

Entrepreneurship: Getting Your Community Ready-- Success stories from the community

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Co-Sponsored by



RRDC

REGIONAL RURAL
DEVELOPMENT CENTERS



Creating a more sustainable rural economy

The Mississippi River Hills Association

Letitia Johnson, Community Development Specialist

UNIVERSITY OF MISSOURI
 Extension
Live. And Learn.

Location

A distinct ecological region...

...contained within six Missouri counties



Concept



The MRHA seeks to develop, connect, and market products that are grown or otherwise produced within the region.

Folds together 'buy local' efforts, regional food system development, small business support, cultural preservation, and consumer education

Participants

- Food producers
- Vineyards and wineries
- Artists and craftspeople
- Tourism and hospitality
- Local governments
- Retailers of locally produced goods
- Interested others



Beginnings: The Missouri Regional Cuisines Project

- Seeks to market Missouri wine and food products using distinct labels of origin based on ecological regions
- Labels of origin allows the consumer to distinguish among the unique tastes and attributes of products from different regions.
- Pilot region, 2004



New Regional Cuisines Regions

Old Trails Region

Manitou Osage
Bluffs Region

Missouri Rhine Valley



Building the Foundation: ExCEED

- Initiative of University of Missouri Extension
- Develops regional networks to support entrepreneurship
- Provides resources and training that support new, existing, and potential entrepreneurs



Current ExCEED Regions

ExCEED Regional Projects

updated 6/3/08

ExCEED Program

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Terry Hackney 573-882-9509

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Northwest Missouri – Cohort 1

Jerry Baker 660-744-6231
Carol Hershaw 816-689-1635

Brookfield – Cohort 1

Becky Cleveland
Marsha Cunningham
660-258-7278

Chariton County – Cohort 1

Larry Pollard 660-288-2002
Amy McCampbell 660-288-2225
Virgil Woolridge 573-581-3231

Old Trails – Cohort 2

Don Boegmann 660-259-2751
Georgia Stuart-Simmons 660-747-3193
Donna Glover 660-584-2106
Cynthia Crawford 660-886-6908
Crystal Weber 816-876-2790
Charlene McFadden 660-493-2314

Show Me! – Cohort 2

Cheryl Zimny 660-886-7476 x 816
Connie McLeod 660-438-5012
Tracie Moore 660-886-6908
Roy Hunter 660-886-6889

BYOB – Lakes Region – Cohort 2

Lee Stanley 573-374-1226
Connie McLeod 660-438-5012
Mike Kenagy 573-374-5500
Jackie Rasmussen 573-346-2644
Chris Thompson 573-634-2824

Ozark Heritage Region – Cohort 1

Willis Mustrush 417-256-2391
Toby Atkinson 417-256-5147
Gary Cross 417-778-7490
Mylics Smith 417-256-2131

Northeast Missouri RBOG – Cohort 2

David Hill 573-769-2177
Wendy Brumbaugh 573-633-2640
Gordon Ipson 573-769-8215
Darla Campbell 660-457-3469
Charles Holland 660-327-4158
Debbie Whiston 660-727-3339
Karisha Devlin 660-397-2179

