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From the Grassroots

Profiles of 103 Rural Self-Development Projects

Jan L. Flora
James J. Chriss
Eddie Gale
Gary P. Green
Frederick E. Schmidt
Cornelia Flora

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The photograph on the cover is of the barn-raising for the Windmill Farm and Market Cooperative in Penn Yan, NY. The project is described on page 7. The photograph is from the files of The Chronicle-Express in Penn Yan. We appreciate the newspaper's permission to use this photograph.

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From the Grassroots: Profiles of 103 Rural Self-Development Projects. By Jan L. Flora, James J. Chriss, Eddie Gale, Gary P. Green, Frederick E. Schmidt, and Cornelia Flora. Agriculture and Rural Economy Division, Economic Research Service, U.S. Department of Agriculture. Staff Report No. 9123.

Abstract

In the 1980s, economic difficulties caused some rural localities to rely on their own financial and organizational resources to initiate projects generating local jobs or income. The authors set out to systematically study this phenomenon, which was designated "self-development." Through a survey, information was obtained on 103 self-development projects. This publication of profiles of each of these cases is aimed at providing useful information to community leaders and development professionals about those projects: name and location, a brief project description, involvement of local organizations, an estimate of income and/or number of jobs generated, and the means by which the project was financed. Types of projects include (1) community-based development (community-owned and worker-owned firms, agricultural marketing organizations, community finance institutions, community-based service firms, etc.), (2) local business and industrial development (locally owned industrial and value-added firms, business incubators, retention and expansion programs), and (3) tourism and historical development (recreational development, festivals, crafts fairs, downtown revitalization). Local contact persons are listed. A comprehensive index is included.

Key words: economic development, local government, community organization, self-development, tourism, industrial development, collective enterprises

Acknowledgments

In September 1988, the Economic Research Service (ERS) entered into a cooperative agreement with four institutions to study self-development projects in nonmetropolitan areas of the United States. The four institutions are the Departments of Agricultural Economics and Sociology at Virginia Polytechnic Institute and State University (VPI&SU), the Institute of Community and Area Development at the University of Georgia (U. Ga.), the Center for Rural Studies at the University of Vermont (UVM), and the Kansas Center for Rural Initiatives at Kansas State University (KSU). David W. Sears of ERS provided oversight for the research, which was carried out over a period of more than 2 years. The research team was headed by Jan L. Flora (VPI&SU); other team members were Cornelia B. Flora and Jim Chriss (VPI&SU), Frederick E. Schmidt and Eddie Gale (UVM), and Gary P. Green (U. Ga.). The project was supported in part through ERS Cooperative Agreement No. 58-3AEN-8-00082. Financial resources were also provided by each of the four universities represented in the project. Appreciation is expressed to Leisa Osborne of VPI&SU for correcting the profiles and organizing the final copy. Robert Turner of VPI&SU and Jim Sayre of ERS each gave the profiles a thorough editing.

Contents

Map: Geographic Location of Self-Development Projects in the United States	vi
Introduction	vii
I. Community-Based Development	1
Agricultural Marketing Organizations	2
Alabama-Tennessee Vegetable Growers Cooperative: Madison County, Alabama, and Lincoln County, Tennessee	
Headwaters Produce Plant: Clearwater, Beltrami, and Koochiching Counties, Minnesota	
Project Herbs--In Our Own Way: Mars Hill (Madison County), North Carolina	
Southeastern Livestock Market, Inc.: Whiteville (Columbus and Brunswick Counties), North Carolina	
Vermont Northern Growers Co-op: East Hardwick (Caledonia County), Vermont	
Windmill Farm and Market Cooperative: Penn Yan (Yates County) New York	
Community-Owned Enterprises and Land Trusts	8
Alexander Community Corporation Store Building: Alexander (Franklin County), Iowa	
Coharie Intra-Tribal Council Aquaculture Project: Clinton (Sampson County), North Carolina	
Community Store, Inc.: Frederick (Brown County), South Dakota	
Community Swimming Pool: Ashland and Hartsburg (Boone County), Missouri	
Depot Cafe: Winger (Polk County), Minnesota	
Ganados Del Valle: Los Ojos (Rio Arriba County), New Mexico	
H.O.M.E., Inc. and the Covenant Community Land Trust: Orland (Hancock County), and Belfast (Waldo County), Maine	
Kingman County Retirement Association: Kingman (Kingman County), Kansas	
Kula Agricultural Park: Maui County, Hawaii	
Lakeview Community Restaurant, Inc.: Wakefield (Clay County), Kansas	
Morningside Village: Alcester (Union County), South Dakota	
Township Stores, Inc.: Bonaparte (Van Buren County), Iowa	
Tseyi' Shopping Center: Chinle Navaho Nation, Arizona	
Westmoreland Development Corporation: Westmoreland (Pottawatomie County), Kansas	
Wimbledon Community Improvement Corporation: Wimbledon (Barnes County), North Dakota	
Wolf Point Community Organization: Wolf Point (Roosevelt County), Montana	

Revolving Loan Funds or Other Community Financial Institutions 24

- ARABLE: Benton, Douglas, Lane, and Linn Counties, Oregon
- Area Community Commonwealth: Franklin and Cerro Gordo Counties, Iowa
- Atwood Second Century Development Fund: Atwood (Rawlins County), Kansas
- Community Development Promotion Network: Eufaula (McIntosh County), Oklahoma
- Enterprise Development Program of Cascades West Financial Services: Benton, Lincoln, and Linn Counties, Oregon
- Northeast South Dakota Energy Conservation Corporation: Northeast South Dakota

School-Based Enterprises 31

- Green Thumb FFA Cooperative: Lake View/Auburn (Sac County), Iowa
- Hydroponic Greenhouse for Cultivating Bibb Lettuce: Hiawassee (Townsend County), Georgia
- St. Marys High School Hydroponic Greenhouses: St. Marys (Pleasants County), West Virginia
- Way Off Broad-Way Delicatessen: St. Pauls (Robeson County), North Carolina

Worker-Owned Firms 35

- Caswool Cotco: Yanceyville (Caswell County), North Carolina
- Day Break, Inc.: Eureka (McPherson County), South Dakota
- Fentress County Arts and Craft Association: Jamestown (Fentress County), Tennessee
- Foothills Crafts: Manchester (Coffee County), Tennessee
- Mountain Skil-Crafts, Inc.: Bryson City (Swain County), North Carolina
- Worker Owned Network: Athens (Athens County), Ohio

II. Local Business/Industrial Development 41

Incubators/Small Business Assistance Centers 42

- ADVOCAP Business Incubator: Fond du Lac (Fond du Lac County), Wisconsin
- Atmore Small Business Incubator: Atmore (Escambia County), Alabama
- Business Development Center of Lake County: Clearlake and Lakeport (Lake County), California
- Keewatin Community Development Corporation: Keewatin (Itasca County), Minnesota
- Mississippi Research and Technology Park: Starkville (Oktibbeha County), Mississippi
- NEST (Neighbors Enthusiastically Supporting Trade) Builders: Custer County, Nebraska
- New Ventures North and J.P. Stitching: Berlin (Coos County), New Hampshire
- Northeast Nebraska Inventors Fair: Northeast Nebraska

Rome and Floyd County Center for Industry: Rome (Floyd County), Georgia
The Green Lion Foundation: Southern Minnesota

Locally Controlled Industrial Development 52

Bitter Root Resource Conservation and Development Area: Ravalli, Missoula, and Mineral Counties, Montana
C.B. Electronics, Inc.: Schleswig (Crawford County), Iowa
Charlestown Economic Development Association Industrial Park: Charlestown (Sullivan County), New Hampshire
Coon Valley Industrial Development Corporation: Coon Valley (Vernon County), Wisconsin
Killdeer Mountain Manufacturing: Killdeer (Dunn County), North Dakota
Rochester Industrial Park: Rochester (Rockingham County), New Hampshire
Tooh Dineh Industries, Inc.: Chinle Navajo Nation, Arizona

Retention and Expansion of Existing Businesses 59

Barnes County Business Retention and Expansion and Industrial Recruitment Program: Valley City (Barnes County), North Dakota
Bison Farm and Home Show: Buffalo Center (Winnebago County), Iowa
Harper County Economic Development Committee: Harper County (communities of Attica, Anthony, and Harper), Kansas
Highmore Industrial Development Corporation: Hand, Hughes, and Hyde Counties, South Dakota
Retention and Expansion Visitation Program: Washington County, Ohio
Tapping Industrial Potential: Ellis, Hays, and Victoria (Ellis County), Kansas

Value-Added Businesses 65

Cross Creek Valley Wool Mill: Cross Creek Valley (Washington County), Pennsylvania
Mini-Cassia Development Commission: Burley (Cassia and Minidoka Counties), Idaho
Minnesota Corn Processors: Southwestern Minnesota
Northern Pride, Inc.: Thief River Falls (Pennington County), Minnesota

III. Tourism/Historic Development 69

Downtown Revitalization 70

Downtown Revitalization: Kamiah (Lewis County), Idaho
Downtown Revitalization/Revolving Loan Fund: Wahpeton (Richland County), North Dakota
Economic Development/Community Revitalization: Columbus (Cherokee County), Kansas
Ft. Scott Downtown Program: Fort Scott (Bourbon County), Kansas
Historic Clarksville, Inc.: Clarksville (Pike County), Missouri

Main Street Project: Smackover (Union County), Arkansas
 Main Street USA: Lampasas (Lampasas County), Texas
 Nelsonville Renaissance: Nelsonville (Athens County), Ohio
 Winnsboro-Franklin Parish Chamber of Commerce Beautification Project:
 Winnsboro (Franklin Parish), Louisiana

**Tourism, Recreational Development, Arts Festivals, Crafts Fairs, and Other
 Income-Generating Cultural Activities 79**

Annual Piedmont Summer Berry Festival: Dobson (Surry County), North Carolina
 Big Brutus, Inc.: Cherokee, Labette, and Crawford Counties, Kansas
 Bishop Hill Arts Council: Bishop Hill, (Henry County) Illinois
 Boone Convention and Visitors Bureau (Tourism Development Authority): Boone
 (Watauga County), North Carolina
 Confluence Community Development: Cairo, (Alexander County) Illinois
 Davy Crocket Ohio River Relay: Cave in Rock, Elizabethtown, and Rosiclare
 (Hardin County); Golconda (Pope County), Illinois
 Edisto River Canoe and Kayak Trail: Walterboro (Colleton County), South Carolina
 Emery County Economic Development Council: Emery County, Utah
 Ferry County Forward: Ferry County, Washington
 Flint Hills Adventure: Lyon, Morris, Marion, and Chase Counties, Kansas
 "Good Ol' Days" Celebration: Fort Scott (Bourbon County), Kansas
 Historic preservation of old railroad town: Geddes (Charles Mix County), South
 Dakota
 Jamesport Community Association: Jamesport (Daviess County), Missouri
 Jim Bowie Days Celebration/"Song of Silver" Outdoor Drama: Menard (Menard
 County), Texas
 Lake Holcombe Fish Crib Project: Holcombe (Chippewa County), Wisconsin
 Lamoni Antique Mall Development: Lamoni (Decatur County), Iowa
 Missouri Days Festival: Trenton (Grundy County), Missouri
 Mount Sunflower University: Wallace (Wallace County), Kansas
 Old Town: Burlington (Kit Carson County), Colorado
 Orofino Unlimited, Inc.: Orofino (Clearwater County), Idaho
 Post Rock Tour Co.: Lincoln and Ellsworth Counties, Kansas
 Promoting Progress in Tourism/Projecting the Mountaineer Spirit: Farmington
 (Marion County), West Virginia
 Rawlins County Bed and Breakfast Association: Rawlins County, Kansas
 Senior Citizens Appalachian Heritage Craft Outlet: Cookeville (Putnam County),
 Tennessee
 "Spirit of Greene" Paddlewheel Boat and Paddle Inne: Greene (Butler/Floyd County),
 Iowa
 Spring Gulch Cross Country Ski Trail System: Carbondale and Glenwood Springs
 (Garfield County), Colorado
 Sugarite State Park and wild animal rehabilitation center: Raton (Colfax County),
 New Mexico
 Tourism and recreational promotion: Council Grove (Morris County), Kansas
 Waterfront redevelopment: Bandon and Coquille (Coos County), Oregon

Index 108

Map: Geographic Location of Self-Development Projects in the United States



Introduction

Why Self-development? For many rural communities, economic stress was an almost constant companion during the 1980s. Whether in the form of the farm crisis, plant closings, or the boarding up of Mom-and-Pop stores on main street, economic difficulties have caused some rural localities to rely on their own resources to initiate projects generating local jobs or income, engaging in what we call self-development.

We have sought to inventory self-development efforts in the nonmetropolitan United States. This set of profiles is a result of that effort. It is part of a larger study which includes a survey of successful self-development cases, focusing on the characteristics of the project, the role of various actors in facilitating the development of the project, costs and benefits, and obstacles facing self-development activities. Also, several case studies were conducted in order to learn the background and organizational characteristics of successful self-development communities or counties, and how they differ from ones which have not succeeded.

What is Self-development? Self-development activities are ones which result in the generation of jobs and/or income for the rural locality, and which also:

- * actively involve local organizations, in most cases including a local government;
- * involve the investment of substantial local resources (this does not preclude use of outside resources), and
- * result in an enterprise or activity which is locally controlled.

We included only self-development projects implemented since January 1980. (In a few cases the project was initiated earlier, but a substantial expansion occurred since 1980.)

Self-development, defined here, does not include industrial recruitment. It does not include the establishment of a business by local entrepreneurs, unless there is broader community involvement. It does not include recruitment of a Federal or State facility, such as a prison or job-training facility, because such a facility would not be locally controlled. Improvements in the quality of life which may attract additional residents and therefore indirectly create jobs or increase incomes are also beyond the scope of this definition of self-development.

How Were Instances of Self-development Identified? The primary source of potential self-development cases were key informants in each State, who were requested to identify self-development activities. Key informants included professionals in State departments of economic development, Cooperative Extension Services, Economic Development Administration University Centers, and Regional Planning Commissions, as well as other development experts, such as

members of the Community Development Society. Those sources were supplemented with bibliographies and inventories of economic development efforts, newspapers and journals, and lists obtained from a variety of national organizations, such as the National Association of Towns and Townships and the Future Farmers of America.

Approximately 600 key-informant questionnaires were sent to rural community development specialists identified through the procedures described above. Respondents were asked to identify cases they believed to fit our definition of self-development, and to include the name and telephone number of a contact person. We judged that 249 cases possibly met our criteria for self-development. A questionnaire was sent to all such projects identified by key informants or through secondary sources. After followups, we received 160 questionnaires which appeared to meet our criteria for self-development. Through additional phone calls and correspondence, we were able to verify that 103 of those cases truly met all our criteria for self-development. Those are the cases appearing in this directory. These are by no means all self-development projects in the rural United States. There are undoubtedly many more of which we are unaware.

The contact persons whose names appear at the bottom of most profiles expended considerable time in filling out questionnaires, responding to our probing telephone calls, and inspecting drafts of the self-development profiles. We thank them for their considerable effort. We asked their permission to have their names listed in the profile. There were a few cases where the respondent preferred not to be listed, and we respected that request by not including a contact at the bottom of the profile.

Use of the Directory. We hope this directory will facilitate networking among those who are contact persons listed at the end of the profiles and others who would like to know more about how a particular project was initiated and implemented. This should facilitate self-development efforts by additional localities; they may be able to learn from the successes and mistakes of localities whose projects are featured in this publication. The profiles should also be useful to rural economic and community development professionals in learning what is possible and in serving to link communities with one another in a process of learning from one another.

I. Community-Based Development

Community-based development projects include community financial institutions (e.g., revolving loan funds, community credit unions), community land trusts, community-owned enterprises, worker-owned enterprises, community-based service firms (e.g., health facilities, cable TV systems), agricultural marketing organizations (including farmers' markets), and school-based businesses.

The community-based project is something other than a conventional individual-proprietor, for-profit firm. The self-development enterprise directly involves the collaboration of a number of people not necessarily hierarchically related to one another, as in a conventional bureaucracy. While community-based development enterprises may be for-profit firms, their internal organization is cooperatively or collectively based, with a rather flat organizational structure. Such firms or enterprises are not the products of conventional economic development efforts, although in some cases they may spawn such products, as in the case of some revolving loan funds or other community financial institutions.

Agricultural Marketing Organizations

Name of Project: Alabama-Tennessee Vegetable Growers Cooperative.

Type of Project: Agricultural marketing organization.

Location: Madison County, Alabama, and Lincoln County, Tennessee.

1986 Population: 233,700 and 27,100, respectively. **Year Project Initiated:** 1984.

Project Description: The Vegetable Growers Cooperative is a vegetable growing and packing operation formed when a group of farmers, wishing to increase their income through selling fresh vegetables, sought help from the Tennessee Valley Authority, the Alabama and Tennessee Departments of Agriculture and Extension Services, the Agricultural Marketing Services, and Agricultural Co-op Services. The group formed a cooperative, selected a Board of Directors, and joined the Horticulture Producers Federated Association, Inc. in Monticello, Kentucky. Policy for the organization is set by the Board of Directors in conjunction with the growers (who own the cooperative). A manager, appointed by the Board, hires employees.

Farms participating in the cooperative range in size from 20 to 1,000 acres and the largest farms grow other crops in addition to vegetables. Among the vegetables grown are sweet potatoes, watermelons, and cantaloupes. Growing fresh vegetables is a new activity for many of the farmers and many must rely on hiring seasonal labor due to the labor intensity of vegetable production.

Current packing of produce is done in a rented facility, although work on a permanent packing house was scheduled for 1990. The project is funded by the Tennessee Department of Agriculture, the Tennessee Valley Authority, Lincoln County, and private donations from the growers themselves. All sales and advertising are through the staff of the Horticulture Producers Federated Association, Inc., in Kentucky.

Involvement of Local Organizations: County government.

Income and/or Jobs Generated: Thirty jobs have been created, including positions for one full-time, year-round manager; one part-time, year-round secretary (who works more hours during peak produce season); and seasonal produce packers. Growers are sometimes hired during season to pack produce, in which case they become paid employees outside of their role as growers.

How was Activity Financed? In 1989, \$200,000 for building construction came from the Tennessee Department of Agriculture, \$25,000 came from the Tennessee Valley Authority, and \$50,000 was raised from local farmers/growers. In 1990, a \$30,000 loan from Lincoln County sponsored the receipt of a \$200,000 grant from the State. Upon completion of the building in spring 1990, the county, as the building's owner, will lease it back to Alabama-Tennessee for a 15-year period. The \$30,000 county loan is to be repaid by rental income and, at the end of 15 years, the county will deed the building to Alabama-Tennessee or grant an additional 15-year lease.

Extent of Local Control of Activities Created: 100 percent.

Name of Project: Headwaters Produce Plant.

Type of Project: Agricultural marketing organization.

Location: Clearwater, Beltrami, and Koochiching Counties, Minnesota.

1986 Population: 8,700; 33,000; and 13,400, respectively. **Year Project Initiated:** 1986.

Project Description: Low wild rice prices along with a generally poor economy in northern Minnesota instigated the formation of a three-county organization to grow, process, and market cool season vegetables for a niche market. The county governments supplied a building as well as services for the growers organization and the growers themselves invested \$50,000. The growers association has a strong board that tries to anticipate problems before they develop and to involve local professionals in the community for input and support.

Involvement of Local Organizations: The three county governments are the active parties.

Income and/or Jobs Generated: Gross sales in 1989 were \$70,000, and 20 jobs were created at the processing facility and on the farms.

How was Activity Financed? An in-kind grant of \$10,000 was received from the county government. Personal investments provided \$50,000 and \$26,500 came from the Minnesota Initiative Fund.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Terrence T. Nennich, County Extension Agent, Rt 1, Box 18, Bagley, MN 56621. Tel: (218) 694-6151.

Name of Project: Project Herbs--In Our Own Way.

