

Kansas Association of Regional Development Organizations

Anticipating the Future

#### **KARDO**

- Legal Structure
  - Nonprofit, 501(c)6 Membership
     Organization
- Membership
  - EDDs and UCs
  - Any other organization or individual that believes a regional approach is best when addressing a complex issue

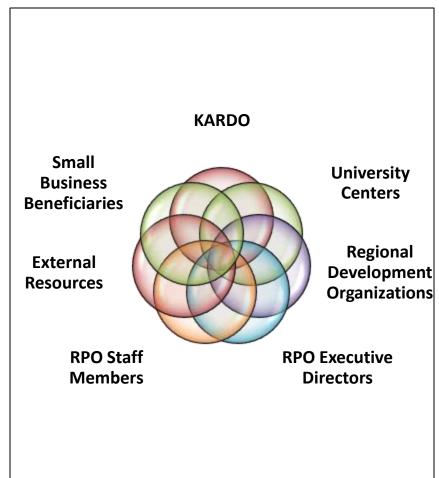


#### Kansas Association of Regional Development Organizations Northwest Kansas MO-KAN Regional North Central Regional Flint Hills Regional Planning & Planning Commission Regional Planning Commission Development Development Organization Mid-America Regional Council Wichita White: Unaligned Counties Great Plains Development, Inc. South Central Kansas Economic Development Southeast Kansas Regional District, Inc. Planning Commission ▲ Institute for Policy & Social Research - KU Advanced Manufacturing Institute - KSU