Mississippi River Hills – Cohort 1

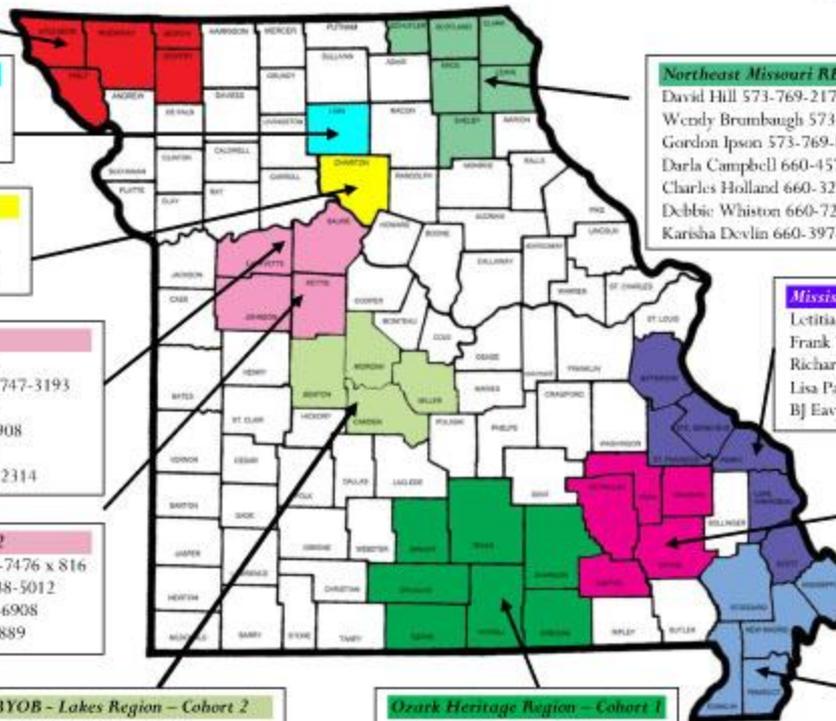
Letitia (Tish) Johnson 573-883-3548
Frank Wideman 573-547-4504
Richard Proffer 573-243-3581
Lisa Palmer 573-883-3548
BJ Eavy 636-797-5391

All Natural Region – Cohort 2

Celeste Vanderbruggen 573- 783-3303
Pam Crass 573-224-3035

SMEDA – Cohort 2

Buz Sutherland 573- 379-5431
Richard Proffer 573-243-3581
Van Ayers 573-568-3344



The MRHA Today

- Formally organized in 2007, received 501(c)6 status in 2008
- Governed by reps from each county and stakeholder group
- Part-time paid coordinator
- Logo trademark received 2010



Goals

- Create a sense of quality and integrity for the MRHA logo and name, adding value to labeled regional products
- Increase the economic linkages within the region
- Serve as an access portal for tools and businesses that can strengthen businesses
- Protect, preserve and promote regional culture
- Provide an authentic local experience to visitors

Strategies

- Create regional identity, label qualified products
- Connect businesses
- Showcase businesses and products at events
- Cooperative marketing and public education campaigns
- Educational workshops



Motivations for participants

- Reduced risk in starting, diversifying or expanding an enterprise through connection to the network
 - Including people looking to try on entrepreneurship
- Access to new markets
 - Wholesale customers, retail consumers
- Opportunities to promote the business and its products
- Synergy of working towards common goals
- Less waste of time and money by having access to a wide array of resources and solutions
- Principles of sustainability are promoted, providing future generations with a healthier, more vital region

A Few Numbers

- 60 members currently, 200 total potential members
- Tourism expenditures increased an average of 10.5% per county (2007)
- 50,000 regional agritourism maps distributed, second printing produced 2010



The Lesson of Rudy's

With thanks to the Leopold Center at Iowa State University

A 2008 study by the Leopold Center tracked local food sales at three restaurants, including Rudy's Tacos. Rudy's sourced 71% of its food from local and regional sources, resulting in \$168,000 added to the local economy each year. But because each dollar spent by Rudy's cycles through the region more than once, local buying by the restaurant contributes \$326,000 to the local economy.

More from Iowa State

A 2009 study by the Leopold Center compared the prices Iowa consumers pay for locally grown food products and non-local products sold by supermarkets. They found that the a pound of each locally produced vegetable totaled \$8.84, *while its non-local supermarket counterpart totaled \$10.45.*



To learn more about the Mississippi River Hills...