Type of Project: Agricultural production and marketing organization.

Location: Mars Hill (Madison County), North Carolina.

1986 Population: 17,400 (county).

Year Project Initiated: 1988.

Project Description: Project Herbs is a locally created business enterprise producing and selling fresh and dried herbs and herb products from Madison County. The project is being developed and coordinated by IN OUR OWN WAY, a nonprofit 501(c)(3) organization, with the goals of supplementing income, upgrading skills, creating jobs, and stimulating investment in the private business sector. The project is designed to support local entrepreneurs committed to self-help and self-sufficiency and to diversify the economy of a rural county with a strong agricultural heritage.

The project began with a series of workshops designed to educate local farmers in herb production and marketing. Later, a small number of growers were asked to participate in a project involving the commercial production of herbs. Primary crops are basil, thyme, oregano, parsley, sage, mint, garlic, lavender, rosemary, and dill. An herb store was opened in May 1989, now employing five part-time workers. The shop carries various fresh herbs in addition to herb products such as potpourri, sachet, and wreaths. In 1989, Project Herbs was marketing up to 100 pounds of herbs per week. The project hopes to double that amount and break into nearby markets in urban areas such as Charlotte (North Carolina), Greenville (South Carolina), and Johnson City (Tennessee). An attempt is being made to document the experiences of growers through a video and other information sources.

Involvement of Local Organizations: The Chamber of Commerce and the regional Council provided initial support to the project.

Income and/or Jobs Generated: The 25 jobs generated in 1989 include herb growers, people who work in the store, and those who make herbal products.

How was Activity Financed? The Chamber of Commerce (\$4,000), the Land-of-Sky Regional Council, the Z. Smith Reynolds Foundation, local businesses, and some churches provided the necessary financing.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Richard Morgan, Box 103, Mars Hill, NC 28754. Tel: (704) 689-5974. Jane R. Threatt, president, IN OUR OWN WAY, Box 103, Mars Hill, NC 28754. Tel: (704) 689-5974.

Name of Project: Southeastern Livestock Market, Inc.

Type of Project: Agricultural marketing organization.

Location: Whiteville (Columbus and Brunswick Counties), North Carolina.

1986 Population: 52,400 (city). **Year Project Initiated:** 1983.

Project Description: The Southeastern Livestock Market, Inc. is a producer owned, for-profit corporation formed to market locally raised livestock. With the advice and leadership of the County Extension Advisory Committee, 165 farmers invested \$1,000 each to build the market building which opened in 1984. The market now accommodates about 500 feeder pigs, 150 cull hogs, 400 market hogs, and 100 cattle every week. In 1986, the success of the market allowed local hog producers to negotiate a contract with a major packer, and 17 producers in two counties now sell 60,000 hogs at prices consistently higher than they could get elsewhere.

Involvement in Local Organizations: The County Extension Advisory Committee has served as the key local organization in promoting this project.

Income and/or Jobs Generated: There are five full-time employees. In addition, the project has contributed significantly to the income of participating producers.

How was Activity Financed? 165 farmers invested \$1,000 each to build the livestock market facility.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: James Norris, County Extension Office, Box 569, Whiteville, NC 28472.
Tel: (919) 642-5700.

Name of Project: Vermont Northern Growers Co-op.

Type of Project: Agricultural marketing organization.

Location: East Hardwick (Caledonia County), Vermont.

1986 Population: 2,630 (town). **Year Project Initiated:** 1978.

Project Description: The Vermont Northern Growers Co-op was formed by organic farmers in northeastern Vermont to market their products and provide locally grown vegetables for area residents. The group borrowed \$14,000 to buy an old potato warehouse in East Hardwick and a carrot planter and harvester. A manager was hired to run the storage facility and oversee marketing. Member farmers raise organic potatoes, carrots, and rutabagas which the co-op handles, stores, cleans, and markets in exchange for 35 percent of the final sales price. In 1988, one farmer realized gross sales of \$15,000 on one acre of organic carrots.

Involvement of Local Organizations: The Vermont Northern Growers Co-op, the Greensboro United Church, and the Hardwick Merchants Bank were involved.

Income and/or Jobs Generated: The co-op employs a manager and three part-time laborers in the storage barn. More important, the co-op provides an opportunity for member farmers to earn higher income and to provide additional agricultural labor jobs in the county.

How was Activity Financed? Members of the co-op pay a fee of \$30 per year, plus a 35-percent commission on all produce sold. The State of Vermont guaranteed the loan to buy the storage facility, and \$50 equity shares in the co-op were sold to local residents, raising an additional \$3,000. The United Church in the neighboring town of Greensboro contributed two \$800 grants to buy a root washer and a planter.

Extent of Local Control of Activities Created: All activities are 100-percent locally controlled and the co-op members are now less dependent on chemical fertilizers, pesticides, and herbicides imported from outside the community. The board of directors is made up of member growers.

Contact Person: Lois Pulver, Box 125, East Hardwick, VT 05856. Tel: (802) 472-6285.

Name of Project: Windmill Farm and Market Cooperative.

Type of Project: Agricultural marketing organization, including farmers and crafts market.

Location: Penn Yan (Yates County) and surrounding towns in Schuyler, Ontario, and Steuben Counties, New York.

1986 Population: 5,690 (city). **Year Project Initiated:** 1986.

Project Description: When area farmers got as little as 10 cents for a dozen ears of their sweet corn, Ron Nissen, a Penn Yan tire company owner and craftsman, decided that local planners' talk of attracting industry to the town was unrealistic. Believing the area should take advantage of its rustic, rural character, Nissen proposed a crafts and farmers market that would draw on the 1.8 million people living within an 80-mile radius.

The Federal Government rejected a \$124,000 grant application to build the farmers market, but the setback turned out to be a blessing in disguise. The community took up the project on its own, deciding to raise money for purchasing the land and constructing the market buildings through the sale of stock. That effort succeeded and the newly formed co-op purchased a 26-acre pasture. Then, 50 men from the local Mennonite community pitched in for a classic "barn-raising" and the main structure was built in one day. A community-wide name-choosing contest followed and the new cooperative was dubbed "The Windmill Farm and Craft Market." The market provides mall-weary tourists a chance to shop in the open air and buy produce and crafts from the people who grew and made them. The market also offers carriage rides and crafts demonstrations. A good Saturday can draw 10,000 visitors out to the pasture past Penn Yan.

Involvement of Local Organizations: The Windmill Farm and Market Cooperative is the primary agency while the Penn Yan Chamber of Commerce provides an area information booth at the market.

Income and/or Jobs Generated: There are two full-time employees and 10-20 part-time employees, plus 150 vendors. The market grossed over \$1 million in 1988, creating an estimated equivalent of 45 full-time jobs.

How was Activity Financed? Common stock was sold to vendors for \$25 a share, while preferred stock was offered investors at \$100 a share, raising \$50,000. A \$200,000 Small Business Administration loan was obtained through the Bath National Bank. Volunteer labor for the "market raising" alone was valued at more than \$7,800, excluding donations of cement, building materials, and gravel.

Extent of Local Control of Activities Created: The market is 100-percent locally controlled and the board of directors is made up of local farmers, crafts people, and members of the community at large. All vendors are from the surrounding area.

Contact Persons: Brian Henahan, Department of Agr. Econ., Cornell University, Ithaca, NY 14853. Tel: (607) 255-8800. Pat Middlebrook, The Windmill, Box 707, Penn Yan, NY 14327. Tel: (315) 536-3032.

Community-Owned Enterprises and Land Trusts

Name of Project: Alexander Community Corporation Store Building.

Type of Project: Community-owned enterprise.

Location: Alexander (Franklin County), Iowa.

1986 Population: 190 (city). **Year Project Initiated:** 1987.

Project Description: A 1986 fire destroyed the only store and gas station in Alexander. Left without a store or a place to gather for coffee, Alexander's residents formed the Alexander Community Corporation to try to rebuild the gas station and store. Backed by local funding, community members donated an estimated 1,800 hours of labor to rebuild the fire-gutted building and turn it into the "Unicorn Quick Shop." The building is rented to a local manager, but the community is still very much involved. When new laws concerning gasoline tanks required a new underground vault to protect against leaks, the town raised \$4,000 in donations to help pay for the new construction.

Involvement of Local Organizations: The Alexander Community Club, the Alexander Centennial Committee, and the Alexander Betterment Committee helped raise money and rebuild the store.

Income and/or Jobs Generated: The store's impact on Alexander has been tremendous. Beyond the three jobs provided in the Quick Shop, empty houses have been occupied and most of these have been purchased. Young people are moving into town and empty buildings have been purchased for new businesses. It is anticipated that the rent paid by the Unicorn Quick Shop will be used as seed money to start other businesses in town.

How was Activity Financed? The Alexander Centennial Celebration provided \$10,000, \$3,000 came from the community club, and \$2,700 came from an ice cream social held by the Betterment Committee. The money, as well as 1,800 hours of volunteer work, were donated locally.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Jacki Kragel, Box 45, Alexander, IA 50420. Tel: (515) 642-3367.

Name of Project: Coharie Intra-Tribal Council Aquaculture Project.

Type of Project: Community-owned enterprise.

Location: Clinton (Sampson County), North Carolina.

1986 Population: 50,200 (county). **Year Project Initiated:** 1986.

Project Description: Coharie Indians in Harnett and Sampson Counties have formed a council responsible for economic and community development in the region. Among several projects underway, the Coharies' cottage industry produces Indian dolls with the council obtaining materials locally and selling the finished dolls for \$45 each at arts and crafts shows. The most ambitious Intra-tribal Council project, however, is an aquaculture farm. The Coharie Indians have developed earth ponds for raising channel catfish. They hope that profits from this operation will eventually be reinvested in the community for economic development projects. Meanwhile, income from sales go toward worker salaries when income is sufficient. If there is a shortfall, fund raising monies are used to make up the difference. If there is still not enough money to pay workers, they volunteer their time. Plans for a second enterprise, a squab farm, are being considered.

Involvement of Local Organizations: The Coharie Intra-tribal Council serves as an umbrella organization for the two local Coharie agencies in Sampson and Harnett Counties. It is controlled by a board composed entirely of tribal members.

Income and/or Jobs Generated: The aquaculture project employs one full-time feeder/monitor who works year-round and one sales person who works 6 months of the year. Both positions are paid through a Federal grant. Five temporary, seasonal positions are filled for harvesting, restocking, and pond cleaning, and are paid by income from sales or through local fundraising efforts. In addition, positions created to administer the grant--an executive director, an economic developer, a secretary/bookkeeper, and a sales/service representative--spend approximately 85 percent of their time with the catfish project. These latter positions are also funded by a Federal grant.

How was Activity Financed? A \$20,000 Federal grant and local fundraising efforts.

Extent of Local Control of Activities Created: 100 percent.

Name of Project: Community Store, Inc.

Type of Project: Community-owned enterprise.

Location: Frederick (Brown County), South Dakota.

1986 Population: 320 (city). **Year Project Initiated:** 1985.

Project Description: In 1984, the owner of the Frederick grocery store could not sell his business, but was ready to close the doors. The community, not wanting to lose its only grocery store, held public meetings and began fundraising. A corporation was formed, resulting in the establishment of a new general store which opened its doors on March 1, 1985. Carrying a complete line of groceries, meats, and produce and incorporating a coffee and soft drink area, the store also handles some dry goods, health and beauty aids, and hardware. The store inventory has gone from \$20,000 to \$45,000 and improvements have been made. The corporation has never operated in the red and, in fact, made a profit of over \$9,000 in 1988.

Involvement of Local Organizations: The local media, farmers, retired individuals, and local businesses were involved. The effort to save the store was initiated by a banker and another businessman. A larger concerted effort emerged. Town meetings were called, a committee was formed, and pledges began coming in. A for-profit corporation was formed with assistance from an attorney from Aberdeen and contributions were converted into \$1 shares in the corporation.

Income and/or Jobs Generated: The store is managed by a husband and wife, the Bartons, who receive a percentage of gross sales as income. Out of this income, they pay three other part-time employees. Direct gross sales for 1989 were \$330,000.

How was Activity Financed? There was no outside funding. Approximately 200 people (out of a total population of 320) contributed \$36,000 to purchase the building and inventory in 1985. The local TV stations and newspaper provided reduced-rate ad space and free community news spots about the store project.

Extent of Local Control of Firm Created: 100 percent.

Contact Persons: Raymond & Margaret Barton, RR 2, Box 43, Frederick, SD 57441. Tel: (605) 329-2257 or 329-2375.

Name of Project: Community Swimming Pool.

Type of Project: Community-based service.

Location: Ashland and Hartsburg (Boone County), Missouri.

1986 Population: Ashland, 1,210; Hartsburg, 140. **Year Project Initiated:** 1987.

Project Description: A group of local citizens decided to build a community pool after results of a survey conducted by the park board confirmed that this would be a desirable venture and because the city government refused to take it on. The pool was built through cash and labor/material donations and was deeded over to the Optimists Club, now responsible for its operation. As a result of this community effort, Ashland received the Governor's Community Betterment Award in 1989.

Involvement of Local Organizations: An informal committee of 10 citizens (dubbed the "pool fools"), the local media, and various community organizations (such as the Optimists, Jaycees, 4-H, and Lions clubs of both Hartsburg and Ashland, along with various churches), plus private citizens and businesses were involved.

Income and/or Jobs Generated: Fourteen new jobs were created by the project, including lifeguards and snack bar personnel. All jobs are seasonal, but two are full time. Since the pool opened in May 1989, there have been no income estimates. The clientele is drawn from the entire school district, which includes about 6,000 people.

How was Activity Financed? Funding came from local sources, with private and business donations amounting to \$100,000. The city of Ashland purchased the land and turned it over to the Optimists. It also purchased some equipment which is leased to the Optimists and it provides free water. The estimated contribution by the city so far is about \$2,000. The total value of the pool, including labor and material contributions, is estimated at up to \$140,000.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Joan Wilson, Rt. 3, Box 3509, Ashland, MO 65010. Tel: (314) 657-9604.

Name of Project: Depot Cafe.

Type of Project: Community-owned enterprise/historic renovation or preservation.

Location: Winger (Polk County), Minnesota.

1986 Population: 196 (city). **Year Project Initiated:** 1982.

Project Description: A public opinion poll conducted in Winger established that the vast majority of local people thought the city should purchase the old Soo Line Railroad Depot. The city purchased the building from the State for \$50. The city put up the \$15,000 renovation cost in the hopes of being reimbursed from fundraising events. The investment was covered by the American Legion and Lions Club by ice cream socials and through many hours of volunteer labor. The depot was moved to a park in town, the county contributed \$7,000 to construct restrooms, and the Soo Line offered a \$5,000 grant and \$2,500 in matching funds for the city. The restored Depot now houses a community-owned cafe and an ice cream parlor that is managed locally. Managers report directly to the city council. Plans include a campground near the Depot Cafe which will include an equipment house and winter warming hut, volley ball and tennis courts, natural recreation areas, and bike trails. The depot restoration has meant a big boost in community satisfaction and pride.

Involvement of Local Organizations: The Winger City Council and the Winger Legion Post 200.

Income and/or Jobs Generated: Six people are employed at the Depot Cafe.

How was Activity Financed? The county provided \$7,000 while the Soo Line provided a grant of \$5,000. Contributions from fundraisers, the Winger American Legion Post, and the Lions Club, along with countless volunteer hours, provided the rest of the financing.

Extent of Local Control of Activities Created: The cafe is owned by the city and managed locally.

Name of Project: Ganados Del Valle.

Type of Project: Community-owned development corporation.

Location: Los Ojos (Rio Arriba County), New Mexico.

1986 Population: Rio Arriba County: 33,200; Los Ojos: 3,000.

Year Project Initiated: 1983.

Project Description: Ganados Del Valle (GDV), with a membership of 50 families, is a not-for-profit economic development corporation which creates businesses and attempts to increase the income of small-scale growers and artisans. Most of the growers raise sheep. Tierra Wools, a spinning and weaving cooperative, was the first GDV business created and, with the addition of a retail shop, the new firm has created 24 new jobs. Other firms generated by GDV include Rio Arriba Wool Wash, Inc.; Pastores Lamb, a fresh lamb marketing cooperative; and a feed and general store. For all of these enterprises, GDV has provided marketing and management training as well as technical and marketing assistance.

Involvement of Local Organizations: None.

Income and/or Jobs Generated: The project has created 30 new jobs. Tierra Wools had sales of nearly \$250,000 in 1988. Pastores Lamb, a pilot program begun last year, has generated sales of \$10,000.

How was Activity Financed? Most of the money for running Ganados del Valle has come from individuals, churches, and foundations in the form of grants. Members, who pay a membership fee and dues, are entitled to participate in the cooperative grazing program and to utilize a revolving loan fund. The New Mexico Department of Agriculture has assisted with two small grants. Prior to 1987, the largest grant received was about \$20,000 from a private foundation. Most grants have been much smaller: \$1,000, \$2,000, or \$5,000. A major grant, just received from the Ford Foundation, allowed Ganados to hire an agricultural marketing specialist.

Extent of Local Control of Firm Created: All firms associated with the project are locally controlled.

Contact Person: Maria Varela, Box 118, Los Ojos, NM 87551. Tel: (505) 588-7231.

For Additional Information: Margaret Thomas. 1988. Profiles in Rural Economic Development. Kansas City, MO: Midwest Research Institute, pp. 85-86.

Name of Project: H.O.M.E., Inc. and the Covenant Community Land Trust.

Type of Project: Community land trust, worker-controlled enterprise, value-added activity, and agricultural marketing organization.

Location: Orland (Hancock County), and Belfast (Waldo County), Maine.

1986 Population: Orland, 1,780; Belfast, 6,200.

Year Project Initiated: 1970, with expansions.

Project Description: H.O.M.E., a cooperative community dedicated to helping people to help themselves through job training and education, was founded by Lucy Poulin as an outlet for crafters who worked at home to supplement their meager incomes. It soon became apparent that the original store was too small for the display and sale of crafts, so a "new store" has grown from the first structure. Further, a market stand to sell wholesome foods and organically grown vegetables has been added. Then, since it was apparent that many low-income residents of the Orland area needed to improve their reading and writing skills, H.O.M.E. started a learning center offering day-care, adult education courses, and a 2-year college associate degree program. H.O.M.E. has also built four shelters for use by the homeless or by battered women and children and it has started a prison program where women on probation can finish their sentences, care for their children, and receive job training and education.

H.O.M.E. has also established pottery and weaving studios, a woodworking shop, a flea market, and a food bank. A health clinic is being organized. In 1978, H.O.M.E. started the Covenant Community Land Trust (CLT) and has helped build 14 family farm houses. The wood for the houses is harvested and processed in H.O.M.E.'s own sawmill and shingle mill, and cabinets are made in the woodworking shop. The houses come with 10 acres which allow low-income people to supplement their incomes by gardening, gathering firewood, and raising animals. Although the Hancock County shore land is under intense development pressure, with the inland mostly owned by paper companies, CLT land is kept in trust and out of the speculative market, hence providing some of the low-income people with affordable housing.

Involvement of Local Organizations: H.O.M.E., Inc. is the only local organization involved.

Income and/or Jobs Generated: H.O.M.E., Inc. regularly employs 35 people and has 1,500 participating members.

How was Activity Financed? H.O.M.E.'s store generates an estimated \$200,000 a year in sales. It has developed its own direct mail fundraising contacts and has received grants from the Amelia Peabody Trust, the Carpenter's Fund, and the Public Welfare Association.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Lucy Poulin, Box 10, Orland, ME 04472. Tel: (207) 469-7961.

Name of Project: Kingman County Retirement Association.

Type of Project: Community-based service firm.

Location: Kingman (Kingman County), Kansas.

Population: 8,900 (county). **Year Project Initiated:** 1986.

