.** Figure 9 provides the 2011 through 2021 population change trends for your community. Your community is experiencing stable population trends with a slight upturn in the past few years. Consider the following decade population changes for your community:

- 1960s -4.8%
- 1970s 3.0%
- 1980s 28.5%
- 1990s -8.7%
- 2000s -0.8%
- 2010s -4.2%

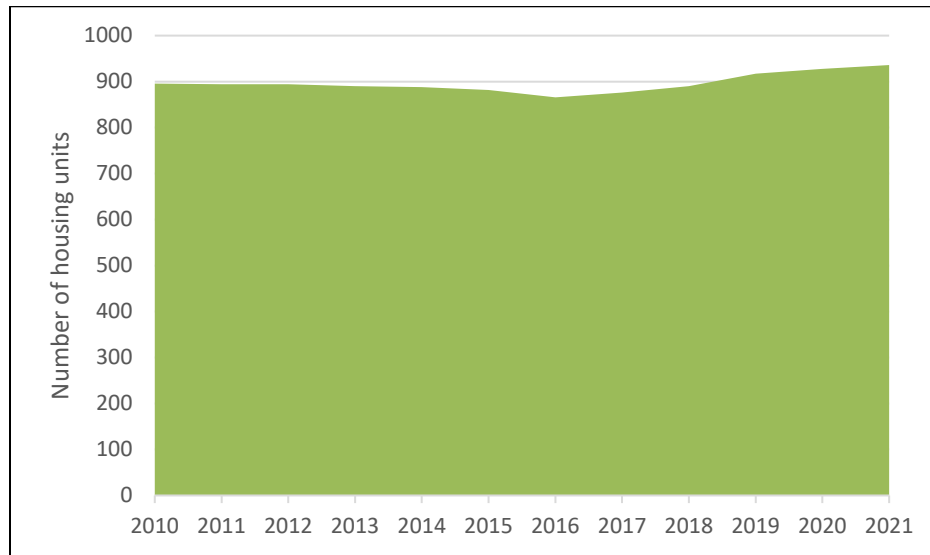
**Figure 10. Historical Household Trends, 2010 through 2021**



Source: Time Series Profile. Esri. October 2021.

**Household Trends.** Figure 10 provides the 2011 through 2021 household change trends for your community. Pioneering work by Dr. Ben Winchester with the University of Minnesota captures important insights with respect to structural family changes in the USA (e.g., later or no marriage, fewer children, more single households, etc.). While many rural communities are experiencing depopulation, household numbers are more stable. Your community is experiencing modest growth with population and households.