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MississippiRiverHills.org

Place Based Economic Development

Brookfield, Missouri

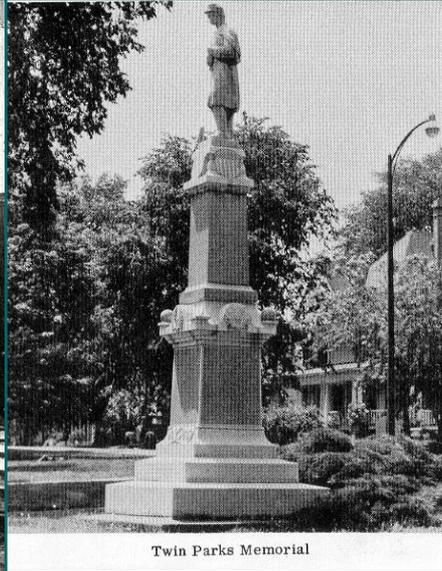
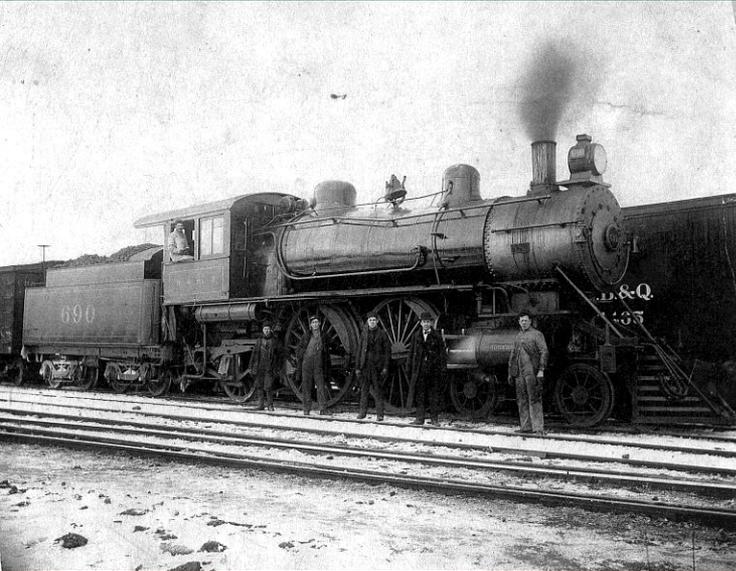
May 13, 2010
Becky Cleveland