Project Description: The Kingman County Retirement Association (the Wheatlands) is a community-based project aimed at constructing a 60-bed nursing home which incorporates six assisted care apartments. A community meeting in 1986 led to the formation of a seven-member board which conducted an initial study of the feasibility of constructing a retirement home. A Wichita, Kansas, man representing a national fundraising firm was brought in to work with a group of local volunteers. Through local contributions and the passing of a bond issue, enough money was raised to make the project a reality. Work began in August 1988, and after only 10 months, a \$2.5 million building was constructed, becoming fully staffed and operational by June 1989. Three months after completion, occupancy rates were ahead of initial projections: the six apartments were full and 30 of the 60 nursing home beds were occupied. The home includes an old fashioned ice cream and popcorn parlor where visitors and residents can visit in a nonhospital-like setting. There is also a family dining room where, on special occasions such as a resident's birthday, the family can enjoy a meal served on fine china.

Involvement of Local Organizations: The project was supported by various churches, clubs and organizations (e.g., Rotary Club, Lions Club), and private citizens. During the money-raising phase, volunteers sought funds from local residents. Local groups and individuals provide clerical assistance, music, tours, and religious activities.

Income and/or Jobs Generated: The project has created 50 local jobs, with a projected payroll of about \$750,000 per year.

How was Activity Financed? The project has been funded exclusively by local interests. The fundraising firm was able, with help from volunteers, to raise \$540,000 in local contributions. Bonds generated an additional \$2,000,000.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Stanley E. Benson, 217 N. Main, Kingman, KS 67068. Tel: (316) 532-3781.

Name of Project: Kula Agricultural Park.

Type of Project: Community land trust.

Location: Maui County, Hawaii.

1986 Population: 87,500. **Year Project Initiated:** 1983.

Project Description: Tourism has been central to Maui's economy for years. But local planners, concerned about growing too dependent on this source of income, began exploring alternative economic activities. The idea of an agricultural park germinated in 1974 and in 1981 bids were accepted for the park's construction. Within the 450-acre site, 360 acres have been divided into 31 lots, the first of these available to tenants in 1984. All tenants have been expected to clear the land, install water meters, and build access roads to their lots. Initial rents were set at \$100/acre/year (compared with a \$125/acre/year rate for the private sector). The park is filled, with all 31 lots having been leased. While vegetables are the dominant crop at present, secondary crops include nursery plants, orchard crops, and cut flowers.

Involvement of Local Organizations: The county and state governments, along with farm organizations, were initially involved and a development committee representing the entire community was appointed to oversee and coordinate the land trust's various activities. The program is now administered by the county and by a nine-member Agricultural Park Committee that reviews leases and addresses tenants' problems. The committee is composed of farmers, bankers, farmer agency representatives, and people from the public sector.

Income and/or Jobs Generated: With an average of 2.5 workers per farm lot and 30 lots, about 75 jobs were either created or saved. One of the 31 lots is leased to the University of Hawaii for agricultural research. Estimated direct gross sales for 1988 amounted to \$2.5 million.

How was Activity Financed? In 1982, the Maui Land & Pineapple Co., with headquarters in Maui County, furnished \$180,000 in exchange for the right to use the agricultural park water system to irrigate adjacent pineapple fields. A total of \$3.6 million was invested in land acquisition and improvements, including funds to purchase the 450-acre site. The \$3.6 million was provided by the following entities: \$883,400 by the Economic Development Administration of the U.S. Department of Commerce, \$750,000 by the county, and \$1,966,600 by the State.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: William H. Agena, Office of Economic Development, County of Maui, 200 South High St., Wailuku, HI 96793. Tel: (808) 243-7710.

Name of Project: Lakeview Community Restaurant, Inc.

Type of Project: Community-owned enterprise.

Location: Wakefield (Clay County), Kansas.

1986 Population: 810 (city). **Year Project Initiated:** 1988.

Project Description: Wakefield, a small community near Milford Lake, had been without a full-service restaurant for approximately 2 years when, in 1988, a group of local people organized an effort to purchase and refurbish an existing building for use as a restaurant. Nearly 50 people bought over \$41,000 in stock. Through the efforts of community volunteers--stockholders and nonstockholders alike--the goal of a community-owned restaurant became a reality. On November 12, 1988, the restaurant opened for business.

Involvement of Local Organizations: When the former restaurant closed, local pastor Ross Kirk offered his church as a location for coffee klatches, but that offered only a partial solution. Kirk met with the Wakefield bank president in October 1988 to discuss the idea of a community-owned restaurant. Then, based on community input and a feasibility study, the old Lakeview Restaurant building was selected as a site over the recently closed cafe. A five-person board of directors was established.

Income and/or Jobs Generated: About \$5,000 was saved by community volunteers providing free labor to refurbish the building. Five jobs have been created as a result of the project and about \$36,000 in salaries have been generated.

How was Activity Financed? The project was financed via stock options sold to local residents. Local public stock sales raised approximately \$44,000 and another \$30,000 was loaned by a local bank.

Extent of Local Control of Firm Created: 100 percent.

Contact Persons: Jerry Patterson or Phil Barber, Farmers and Merchants State Bank, Box 278, Wakefield, KS 67487. Tel: (913) 461-5434.

Name of Project: Morningside Village.

Type of Project: Community-based service firm.

Location: Alcester (Union County), South Dakota.

1986 Population: 740 (city). **Year Project Initiated:** 1986.

Project Description: A 28-apartment congregate housing project called Morningside Village was initiated in 1986 by Morningside Manor. Funded jointly by the local community and matching Federal dollars, the facility was opened in 1988, primarily to serve the area's elderly and handicapped. Apartment occupancy is at half capacity.

Involvement of Local Organizations: Morningside Manor was the principal mover in establishing Morningside Village. In 1963, Alcester residents and the Alcester State Bank had raised funds and established the nonprofit Morningside Manor Nursing Home, an 88-bed, Medicare-certified facility for young handicapped as well as elderly residents. A home health agency was added and the congregate apartments is its most recent project. The local board had a great deal to do with the project's development and the State legislature helped out by aiding the acquisition of the HUD grant for Morningside Village. Morningside Village is a nonprofit organization governed by a board of directors chosen from leaders in the community. The local government plays no role in the governance of Morningside Manor.

Income and/or Jobs Generated: Morningside Village is now only at the break-even point; however, it has generated two full-time jobs, one in housekeeping and the other administrative, along with two additional part-time jobs.

How was Activity Financed? A total of \$420,000 was drawn from a gift fund which had been established years earlier by Morningside Manor. About \$100,000 of these funds were used for a downpayment on the new village and the rest has been kept in savings. A gift fund provided \$160,000 toward the construction of the independent living apartments and \$140,000 in Federal funds for the congregate housing project came from a 1988 HUD grant.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Joseph Ward, administrator, Morningside Manor/Village, 100 Church Street, Box 188, Alcester, SD 57001. Tel: (605) 934-2011.

Name of Project: Township Stores, Inc.

Type of Project: Community-owned enterprise/retention and expansion of local businesses.

Location: Bonaparte (Van Buren County), Iowa.

1986 Population: 470 (city). **Year Project Initiated:** 1986.

Project Description: Downtown Bonaparte faced the threat of being boarded up when its White Shopping Center went out of business and the owners of nearly every other building on the block wanted to retire. A group of four individuals formed a for-profit corporation, "Township Stores, Inc.," to buy and renovate the block. Being a for-profit corporation made Township Stores ineligible for grant money, but the need to raise funds from private sources was made easier by the fact that the group included an architect and an attorney. Hoping to buy the White Shopping Center by attracting many small investors--to keep individual risk at a minimum--the corporation's initial goal was to raise about \$30,000 from 15 \$2,000-investors. Within a few days, though, the corporation had signed up 50 shareholders. A few shares were bought by former Bonaparte residents, but most were bought by local people, especially older people who came to town on Saturday night and built their social life around Bonaparte. Part of the White Shopping Center was to be used by the City of Bonaparte as a community room. By April 1988, it had more bookings than the old community room had for the whole of 1987.

The group has concentrated on historic preservation of the buildings, with an emphasis on ground-level commercial use, and upstairs use for office and residential purposes. Bonaparte didn't qualify for the National Main Street Program, which is geared toward towns of 5,000 or more, so residents started their own Main Street organization and got most of downtown Bonaparte listed on the National Register of Historic Places.

Income and/or Jobs Generated: New businesses include a barber/beauty shop, two insurance offices, and a modern supermarket.

How was Activity Financed? Township Stores, Inc. borrowed \$200,000 from its shareholders and local banks to make renovations on the buildings. Since it is a for-profit corporation, TSI has not qualified for any grants or low-interest loans from the government.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Connie Meek, City Hall, Bonaparte, IA 52620. Tel: (319) 592-3400.

Name of Project: Tseyi' Shopping Center.

Type of Project: Community-owned enterprise.

Location: Chinle Navaho Nation, Arizona.

1986 Population: Apache County, 59,400. **Year Project Initiated:** 1981.

Project Description: Tseyi' is the first and most successful full-service shopping center in the 25,000-square-mile Navaho Nation. It has expanded several times and now houses eight businesses and four offices in 65,000 square feet of newly constructed space serving over 30,000 consumers. The shopping center is owned and operated by DCI Shopping Center, Inc., a wholly owned subsidiary of Dineh Cooperatives, Inc.

Involvement of Local Organizations: Dineh Cooperatives, in collaboration with the Tribal Government, was instrumental in initiating the project. Dineh Cooperatives, originally formed in 1971 to work with Navaho cooperatives, is now a local development corporation. The Board of Directors of Dineh Cooperatives is elected by chapters (local units of government) from one-fifth of the Navaho Nation through town meetings.

Income and/or Jobs Generated: The project has created or saved 174 jobs which annually generate over \$2,000,000 in earnings. Direct gross sales for 1989 exceeded \$15 million.

How was Activity Financed? The Tribal Government leased the land at less than commercial rates for a 50-year period. The rate increases with time. In addition, since 1981, the tenants of the shopping center have contributed \$3,483,000. The Navaho Tribe provided a \$250,000 loan and the shopping center has reinvested cash flows of \$1,364,000 in further expansion. Outside funding is as follows: Community Services Administration, \$1,962,000; Community Development Block Grants totaling \$1,452,000; and Office of Community Services, \$800,000.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Jon D. Colvin, Dineh Cooperatives, Inc., Box 2060, Chinle, Navaho Nation, AZ 86503. Tel: (602) 674-3411.

Name of Project: Westmoreland Development Corporation.

Type of Project: Community-owned enterprise/retention and expansion of local businesses.

Location: Westmoreland (Pottawatomie County), Kansas.

1986 Population: 650 (city). **Year Project Initiated:** 1986.

Project Description: The community-based, nonprofit Westmoreland Development Corporation was initially formed to ensure local, community-sponsored ownership of the town restaurant. The corporation offered stock for sale to local residents in order to purchase the restaurant equipment. The equipment was leased back to the local restaurant operator at a nominal fee. Funding through the development corporation was also used to purchase a shoe shop and an equipment building, although this venture has been less successful than the restaurant. In addition, absentee-owned firms--a convenience store and a funeral chapel from neighboring Wamego--have been brought in as a result of the project.

Involvement of Local Organizations: There has been no local government involvement. The main local organizers were the PRIDE organization and the Chamber of Commerce. The PRIDE program, jointly sponsored by Cooperative Extension and the Kansas Department of Commerce, brings community organizations together for joint projects.

Income and/or Jobs Generated: The convenience store has created three part-time jobs; the funeral chapel, one. The local restaurant has produced four full-time unskilled jobs. It has not been determined how much income has been generated during the current year.

How was Activity Financed? The activity was financed through stock sales to local residents which yielded about \$8,500 for the purchase of the restaurant equipment. So far, stock sales to local private interests have raised \$12,000. No external sources or public revenues have been used.

Extent of Local Control of Firms Created: The restaurant is 100-percent locally controlled. The convenience store and funeral chapel are owned by residents of Wamego.

Contact Person: James E. Moore, Box 324, Westmoreland, KS 66549. Tel: (913) 457-3316.

Name of Project: Wimbledon Community Improvement Corporation.

Type of Project: Community-owned restaurant/community-based service.

Location: Wimbledon (Barnes County), North Dakota.

1986 Population: 280 (city). **Year Project Initiated:** 1980.

Project Description: The Wimbledon Community Improvement Corporation (WCIC) was organized in 1970 to obtain low-cost Farmers Home Administration housing for the community. It was rejuvenated in the early 1980s. The local cafe had been shut down for some time, leaving the community without a restaurant. After purchasing the existing building, the WCIC realized that it was financially unrealistic to maintain it. Thus, money was raised so that construction could begin on a new building and new restaurant equipment could be purchased. The restaurant opened on New Years Day, 1983. Also in the early 1980s, the WCIC purchased the old bank building, remodeled it, and convinced a medical clinic in Jamestown to put a satellite clinic in Wimbledon.

Involvement of Local Organizations: The WCIC along with local private citizens who donated time and effort, including gratis professional services, were mainly involved in initiating and implementing both projects.

Income and/or Jobs Generated: The restaurant project saved or created one full-time and four part-time jobs. Gross sales estimates were unavailable because, even though the WCIC owns the building, it is being leased to a private individual and no income or sales figures have been released. Two part-time jobs were created by the clinic: one janitorial and one secretarial. Although the WCIC owns the building, the Dakota Clinic in Jamestown is responsible for hiring personnel. Thus, no information on income is available.

How was Activity Financed? The restaurant's initial financing of \$50,000 came entirely from local private contributions and the WCIC. The clinic was privately funded with about \$12,000 contributed by private citizens. This amount included \$2,000 from gambling proceeds donated by the Eagles Club in Jamestown while the remainder came from raffles conducted by the WCIC and from individual and club contributions from Wimbledon solicited by the board members of the WCIC.

Extent of Local Control of Firms Created: The restaurant is 100-percent locally owned. Although the clinic building is locally owned, it operates as a branch office of an outside organization.

Contact Persons: Eileen Hoggarth, Box 8, Wimbledon, ND 58492. Tel: (701) 435-2426. Wayne Christ, president, Wimbledon Community Improvement Corp., Wimbledon, ND 58492. Tel: (701) 435-2406.

Name of Project: Wolf Point Community Organization.

Type of Project: Community-owned enterprise/tourism.

Location: Wolf Point (Roosevelt County), Montana.

1986 Population: 3,300 (city). **Year Project Initiated:** 1986.

Project Description: Under the Wolf Point Community Organization, WPCO-Casino, a gaming industry firm, offers high stakes bingo, pull-tabs, and video games. WPCO-Taxi provides taxi service in the Wolf Point area and WPCO-Construction contracts within the Fort Peck Reservation.

Involvement of Local Organizations: WPCO is a tribal organization, owned and operated by the Fort Peck Indian Reservation. Organized in the early 1980s to promote and oversee economic development activities, it has a seven-member board of directors and an executive committee elected by the Fort Peck community. The executive committee oversees the activities of all three projects.

Income and/or Jobs Generated: The project has created 45 jobs. Direct gross sales totaled \$1,860,000 in FY1988.

How was Activity Financed? In 1983, an \$834,000 claim was awarded to the tribal organization from the U.S. Federal Claims Court. A distribution plan (approved by Congress) resulted in six communities in Roosevelt County receiving a share of the award, based on head count. These funds served as WPCO's initial investment, along with a local private loan of \$1,125,000 received in 1986. The loan was funded privately because this amount exceeds the legal lending limit for Montana banks. WPCO initiated an application to secure a 90-percent guaranteed Bureau of Indian Affairs loan of \$1,179,000 used as collateral to construct a 20,000-square-foot building complex.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: George Redstone, community business manager, Box 726, Wolf Point, MT 59201. Tel: (406) 653-3476.

Revolving Loan Funds or Other Community Financial Institutions

Name of Project: ARABLE (Association for Regional Agriculture Building the Local Economy).

Type of Project: Revolving loan fund.

Location: Benton, Douglas, Lane, and Linn Counties, Oregon.

1986 Population: 64,600, 93,200, 263,200, and 89,000, respectively.

Year Project Initiated: 1984.

Project Description: ARABLE is a nonprofit community investment association designed to provide investment capital from member lenders to member borrowers for socially and environmentally sound enterprises within the local agricultural economy. In general, it acts to resolve the problem of chronic under-capitalization in agricultural enterprises. All members, including borrowers, must make at least a modest investment in the association. Investors may choose the rate of interest they desire, up to the market rate. The average cost of money to ARABLE is 4 percent per annum. ARABLE charges borrowers a 12-percent annual rate on the declining balance, plus a one-time loan fee of 2 percent. The average loan is \$8,000, with a range of from \$2,000 to \$25,000 and, in 1989, 14 loans were provided. Of outstanding loans, 3/4 are to farmers and 1/4 are to agriculturally related businesses.

Involvement of Local Organizations: ARABLE was founded by organic farmer activists in the Eugene area and is one of the emerging set of new institutions that support organic agriculture in Oregon. Oregon Tilth provides technical assistance and organic certification. The Organically Grown Co-op provides marketing assistance, Down to Earth Suppliers provide organic fertilizers, and ARABLE provides capital. All of these organizations are responding to the lack of appropriate information from the extension service, the lack of marketing opportunities through existing distribution channels, and the lack of credit for organic farmers.

Income and/or Jobs Generated: The project has created or saved approximately 45 jobs, an average of three positions per farm or business assisted.

How was Activity Financed? Tom Forster, who was to become the founder of ARABLE, persuaded the Amity Foundation of Eugene to sponsor a Vista volunteer to aid in the establishment of a program focused on assisting the agricultural sector. Funds were then obtained from individual members in the four-county area and from people in other parts of the State who wanted to make socially responsible investments. Some \$444,000 has been loaned out during the life of the organization.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: John Neumeister, ARABLE, 1175 Charnelton St., Eugene, OR 97401. Tel: (503) 485-7630.

Name of Project: Area Community Commonwealth (ACC).

Type of Project: Revolving loan fund/locally controlled industrial development.

Location: Seven communities in Franklin and Cerro Gordo Counties, Iowa.

1986 Population: 6,147 (seven communities in ACC). **Year Project Initiated:** 1986.

Project Description: The Area Community Commonwealth (ACC) was formed through the instigation of the local newspapers, the chambers of commerce, and the county extension agent as a nonprofit organization intended to enhance the area's quality of life through economic and community development. The ACC started a revolving loan fund with money it raised through a community "Mickey Mouse Birthday Party" and from money set aside for economic development from the Iowa State lottery. The birthday party was instrumental in uniting volunteers from all seven communities.

The "Mickey Mouse Birthday Party" came about because Franklin and Cerro Gordo Counties lie under a major commercial airline flight path. The Disney Corporation chose a local farmer's cornfield to grow a giant resemblance of Mickey Mouse as a birthday card from Minnie for Mickey's 50th birthday. Disney then persuaded the ACC to sponsor the birthday party, offering the ACC exclusive rights to sell T-shirts and hats depicting the famous mouse. As one organizer put it, "For 28 days, we ate, slept, and dreamt about that rodent." The birthday party was a resounding success.

Involvement of Local Organizations: The Dougherty Betterment Club, the Meservey Area Promotional Organization, the Chapin Area Promoters, the Rockwell Chamber of Commerce, the Sheffield Development Association, and the Swaledale Area Men's Club are all involved. The Swaledale Men's Club purchased the old Swaledale High School gym as a site for a hydraulic cylinder factory.

Income and/or Jobs Generated: Four new businesses with 10 new jobs have been created. They include a water bottling company, a "recycling vehicle" prototype manufacturer, a cabinet shop, and a hydraulic cylinder manufacturer. The ACC also provided relocation assistance to a locally owned porcelain business that resulted in nine part-time jobs.

How was Activity Financed? To raise the \$20,000 wholesale price of the souvenirs, the ACC solicited contributions from local banks, fire departments, and individuals. The Mickey Mouse Birthday Party Community Fundraiser netted \$48,000, and \$50,000 was contributed by the Iowa State Lottery Commission. This resulted in a revolving loan fund of nearly \$100,000. Organizational assistance was provided by Iowa State University Cooperative Extension's Tomorrow's Leaders Today program, through a grant from the W.K. Kellogg Foundation.