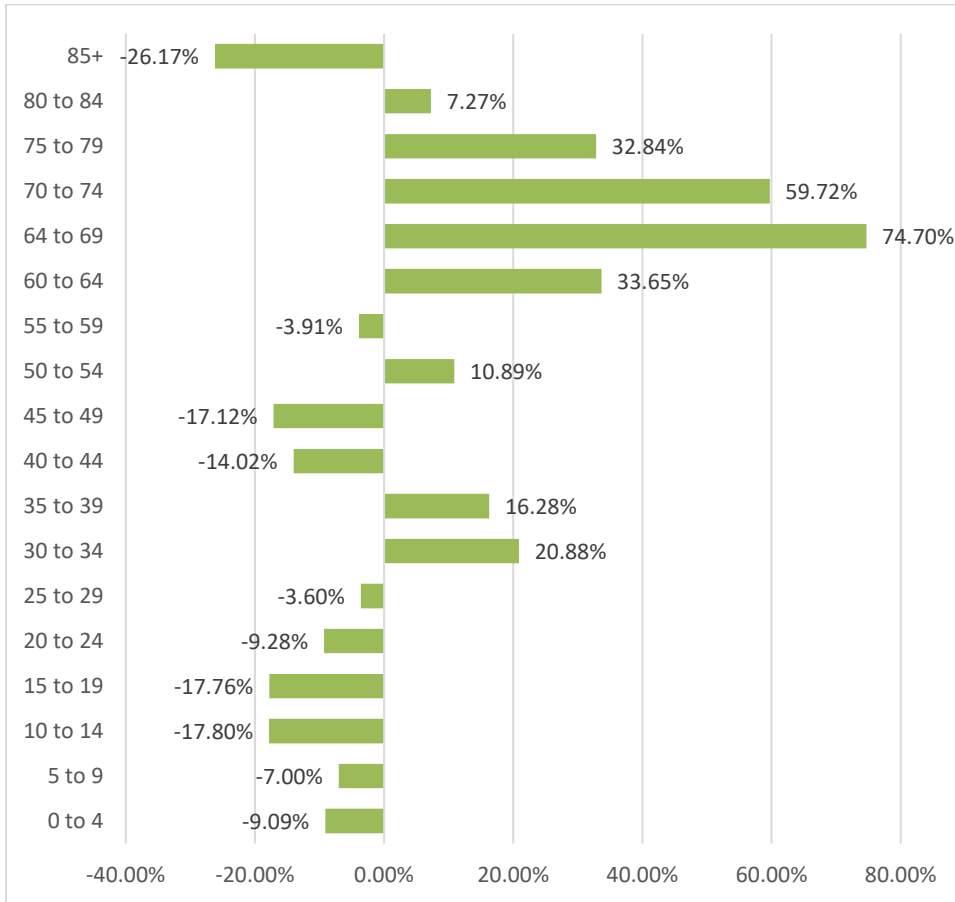
**Figure 11. Historical Housing Unit Trends, 2010 through 2021**



Source: Time Series Profile. Esri. October 2021.



**Figure 12. Age Cohort Population Change, 2010 through 2021**



Source: Detailed Age Profile. Esri. October 2021






John Day is experiencing strong growth in the critical age groups of 30-34 and 35-39. These age cohorts are typically in the prime of their working careers, have children, support schools and volunteer. The city is also experiencing strong growth among retirees (60-84). There is a net decline for the 20-29 cohort, which is typical as residents move for post-secondary education, life experiences and work outside the community. Refer to the Esri Tapestry Segmentation Profile information for additional detail on your community’s unique household types.






*Our next stop is an exploration of **Likely Entrepreneurial Developments Opportunities**. Those opportunities relevant for your community are **highlighted**.*



## Likely Entrepreneurial Development Opportunities?

Too many rural economies and societies are failing because of their narrow economies rooted in one to two changing economic sectors. Our paper, [Economic Crashes, Mini-Case Studies](#), illustrates the consequences of undiversified economies. Conversely, our story, [Ord, Nebraska, An Entrepreneurial Community](#), illustrates when a community diversifies its economy, it drives transformative change. Our likely entrepreneurial development opportunities can create genuine and robust strategies to grow a more diversified economy. The following table provides brief descriptions of each of the top 10 development opportunities, with links to relevant strategy papers, as available.

	<p><b>Natural Resources.</b> Much of rural America depends upon single natural resource industry economies (e.g., farming, mining, forestry, energy, etc.). While there are limited entrepreneurial development opportunities related to these international market industries, there are opportunities rooted in diversifying within these sectors and increasing sector related spending capture.</p>
	<p><b>Transportation Corridors.</b> Urban America is connected by transportation corridors that run through rural America. Services are required to support those traveling these corridors, creating entrepreneurial development opportunities.</p>
	<p><b>Tourism.</b> While the vast majority of Americans live and work in urban America, rural America provides important places to play. For a wide range of rural communities and regions, tourism represents a way to diversify area economies.</p>
	<p><b>Retirees.</b> When thinking of new residents, keep in mind the tidal wave of retiring Boomers. This group represents a significant likely entrepreneurial development opportunity for most rural communities, from high amenity places to rural villages adjacent to metro centers.</p>
	<p><b>Commuters.</b> Upward of 50 percent of rural workers live in one community and work in another community. These outbound commuters have embedded entrepreneurial development opportunities in creating bedroom community-related development and entrepreneurial opportunities when they end their commuting.</p>