teamwork

teamwork



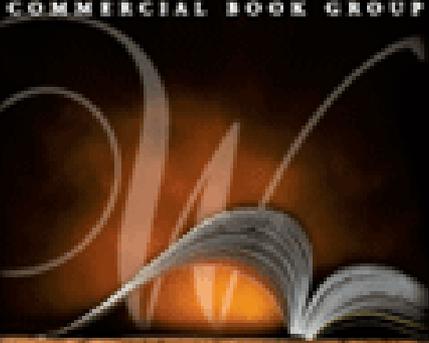
Our Town's Story



Twin Parks Memorial



Walsworth
Publishing Company
COMMERCIAL BOOK GROUP



Walsworth Publishing Company
www.walsworthpublishing.com



Brookfield, Missouri

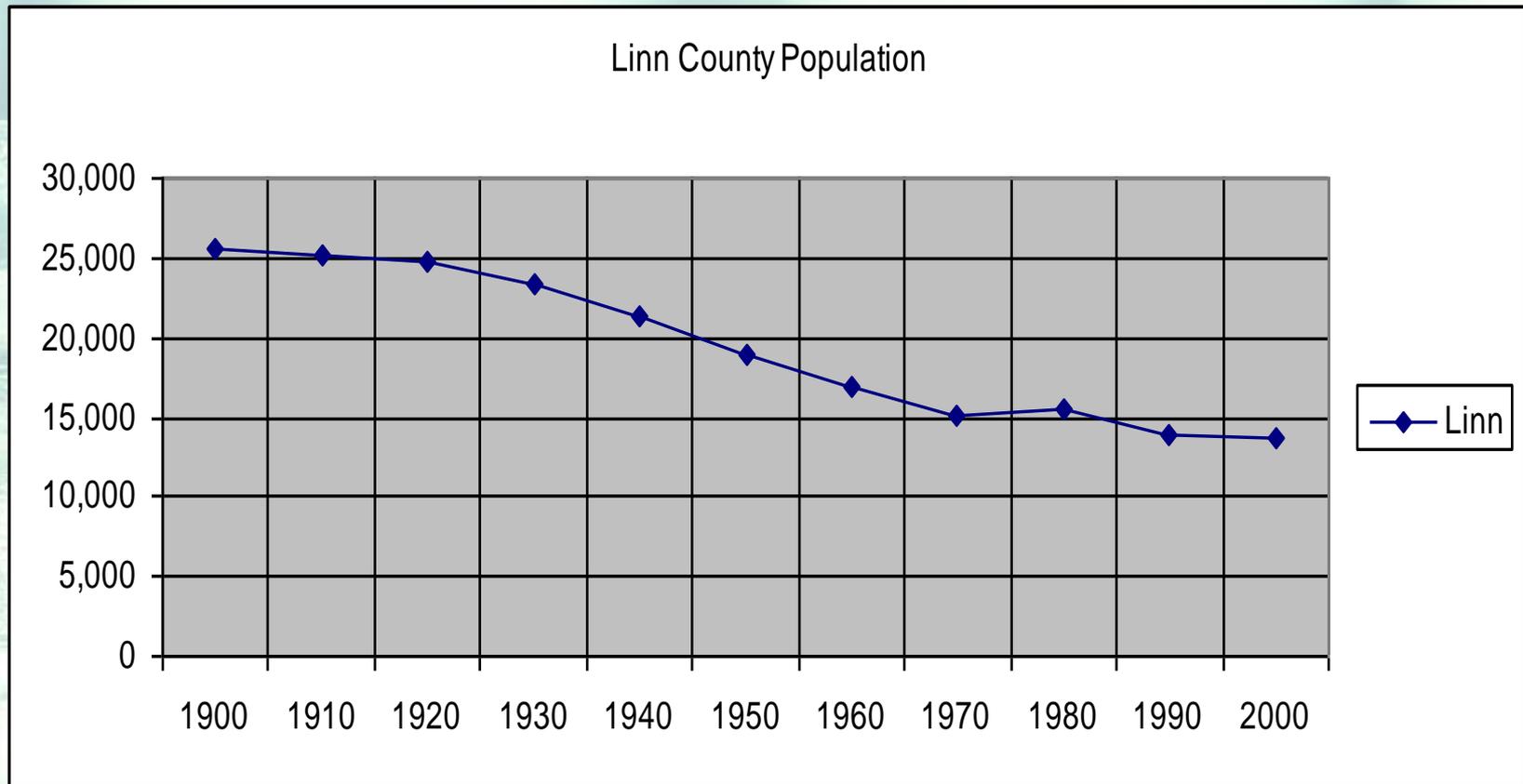
- Green Hills of North Central Missouri
- Population – 4,769
- Economic Engines
 - Manufacturing
 - Agriculture
 - Transportation



The Crisis

- ❑ **2004** – Unexpectedly and without warning.... Dura Automotive announces it is closing its local plant. Over 240 direct jobs would be gone within the year.
- ❑ Manufacturing was moving off-shore nationwide, providing diminished opportunities to replace these jobs with another factory.

A Slow But Steady Drain



Who did it effect?