# **Envisioned Target**

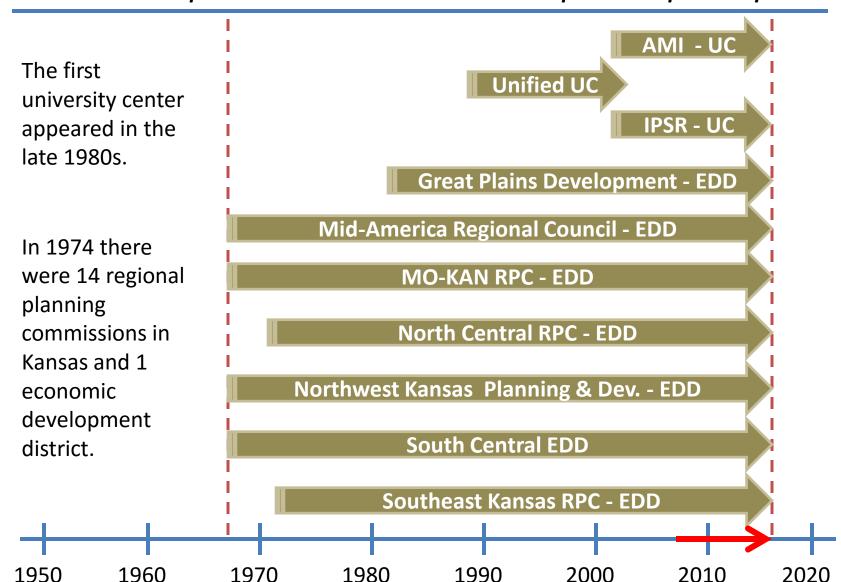






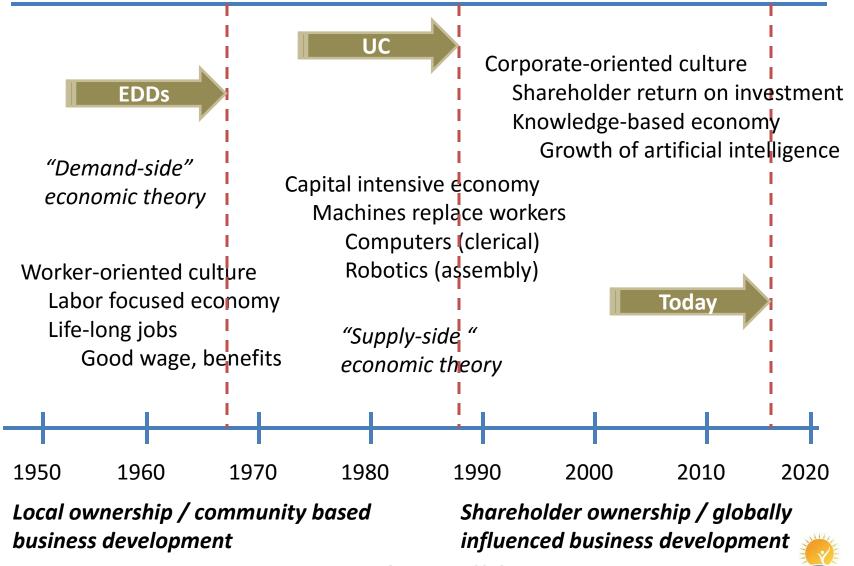
## Concerning Issues

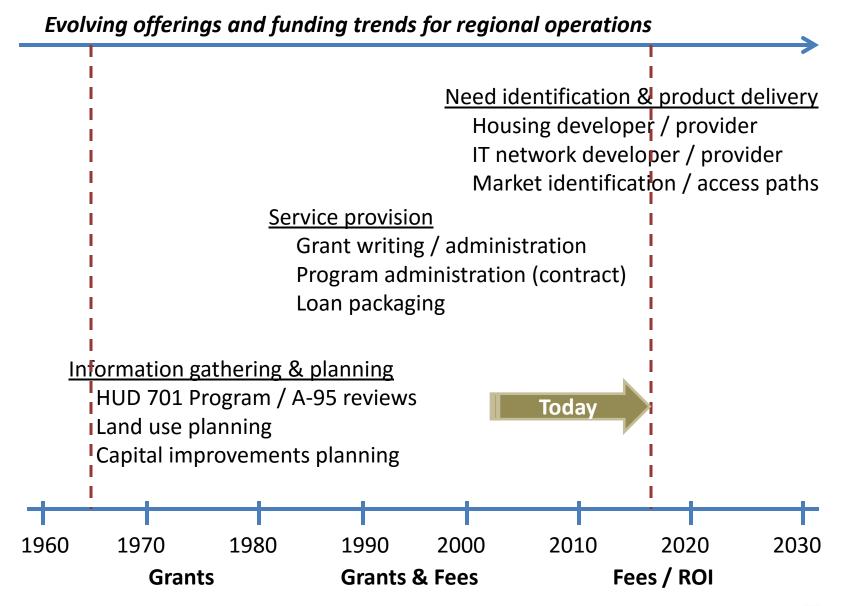
- Member organization age and legacy structure
  - Type, basis, and composition
  - Staff / Board changes and retirements
- Member staff capacity and capability
  - Move from information gathering and planning to that of service delivery...but to what end?
- Member board composition, commitment and outlook
  - Perception of "regional planning" and "regional development"
- Member awareness of the cultural mindset behind why the economy has changed over 50 years
  - Move from a community-focused, worker oriented culture to that of a global setting focused on shareholder "return on investment"