	<p><b>Hub Cities.</b> America’s landscape is still defined by a hierarchy of places based on size. In rural America, there are regional and area hub cities and towns that provide critical services like healthcare, shopping, and entertainment to rural areas. These communities are the “downtowns” of vast rural regions to smaller areas.</p>
	<p><b>Larger Employer Retention and Expansion.</b> Many rural communities are home to large manufacturing plants, fulfillment centers and institutions including hospitals, regional universities, and parks. Ensuring the future of these larger employers is an entrepreneurial opportunity.</p>
	<p><b>Growth-Oriented Entrepreneurs.</b> Nearly every rural community has growth-oriented entrepreneurs with the motivation and capacity to reach external markets with their products and services. Electronic commerce empowers this kind of entrepreneurship.</p>
	<p><b>Area Spending Capture.</b> Competition is intense from box stores, franchise, and electronic commerce, but opportunities exist to increase local venture competitiveness and recapture some of these spending leakages. In doing so, rural communities can empower growth-oriented entrepreneurs.</p>
	<p><b>New Residents.</b> Since the 1900s, the primary migration pattern has been from rural to urban. Today, there are counter (e.g., urban-to-rural) migration trends among 30-year-olds, retiring Boomers and others. These new residents represent a huge opportunity to energize area entrepreneurial talent.</p>

*Through your community’s work within the GRO Development Framework you will gain deeper insight on your community’s likely entrepreneurial development opportunities.*

## What Are Your Community's Development Assets?

Foundational to your community's success with the **GRO Development Framework** is mobilizing your community's assets. Consider the following resources:

**Asset Based Community Development (ABCD).** ABCD or Asset Based Community Development was developed by John McKnight in Chicago. We have used asset-based development for years in our practice. Too often communities focus initially on challenges, issues and problems. This starting point can deflate community energy. Conversely, ABCD embraces that idea that every community, even the most challenged, have development assets. Focusing on your community's assets and opportunities as your starting point creates hope, vision and energy. Eventually you will deal with your challenges and problems, but we encourage you to explore the ABCD framework as you investigate your development assets. Check out the ABCD Institute website for additional background at <https://resources.depaul.edu/abdc-institute>.

**Community Capitals Framework.** Some of America's leading community developers created the *Community Capitals Framework*. This [article](#) provides a good oversight of this framework. The framework organizes a community's assets into seven categories that can guide community asset exploration and mapping:

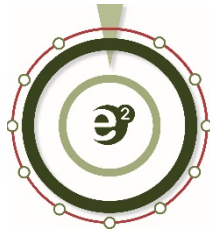
***Built Capital – Financial Capital – Political Capital – Social Capital  
Natural Capital – Cultural Capital – Human Capital – Spiritual Capital***

Brian Dabson, formerly with the Corporation of Enterprise Development and a leading community economic development thought leader builds on the community capitals framework by suggesting communities begin with development investments into first people, then community and finally economy. Brian argues that entrepreneur-led development is foundational to all economic development enabling business retention and expansion and finally business attraction.

Figure 13. Foundations of Community Economic Development







## About e2 Entrepreneurial Ecosystems

**e2 Entrepreneurial Ecosystems** (formerly the Center for Rural Entrepreneurship) is led by Don Macke, who has more than 40 years of community economic development and policy experience. We have a national team of practitioners, both inside and outside e2, who bring research, coaching, incubation, market intelligence and other expertise to this work.

The mission of **e2 Entrepreneurial Ecosystems** is to help communities and regions connect, learn, and share best practices for building sustainable entrepreneurial ecosystems across North America.

With more than 25 years of field experience, particularly in rural America, e2 is the preferred resource for communities of all sizes wanting to pursue prosperity.

To learn more about e2: [www.energizingentrepreneurs.org](http://www.energizingentrepreneurs.org). (402) 323-7336

GRO Logo here...

## About GRO – Growing Rural Oregon