➤ **Workers**

➤ **Families**

➤ **Schools**

➤ **Healthcare**

➤ **Services**

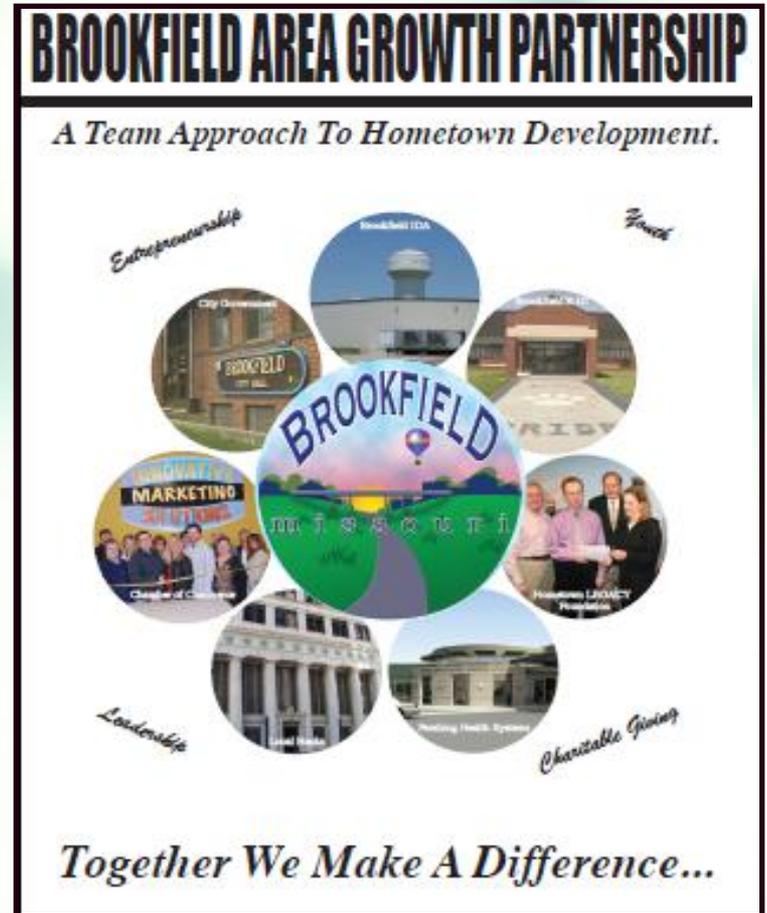
➤ **Retail**

➤ **Housing**

➤ **Government**

Assembled the Team

- ❑ School
- ❑ Hospital
- ❑ Businesses
- ❑ All local banks
- ❑ City Government
- ❑ Chamber of Commerce
- ❑ Industrial Development



Focusing on Four Critical Issues

- ❑ Loss of Farms, Industry, Small Businesses
- ❑ Erosion of Leadership Capacity
- ❑ Historical Youth Out-Migration Trends
- ❑ Generational Wealth Transfer

A Collective Vision

Our community seeks to become an **entrepreneurial community** where civic and business entrepreneurship combine to create a **higher quality of life, stronger business environment** and **greater economic opportunity** for all our residents.

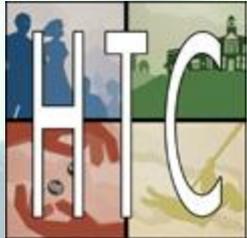
Community Visioning Priorities

- ✓ A community with a positive “can do” attitude
- ✓ **Evidence of reverse in declining population trends**
- ✓ Increased number of new business start-ups, particularly locally owned
- ✓ **An established community foundation with a substantial endowment**
- ✓ A measurable increase in youth and young families
- ✓ **A transition of leadership to a younger generation**
- ✓ An innovative and inclusive leadership base
- ✓ **A revitalized Brookfield downtown – lofts, amenities, thriving businesses, including niche retail and restaurants**
- ✓ Strong local support for entrepreneurs with access to training and capital
- ✓ **Quality employment opportunities**
- ✓ Strong public private partnerships
- ✓ **Community supported life long learning programs**

Overall Strategy

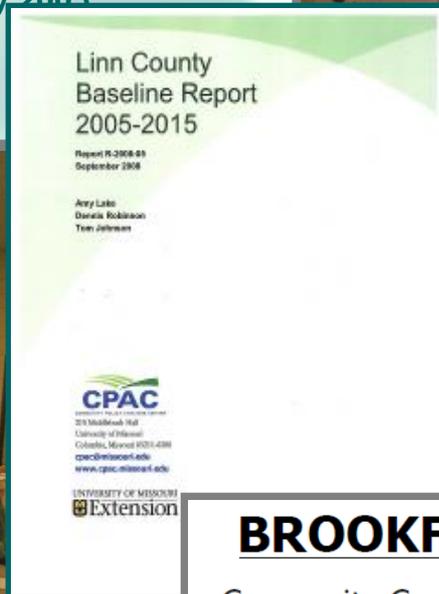
- ❑ Employ the HTC framework and process to **create a more robust development game plan** for the Community of Brookfield.
- ❑ Increase the capacity of Brookfield to implement its economic development game plan including **expanded sustainability of human and financial resources**.
- ❑ Create new opportunities for **regional and/or county-wide collaboration** in support of development.
- ❑ Evolve **stronger external relationships** with potential development partners.

Assessment, Visioning and Planning



HOMETOWN COMPETITIVENESS

A Come-Back/Give-Back Approach to Rural Community Building
Brookfield, Mo
ACTION PLAN – July, 2005



BROOKFIELD USING THE HTC APPROACH

Community Capacity Questionnaire

Please check the appropriate box for each statement.

