



HOMETOWN COMPETITIVENESS
A Come-Back/Give-Back Approach to Rural Community Development

HomeTown Competitiveness: A Blueprint for Community Builders

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HomeTown Competitiveness: A Strategic Partnership



Heartland Center for Leadership Development





Important Trends that Formed HTC

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

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HomeTown Competitiveness Philosophy

- Locally controlled
- Build upon community assets
- Do not replace local capacity; all HTC activities must add value
- Build community capacity through empowering local leadership
- Convene and build partnerships
- Belief in power of "Hometown"

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A National Model

- 2004 Innovative Program Award from the International Community Development Society
- 2005 HTC Awarded \$2 Million Entrepreneurship Development Systems Grant from the W.K. Kellogg Foundation (one of six selected from 180+ proposals)
- 17 HTC Academies completed in 8 states (787 participants)
- HTC providing training/technical assistance in 14 other states

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The Four HTC Pillars

-  Charitable Assets
-  Youth
-  Leadership
-  Entrepreneurship

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Putting all the Pieces Together...

- HTC Steering Committee
- ✓ Capacity Survey Tool

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Task Force on Each Pillar

- Assessment and research activities
- Broaden the involvement of residents
- Report back to the steering committee
- Responsible for activities, a “mini-plan” and evaluation/monitoring

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HTC Towns often start with one Pillar topic and then proceed with others.



Staff?



Pillar: Charitable Assets



**Charitable Assets:
Expected Outcomes**

- Community-based endowed assets
- Greater knowledge about charitable giving tools and resources
- Grants awarded to specific activities that will improve economic prospects for individuals and/or technical assistance and business coaching to entrepreneurs and small businesses
- Grants awarded to specific activities that will improve the likelihood that young people stay or return to their hometown



Charitable Assets: Elements of Strategy

- Build charitable endowments which are:
 - A new source of capital for reinvestment
 - Sustainable (payout available every year)
 - Built locally
 - Controlled locally
- Begin and sustain the discussion among stakeholders



Charitable Assets: How does it support the HTC framework?

- Revives the tradition of local investment
- Creates a habit of giving
- Makes the case for community support



Strategic Grant-Making

- Non-Traditional Scholarships
- High-quality Affordable Day Care
- Microenterprise Loan Program
- Build Leadership with a Purpose
- Retaining and Recruiting Volunteers
- Value-added Curriculum for K-12 School



Example: Douglas, Arizona



- ◆ Matched a \$50,000 grant from the Arizona Community Foundation with gifts from \$25 to \$5,000
- ◆ Current endowment: over \$100,000



Pillar: Youth



Youth: Expected Outcomes

- Increased number of young people working towards returning to their hometown
- Entrepreneurship curriculum and community-based learning available to more youths
- Stronger school-community partnerships in place to support shared education and community economic development goals
- Greater youth involvement in community service and leadership



Youth: Elements of Strategy



- Supports youths and adults working together to create greater opportunities for young people to stay or return
- Helps young people create their own business and career opportunities
- Assists youths participating in entrepreneurship training to engage with the community and implement business plans



**Youth:
How do they enhance the
HTC framework?**

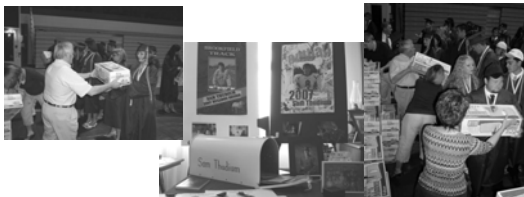
- Pool of young entrepreneurial talent for creating new businesses and transitioning ownership from retiring business owners
- Changes behaviors of long time leaders
- Youth attraction can create significant wealth retention and new wealth creation over a lifetime



**Example:
Brookfield, Missouri**

Gifts for graduates in 2007

“You’ll always have a home here.”





**Example:
Albion, Michigan**

Albion Experience Fund

- * Mentors for young entrepreneurs
- * Albion Community Foundation



Pillar: Leadership



Leadership: Expected Outcomes

- Increased diversity in community leadership
- Enhanced leadership knowledge and skills
- More volunteer engagement in community projects and activities
- More people willing to run for public office

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Leadership: Elements of Strategy



- Strengthen the capacity of residents to improve and sustain their community
- Provide the focus on the basic knowledge, skills and attitudes that are necessary for community leadership

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Leadership: How does it support the HTC framework?



- Expands the pool of volunteers and emerging leaders to work on HTC task forces and projects
- Assists current and new leaders in developing their leadership skills
- Encourages community members to participate in community planning and projects

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**Example:
Lawrence County,
Indiana**



- one of 9 pilot HTC towns statewide
- created leadership program
 - 2 day retreat
 - 8 monthly sessions—1 day each
 - tuition =\$350
 - subsidized by the local foundation, business sponsorships!



Pillar: Entrepreneurship



**Entrepreneurship:
Expected Outcomes**

- identification of local entrepreneurs, markets and opportunities
- eases business transitions between generations
- contributes to spin-off and expansions of existing businesses



**Entrepreneurship:
How does it support the
HTC framework?**



- Provides focus for economic development activities
- Increases community capacity
- Broadens involvement



Case Study – Valley County



Valley County, Nebraska Chronology...

- 1999 – No Game Plan or Program
- 2000 – Economic Development Board
 - Staffing Proposed
- 2001 – Tax Support Passed
- 2002 – Joined HTC
 - Focused Development Goals
 - Moved Towards Entrepreneurship
- 2004 – Hired a Business Coach

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Case Study – Valley County



Bottom Line Results...

- 73 New Businesses
- 10 Expansions, 21 Transitions
- 332 New Full-Time Jobs
- \$90 Million New Investment
- Retail Sales Up 20% vs. 18% Statewide
- Per Capita Income Up 22% vs. 9%
- Population Gain 3% (first in 70 years)

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HOME TOWN COMPETITIVENESS®

A Come-Back/Give-Back Approach to Rural Community Development



Pillars—The HTC Newsletter

Pillars is a publication of HomeTown Competitiveness, a Come-Back/Give-Back Approach to Rural Community Building. HTC is a rural development framework that focuses on four pillars of leadership development, capturing wealth transfer, energizing entrepreneurs and attracting and retaining young people.

www.htccommunity.org

www.htccommunity.org/success



For More Information

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