#### **Industrial Development**

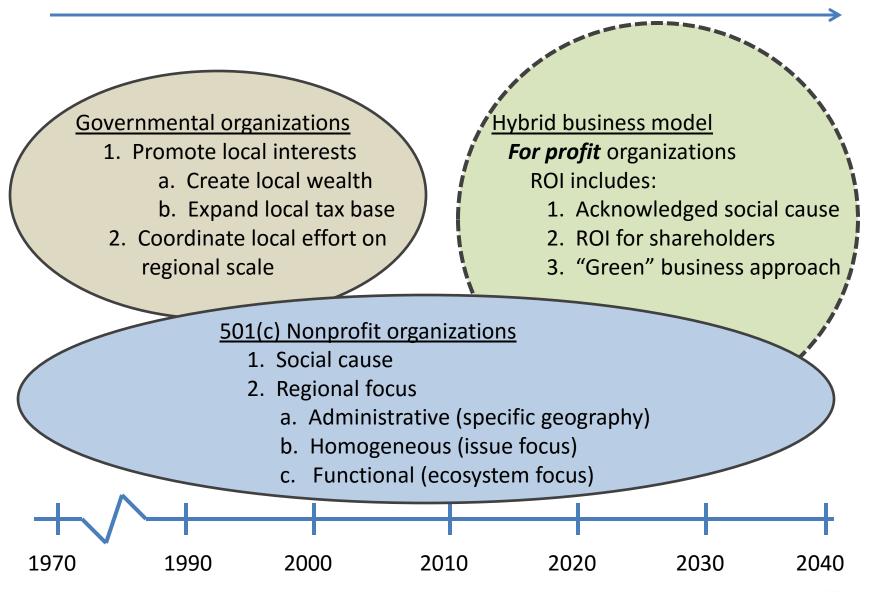
#### Entrepreneurship Development







#### Legal foundation of regional development organizations





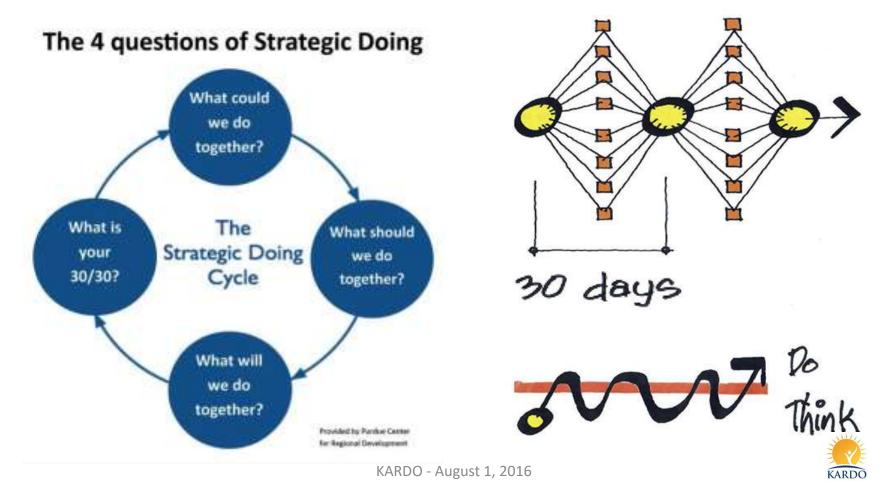
#### KARDO RBEG

- Peer engagement
  - Lateral learning
- Improving Skill Sets
  - Strategic Doing™
  - Information / Illustration / Analysis
  - Capital Improvements Planning
- Understanding Cultural / Structural Change
  - Entrepreneurial Mindset
  - Hybrid Business Models
    - Benefit Corporations (B-Corps)
    - Low-profit, Limited Liability Companies (L3C)



# Strategic Doing™

A process that begins with a defined issue, then...