All of the time	Some of the time	Occasionally	Very seldom	Never
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Expanding Resources



Brookfield is selected as one of five pilots of Rural Entrepreneurship Initiative through University of Missouri, Extension - Equating to over \$120,000 in three years plus technical and advisory resources

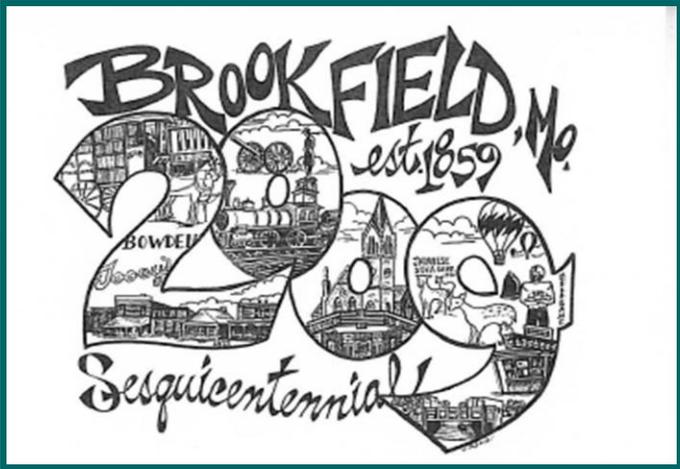
Financial Resources

Human Resources



**Marcia Cunningham joins BAGP as VISTA Volunteer in 2005
BAGP program coordinator - 2006**

Strengthening Community Assets



Drury University 2008

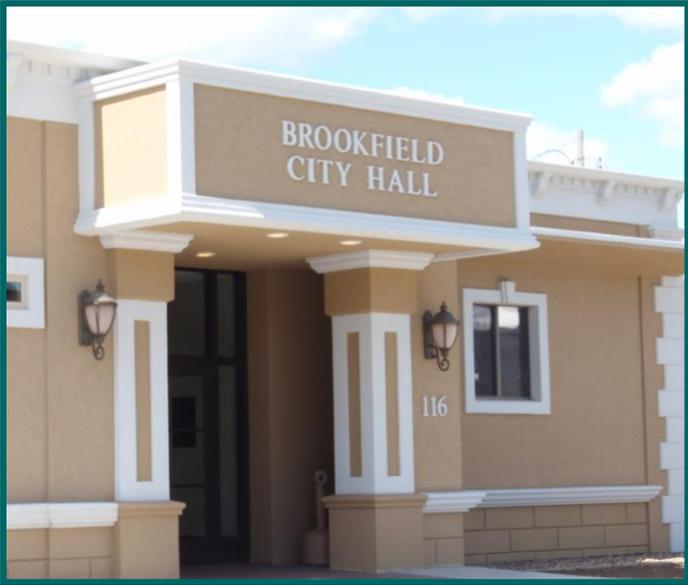


MU Extension

B R O O K F I E L D M I S S O U R I

RECONNECTING BROOKFIELD

REVITALIZING THE DOWNTOWN WITH LINKAGES THAT BRING PEOPLE AND PLACES TOGETHER



Expanded External Partnerships



The Community Policy Analysis Center



Leadership

- ❑ Establish a leadership recruitment, development and placement program that expands human and financial resources to sustain:
 - ❑ **The specific strategies areas - leadership, charitable assets, entrepreneurship and youth.**
 - ❑ **Other civic needs within the community.**
- ❑ Create enhanced civic capacity within Brookfield capable of better meeting community challenges and optimizing community opportunities for development.
- ❑ **Increase participation in Brookfield's development from a broader diversity from within the community.**
- ❑ Deepen the understanding, commitment and engagement of key Brookfield stakeholder groups in current and long-term development activities.

Individual and Community Leadership Training



Leadership Impact



- Leadership Brookfield
- Curriculum designed to meet needs of community
- In just 4 years providing quality training for over 60 future leaders – Ages 15 to 80
- Documented increase of volunteers, civic leaders and new faces seeking public office

The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.