Extent of Local Control of Activities Created: The four new businesses are 100-percent locally controlled, and all the jobs created were taken by local people.

Contact Person: Mary Schissel, Box 342, Sheffield, IA 50475. Tel: (515) 892-4169.

Name of Project: Atwood Second Century Development Fund.

Type of Project: Community financial institution.

Location: Atwood (Rawlins County), Kansas.

1986 Population: 1,490 (city). **Year Project Initiated:** 1980.

Project Description: The interest from this entirely locally financed community improvement fund is used for community projects and has been instrumental in the renovation of the movie theater, recruiting a doctor, defraying some renovation costs for the Atwood Lake project, and paying for two brochures, one for a local bed and breakfast group (profiled on page 101) and another for a mail order crafts group.

Involvement of Local Organizations: A single individual, a banker, initiated the project. He convinced the other banker in town to match his bank's seed money for the fund, providing the impetus for others in the community to contribute. The fund's board of directors consists of the chief operating officers of the two banks, the senior members of each of the law firms in town, and other persons from the community chosen by the other board members. Based on requests for funds by community organizations, the board decides which projects should be supported, requiring that they benefit the community as a whole rather than a single family or firm. Other sources of funds should not be readily available for the project.

Income and/or Jobs Generated: All funds are deposited in local banks. Interest on the fund, which might otherwise leave the community, is dispersed annually. The fund contributes to the salary of a summer recreational director.

How was Activity Financed? Each of the two banks contributed \$5,000 each year for a total of \$50,000 over 5 years to get the fund started. Later, a former resident pledged \$1,000 a year for 5 years if other citizens would match it. By 1989, \$400,000 had been raised in gifts of cash and real estate toward the goal of \$2 million. Many people send a contribution to the fund in place of memorial flowers. A number of people have recently included the fund in their wills. Agricultural land in particular has been deeded to the fund. (One will currently being probated will yield the fund \$200,000.) In 1988, income from land owned by the fund was \$8,600. Individual contributions to the fund were \$9,000 in that year. No governmental funds have been involved.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: Ruth Kelley Hayden, 201 North Seventh, Atwood, KS 67730.

Name of Project: Community Development Promotion Network.

Type of Project: Community financial institution.

Location: Eufaula (McIntosh County), Oklahoma.

1986 Population: 3,600 (city). **Year Project Initiated:** 1987.

Project Description: The Community Development Promotion Network has injected community financing into local industries, including tourism, an industrial park development project, and expansion of the community hospital. Funding has also been provided to a library, a transit system, a senior nutrition center, a "street-scape" project for the improvement of downtown sidewalks, and a municipal/chamber Main Street program. The Community Development Office has been primarily responsible for public improvements using funds from U.S. Department of Housing and Urban Development and Environmental Protection Agency matching grants and block grants. Cooperation of the city has been very important in these projects.

Almost all of the construction and renovation of downtown businesses has been financed by the property owners. However, loans are available for such purposes through the Main Street Project from a \$20,000 low-interest loan pool created by the city of Eufaula and two local banks. So far, three property owners have received loans from the pool. Of 27 buildings built or renovated, 5 are new construction and 22 have had minor restorations. Private reinvestment in the 3 years preceding December 1989 has totaled \$1,533,770. Sixteen businesses have been added through relocation or expansion.

Involvement of Local Organizations: The Community Development Office, operating out of city hall, has provided the main impetus and direction for these projects.

Income and/or Jobs Generated: Of 81 jobs created, 42 are part-time. Fourteen jobs have been produced in the industrial park.

How was Activity Financed? Matching and block grants (CDBGs) from EPA and HUD totaled \$300,000. Two local banks and the city provided \$20,000 and \$1,533,770 came from local, private reinvestment.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Les Hall, project manager, Eufaula Main Street, Box 684, Eufaula, OK 74432.

Name of Project: Enterprise Development Program (EDP) of Cascades West Financial Services (CWFS).

Type of Project: Revolving loan fund/business retention and expansion.

Location: Benton, Lincoln, and Linn Counties, Oregon.

1986 Population: 64,600, 36,700, 89,000, respectively. **Year Project Initiated:** 1987.

Project Description: The Enterprise Development Program was initiated by CWFS in 1987 to assist low-income people in starting or expanding small businesses. The businesses receive loans of between \$500 and \$25,000 at a fixed interest rate set at 2 percentage points below the prime rate at the time of loan approval. There is also a flat 1.5 percent loan fee which helps to finance operations and which may be added to the loan balance. In general, the borrower is to provide a 50-percent match to qualify for an EDP loan, this funding to be obtained from a local bank or other appropriate source.

Involvement of Local Organizations: A partnership of local organizations is involved. Cascades West is a Small Business Administration certified development company which packages SBA 503 and 504 loans. The Oregon District 4 Council of Governments, covering the three counties in the project and based in Corvallis, provides offices and staff for directing, marketing, loan packaging, and loan servicing. Linn-Benton Community College provides the services of a business counselor to give full business management assistance to eligible applicants and approved borrowers, while the Community Services Consortium, a multi-county agency also based in Corvallis, refers retrained, low-income clients to the EDP through a program funded by the Job Training Partnership Act.

Income and/or Jobs Generated: Since its inception, the project has created employment for over 100 people in the businesses receiving assistance and all of the jobs have gone to low-income people. No data are yet available on income generated by the program.

How was Activity Financed? A total of \$130,000 for the fund was raised from local businesses, banks, attorneys, and certified public accountants. There was also a \$150,000 grant from the Federal Office of Community Services (OCS), an agency of the Department of Health and Human Services. The grant enabled CWFS to establish what has grown to be a \$483,000 loan fund and to pay for administrative and other costs of the program.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: William D. Cahill, CWFS, 408 SW Monroe, Corvallis, OR 97333. Tel: (503) 757-6851.

Name of Project: Northeast South Dakota Energy Conservation Corporation (NESDECC).

Type of Project: Revolving loan fund.

Location: A multi-county project in northeast South Dakota, NESDECC originally served 10 counties: McPherson, Edmunds, Brown, Marshall, Day, Roberts, Faulk, Spink, Hand, and Beadle. In 1987, 12 more counties were added: Campbell, Walworth, Potter, Hyde, Buffalo, Jerauld, Sanborn, Miner, Kingsbury, Clark, Codington, and Grant.

Year Project Initiated: 1978 (expanded in 1987).

Project Description: The Northeast South Dakota Community Action Program (NESDCAP) has historically been dedicated to the proposition that it is far better to generate means by which low-income people can improve their economic status than it is to administer programs which make people more comfortable in their poverty. Three grassroots area councils met and identified the needs in their geographic area. The most critical problems were identified as lack of job opportunities and chronic underemployment. The NESDCAP Board of Directors then decided to create a separate entity to deal with these matters; thus the NESDECC was born in 1978. The NESDECC functions as a community development corporation and as a 501(C)(3) nonprofit corporation. Controlled by low-income people, it provides financial and management assistance to proposed new or existing businesses which wish to expand. NESDCAP continues to administer a weatherization program, including furnace repair and replacement, a housing preservation program, an emergency food and shelter program, a homeless program, and a Low Income Energy Assistance Program outreach program. The two organizations share administrative personnel.

The revolving loan program established in 1978 currently offers two loan programs:

- (1) A small loan guarantee program guarantees up to \$10,000 of a loan which is generally less than \$40,000. The program is designed to allow low-income/equity persons to own their own businesses and to keep service-related retail businesses in small communities. The loan is made by a commercial bank.
- (2) The supplemental income loan program provides direct assistance to low-income individuals and families for development of part-time businesses as secondary income sources. Businesses helped financially or with technical assistance include a body shop, a bridal shop, a fitness center, a lawn mower service, a used furniture business, and a silkscreening business. NESDECC also operates a business incubator, starting firms and later selling them off to private businesspersons. Five such businesses have been started, all of them successful. The first was a storm window company associated with the weatherization program. NESDECC places emphasis on assistance to businesswomen and minority businesspersons.

Involvement of Local Organizations: All efforts sprang from the initial community action program, namely the NESDCAP. The three area councils which make policy consist of at least 51 percent low-income persons with the remaining members comprised of area residents from a broad spectrum of the involved communities. The NESDECC board consists of nine members selected by the area councils and six at-large professional representatives. Local lending institutions and businesses are involved as well.

Income and/or Jobs Generated: The project has created or saved more than 500 jobs. The direct rotating loan fund generated business activity from 1978 through 1988 which grossed an estimated \$2.15 million. NESDECC has assisted 137 businesses with 193 loans in the 11-year period. Thirty loans were made in 1988 and 63 loans were active at the end of that year. An average of four jobs were created per loan, with an estimated cost in loan funds of \$1,300 per job. Repayment rates are 97 percent, a phenomenal rate, given the fact that NESDECC is the lender of last resort.

How was Activity Financed? Initial funding for the loan pool came from the Community Services Administration (the poverty agency of the Federal Government) and a small grant from the United Presbyterian Church. More recently, Community Services Block Grants have provided outside funding. The bulk of the loan money now comes from local lending institutions.

Extent of Local Control of Firms Created: 95 percent.

Contact Persons: Robert Hull, executive director, 414 Third Ave. East, Sisseton, SD 57262. Tel: (605) 698-7654. Guy H. Mackner, business management specialist (same address).

School-Based Enterprises

Name of Project: Green Thumb FFA Cooperative.

Type of Project: School-based business for agricultural production and marketing.

Location: Lake View/Auburn (Sac County), Iowa.

1986 Population: 1,260 (Lakeview); 290 (Auburn). **Year Project Initiated:** 1986.

Project Description: The Green Thumb FFA Cooperative was formed at the instigation of the Lake View/Auburn school district and the local Future Farmers of America Chapter. The student cooperative operates a greenhouse and a land diversification plot and sells plants and produce on a wholesale basis to 10 retail businesses within a 30-mile radius of Lake View/Auburn. Community volunteers helped construct the greenhouse with a grant from the Iowa Department of Education and educational materials were provided by the Lake View/Auburn School. The project had \$5,700 worth of sales in 1988 and about the same in 1989, despite a very dry year. In addition, the Green Thumb Cooperative provided 300 geraniums to be planted around city property and built a large sign and flower planter near Blackhawk Lake to promote tourism.

Involvement of Local Organizations: The project was initiated by Lake View-Auburn FFA Chapter.

Income and/or Jobs Generated: There are 50 students involved, generating gross sales of \$5,700 in 1988. Students were paid \$5/hour for work outside of school time.

How was Activity Financed? The project was financed by volunteer labor and by a \$24,000 grant from the Iowa Department of Education.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Dennis Berry, Lake View-Auburn School, Lake View, IA 51450. Tel: (712) 657-2816. Kurt Kaiser, superintendent (same address).

Name of Project: Hydroponic Greenhouse for Cultivating Bibb Lettuce.

Type of Project: School-based enterprise.

Location: Hiawassee (Towns County), Georgia.

1986 Population: 6,200 (county). **Year Project Initiated:** 1987.

Project Description: The Towns County Comprehensive High School produces and sells bibb lettuce, using students as paid and unpaid labor. The program provides a vocational agriculture curriculum with specific instruction in hydroponic greenhouse management for students and residents of the county. The goal of the project is to prepare students to be producers and to diversify the production of the hydroponic greenhouse. Estimated gross sales are \$1,200-1,700/week (4,000 head of lettuce/week) which totals between \$75,000 and \$85,000/year.

Involvement of Local Organizations: The project was initiated by Jim Hester and is carried out through the local vocational agriculture school.

Income and/or Jobs Generated: The greenhouse employs 150 seasonal and 30-40 year-round employees.

How was Activity Financed? Grants were obtained from the Tennessee Valley Authority (\$50,000), the State of Georgia (\$11,000), Towns County Comprehensive High School (\$13,000), Towns County government (\$1,000), Future Farmers of America, and the Chestatee-Chattahoochee Resource Conservation and Development Council.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Jim Hester, Box 327, Hiawassee, GA 30546. Tel: (404) 896-4131.

Name of Project: St. Marys High School Hydroponic Greenhouses.

Type of Project: School-based enterprise.

Location: St. Marys (Pleasants County), West Virginia.

1986 Population: 2,290 (city). **Year Project Initiated:** 1987.

Project Description: The St. Marys High School Hydroponic Greenhouses were built to promote economic development and create jobs for both students and adults. They consist of two 30' x 48' structures, one built to grow cool climate crops such as bibb lettuce, and the other to grow warm climate crops such as cucumbers and tomatoes. Students are engaged in planting, growing, harvesting, and marketing crops, while keeping detailed records of the operation. Much of the produce is sold outside the community to neighboring towns and States, bringing new money into the local economy. Gross sales for 1988 were \$15,000. Students have gained skills in building, planting, growing, and marketing, as well as in plant science, pesticide management, and entomology. In addition, they have become computer literate and have acquired recordkeeping skills.

Involvement of Local Organizations: The Future Farmers of America was the project's prime mover.

Income and/or Jobs Generated: Eighty part-time jobs have been created for students.

How was Activity Financed? The State government (Department of Education) provides an annual \$42,000 grant, \$5,000 comes from the St. Marys Board of Education, \$500 comes from the FFA chapter, and \$5,000 in wiring and plumbing work is donated by maintenance personnel employed by the local government.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Erwin Berry, St. Marys High School, 7007 2nd Street, St. Marys, WV 26170. Tel: (304) 684-2431.

Name of Project: Way Off Broad-Way Delicatessen.

Type of Project: School-based enterprise.

Location: St. Pauls (Robeson County), North Carolina.

1986 Population: 1,670 (city). **Year Project Initiated:** 1986.

Project Description: Way Off Broad-Way, a successful delicatessen, was planned by and is now run by high school students in one of the poorest school districts in North Carolina. Originally conceived as "a way to give kids a little hope for the future," it opened in July 1987 and is already beginning to pay its own way. It is to be run as a school-based program for up to 3 years, after which it is to be established as an independent business while a new program is started with a new group of students. Planning for the deli began with the administration of a community survey. The study was conducted by the students with the help of the University of North Carolina's Small Business and Technology Development Center (SBTDC), the school superintendent, a local minister, and three high school faculty members. Subsequent steps in making the deli a reality included two trips to New York City for eight students and their teachers. The first trip was devoted to exploration and the second included an intensive training period in a deli. Finally, a business plan was prepared and presented to the board of education and a vacant pizza place was purchased just off I-95. Students working at the deli are required to take classes in applied economics, entrepreneurship, and small business ownership and management.

Involvement of Local Organizations: The local high school was the primary organization involved in the project.

Income and/or Jobs Generated: Fifteen student jobs and one managerial job were created with a monthly payroll of \$6,000 on sales exceeding \$13,000 a month.

How was the Activity Financed? The board of education spent \$28,000 for the building and part of the equipment; an additional \$22,000 short-term loan for operating capital came from the board of education and a \$10,000 long-term loan came from North Carolina REAL Enterprises for working capital. Training and technical assistance was provided by the SBTDC, with funding from the State Department of Education and private foundations and a \$500 initial membership fee for the student-workers, payable over one year through payroll deductions.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: T.F. Paquin, 101 Blair Drive, Raleigh, NC 27603.

Worker-Owned Firms

Name of Project: Caswool Cotco.

Type of Project: Worker-owned enterprise.

Location: Yanceyville (Caswell County), North Carolina.

1986 Population: 1,990 (city). **Year Project Initiated:** 1986.

Project Description: A textile mill in Caswell County closed and left 300 people without jobs. Another company bought the mill but only 25 local people have been among those rehired. Agricultural and church leaders, ex-mill workers, and concerned citizens banded together to form a nonprofit cooperative called Caswool Cotco. The company presently employs seven people in the manufacture of sweaters and other apparel for sale in a primarily wholesale market. Caswool Cotco was established to provide an umbrella organization for a series of worker-owned cooperatives which would use local resources. So far, the group has primarily used word-of-mouth and wholesale catalogue sales to advertise their products. To get funding, the group has worked with the United Presbyterian Church in Chapel Hill, the Committee for Human Development, the Z. Smith Reynolds Foundation, and other foundations. Equipment was purchased by individuals and by donations obtained through a membership drive. Technical assistance was provided through North Carolina State University, Twin Streams, and the Cooperative Extension Service. To market its goods, the mill has advertised in Co-op America, a textile magazine, displayed its products in local shops in Greensboro, and bought radio time. Decisions on marketing and advertising were made by the board of directors.

Involvement of Local Organizations: Local churches have been active in obtaining funding for the project. The Cooperative Extension Service was also involved in this project.

Income and/or Jobs Generated: Seven jobs have been created, three of them full-time.

How was Activity Financed? With donations from six churches and foundations, the estimated total is between \$5,000-30,000.

Extent of Local Control of Activities Created: 100 percent.

Name of Project: Day Break, Inc.

Type of Project: Worker-owned firm/locally controlled industrial development.

Location: Eureka (McPherson County), South Dakota.

1986 Population: 1,180 (city). **Year Project Initiated:** 1986.

Project Description: Day Break, Inc. began by manufacturing bedspreads and comforters. The firm's proprietary products include custom home furnishings such as bedspreads, comforters, pillows, and accessories. Shortly after opening its doors, Day Break also initiated contract work for both military and commercial accounts.

Involvement of Local Organizations: In 1985, through the efforts of the Eureka Community Development Corporation (CDC), a substantial amount of money was raised locally to establish a home furnishings business in Eureka. The business, however, went bankrupt after 9 months. In March 1986, five former employees of the defunct business began a new enterprise called Day Break, Inc., aiming principally at creating new jobs. The Day Break board consists of seven local citizens, including representatives from the Eureka CDC, the Aberdeen Adjustment Training Center (AATC), and other local individuals with business and/or marketing backgrounds. Workers do not sit on the board, although there is an employee organization.

Income and/or Jobs Generated: The project has created 25 jobs and direct gross sales in 1988 were \$200,000. Sales in 1989 were somewhat less because there was a downturn in government contracting for one quarter, and because approximately 10 employee-trainees were added to the operation in preparation for expansion.

How was Activity Financed? Initially, Northeast South Dakota Energy Conservation Corporation (NESDECC; see p. 29) and the Eureka CDC lent Day Break money to finance phase I of its operation. The CDC has continued to assist by loaning amounts to match monies from the Revolving Economic Development and Initiative Fund, a State low-interest loan program funded by a 1-percent sales tax. Recently, when approximately \$10,000 was raised from the community and from employees, the CDC also made funds available. This total was matched by NESDECC and loaned to the company. Originally, \$100,000 in Federal grant money and \$150,000 from a State grant involving the AATC were channeled through NESDECC.

Extent of Local Control of Firm Created: Day Break is 50-percent locally owned. Forty percent is owned by employees due to an ESOP (employee stock option plan) which was established to meet the requirements of the Federal grant. Stock is also being set aside for employees who wish to qualify for the ESOP. The AATC, a nonprofit social service business/school which works with the developmentally disabled, controls about 43 percent of the stock. It is located in Aberdeen 75 miles away. NESDECC, a regional community action agency, owns 17 percent of the stock. Plans call for 51 percent of the company to be owned by the employees.

Contact Person: Sandy Ellen Opp, president, Day Break, Inc., Sunrise Addition, Box 488, Eureka, SD 57437. Tel: (605) 284-2205.

Name of Project: Fentress County Arts and Craft Association.

Type of Project: Worker-owned craft outlet.

Location: Jamestown (Fentress County), Tennessee.

1986 Population: 15,700 (county). **Year Project Initiated:** 1985.

Project Description: The Fentress County Arts and Craft Association was formed to provide an outlet for local crafts and, in time, to provide educational opportunities and supplementary income for county residents. The idea for the association originated in the Community Resource Development Committee (CRDC). Margaret Pile was asked to start the project which now is a chartered organization with officers and a board of directors. All board members are voluntary association members, as are those who staff the store outlet. Those members selling crafts receive a percentage of the sale price and crafters who work at least one day a month receive an increase in their percentage of the profit. The craft outlet is currently operating in a historic structure and has been very successful. The board of directors, composed of people from the community, is freestanding and is not limited to craftspeople. The Fentress County Arts and Craft Association is under a 501(C)(3) charter and the Area Agency on Aging provides technical assistance and keeps the books.