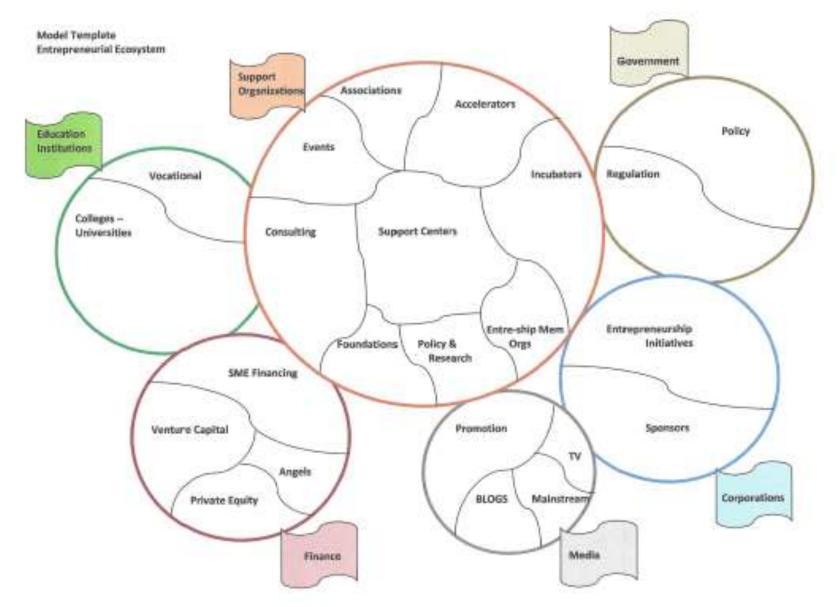


# **Entrepreneurial Mindset**

#### Opportunity Discovery Canvas

What is the problem you are trying to solve?	Describe the people who have the problem	How are they currently solving the problem?
Describe possible alternative solutions to be considered	How can you test your solution quickly and inexpensively?	What did you learn  from your experiments?
How will you know your solution is useful?	How will you convince others to apply your solution?	What, if any, adjustments need to be made?