Walter Lippmann

Charitable Assets

- ❑ Create an effective community foundation that can enable charitable assets to be developed to strategically invest into community betterment and development.
- ❑ **Establish a community of donors (both current & former residents) willing to give back to their community through charitable giving.**
- ❑ Establishment of endowments that will permanently support Brookfield's development into the future.
- ❑ **Establishment of underwriting shorter-term and endowments longer-term to sustain efforts.**

Foundation Goals & Objectives



- ❑ \$200 to \$400 thousand in 1st year
- ❑ \$5,000,000 in 5 to 10 years
- ❑ Inform and Train Financial Planners
- ❑ Inform Community
- ❑ Form Fundraising Groups (ST<)
- ❑ Develop Written Materials
- ❑ Coordinate Activities w/ other Task Forces
- ❑ Setup Structure to manage funds

Giving Back....

- ❑ Hometown Legacy Foundation
- ❑ Gifts of real estate, cash and in-kind
- ❑ Alumni Outreach
- ❑ Kansas City Chief Ambassadors Golf Tourney - \$20,000
- ❑ **Hellooooo Brookfield !!!**



Hometown LEGACY Foundation

The Hometown LEGACY Foundation, Inc.

What is the Hometown LEGACY Foundation?

A community organization created by and for the people of Brookfield and the surrounding area as a way for people of all means to make a lasting difference in their communities.

Funds are pooled and invested under the direction of a Board of Directors made up of community leaders.

The foundation has been approved by the IRS as a tax exempt 501 (c) (3) organization providing donors with flexible, efficient, and tax effective ways to ensure their charitable gifts achieve the greatest possible impact.

We are here to help our donors do good work for generations to come.

Purpose

The Foundation is organized to acquire gifts in order to establish a permanent endowment fund, to assure prudent investment and management of gifts, and to establish a procedure for disbursement of endowment income and other gifts.

How does it Work?

Gifts are donated to the Hometown LEGACY Foundation by individuals, families, organizations, corporations, and other foundations. The Foundation invests the funds and then distributes a portion of the generated income to finance community projects, which may be designated by the donor.

Distinct Features of a Community Foundation

- Enhance our community
- Help donors create a legacy
- Involve and inform donors
- Offer significant tax advantages
- Benefit local organizations
- Provide experience and expertise
- Preserve donor intent

Benefits to the Community

- Provides local funding sources
- Grants / gifts stay in our community
- Establishes permanent endowment for our community
- Investment for the future



Youth Attraction

- ❑ Create a youth attraction and development strategy to guide Brookfield's efforts to become more attractive to young people fostering both retention and attraction.
- ❑ **Enable youth to become central players in the life of Brookfield assuming leadership in helping the community create a “youth attractive” community.**
- ❑ Build on the work at the Brookfield schools to evolve a stronger youth entrepreneurship strategy as a “come-home” career option for youth.
- ❑ **Identify and engage “near youth” (21 to 40 year olds) who are in the community.**

Youth Entrepreneurship and Service Learning



An Invitation to Come Home



Representative of Partnership invites students to consider the possibility of coming back home.



Entrepreneurship

- Explore how entrepreneurship can create economic development and opportunities in Brookfield and craft a strategy to energize entrepreneurial talent within the community.
- **Expand the economic and economic opportunities through an entrepreneurship based economic development approach.**
- Connect with the youth entrepreneurship strategy to raise awareness, energy and activity within the community's entrepreneurship development game plan

Local Expansion

A Vacant Building is transformed into...



a 2.5 Million dollar local investment & More Jobs!!!

New Investment



Degraw Theater Closed 2003
**REELTIME Cinema Opens
2009**



The Living Well Co. Opens at former Dura location in 2008

Business and Development Impacts

- Addressing needs of existing businesses
 - Business training, workshops and access to resources
- Increase in new business start-ups
- Successfully leveraging local resources
 - Converting \$62,000 original local investment into over \$500,000!
- Additional staffing

Brookfield selected FHLB of Des Moines Capital Community for Missouri in 2007



Development, Communications & Evaluation

- ❑ Develop a strategy and working group to proactively explore resource options to support the process and implementation opportunities as they emerge.
- ❑ **Create a documentation capacity to ensure accountability of the process.**
- ❑ Create a community-wide communication strategy.
- ❑ **Share our story with other communities in Northern Missouri creating opportunities for regional collaboration and renewal.**

Housekeeping Details

- Don't forget to mark your calendars for our final webinar of this season
- June 10, 2010
- Youth Entrepreneurship with Ann Sherrard, U. Maryland Extension
- Evaluation