Involvement of Local Organizations: The CRDC, affiliated with the Cooperative Extension Service, was established to serve as an idea and implementation committee.

Income and/or Jobs Generated: The project employs three full-time crafts people.

How was Activity Financed? The Tennessee Valley Authority furnished \$3,000 in 1987-88, \$5,000 came from private, individual donations (local) in 1987-88, and \$1,500 was donated by the county and city governments in 1987.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Margaret Pile, Box 460, Jamestown, TN 38556. Tel: (615) 879-9117.

Name of Project: Foothills Crafts.

Type of Project: Worker-owned crafts outlet.

Location: Manchester (Coffee County), Tennessee.

1986 Population: 41,300 (county). **Year Project Initiated:** 1980-81.

Project Description: Foothills Crafts is a retail store staffed by volunteers and formed to market local crafts. It began under the guidance of the Community Resource Development Department of the Agricultural Extension Service with the support of an existing organization, the Extension Homemakers Association. After the steering committee of the Extension Homemakers researched other craft guilds in the region for 2 years, it recommended the formation of the Coffee County Crafts Association and of a retail store for crafts sales. The store opened in December 1981, with 100 members and first month sales of \$900. The association now has more than 400 members and store sales average \$10,500 a month. While tourist traffic is important, most business comes from local repeat customers. The association furnishes speakers and demonstrations on request and classes are taught by exhibiting members. A nine-member board of directors is elected by the members to govern the association and membership is restricted to those approved by the board of directors. In addition, members must submit their work for evaluation by a standards committee.

Involvement of Local Organizations: The University of Tennessee Home Extension Agent worked with a steering committee to plan the development strategy. A Home Demonstration Club was also active in the process.

Income and/or Jobs Generated: Foothills Crafts members qualified to sell crafts through the shop number 402.

How was Activity Financed? The project was financed through a quilt raffle, bake sales, and by craft fairs.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Annie Norvell, 904 Woodland Court, Manchester, TN 37355. Tel: (615) 728-3211.

Name of Project: Mountain Skil-Crafts, Inc.

Type of Project: Worker-owned crafts cooperative.

Location: Bryson City (Swain County), North Carolina.

1986 Population: 10,900 (county). **Year Project Initiated:** 1988.

Project Description: Mountain Skil-Crafts is a cooperative with about 100 members who produce handcrafted items such as quilts, baskets, and toys for sale. All the co-op members work or donate skills when possible and each has one vote in co-op deliberations. Individual crafters price their goods and the cooperative then adds 35 percent (or 20 percent for volunteer workers) to cover shop overhead. A committee, comprised of board members and one or two others, establishes who may sell their craft products and determines the types of acceptable crafts. For example, high-quality quilts, pottery, and woodwork are acceptable; plastic products are not. All the committee members are crafters except one, a local businessman. The cooperative provides employment opportunities and income in a very rural, depressed economy.

Involvement of Local Organizations: The Center for Improving Mountain Living and the Tennessee Valley Authority have recently assisted the cooperative's marketing and training efforts. In addition Kirkland's Creek Community Club was active in initiating and implementing the project.

Income and/or Jobs Generated: There is one full-time paid manager plus 80-100 crafters participating in the project.

How was Activity Financed? The Tennessee Valley Authority donated \$8,000 in 1988 while local government contributed \$1,200 over 3 years.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Sarah Williams, Mountain Skil-Crafts, Box 771, Bryson City, NC 28713.
Tel: (704) 488-6424.

Name of Project: Worker Owned Network.

Type of Project: Worker-controlled enterprise, and an incubator/small business development center for worker co-ops.

Location: Athens (Athens County), Ohio.

1986 Population: 20,870 (city). **Year Project Initiated:** 1984.

Project Description: The Worker Owned Network (WON) is a private, nonprofit corporation made up of concerned citizens, the unemployed, and worker-owners. The group helps organize, develop, and support worker-controlled enterprises in Appalachian Ohio and provides technical assistance for access to loans, as well as training in business and co-op skills. WON has helped four worker-owned businesses get started in Athens, including Casa Nueva Restaurant, Crumb's Bakery, Shine On Services, and Peach Ridge Pedal Power. WON was started by a small, informal group of low-income people and supporters who did a lot of reading and research in forming cooperatives. Besides creating new jobs and businesses for people usually left out of the mainstream of economic development, WON has also helped create new leadership in the community by empowering people to become proprietors and make decisions in their own businesses.

Involvement of Local Organizations: The Appalachian People's Action Coalition has acted as an advocate for low-income people, helping them to overcome barriers that might have prevented them from starting their own businesses. Several area churches have provided space for meetings and for child care and have been instrumental in providing assistance with grant applications.

Income and/or Jobs Generated: WON and the worker-owned enterprises it helped create employed 75 people in 1988, with a total income of \$700,000.

How was Activity Financed? WON is financed by church, State, and private foundations. A local fundraising drive in 1988 provided \$5,000, while \$70,000 was raised from national church foundations.

Extent of Local Control of Activities Created: All the enterprises created are 100-percent locally controlled by the workers.

Contact Person: June Holley, WON, 50 S. Court Street, Athens, OH 45701. Tel: (614) 592-3854.

II. Local Business/Industrial Development

These are firms which are a product of conventional economic development or they are means for fostering conventional economic development. They involve locally controlled industrial development (individual firms, industrial parks), value-added businesses (processing locally produced agriculture, forestry, petroleum, or other mineral products), programs for retention and expansion of local business (including downtown revitalization), and business incubators/small business assistance centers. These self-development projects consist of both for-profit and not-for-profit enterprises and may be in the public or the private sector.

What is common to all these firms and organizations (and is a characteristic of all self-development projects) is that they are locally owned, or at least majority ownership is local. They are not branch firms, nor do their proprietors live outside the community or locality in which the firm is located.

Incubators/Small Business Assistance Centers

Name of Project: ADVOCAP Business Incubator.

Type of Project: Incubator.

Location: Fond du Lac (Fond du Lac County), Wisconsin.

1986 Population: 36,530 (city). **Year Project Initiated:** 1985.

Project Description: When Fond du Lac's Fred Reuping Leather Company closed and put 250 people out of work, ADVOCAP, Inc., a local community action agency, started work on a small business assistance center. A grant application to the Wisconsin Department of Development was turned down, so ADVOCAP obtained financing through local banks as well as through foundation grants. The agency used that money to turn a converted Post Office building in downtown Fond du Lac into the ADVOCAP Incubator. Today, the business center provides technical assistance for developing businesses, while planning and helping businesses apply for low-interest, start-up loans. ADVOCAP also furnishes its tenants with a common phone service, heat, light, and janitorial services. Rents are based on square footage and a calculated rate for the services provided by the incubator. In return, ADVOCAP asks that the businesses be service based and that they be committed to creating a minimum number of jobs for low-income people. Businesses are allowed to stay in the incubator for 2 years, but this time limit is flexible if the company is making a concerted effort to move out of the incubator. Due to the success of the Fond Du Lac incubator, ADVOCAP is expanding to a second facility in Oshkosh.

Involvement of Local Organizations: ADVOCAP started the incubator and has received cooperation and referrals from the Fond du Lac Association of Commerce, the Fond du Lac SCORE Chapter, the Marian College School of Business, Morrain Park Technical College, and the Winne Fond Lake Private Industry Council.

Income and/or Jobs Generated: ADVOCAP has assisted 31 firms with a total of 114 employees over 4 years, generating \$500,000 worth of business in 1988.

How was Activity Financed? Loans totaling \$100,000 came from local banks, while \$15,000 came from Wisconsin Power & Light Company. The Joyce Foundation of Chicago provided \$95,000 and \$200,000 in grants came from the Office of Community Services of the U.S. Department of Health and Human Services to remodel the incubator building and to defray operation costs. The Wisconsin Department of Vocational Rehabilitation offers modest loans (\$5,000-\$10,000) for low-income entrepreneurs.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Morton Gazerwitz, business centers manager, ADVOCAP, 19 W. First Street, Fond du Lac, WI 54935. Tel: (414) 922-7760. Richard Schlimm, exec. director, ADVOCAP (same address and phone).

Name of Project: Atmore Small Business Incubator.

Type of Project: Incubator.

Location: Atmore (Escambia County), Alabama.

1986 Population: 8,590 (city). **Year Project Initiated:** 1983.

Project Description: The Atmore Small Business Incubator provides assistance to new businesses in the form of office space at reduced rents, shared services and equipment, and equal access to a wide range of professional, technical, and financial services. The project is sponsored by the State, the city, and the county Industrial Development Authority. The latter was created by a State legislative act in 1983. While the city owns the facility, project services are overseen by the Atmore incubator board. Small businesses occupying the incubator facility share offices and services, including secretarial support services, automated office equipment, maintenance and security, and utility and telecommunication equipment. Incubator tenants also receive professional assistance on accounting and taxes, financial planning and research, marketing and advertising, exporting, procurement contracts, and legal matters.

Involvement of Local Organizations: The incubator project is operated by the county Industrial Development Authority, a nonprofit development corporation established in 1983. The authority is funded by an oil and gas severance tax which yields approximately \$100,000 per year.

Income and/or Jobs Generated: Fourteen people work for the Alabama Tank Co. which successfully moved out of the incubator in November 1986 and now has an annual payroll of \$245,000 and annual sales of over \$1 million. In addition, 12 people are employed in the incubator.

How was Activity Financed? The incubator project initially received \$3,000 from the city to spend on repairing an old, 12,000-square-foot National Guard Armory. The city then obtained a \$270,000 grant from the Alabama Department of Economic and Community Affairs for more extensive building renovations such as painting, lowering the ceiling, remodeling office space, purchasing office furniture, and building a loading dock. Through a \$50,000 contract with the Auburn University School of Business, small businesses in the incubator are able to call upon specialists and business professors for help with such things as accounting procedures or market surveys.

Extent of Local control of Activities Created: 100 percent.

Name of Project: Business Development Center of Lake County.

Type of Project: Small business assistance center.

Location: Clearlake and Lakeport (Lake County), California.

1986 Population: 49,100 (county). **Year Project Initiated:** 1986.

Project Description: The Business Development Center provides one-on-one business counseling, financial consultation, loan packaging assistance, and marketing and management consultation. In cooperation with Yuba College, a local community college, the center has recently opened a satellite office in Clearlake where it has organized entrepreneurial development classes and seminars to assist both new and established businesses. The center, housed with the local Job Training Office, specializes in obtaining financing for existing businesses that have the potential to create or retain jobs. The Job Training Office funds training for such jobs under the Federal Job Training Partnership Act (JTPA).

Involvement of Local Organizations: The Private Industry Council (PIC) initiated the project in the Lake County area. The PIC governs JTPA programs in a five-county consortium, of which Lake County is one. The center works cooperatively with the local chambers, the county, cities, and Yuba College. A 12-member Business Development Center advisory board meets quarterly.

Income and/or Jobs Generated: The project has contributed to the creation of 200 jobs and the retention of an additional 100 jobs.

How was Activity Financed? First year funding was entirely local or regional and was provided by the Private Industry Council, Lake County, and the cities of Lakeport and Clearlake. Each of the small incorporated cities initially granted \$4,000, and the county matched \$25,000 with the PIC. First-year operating costs were \$55,000. In 1987, the center received a \$2,500 JTPA training grant along with Employment Generating Activity monies from JTPA/PIC. And in 1988, additional funding--\$25,000--was provided by the State of California Rural Renaissance program. Fees charged to firms receiving long-term business and marketing counseling generate some income (\$5,000 in FY 1988). In addition to current PIC funding, an 18-month, \$100,000 grant for employer-based training was awarded by the California Community Colleges and California Department of Commerce Small Business Development Centers program.

Extent of Local Control of Activities Created: Well over 90 percent of the firms assisted by the center are in Lake County. Most of those are locally controlled.

Contact Person: Susan Roberts, director, Lake County Business Development Center, 341 N. Main St., Lakeport, CA. 95453. Tel: (707) 263-6180. Anita Radcliff, Administration Office, (same address). Tel: (707) 263-0630.

Name of Project: Keewatin Community Development Corporation (KCDC).

Type of Project: Small business assistance center/revolving loan fund.

Location: Keewatin (Itasca County), Minnesota.

1986 Population: 1,260 (city). **Year Project Initiated:** 1984.

Project Description: KCDC was started by a local pastor and several residents who were frustrated by the lack of local control over the Minnesota Iron Range economy. The group's objective was to start worker-owned businesses along the lines of the Mondragon industrial cooperatives in Spain. KCDC invited everyone in the community to discuss their vision for the future, held public meetings, and published regular newspaper columns.

The group had little experience with economic development because the area depended on outside economic forces. So, KCDC sought and obtained entrepreneurial advice through the University of Minnesota-Duluth Business School. The group then provided technical startup assistance for a local fishing tackle manufacturer, a taxidermist, a boat motor repair mechanic, and a sled-dog-bootie cottage industry, while helping another entrepreneur develop a breath reflector for snow mobile helmets. In addition, the city of Keewatin started a revolving loan fund and assisted the taxidermist and dog-booties company with start-up money for inventory.

Involvement of Local Organizations: KCDC, local banks, and the city government have been involved in the project.

Income and/or Jobs Generated: KCDC assisted in the establishment, retention, or expansion of five businesses, resulting in 17 new or retained jobs.

How was Activity Financed? KCDC was financed through grants, fees for service contributions, and volunteer hours. The businesses were financed through banks, local revolving loan funds, city incentives, and owner equity. Keewatin took advantage of a Minnesota law passed in 1989, allowing any town to apply for up to \$50,000 in local general fund money toward economic development, using their \$50,000 to start a revolving loan fund.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Darla Moore, Box 610, Keewatin, MN 55753. Tel: (218) 778-6585.

Name of Project: Mississippi Research and Technology Park.

Type of Project: Incubator.

Location: Starkville (Oktibbeha County), Mississippi.

1986 Population: 16,630 (city). **Year Project Initiated:** 1984.

Project Description: The Mississippi Research and Technology Park was developed as a partnership between Mississippi State University (MSU), the city of Starkville, and Oktibbeha County for the development of industries related to research efforts at MSU. The facility includes a multi-tenant incubator building and a park-like setting for additional structures to house research and development enterprises. Major funding was obtained through a local bond issue and the park now houses a microchip research group, a research facility for Sara Lee Foods' Meat Group, and an Advanced Microelectronics facility. Six start-up businesses are in the incubator and are expected to remain there for the foreseeable future. Meanwhile, rapid development continues as a result of major Federal contracts and private-sector business activity.

Involvement of Local Organizations: The Economic Development Authority, created by the Economic Development Foundation, was responsible for the creation of the Research and Technology Park. MSU, which is in Oktibbeha county, has provided technical assistance.

Income and/or Jobs Generated: Thirty-six jobs have been created within the new businesses in the incubator, and one full-time and two part-time jobs were created in the incubator.

How was Activity Financed? Approximately \$4 million--\$2 million each from city and county through a local bond issue--has been raised to date.

Extent of Local Control of Activities Created: Two of the three firms are locally controlled.

Contact Person: George Parson, director, Box 2740, Starkville, MS 39759.

Name of Project: NEST (Neighbors Enthusiastically Supporting Trade) Builders.

Type of Project: Incubator.

Location: Custer County, Nebraska.

1986 Population: Broken Bow, 3,900; Custer County, 13,100. **Year Initiated:** 1985.

Project Description: NEST Builders, Inc., a not-for-profit firm, concentrates on industrial development, retail development, and tourism. The Broken Bow Industrial Corporation helps out by providing land and financing for buildings. The effort began because downtown Broken Bow was on the decline. Local businessman Ray Brown spearheaded the conversion of an abandoned "cowboy" motel with an attached furniture store into a business incubator. NEST Builders gutted and refurbished the buildings. The completed incubator facility is half a block long and now houses six businesses. Tenant businesses are provided financing, management, accounting, and business training services (the latter through Small Business Administration). Individual entrepreneurs are linked to Senior Core of Retired Executives, and to the Nebraska Business Development Corporation. Firms assisted include a telemarketing firm, a woodworking shop, a theater, a woolens store, and a sewing supply store.

Involvement of Local Organizations: The Broken Bow Industrial Co., local businesses, farmers and ranchers, and the Chamber of Commerce were involved. Representatives of the other communities in the county get together once a month with NEST Builders to discuss ideas for improving and helping the entire area.

Income and/or Jobs Generated: Forty jobs were created or saved and direct gross sales for 1988 were \$420,000.

How was Activity Financed? Local private sources (individuals, banks, etc.), provided \$142,000. A 1987 SBA loan guarantee provided \$58,000. The original concept was to give citizens in the community a voting share in Nest Builders in return for a \$200 contribution. However, smaller donations were also accepted from people who didn't want a voting share. By January 1990, this strategy had raised \$40,000.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Steve Stumpff, 544 S. 10th, Broken Bow, NE 68822. Tel: (308) 872-6833.

Name of Project: New Ventures North and J.P. Stitching.

Type of Project: Incubator/revolving loan fund.

Location: Berlin (Coos County), New Hampshire.

1986 Population: 13,084 (city). **Year Project Initiated:** 1987.

Project Description: Unemployment in Berlin rose to over 15 percent after the shoe factory closed in 1979. The Berlin Economic Development Council (BEDCO) was formed as a private, nonprofit organization in response to that economic crisis, and established a revolving loan fund through Economic Development Administration and Community Development Block Grant funds. While BEDCO attracted some outside-owned industrial development, it also spearheaded a small business incubator, New Ventures North, in 1987. The incubator is now at capacity and houses four service and light manufacturing businesses.

In a related venture, the Berlin Industrial Development Park Authority (BIDPA), a for-profit agency attached to the city government, joined with BEDCO to help a local company, J.P. Stitching, get started in an old fire station owned by the city. BIDPA offered the building to J.P. Stitching for \$200 a month rent, while BEDCO loaned the company \$25,000 to get started.

Involvement of Local Organizations: BEDCO is a local nonprofit agency, while BIDPA is a for-profit economic development organization. The First New Hampshire Bank branch in Berlin granted a loan for the incubator.

Income and/or Jobs Generated: The incubator--New Ventures North--generated \$250,000 in sales and five jobs in 1988, and J.P. Stitching created between 15 and 20 new jobs.

How was Activity Financed? The incubator received \$12,000 in loans from a local bank and the New Hampshire Charitable trust, along with a \$60,000 EDA Challenge Grant administered jointly by the University of New Hampshire and BEDCO. Two of the incubator companies received loans from the New Hampshire Job-Start program. The city of Berlin owned the former fire station and offered it to J.P. Stitching at a reduced "start-up" rent.

Extent of Local Control of Activities Created: 100 percent.

Name of Project: Northeast Nebraska Inventors Fair (NNIF).

Type of Project: Small business assistance center/locally controlled industrial development.

Location: A 17-county region in northeast Nebraska.

Year Initiated: 1987.

Project Description: The inventors fair project was initiated by the Northeast Nebraska Economic Development District (NNEDD), headquartered in Columbus. It brings together inventors, marketers, manufacturers, and investors for a public weekend of workshops, exhibits, and structured networking. Public and private sector organizations working cooperatively are given the opportunity to "create one job at a time." The project, which has grown each year, coordinates workshops and exhibits to help inventors link up with manufacturers and "money people." This is aimed at expanding or creating employment in northeast Nebraska.

Involvement of Local Organizations: The regional Economic Development District coordinates the project. Most active in implementing the project are private business, the local community college, and the county extension agents. The Regional Planning Commission plays an important role as well.

Income and/or Jobs Generated: The project has created 8-10 jobs for each year of operation.