## **Hybrid Business Model**

Legal Charity/Non-Profit

Legal Business

Traditional Non-Profit

Initiating
Enterprise
Sell some goods
or services

Social
Enterprise
Business run to
achieve social
mission

TBL
Business run to
achieve
social/CSR
mission

CSR

Responsible
Business
Practices

Traditional For-Profit

Grants & Donations

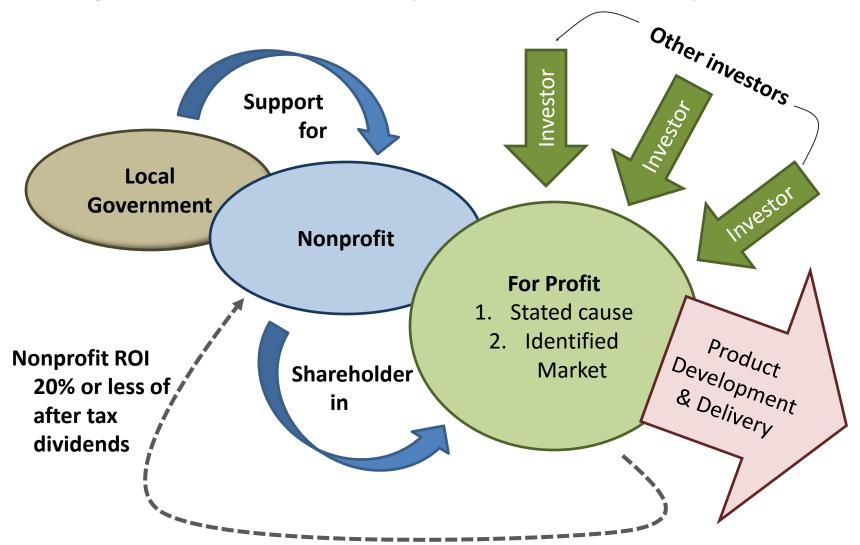
Hybrid Model

Mission-Driven Organizations



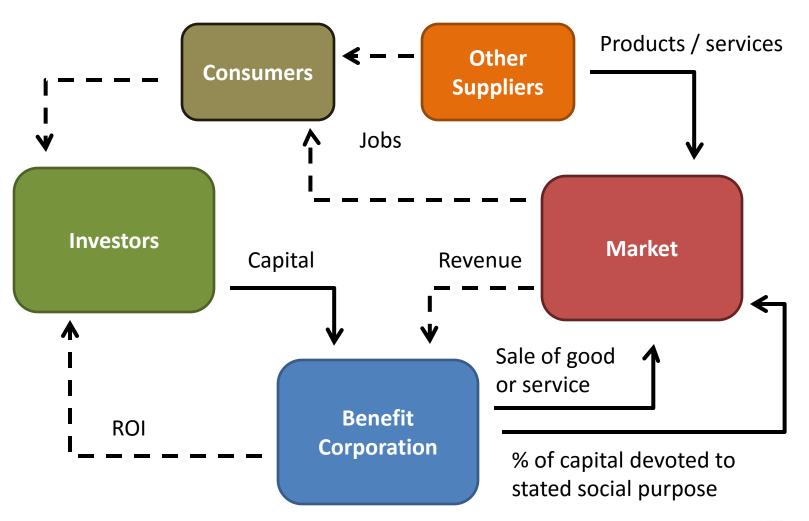


# Regional Development Companies





# "B-Corp" Approach





# **Future Operating Environment**

"Collaborating is ultimately about relationships, and relationships do not thrive based on a rational calculus of costs and benefits but rather because of genuine caring and mutual vulnerability."

The Necessary Revolution, Peter Senge

#### "Benefit" Corporations / "L3C" Companies

- 1. Measured social purpose (primary)
- 2. Shareholder financial ROI (secondary)
- 3. Environmentally aware (tertiary)



# Law Supporting "Benefit" Corporations Denver Region

- Passed Legislation
  - Colorado (2014)
  - Montana (2015)
  - Nebraska (2014)
  - Utah (2014)

- No Action as Yet
  - Kansas
  - Missouri
  - North Dakota
  - South Dakota
  - Wyoming

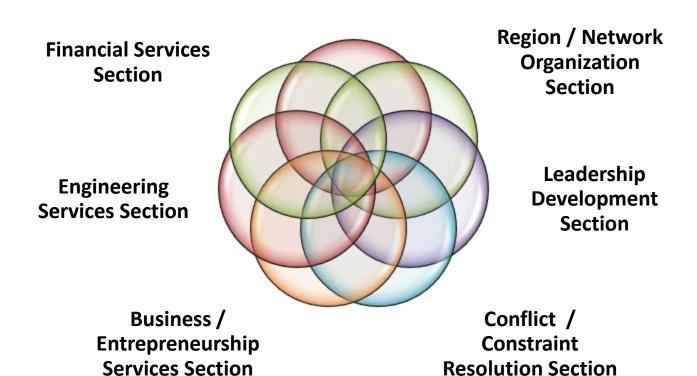
- Working on Legislation
  - lowa

Source: http://benefitcorp.net/policymakers/state-by-state



# Multi-faceted Function and Service Delivery System

### Marketing / Promotion Section





### **Facilitators**

- Strategic Doing™
  - Purdue Center for Regional Development
    - Ed Morrison: <a href="http://www.edmorrison.com/">http://www.edmorrison.com/</a>
- Entrepreneurial Mindset
  - Entrepreneurial Learning Initiative (ELI)
    - Gary Schoeniger: <a href="https://elimindset.com/">https://elimindset.com/</a>
- Capital Improvements Planning
  - Austin Peters Group LLC
    - Beth Tatarko: <a href="http://austinpeters.com/">http://austinpeters.com/</a>



## Facilitators (cont'd)

- Information / Illustration Analysis
  - Advanced Manufacturing Institute (KSU)
    - Jeff Tucker: <a href="https://www.k-state.edu/ami/">https://www.k-state.edu/ami/</a>
  - Institute for Policy & Social Research (KU)
    - Xan Wedel: <a href="http://ipsr.ku.edu/">http://ipsr.ku.edu/</a>
- Hybrid Business Models
  - John Fulwider: <a href="http://johnfulwider.com/">http://johnfulwider.com/</a>
  - Bob Crangle: <u>http://livelincolncounty.com/business/crangle-law-office-chtd/</u>
- Peer Engagement
  - Cheryl Lee Hills: <a href="http://www.regionfive.org/contact/index.html">http://www.regionfive.org/contact/index.html</a>



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