How was Activity Financed? In 1987, the fair received \$3,000 in outside funding from the Nebraska Department of Economic Development and, in 1989, \$1,500 from Archer-Daniels-Midland, a multinational grain marketing and agricultural processing firm. About \$1,500 was contributed annually by the NNEDD in staff time for the fair.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Rick Noyes, 2424 14th St., Columbus, NE 68601. Tel: (402) 564-8485.

Name of Project: Rome and Floyd County Center for Industry.

Type of Project: Incubator.

Location: Rome (Floyd County), Georgia.

1986 Population: 30,910 (city). **Year Project Initiated:** 1986.

Project Description: This project uses 91,500 square feet of buildings on 10 acres as a central facility for the delivery of most services needed by local industry and is designed to meet the start-up needs of new companies. The Rome and Floyd County Center for Industry is affiliated with the Georgia Institute of Technology, the Advanced Technology Development Center (ATDC), and the State of Georgia Regional Quick Start Training Center. The incubator project was proposed by the Advanced Technology Development Center at Georgia Tech and the facility, a former furniture plant, was donated by Fox Furniture to the city of Rome in 1986.

Firms which gain entrance to the incubator are limited to a 3-year stay. Services are provided on an at-cost basis, and include secretarial and bookkeeping services, along with access to equipment which includes a copier, a telex, a fax machine, a blueprinter, and a drawing board. A research library is also provided, along with a computer with access to Georgia Tech's data base. Consulting services are available to help businesses meet their accounting, legal, marketing, advertising, personnel management, industrial management, and financial management needs. Of the two companies currently using the incubator, one is having a bit of a hard time.

Involvement of Local Organizations: The incubator is operated by the Rome and Floyd County Industrial Development Commission (IDC). The IDC is funded by the city, the county, and private sponsors.

Income and/or Jobs Generated: Six jobs were created in the community through the slow expansion of business in the incubator.

How was Activity Financed? Grants were provided from the Appalachian Regional Commission (\$150,000), the Community Development Block Grant (\$200,000), the city of Rome (\$50,000), and Floyd County (\$50,000). In addition, the Industrial Development Commission borrowed \$300,000 from local finance sources. Almost all of the resources were used for renovating the building.

Extent of Local Control of Activities Generated: 100 percent.

Name of Project: The Green Lion Foundation.

Type of Project: Small business assistance center/agricultural marketing organization.

Location: Nine counties in southern Minnesota.

Year Project Initiated: 1988.

Project Description: The Green Lion Foundation is dedicated to research and education that will give rural people the tools, concepts, and language of the marketplace. The foundation was founded by a group of southern Minnesota Chambers of Commerce, by local development corporations, and by the University of Minnesota-Wauzeka, out of concern for the effects of the farm crisis on Minnesota's rural economy.

The foundation co-sponsored the FARM I conference at the University of Minnesota-Wauzeka to introduce area farmers and other rural business persons to marketing concepts which would help them identify broad markets, become familiar with market language, and identify aids and barriers to market entrance. As an aspect of market strategy, the conference looked at alternative crops such as amaranth, specialty corn, dried flowers, and organic and natural foods. The foundation's marketing and diversification efforts have helped 17 member farmers increase their farm income by 78 percent.

Involvement of Local Organizations: Several southern Minnesota Chambers of Commerce were involved in the project.

Income and/or Jobs Generated: The project generated 25 jobs and grossed \$330,000 in 1989.

How was Activity Financed? Area individuals invested \$7,500 and a \$22,680 grant was obtained from the South East Minnesota Initiative Fund.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Joel McClain, Green Lion Foundation, Box 1, New Prague, MN 56071.
Tel: (612) 758-2469.

Locally Controlled Industrial Development

Name of Project: Bitter Root Resource Conservation and Development Area.

Type of Project: Locally owned industrial development/business retention and expansion.

Location: Ravalli, Missoula, and Mineral Counties, Montana.

1986 Population: 25,000, 77,700, and 3,700, respectively.

Year Project Initiated: 1987 (Castrator) and 1988 (CIP). The Bitter Root RC&D was organized in 1965.

Project Description: The Bitter Root RC&D promotes supplemental economic activities related to local rural natural resources, including mining. Two successful projects have been initiated since 1980. The EZE Bloodless Castrator is a recently patented device for castrating and dehorning animals which does not subject the animal to great pain and distress. It is produced by Wadsworth Manufacturing Co., a locally owned family manufacturing firm in Mineral County. Through Creativity, Innovation, & Productivity (CIP), the RC&D helps entrepreneurs in western Montana market their products. They also help with financing needed for patenting a product or for business and marketing plans.

Involvement of Local Organizations: The RC&D is sponsored by the county commissioners and the Conservation Districts of all three counties.

Income and/or Jobs Generated: Five part-time family jobs were created in the Wadsworth Manufacturing Company, producer of the EZE Castrator. FY 1988 sales of the castrator itself were \$60,000. As a result of the activities of CIP, 12 part-time jobs were created which generated FY 1988 sales of \$50,000.

How was Activity Financed? None of the projects received outside funding. To date, the EZE project has received \$100,000 from local private sources. CIP received \$200,000 from private citizens through FY 1988.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: LeRoy Hinze/Skip Lynch, Bitter Root RC&D, 1709 N. First, Hamilton, MT 59840. Tel: (406) 363-5450.

Name of Project: C.B. Electronics, Inc.

Type of Project: Locally controlled industrial development.

Location: Schleswig (Crawford County), Iowa.

1986 Population: 865 (city). **Year Project Initiated:** 1987.

Project Description: Like many Iowa communities, Schleswig was hit hard by the farm crisis and the resulting loss of jobs. Although attempts to recruit absentee-owned firms to the town didn't meet with success, Schleswig did recruit a family to move to town with a fledgling business. The town had heard about the Bryson family through the Small Business Development Center. The Farmers' State Bank played host to the Brysons, arranging a pizza party for their kids and dinner with some of the members of the community. The Brysons liked what they saw and within a few days they agreed to move themselves and their new business, C.B. Electronics, to Schleswig. The bank rented two trucks, and 12 volunteers with three pickups left town at 6:00 a.m. They had the Bryson family and their budding electronics firm moved to Schleswig by 8:00 that evening.

C.B. Electronics has flourished in Schleswig. It has expanded from one building, provided free of charge by the bank, to three owned by the company. The firm acquired a service contract with Northwestern Bell to repair telephones from all across the United States and it is also starting a new division called Phone Technologies, Inc., aimed at marketing Mr. Bryson's invention, the pulpit phone. The special phone hook-up connects to a church's PA system and allows church-goers who are confined to the hospital, home in bed, or away on vacation to call in to their local church and hear the service over the phone.

Involvement of Local Organizations: The Crawford County Development Board, the Schleswig Community Betterment Organization, and the Schleswig City Council were involved in the project.

Income and/or Jobs Generated: C.B. Electronics has provided 80 jobs.

How was Activity Financed? People in the community raised \$50,000 through a stock sale and the town gave \$1,000 in annual tax credits for the first 5 years. The Farmers' State Bank provided the first building, rent free, along with a no/low interest operating loan while also acquiring a Community Economic Betterment Account grant which allowed C.B. Electronics to purchase a building.

Extent of Local Control of Activities Created: The Bryson family now lives in Schleswig, and their company's activities are 100-percent locally controlled. Other members of the community hold a small share of the company's common (voting) stock.

Contact Persons: Norman Rossow, Farmers' State Bank, Box 220, Schleswig, IA 51461. Tel: (712) 676-3321. Doug Lyon, 517 Birch St., Schleswig, IA 51461. Tel: (712) 676-3932.

Name of Project: Charlestown Economic Development Association Industrial Park.

Type of Project: Industrial park.

Location: Charlestown (Sullivan County), New Hampshire.

1986 Population: 4,410 (city). **Year Project Initiated:** 1987.

Project Description: The Charlestown Economic Development Association (CEDA) was formed in 1983 to help build the local tax base and create better jobs. Thus, Charlestown and Sullivan County were prepared when an exceptional opportunity was presented. CEDA members, along with the county economic development agent, met with a prominent New Hampshire developer, representing the Nash Family Investment Properties, Inc., to investigate ways to bring new businesses and jobs to an idle factory building the developer owned. Peter Nash offered to find a way to deed the former American Optical Building, along with 27 industrial zoned acres, over to CEDA.

The Nash family provided CEDA a sum of money which amounted to the difference between the appraised value of the property and the mortgage outstanding on it, which was just under \$1 million. CEDA then borrowed \$350,000 to pay off the mortgage and subdivided the property into industrial lots. The sale of lots has provided enough money to pay off the loan and to pay for improvements to the industrial park's infrastructure. In fact, CEDA intends to finance its next venture with the balance left over from the sale of the lots.

The owner of an adjacent property also subdivided his land into industrial lots, making room for two locally owned companies to expand and for two out-of-state companies to establish branch plants. One of the local companies, Norwood Cabinets, had been looking for an expansion site for 3 years before the creation of the CEDA industrial park provided a solution.

Involvement of Local Organizations: CEDA and the Sullivan County Economic Development Council, Inc., are funded by local governments and work together to promote economic development in the area. The Nash Family Investment Properties and Norm Beaudry Construction helped prepare and develop the industrial sites.

Income and/or Jobs Generated: The industrial park has provided 100 jobs, if one includes the branch plants.

How was Activity Financed? A gift from the Nash Family and \$350,000 borrowed by CEDA funded the project.

Extent of Local Control of Activities Created: Norwood Cabinets is 100-percent locally owned and controlled.

Contact Person: Susan Elder, Sullivan County Economic Development Council, 52 Tremont Square, Claremont, NH 03743. Tel: (603) 543-1296.

Name of Project: Coon Valley Industrial Development Corporation.

Type of Project: Locally controlled industrial development.

Location: Coon Valley (Vernon County), Wisconsin.

1986 Population: 830 (city). **Year Project Initiated:** 1986.

Project Description: When the Trane Company wanted to divest itself of its division in La Crosse, the Coon Valley village government helped organize the Coon Valley Industrial Development Corporation (CVIDC) to buy the company and relocate it to Coon Valley. Through open meetings and public hearings, the CVIDC raised \$250,000 from local investors and borrowed another \$250,000 from the First Federal Savings Bank in La Crosse. The CVIDC then bought land from the village of Coon Valley and erected an industrial building for the new company, Industrial Heat Transfer Corporation.

Involvement of Local Organizations: CVIDC guided and implemented the project.

Income and/or Jobs Generated: Twenty-seven new jobs were created by the relocation of Industrial Heat Transfer Corporation to Coon Valley.

How was Activity Financed? \$500,00 was raised locally, in addition to \$1,600 spent by the town for water and sewer lines to the new plant. The village of Coon Valley financed the land sale to IHTC.

Extent of Local Control of Activities Created: One of three major officer/owners of the new company lives in Coon Valley and the other two live in the area. Coon Valley is 15 miles from La Crosse.

Contact Persons: Cal De Buhr, Box 421, Coon Valley, WI 54623. Tel: (608) 452-3836. V. T. Silha, Coon Valley, WI 54623. Tel: (608) 452-3418.

Name of Project: Killdeer Mountain Manufacturing.

Type of Project: Locally controlled industrial development.

Location: Killdeer (Dunn County), North Dakota.

1986 Population: 910 (city). **Year Project Initiated:** 1988.

Project Description: Killdeer Mountain Manufacturing, an industrial facility for the production of electronic circuit boards and cable assemblies, resulted from of a major effort to provide sources of secondary income to depressed farm, ranch, and reservation operations in the area. The project began when a former resident returned to Killdeer to run a bank. Don Hedger had left the community for a career in aerospace engineering. When he returned home from Phoenix, Arizona, in the early 1980s, the local economy was in serious straits. Hedger helped mobilize local resources toward establishing a circuit board assembly firm. Today, circuit boards produced for military and commercial aircraft are marketed primarily in the Seattle area.

Involvement of local organizations: City government as well as local citizens and banks have been involved.

Income and/or Jobs Generated: The project has created more than 30 new jobs and direct gross sales for 1988 were estimated at \$500,000. Starting wages at the plant are \$4.25/hour with wage increase reviews every 3 months.

How was Activity Financed? In 1987, the city of Killdeer received a North Dakota Community Development Block Grant (CDBG), totaling \$175,000, which was used to purchase equipment. Matching funds of \$100,000 were obtained through a local bank and the State-owned Bank of North Dakota. A Small Business Administration loan for \$200,000 was obtained for inventory. The training of 60 potential employees was a cooperative project among Job Services (JS) of North Dakota, the Vocational Education Department (VED) of the North Dakota Department of Education, the State School of Science, and Northrop Electronics. The VED provided financial assistance, while Job Services helped screen applicants for the Job Training Program. For candidates who qualify under JTPA (the Federal Job Training Partnership Act), JS pays for a portion of the prospective employee's training. The Northrop plant, located in the small community of New Town, accepted four individuals for on-site training after they participated in the training program offered by Job Services.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Don Hedger, Box 810, Killdeer, ND 58640. Tel: (701) 764-5634.

Name of Project: Rochester Industrial Park.

Type of Project: Industrial park.

Location: Rochester (Rockingham County), New Hampshire.

1986 Population: 23,370 (city). **Year Project Initiated:** 1988.

Project Description: When Rochester municipal leaders felt the private sector was not offering enough to local economic development, they decided the city had to act on its own. Therefore, the city, working with the Rochester Economic Development Commission, the local public utility, and private developers, purchased land and developed an industrial park.

Involvement of Local Organizations: The project involved the Rochester Economic Development Commission, the Public Service Company of New Hampshire, and the city of Rochester. The city initially sent all the residents of Rochester a preliminary report on its plans for an industrial park. In this way, residents were able to express their comments, and objections to the project were placated before the project got underway.

Income and/or Jobs Generated: The industrial park has provided 250 jobs and an estimated \$100,000 in property taxes for the city.

How was Activity Financed? The city provided \$1.3 million in municipal funds.

Extent of Local Control of Activities Created: One of the businesses locating in the park was a local company that needed space to expand its business. Two of the new companies in the park are locally controlled and another is a division of a Fortune 500 company.

Contact Person: George Ball, 31 Wakefield Street, City Hall, Rochester, NH 03867.
Tel: (603) 335-1338.

Name of Project: Tooh Dineh Industries, Inc. (TDI).

Type of Project: Locally controlled industrial development/community-owned firm.

Location: Chinle Navaho Nation, Arizona.

1986 Population: Coconino County, 86,100. **Year Project Initiated:** 1982.

Project Description: At the request of General Motors, a locally owned manufacturing business was established in Leupp to produce precision-machined parts and a wide variety of electronics which are primarily, but not exclusively, made for General Motors. The plant, a subsidiary of Dineh Cooperatives, Inc., was established in cooperation with GM's Packard Electric Division in 1982.

Involvement of Local Organizations: Dineh Cooperatives, in collaboration with the Tribal Government, was instrumental in initiating the project. Dineh Cooperatives, formed in 1971 to work with Navaho cooperatives, is now a local nonprofit development corporation. The board of directors of Dineh Cooperatives is elected by chapters (local units of government) from one-fifth of the Navaho Nation through town meetings.

Income and/or Jobs Generated: The project has created over 230 jobs since its inception; production in 1989 exceeded \$8.8 million.

How was Activity Financed? The land on which TDI is located, as well as the largest building, were contributed, cost free, by the Tribal Government. A modest sum was also provided by TDI at the time the project was initiated through profits from a shopping center, another subsidiary of Dineh Cooperatives. Outside funding was as follows: \$6 million from General Motors from 1984-89, a 1982 Community Development Block Grant of \$183,392, \$996,000 from the Bureau of Indian Affairs, and \$110,000 from the National Rural Development and Finance Corporation in 1982.

Extent of Local Control of Firm Created: 100 percent. The plant is a wholly owned subsidiary of Dineh Cooperatives, Inc.

Contact Person: Jon D. Colvin, Dineh Cooperatives, Inc., Box 2060, Chinle, Navaho Nation, AZ 86503. Tel: (602) 674-3411.

Retention and Expansion of Existing Businesses

Name of Project: Barnes County Business Retention and Expansion and Industrial Recruitment Program.

Type of Project: Business retention and expansion/industrial recruitment.

Location: Valley City (Barnes County), North Dakota.

1986 Population: 13,200 (county). **Year Project Initiated:** 1988.

Project Description: Volunteers interviewed 88 business proprietors about their business needs. As a result, some 37 jobs have been either retained or created through assisting businesses. Further, a successful industrial recruitment effort has been developed by a new development corporation.

Involvement of Local Organizations: In 1988, in response to the closing of several local businesses, a task force was organized by the Valley City Chamber of Commerce executive vice president, Jennifer Feist. A new business retention and expansion task force was constituted, which included a Job Services Organization, the public school system, city and county commissioners, Chamber representatives, and concerned citizens. The visitation volunteers comprised 27 two-person teams and each team conducted three or four business interviews. Task force members acted as monitors and backups to the visitation team members. In 1986, a new development corporation was formed as a nonprofit, nonstock venture. The job creation follow-up to the retention and expansion project was a joint effort of the development corporation, the city and county commissioners, and local volunteers. The retention and expansion program identified businesses experiencing bottlenecks to growth. Ms. Feist and the development corporation aided the businesses through putting together expansion proposals and by obtaining financing.

Income and/or Jobs Generated: Thirty-seven jobs were created or saved via the program. In the past 5 years, the development corporation has generated 150 new jobs through its industrial recruitment efforts. Eight goods-producing industries were recruited and they have stayed. Gross income generated from the industrial recruitment project for FY 1989 was estimated at \$5,180,000.

How was Activity Financed? Outside funding was provided by the state-owned Bank of North Dakota and a Community Development Block Grant (CDBG), but no dollar amounts were provided. The CDBG is money from the U.S. Department of Housing and Urban Development granted to the city, which then makes loans at 6 percent to businesses, both existing local ones and those recruited from the outside. Beginning in the fall of 1989, the county and city provided tax abatements for 5 years for those businesses attracted under the industrial recruitment program. A \$37,000 grant came from a county tax levy for infrastructural development for the new industries. The CDBG went to Valley City for the industrial recruitment project.

Extent of Local Control of Firms Created: The firms assisted through the retention and expansion program are locally owned retail, industrial, and financial businesses. Two of the eight recruited industries were brought from South Dakota and Minnesota by local investors. Of the rest, two were absentee-owned while four owners were persuaded to move to Valley City.

Contact Person: Jennifer Feist, Box 724, Valley City, ND 58072. Tel: (701) 845-1891.

Name of Project: Bison Farm and Home Show.

Type of Project: Retention and expansion of local businesses.

Location: Buffalo Center (Winnébago County), Iowa.

1986 Population: 1,140 (city). **Year Project Initiated:** 1983.

Project Description: Buffalo Center Bison Future Farmers of America (FFA) Chapter members recently sponsored the third "Bison Farm and Home Show" to help keep farm-related businesses alive in Buffalo Center and Rake. The show highlighted machinery, equipment, supplies, and services available at home, and encouraged people to shop locally instead of traveling to larger towns. FFA members handled all advertising and arrangements for the show, and they also manufactured their own "Buffalo Center Trivia" game to sell at the show and help finance the event.

Involvement of Local Organizations: Buffalo Center Bison FFA Chapter ran the project, contacted 80 potential exhibitors, set up and took down booth areas, and collected booth rentals. The B.C. Community Club helped plan the event, and the B.C. Jaycees sponsored a pancake breakfast the morning of the show.

Income and/or Jobs Generated: An estimated 1,600 potential customers viewed the exhibits.

How was Activity Financed? Buffalo Center Trivia games, sold at \$3 each, netted \$342. Fees charged for booth rentals at the show and a \$450 grant from the Iowa Family Farm Development Authority added the balance of the project's funding.

Extent of Local Control of Activities Created: The event showcased local businesses.

Contact Person: Dean Gerzema, Box 156, Buffalo Center, IA 50424. Tel: (515) 562-2855.

Name of Project: Harper County Economic Development Committee.

Type of Project: Business retention and expansion.

Location: Harper County (communities of Attica, Anthony, and Harper), Kansas.

Population: 7,500 (county). **Year Project Initiated:** 1985.

Project Description: The Economic Development Committee developed a county enterprise zone application which was subsequently approved by the State. Throughout the zone, which encompasses 25 percent of the county, business expansion was encouraged via sales tax abatements. An active business retention and expansion committee was established to work with existing businesses and local government officials. In 1988, Elco, a manufacturing plant which makes prefabricated doors, was enticed to return to Harper County. The company had originally been located in Harper during the 1960s, but had moved out of State in the late 1970s. The committee has also been active in travel and tourism, agriculture, and county health care.

Involvement of Local Organizations: The Economic Development Committee is a county-wide organization initiated in 1985 by local citizens. It aims primarily at the retention and expansion of business in Harper County, mainly by coordinating efforts to connect businesspersons with relevant governmental and business entities. The Sunflower Resource Conservation and Development works closely with the project and has helped a great deal by providing technical assistance and help with efforts to obtain financial assistance.

Income and/or Jobs Generated: The relocation of Elco brought in 40 jobs. An additional 75 jobs were generated from bringing in a Con-Agra sheep slaughtering plant. Between 30 and 35 jobs were created through the establishment or expansion of smaller locally owned firms.

How was Activity Financed? The RC&D has provided approximately \$5,000 per annum in free technical assistance. The Kansas Department of Commerce and the Kansas State University Extension Service have also been quite helpful, while various local and State agencies have contributed an additional \$5,000 in technical assistance.

Extent of Local Control of Firms Created: Over 20 percent of the jobs created were in locally owned firms.

Contact Person: Ken Sherraden, Sunflower RC&D Area, Inc., Rt. 2, Box 10A, Harper, KS 67058. Tel: (316) 896-7378.

Name of Project: Highmore Industrial Development Corporation (HIDC).

Type of Project: Business retention and expansion/community-based service firms.

Location: Hand, Hughes, and Hyde Counties, South Dakota.

1986 Population: 4,700, 14,900, and 1,900, respectively. **Year Project Initiated:** 1988.

Project Description: The Highmore Industrial Development Corporation was formed to help existing businesses stay in business and to help fill gaps in the availability of services. Formed in the late 1970s, the HIDC became inactive until around 1984, when it was revitalized at the behest of the local Booster Club. Four specific projects have been pursued: (1) Since a community survey pointed to the need for a plumber in the community, one was located and the HIDC helped him finance his business. (2) The community needed a veterinarian who would be willing to work in a rural area. Again, after locating the proper candidate, startup funding was provided. (3) The community survey also suggested that a lot of community dollars were being spent at flower shops outside the community, so a flower shop was located that was willing to place a branch within the community. (4) The development corporation helped a local citizen buy an existing community newspaper and with an infusion of funds the paper was expanded to include commercial printing and office supplies.

Involvement of Local Organizations: The local Booster Club pushed the rejuvenation of the HIDC. In the case of the newspaper project, the efforts of the HIDC were supplemented by those of the city government and some private citizens.

Income and/or Jobs Generated: The veterinarian service created three new jobs and direct gross sales in 1988 of \$200,000. The flower shop created two jobs and estimated 1989 sales at \$100,000. The newspaper project created four jobs, with estimated 1989 sales at \$130,000. The plumbing project no longer functions.

How was Activity Financed? Two of the projects received loans from a local bank. NESDECC, a regional community action agency, provided \$20,000 in equity financing to two of the projects. A somewhat smaller sum came from local private investors. The HIDC has received \$3,500 from city government over the last 2 years for its own operation although it gets most of its funding from dues and from private contributions. The HIDC made a small direct loan to one of the businesses and placed money in a certificate of deposit to guarantee a note for another.

Extent of Local Control of Firms Created: All projects are locally controlled, as the professionals recruited are now part of the community. After only a year's service, a local person received a small loan from HIDC to buy the branch flower shop.

Contact Person: Dianne Hoffman, Box 26, Highmore, SD 57345. Tel: (605) 852-2912.

Name of Project: Retention and Expansion Visitation Program.

Type of Project: Retention and expansion of local businesses.

Location: Washington County, Ohio.

1986 Population: 64,810 (county). **Year Project Initiated:** 1986.

Project Description: Washington County was suffering an unemployment rate of 15+ percent when the county government, the local extension agent, and the Chamber of Commerce organized a retention and expansion visitation program. The program utilized 53 volunteers who visited 99 businesses to develop recommendations and to help them meet immediate needs. Besides strengthening local businesses, the visitation program identified a need for chemical operators in local chemical companies and 23 local people were trained for new jobs as chemical operators.

Involvement of Local Organizations: The Marietta, Beverly-Waterford, and Belpre Chambers of Commerce along with Washington County and the Community Improvement Corporation were involved in the project.

Income and/or Jobs Generated: Twenty-three new chemical operators found jobs and businesses countywide are healthier.

How was Activity Financed? The county provided \$5,000 in in-kind services for office space and telephones and the Ohio Department of Development provided \$8,000.

Extent of Local Control of Activities Created: The 23 chemical jobs were in branch plants of larger companies, but all the jobs were filled by local people. Other businesses assisted in the program were locally owned.

Contact Person: Emerson Shimp, 205 Putnam Street, Marietta, OH 45790. Tel: (614) 373-6623.

Name of Project: Tapping Industrial Potential (TIP).

Type of Project: Business retention and expansion.

Location: Ellis, Hays, and Victoria (Ellis County), Kansas.

Population: 27,700 (county). **Year Project Initiated:** 1988.

Project Description: TIP is designed to determine business strengths, weaknesses, and potential for growth while providing assistance in business retention or expansion. These goals are accomplished through personal interviews, by offering information about available assistance, and through providing appropriate follow-up. The project is managed by a guidance group made up of economic development professionals and volunteers, including attorneys, bankers, and certified public accountants. One manufacturing firm which received advice through the TIP program was able to emerge from a Chapter 11 business reorganization and remain in the community. Some businesses have been helped to secure bank loans. Further, as a result of TIP visits, the local Small Business Development Center (SBDC) has assisted five firms by providing management assistance and through helping companies conduct direct marketing surveys. TIP II, to assist construction firms, is currently underway.

Involvement of Local Organizations: Initiator of the project was the Ellis County Coalition for Economic Development, established in February 1988. The executive director of the coalition also serves as the president of the Hays Area Chamber of Commerce. The board of directors consists of persons appointed by the various agencies and municipalities which are members of the coalition, and of three at-large members. Local businesspersons and professionals and Fort Hays State University, through its SBDC and its School of Business Administration, played an important role in the project. The local SBDC provided backup. The town and county governments have provided financial support to the coalition.

Income and/or Jobs Generated: At least 50 jobs were created and/or saved by the project. No estimate of income was provided.

How was Activity Financed? Principal contribution to the project was the volunteer time provided by the professionals on the visitation teams, estimated at 100 hours. The coalition receives \$70,000 per year from the city of Hays and \$30,000 from the county for operating expenses.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: Jack B. Allston, CID/CED, executive director, Ellis County Coalition For Economic Development, 1410 B. Main, Box 220, Hays, KS 67601. Tel: (913) 628-8201.

Value-Added Businesses

Name of Project: Cross Creek Valley Wool Mill.

Type of Project: Value-added activity/locally controlled industrial development.

Location: Cross Creek Valley (Washington County), Pennsylvania.

1986 Population: 9,500 (city). **Year Project Initiated:** 1984 (began planning in 1979).

Project Description: Wool production was once prominent in Cross Creek Valley and Washington County ranked second among Pennsylvania wool producers. Then, slumping wool prices and the steel and coal booms in the Upper Ohio River Valley triggered a decline in the area's farms. When the mills and mines closed, Cross Creek Valley was hit with high unemployment. Since Cross Creek had an inadequate municipal infrastructure for attracting new business, the township decided to take a step backward toward its agrarian traditions and revive the sheep and wool industry. Cross Creek Valley joined with five neighboring townships and a borough in Washington County to convert an old community center building, built by a coal company, into the Cross Creek Valley Wool Mill. The mill specializes in hand-processed wool, providing services to local farmers as well as to a nationwide clientele of 500 sheep farmers who seek quality workmanship for their prize fleeces. The mill currently operates on a shoe string budget, but profits have increased every quarter. Once word gets out about the calibre of Cross Creek Valley's work, the mill expects to do three times its current volume of 10,000 pounds and employ 10 to 20 people.

Involvement of Local Organizations: Washington-Greene Community Action Corp. and the Cross Creek Valley Community Development Corp.

Income and/or Jobs Generated: The mill employs two people and buys wool from local farmers.

How was Activity Financed? The Cross Creek Valley Wool Mill was started completely by public funds. Washington County contributed \$6,000 and Community Action provided a \$12,000 loan. The wool mill also received a Federal start-up grant of \$120,000, which was administered by the Pennsylvania Intergovernmental Council, and a \$10,000 State grant.

Extent of Local Control of Activities Created: The mill is owned by the Cross Creek Valley Community Development Corporation. The group was formed by the CCV Planning Commission, and three volunteers from each of six municipalities sit on the board.

Contact Person: Mary Jo Brown, RD#2, Avella, PA 15312. Tel: (412) 587-3442.

For More Information: Margaret Thomas. 1988. Profiles in Rural Economic Development. Kansas City, MO: Midwest Research Institute, pp. 131-132.

Name of Project: Mini-Cassia Development Commission.

Type of Project: Value-added business/retention and expansion.

Location: Burley (Cassia and Minidoka Counties), Idaho.

1986 Population: Burley, 8,500; Cassia County, 20,300; Minidoka County, 20,900.

Year Project Initiated: 1985.

Project Description: Burley is the home of two fine examples of value-added businesses. One, the Morgan Pickle Co., operated for many years as a home-based business until increasing orders required the addition of a food-processing plant. The company acquired and rehabilitated a vacant produce warehouse with the help of a community development block grant (CDBG) obtained by the city of Burley. The business now has contracts with JB's Big Boy and other retail establishments throughout the West. Another business, Moyle Mink, has recently moved from growing mink to tanning hides and sewing garments. With the help of the College of Southern Idaho, which has a satellite office in Burley, Moyle Mink has begun a seamstress training program for high-value mink coat production.

Involvement of Local Organizations: The Development Commission brought together the various parties that eventually secured the CDBG, including the Burley Chamber of Commerce, and the city and county governments.

Income and/or Jobs Generated: At Moyle Mink, approximately 40 jobs have been created. Morgan Pickle averages 25 jobs during the year, but in the 6-week peak season, it employs as many as 200 people.

How was Activity Financed? The \$289,000 CDBG was awarded to the city of Burley for operating funds and building rehabilitation for the pickle firm, and for the connection of city services to the business. Local banks provided some initial operating capital, contingent on receipt of the CDBG. The Moyle Mink project received Small Business Administration financing (amount undisclosed) for construction of a leather tanning facility. The city of Burley provided in-kind services in both cases. Both firms are in good financial shape.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Paul W. Matthews, Mini-Cassia Development Commission, Box 1145, Burley, ID 83318. Tel: (208) 678-8302.

Name of Project: Minnesota Corn Processors (MCP).

Type of Project: Value-added activity/agricultural marketing organization.

Location: Southwestern Minnesota.

1986 Population: 11,040 (Marshall). **Year Project Initiated:** 1982.

Project Description: The falling price of corn prompted a group of southwestern Minnesota farmers to investigate the feasibility of running their own processing mill and marketing their produce to their own mill. The farmers raised \$25 million among themselves and borrowed an additional \$30 million from the Bank of Cooperatives (St. Paul, MN) to build a 35,000-bushel capacity wet-milling and processing plant. The town of Marshall approved \$1.6 million in tax increment financing for site work, utilities, and sewage hookup to the new mill. The wet-milling plant can produce corn starch, corn syrup, and ethanol alcohol, among other corn products.

Involvement of Local Organizations: The city of Marshall is involved along with 2,100 farmers in 18 Minnesota counties.

Income and/or Jobs Generated: MCP created 100 jobs plus a market for area farmers.

How Was Activity Financed? \$25 million in individual investments, a \$30-million loan from the Bank of Cooperatives, and \$1.6 million in tax increment financing from the town of Marshall.

Extent of Local Control of Activities Created: 100 percent.

For More Information: Growing Our Own Jobs, National Association of Towns and Townships, 1522 K Street NW, Suite 730, Washington, DC 20005. Tel: (202) 737-5200.

Name of Project: Northern Pride, Inc.

Type of Project: Value-added activity/revolving loan fund.

Location: Thief River Falls (Pennington County), Minnesota.

1986 Population: 7,710 (city). **Year Project Initiated:** 1988.

Project Description: When Land O' Lakes announced it was going to close its turkey processing operation in Thief River Falls on June 30, 1988, 125 people faced loss of their jobs and 32 area turkey growers faced loss of their market. The city of Thief River Falls, the turkey growers, and the Northwest Regional Development Commission put together a package of local monies, loans, and State and Federal grants to purchase the processing facility outright and run it as a for-profit corporation. The city of Thief River Falls voted to temporarily guarantee loans when the Economic Development Administration and other government agencies could not deliver grants in a timely manner and the city also voted to set up a revolving loan fund to help other projects as the loans were repaid. "Northern Pride, Inc.," a grower-owned cooperative, began operation on June 7, 1989, with 175 employees and a capacity to process 29,000 turkeys a week.

Involvement of Local Organizations: The Thief River Falls City Council and the Northern Pride Growers Cooperative are the organizations involved in the project.

Income and/or Jobs Generated: 175 jobs were saved, while \$18 million in gross sales was projected for 1989.

How was Activity Financed? A \$250,000 loan was guaranteed by the city of Thief River Falls, \$175,000 came from the Northwest Regional Development Commission, \$250,000 came from the Minnesota Department of Trade, a \$250,000 grant came from EDA, a \$1,300,000 loan was obtained from the Bank of Cooperatives, and \$630,000 came from 32 local growers. Land O' Lakes owner-financed \$500,000 of the \$750,000 selling price for the turkey plant.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: George H. Spang, 1001 Cameo Drive, Thief River Falls, MN 56701. Tel: (218) 681-6921.

III. Tourism/Historic Development

These projects include various types of tourism activities, including recreational development, arts and cultural festivals, crafts fairs, and other income-generating cultural activities. Historic renovation and preservation projects are also included in this group of self-development projects. The fact that the projects generate income does not necessarily mean that they are for-profit firms. In fact, usually they are not. They are frequently community enterprises, organized by a local governmental unit or, more likely, by a non-governmental community organization or local committee organized expressly to carry out the tourism or historic development effort. Most of the activities in this category have a seasonal or periodic character, and do not generate very much employment.

Downtown Revitalization

Name of Project: Downtown Revitalization.

Type of Project: Downtown revitalization.

Location: Kamiah (Lewis County), Idaho.

1986 Population: 1,250 (city). **Year Project Initiated:** 1983.

Project Description: In less than 5 years, with no outside assistance, facelifts in a western Victorian motif were completed on all but two buildings of Kamiah's main street. As a result, tourism has increased for this Clearwater River community. While community volunteers completed work on certain buildings, such as city hall and the fire department, the rest of the work was done by local contractors. All the work was done using local materials. Most businesses either did their own facelifting or hired a contractor to do the work, which helped community employment. Others asked the revitalization project to do the work. In these instances the business owner was charged with the cost of the materials (which in the barbershop's case was \$400) and the project provided volunteer labor for a like amount (which brought the barbershop's total facelifting tab to \$800).

Involvement of Local Organizations: The Chamber of Commerce took the lead in the project through its Revitalization Committee, mainly by encouraging business participation. The project eventually came to involve retirees, schools, and civic groups, such as the Lions and Kiwanis clubs. The initial revitalization plans were presented to a select few businesspersons favorable to downtown revitalization. Later, a picture of the existing storefront of each of these businesses was displayed in the local newspaper each week for several weeks. Finally, local citizens were encouraged to submit drawings and/or suggestions for a facelift or new storefront, competing for prizes donated by the store owners.

Income and/or Jobs Generated: Although there are no direct estimates, a recreational vehicle (RV) park opened across the river from Kamiah at the same time the revitalization effort was going on. The park proprietors say they would never have stayed in Kamiah had the town looked like it did before the revitalization. The RV park employs eight people and has spaces for 100 vehicles.

How was Activity Financed? All funding was local. Two auctions of items donated from the community were held to raise money for building materials, paint, and so forth, netting about \$4,000. School activities such as cake raffles and guessing the number of pennies in a jar (and pledging that amount) netted an additional \$2,000. The money raised by volunteer labor (mentioned above) helped back a low-interest loan to the barbershop (arranged through the local credit union). That loan has been paid back.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Greg Johnson, Box 125, Kamiah, ID 83536. Tel: (208) 935-0840 or 935-2569.

Name of Project: Downtown Revitalization/Revolving Loan Fund (RLF).

Type of Project: Business retention and expansion/RLF.

Location: Wahpeton (Richland County), North Dakota.

1986 Population: 10,000 (city). **Year Project Initiated:** 1982.

Project Description: The business retention and expansion effort involves extensive use of tax increment financing (TIF), tax exemptions, and bonding¹ to assist in the creation and expansion of low to moderate-income housing, retail business, and industry. A revolving loan fund (RLF) has also been established to assist in the rehabilitation of low to moderate-income housing units. The project focus has shifted to encouraging business expansion as well as assisting downtown businesses with upgrading storefronts and heating systems.

Involvement of Local Organizations: The project has primarily involved the city government, through its urban renewal agency, and the community development corporation. The city council establishes criteria for loans to local businesses and the urban renewal agency recommends who should receive these loans. However, the final decision rests with the city council.

Income and/or Jobs Generated: According to records kept by the community development director, 214 jobs have been created and/or saved by the project. Income estimates are not available.

How was Activity Financed? The RLF was initially financed by the U.S. Department of Housing and Urban Development (\$425,000), supplemented by city urban renewal bonds. RLF equity is now over \$1,000,000. Most businesspersons obtaining loans from the RLF obtain loans from the local bank to supplement the loan from the city. Since 1982, total loans, bonds, and abatements from the TIF, the RLF, and the MIDA (Municipal Industrial Development Bonds)² total \$9.3 million. The local government will annually forego \$70,000 in taxes for 15 years, while the State has foregone revenues of \$12,000 for the last 2 years. In-kind services (staff support) borne by city government totaled \$60,000.

Extent of Local Control of Firms Created: 90 percent. Of the 50 businesses assisted, only 5 are owned outside the county.

Contact Person: Jane Pribe, City Hall, Wahpeton, ND 58075. Tel: (701) 642-8559.

¹ TIF bonds are sold to help pay for large projects. Taxes are frozen at the current valuation of the property, with the developer paying the equivalent of the taxes on the added value of the property after rehabilitation or new construction directly into the TIF fund to pay off the tax-exempt bond. Once the bond is paid off the taxes derived from the added valuation are dispersed to the appropriate taxing authorities.

² MIDA bonds are available for manufacturing projects and low-rent housing development and provide tax exemptions on interest. They are generally feasible only for relatively large projects.

Name of Project: Economic Development/Community Revitalization.

Type of Project: Downtown revitalization.

Location: Columbus (Cherokee County), Kansas.

1986 Population: 3,410 (city). **Year Project Initiated:** 1986.

Project Description: Columbus, in a former mining area of southeast Kansas, had a double digit unemployment rate in 1985 and a declining business district. Community leaders asked a private consulting firm to offer a 2-day needs-assessment seminar. As a result, the community organized an economic development steering committee which formed subcommittees. In the next 3 years, the Columbus Economic Development Committee encouraged the facelifting of 33 downtown businesses, winning Columbus an award from the Kansas Mainstreet Program. Other projects included development of an industrial park and one speculative building, expansion and transfer to the industrial park of a multi-county agency serving the developmentally handicapped, attraction of two automobile dealerships, expansion of an implement dealership to fill a need created when earlier dealerships failed, and attraction or expansion of three printing firms. One project involved restoration of a 1919 clock which had been part of the county courthouse which was finally incorporated into a new clock tower. In 1987, Columbus won both the Kansas Pride Pacemaker Award and the Economic Development Award from the Kansas Cavalry.

Involvement of Local Organizations: The Economic Development Committee, appointed by the mayor, operates independently, but interacts with the rejuvenated Economic Development Corporation and with the Industrial Development Committee of the Chamber of Commerce.

Income and/or Jobs Generated: No attempt has been made to calculate the overall impact of the economic development efforts. However, the three printing firms and the firm employing the developmentally handicapped created more than 80 new jobs.

How was Activity Financed? Estimated value of the facelifting of downtown businesses, borne entirely by the businesses, is \$350,000. Contingent on the industrial park's incorporation of the developmentally handicapped agency, a grant from the Economic Development Administration, U.S. Department of Commerce, was obtained to provide sewer, water, and curb and street installation for the park. Building of the clock tower was financed by private individuals. The speculative building, which cost \$250,000, was financed by six individuals through the Economic Development Corporation. Except for a 1/4 mill levy for economic development, the Economic Development Committee operates on volunteer resources.

Extent of Local Control of Firms Created: The four industrial firms which came or expanded are all locally owned.

Contact Person: Jim Dahmen, 224 S. Kansas Ave., Columbus, KS 66725. Tel: (316) 429-3132.

Name of Project: Ft. Scott Downtown Program.

Type of Project: Downtown revitalization.

Location: Fort Scott (Bourbon County), Kansas.

1986 Population: 8,450 (city). **Year Initiated:** 1986.

Project Description: By recruiting proprietors of local retail firms and enlisting the assistance of interested individuals and government agencies, the Downtown Program has effected several revitalization projects. Among these, the opening of a downtown mini-mall in a building formerly owned by a major national retailing chain has been a major accomplishment. Other project efforts have brought about both interior and exterior improvements in downtown buildings, making them more attractive to potential renters. Among business promotions, the project has implemented the creation of a summer melodrama program employing acting and directing talent from the local community college.

Involvement of Local Organizations: The effort was initiated through the local Chamber of Commerce. Application was made to the State Mainstreet program, but the city was turned down the first year. The following year, funds were raised to hire a full-time director for the Downtown Program, and the State gave Fort Scott Mainstreet status, giving the program access to technical assistance through the Kansas Department of Commerce. The Downtown Program has four operational committees: (1) The organization committee is in charge of fundraising and structuring the program, (2) a design committee helps new business design signs, interiors, and exteriors, (3) a sales promotions committee joins the promotional deliberations of all of the town's retail merchants, and (4) an economic restructuring committee, comprised mainly of downtown building owners, helps plan and carry out business recruitment.

Income and/or Jobs Generated: Through the melodrama project, the mini-mall, and the retail stores, 48 jobs have been created since 1986.

How was Activity Financed? Some \$75,000 was provided by local individuals. The city and county together provided \$10,000 and \$75,000 came from an outside corporation over a 4-year period. In the latter case, an insurance company, with its home office in Fort Scott, was bought out by a larger firm, threatening the possibility that the office would be closed with a loss of 150 jobs. Civic leaders approached the new firm and requested that it provide funds to be matched by Fort Scott citizens, businesses, and industries in order to mount a Mainstreet Program with a full-time director. In return, the insurance company was assured that its new branch would be located in an attractive downtown and in a progressive community. Technical assistance was provided by the State Mainstreet Program.

Extent of Local Control of Firms Created: All firms created or expanded under the Mainstreet Program are locally owned.

Contact Person: Kay Metcalf, 231 E. Wall, Fort Scott, KS 66701. Tel: (316) 223-3566.

Name of Project: Historic Clarksville, Inc.

Type of Project: Downtown revitalization/historic renovation.

Location: Clarksville (Pike County), Missouri.

1986 Population: 480 (city).

Year Project Initiated: 1987.

Project Description: Objective of the project is restoration of downtown business buildings in order to create new businesses and generate tourism. As of December 1, 1989, through such incentives as reducing the first few year's rent, four new businesses (an art gallery, a fine crafts and furniture importing shop, a furniture manufacturer, and an antique shop) were operating in buildings restored through the project's efforts. Historic Clarksville, Inc. (HCI), a nonprofit organization, owns all of the formerly vacant buildings which have been restored. The board, consisting of the five founding members of the corporation, most of whom are businessmen, decide on the lease terms for each tenant. For example, the art gallery was charged only \$25 a month for the first several months. People as far away as St. Louis (70 miles away) find the combination of businesses in the area attractive enough to make the trip.

Involvement of Local Organizations: The Clarksville Historic Preservation Commission was first established upon the recommendation to the city council made by Ralph Huesing, a retired educator. After establishment of the commission, the community became eligible for preferential consideration for State historical preservation funds. Historic Clarksville, Inc. was established after the acquisition of empty business buildings began because of a State recommendation that a nonprofit corporation be formed to keep such activities separate from those of the city.

Income and/or Jobs Generated: Eleven jobs were created, counting members of construction crews and new businesspersons. Estimated income figures were unavailable since the new businesses opened July 1, 1989.

How was Activity Financed? There are no estimates of local, private contributions, but outside funding amounted to \$350,000 from various donors, including \$18,000 from businesses and \$148,000 from grants. Grants from the Department of Natural Resources in Jefferson City have been about \$78,000, and another \$70,000 grant was received from the Missouri Department of Economic Development (MDED). Regional and State Extension Specialists and the MDED provided technical assistance.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: Ralph A. Huesing, Historic Clarksville, Inc., Box 155, Clarksville, MO 63336. Tel: (314) 242-3376.

Name of Project: Main Street Project.

Type of Project: Downtown revitalization/revolving loan fund.

Location: Smackover (Union County), Arkansas.

1986 Population: 2,430 (city). **Year Project Initiated:** 1989.

Project Description: A decline in the oil industry had led to a dying downtown district in Smackover and the Main Street Project was established as a self-help plan to revitalize the town. Smackover is Arkansas' first small town designated as a Main Street Project. Promotion efforts so far have included a back to school promotion, a halloween happening, a downtown open-house Christmas, as well as development of a logo, a merchant directory, a weekly newspaper column, and press releases to local papers. Workshops have been offered on volunteer programs (with the Arkansas Office of Volunteerism), on customer relations and retail techniques, and on tourism, with the State Parks and Tourism Agency. Business recruitment efforts have led to three trips to visit outside businesses. The operating budget for 1990 was \$23,000.

A low-interest loan pool has been created through a local bank, which also serves as a review board to consider compliance with Main Street requirements. So far, four building facades have been renovated, one with Main Street funding and three with private funds. One interior has also been finished. An attorney, a dentist, a craft shop, and a restaurant have begun business in Smackover as a result of revitalization efforts. A nomination for downtown Smackover to be designated an historic district has been accepted by the State and is now on the way to Washington, DC. Plans include adding a farmers' market, creating a walking tour brochure to feature Historic Downtown Smackover, and building a strong connection between downtown Smackover and the Oil and Brine Museum.

Involvement of Local Organizations: The Chamber of Commerce provided some in-kind benefits. Smackover Industrial Development Corporation and civic clubs were also involved. In addition, the City of Smackover and the Union County Court provided assistance in the early stages of the project.

Income and/or Jobs Generated: One project manager job has been created, along with eight positions--two per business--in the four new businesses.

How was Activity Financed? \$15,000 came from private local donations, plus an in-kind donation from the local Chamber of Commerce for office space, phone, utilities, and operating cash. Funding sources have included the Smackover Industrial Board, the independent oil producers, both local and out-of-state, as well as the City of Smackover, the Union County Court, a local bank, and individual donors.

Extent of Local Control of Activities Created: 100 percent.

Name of Project: Main Street USA.

Type of Project: Downtown revitalization/revolving loan fund/historic preservation.

Location: Lampasas (Lampasas County), Texas.

1986 Population: 6,830 (city).

Year Project Initiated: 1984.

Project Description: Main Street USA is a project designed to renovate old downtown structures, promote economic revitalization, and save jobs in the community. In 1980, Texas began promoting the National Main Street Programs in towns with populations of 50,000 or less. In 1985, Lampasas' application for the program was accepted. Before applying for the Main Street program, Lampasas had already conducted two architectural studies so the town was ready to begin renovation efforts. To date, approximately 35 buildings have been restored, with refurbishments ranging from minor touchups to major restructuring.

The project is supported by the local bank, and property owners are encouraged to improve property and work together to increase utilization. For the 3-year period of the Main Street program, a full-time coordinator, hired by the city, advised building owners in the improvement of buildings and marketing strategies. There is still a part-time coordinator and improvements are still being made, although at a slower pace. Property owners can seek up to \$10,000 per building in loans from a local loan pool.

Involvement of Local Organizations: The city Chamber of Commerce guided and implemented the project.

Income and/or Jobs Generated: The project has generated one full-time coordinator position for three years and one part-time coordinator since 1988. An estimated 30-40 jobs have been created from the expansion of businesses over a 5-year period.

How was Activity Financed? A local loan pool (\$60,000-80,000 original base) was created by four local financial institutions. The city government provided \$25,000/year for the coordinator's salary. In addition, labor for a retail survey and a traffic survey was donated by out of town industry. The State Historical Commission donated architectural advise and research and the Experiment Station donated labor through the Commission for Demographic Research. The city government provided labor for electrical work on some buildings.

Extent of Local Control of Activities Created: 100 percent.

Contact: Chamber of Commerce, Box 627, Lampasas, TX 76550. Tel: (512) 556-5172.

Name of Project: Nelsonville Renaissance.

Type of Project: Downtown revitalization/historic renovation.

Location: Nelsonville (Athens County), Ohio.

1986 Population: 4,423 (city). **Year Project Initiated:** 1987.

Project Description: The Nelsonville Renaissance undertook a major revitalization of the community's economy through business development and an increased focus on tourism. Community residents started by cleaning up the main thoroughfare and planting flowers and shrubs. As community pride flourished, many residents followed suit by sprucing up their Victorian homes. A long-closed theatre was refurbished and reopened, a park was developed on an area of the public square once considered an eyesore, and work is being completed to convert the home of the town's founder into a museum.

The local economy started booming as well. A bed and breakfast inn, a pottery outlet, and a crafts store all opened to take advantage of tourists waiting to depart on the Hocking Valley Scenic Railway. The historic log settlement at Robbins Crossing was also expanded, enhancing interpretive historical reenactments staged at the log settlement. A sign company, mail sorting businesses, a telemarketing center, and a wood products business have all evolved, contributing to the "renaissance" of the community. One grocery store has reopened while another is being built and a national fast food chain recently broke ground for a new restaurant.

Involvement of Local Organizations: Hocking Technical College instituted the Renaissance project. The Daniel Nelson Restoration Society was formed to raise money for restorations to three grand ballrooms in Nelsonville and the Nelsonville Area Chamber of Commerce has been a support group at large.

Income and/or Jobs Generated: An estimated 50 jobs were created through the Renaissance project.

How was Activity Financed? Funding was secured locally by individuals who saw an opportunity for a return on their investment and through grants received by the college and intended specifically for new business startups.

Extent of Local Control of Activities Created: Almost all of the enterprises are 100-percent locally controlled.

Contact Person: Judy Sinnott, Hocking Technical College, 3301 Hocking Parkway, Nelsonville, OH 45764. Tel: (614) 753-3591.

Name of Project: Winnsboro-Franklin Parish Chamber of Commerce Beautification Project.

Type of Project: Downtown revitalization/historic preservation.

Location: Winnsboro (Franklin Parish), Louisiana.

1986 Population: 5,860 (city).

Year Project Initiated: 1986.

Project Description: The Chamber of Commerce used architecture and interior design students from Louisiana State University to draft interior and exterior designs for 20 historical buildings in downtown Winnsboro. Store owners followed through with plans and four new businesses moved into an older section of the town. In phase I of the project, a rail bed was removed from the center of town and the strip of land was improved by planting trees and other plants. Phase II involved an Adopt-A-Road Program. The community has received several awards for these projects. In 1987, the Chamber of Commerce received the Unsolicited Citation for Effective Leadership in Public Landscaping and Civic Beautification from the Louisiana State Gradient Club Federation. In 1988, Winnsboro became a Main Street City, one of seven in the State.

Involvement of Local Organizations: The Chamber of Commerce has been the catalyst for these activities, although some help has come from the Franklin Parish Economic Development Association.

Income and/or Jobs Generated: Eighteen jobs have been created, five in new business and thirteen in expanding business. Three of the positions are semi-skilled secretary/bookkeeping, while the rest are unskilled.

How was Activity Financed? Individuals in the community provided \$200,000 of the project's funding, mostly through memorial and living donations pledged at a Chamber of Commerce fundraising banquet. In addition, Main Street USA provided \$200,000 for the downtown revitalization.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Sue Nugent, Courthouse Building, Winnsboro, LA 71295. Tel: (318) 435-7551.

**Tourism, Recreational Development, Arts Festivals, Crafts Fairs,
and Other Income-Generating Activities**

Name of Project: Annual Piedmont Summer Berry Festival.

Type of Project: Agricultural festival and crafts fair.

Location: Dobson (Surry County), North Carolina.

1986 Population: 61,900 (county). **Year Project Initiated:** 1987.

Project Description: The annual Piedmont Summer Berry Festival was first held in July 1987, to promote and market northwest Piedmont-grown blackberries, blueberries, and raspberries. Planning for the festival began in fall 1986 when an extension area small fruits specialized committee was formed to look at ways to promote and market locally grown berries. On the recommendation of that committee, the festival was organized to actively promote locally grown berries, create greater awareness of the wide variety of their uses in various institutional settings, encourage greater cooperation among small fruit growers, and develop effective marketing strategies. It was also decided that the festival should be an annual effort to build support for the summer berry industry.

Involvement of Local Organizations: The Area Small Fruits Advisory Committee gave impetus and direction to the project while the local extension office and the Surry County Extension Homemakers have provided leadership and assistance. The Piedmont Summer Berry Festival Steering Committee was established to plan festivals and crafts fairs and includes subcommittees for arts and crafts, growers, food vendors, set up and logistics, entertainment, and finance.

Income and/or Jobs Generated: The festival has generated 56 positions for arts and crafts exhibitors and 14 positions for growers.

How was Activity Financed? Area merchants donated \$1,200 in addition to registration and other fees charged to the crafts exhibitors and food concessions.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Susan Johnson, Surry Community College, Dobson, NC 27017. Tel: (919) 386-8121.

Name of Project: Big Brutus, Inc.

Type of Project: Tourism and cultural activity.

Location: Cherokee, Labette, and Crawford Counties, Kansas.

Population: 22,200, 25,400, and 37,600, respectively.

Year Project Initiated: 1984.

Project Description: Big Brutus, Inc. is a nonprofit organization which promotes tourist interest in "Big Brutus," a 16-story, 11-million-pound coal mining shovel. This behemoth, an abandoned reminder of past stripmining activities in this region, was built in 1963 and retired in 1974. Run entirely by electricity, Big Brutus drew enough power to provide service for a city of 15,000. Today, the huge shovel houses a museum and a recently completed visitors center. Adjacent to the main attraction are such services as a recreational vehicle park for trailers and campers, souvenir sales, concessions, a pavilion, and picnic grounds.

Involvement of Local Organizations: Chambers of Commerce in the three counties are most actively involved in promoting the project. On the other hand, farmers and farm groups are generally strongly opposed to honoring the memory of stripmining activities which contributed to the decline of arable land in this region.

Income and/or Jobs Generated: The project generated approximately 10 jobs, most of them unskilled. For 1988, Big Brutus, Inc. generated direct gross sales of an estimated \$115,000.

How was the Activity Financed? Big Brutus was donated to the newly established Big Brutus, Inc. by the Pittsburg and Midway Coal Company in 1983, along with 10 surrounding acres of land and \$100,000 for restoration work. Local donations, volunteer labor, and gate fees for admission into the attraction were used for restoration and for building auxiliary facilities.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Vic Boccia, Box 161, West Mineral, KS 66782. Tel: (316) 827-6215.

Name of Project: Bishop Hill Arts Council.

Type of Project: Tourism, arts festival, crafts fair/historic renovation or preservation.

Location: Bishop Hill (Henry County), Illinois.

1986 Population: 146 (city). **Year Project Initiated:** 1982/83.

Project Description: Bishop Hill was founded by Swedish immigrants in 1846 and several of the town's historic buildings have been renovated to show what life was like on the Illinois Prairie in the mid-19th Century. The State of Illinois operates three of the buildings as museums while the Bishop Hill Heritage Association owns eight more. The former Bishop Hill Retailers' Association formed the Bishop Hill Arts Council (BHAC) in 1982 to begin cultural programming and expand the marketing of the historic community as a tourist attraction. The BHAC promotes a summertime weekly concert series and also sponsors three festivals: Lucia Nights (based on a figure from Swedish mythology), Jul Marknud (Christmas Market), and a Swedish festival of lights at Christmas time. The BHAC also promotes local crafts people by printing tourist brochures and publishing "The Utopian," a guide to Bishop Hill and nearby communities.

Involvement of Local Organizations: The Village Board, the Bishop Hill Old Settler's Association, the Bishop Hill Heritage Association, the Bishop Hill Arts Council, and the Bishop Hill State Historic Site were all involved. In a town of 146 residents, many of the organization members end up wearing several hats.

Income and/or Jobs Generated: The Arts Council has helped create 20-25 new tourist related jobs and helped retain a total of 110 jobs in village businesses and museums.

How was Activity Financed? Village retailers and museums contribute a \$50 monthly marketing fee plus a membership fee. The Arts Council also received \$10,000 from the Illinois Department of Tourism and \$5,750 from the Illinois Arts Council in 1988.

Extent of Local Control of Activities Created: The businesses and crafts shops are 100-percent locally controlled. Some employees are descended from original colony members.

Contact Persons: Martha Jane Downey, Bishop Hill St. His. Site, Box D, Bishop Hill, IL 61419. Tel: (309) 927-3345. Yolanda Ortega, Box 1853, Bishop Hill, IL 61419. Tel: (309) 927-3513.

Name of Project: Boone Convention and Visitors Bureau (Tourism Development Authority).

Type of Project: Tourism development.

Location: Boone (Watauga County), North Carolina.

1986 Population: 10,610 (city). **Year Project Initiated:** 1988.

Project Description: The Tourism Development Authority was created to promote tourism for the town of Boone and is funded through the local occupancy tax. The authority receives 60 percent of the tax funds with the town receiving the other 40 percent. Promotional strategies include advertising placed in regional and national publications, the development of group tours aimed at specific groups and businesses, attendance at southeastern trade shows (at least five each year), the publication of informative materials such as brochures, and working with travel writers who are offered tours for writing travel articles. The principal attractions in the area are Grandfather Mountain, Mystery Hill, and the Blue Ridge Parkway. The Tourism Development Authority is a division of the local Chamber of Commerce and receives administrative and staff support from the chamber.

Involvement of Local Organizations: The Chamber of Commerce and the Tourism Development Authority are active in the project.

Income and/or Jobs Generated: One coordinator job has been created, although it is assumed that a ripple effect will add or, at least, save jobs over time. The Boone lodging industry has reported increased business.

How was Activity Financed? A 3-percent local occupancy tax, of which TDA receives 60 percent, amounting to \$120,000 each year for the last 2 years, is the project's source of funding.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Judi Scharns, coordinator, Tourism Development Authority/Boone CVB, Boone, NC 28607. Tel: (704) 262-3516.

Name of Project: Confluence Community Development (CCD).

Type of Project: Tourism and recreational development/historic renovation and preservation.

Location: Cairo (Alexander County), Illinois.

1986 Population: 4,765 (city). **Year Project Initiated:** 1987.

Project Description: Cairo is located at the confluence of the Mississippi and Ohio Rivers. Although the town would appear to be in an ideal location for transportation-based economic development, and more than a fourth of the community is listed on the National Register of Historic Places, Cairo has suffered through a long economic decline. In February 1987, a new movement called "Operation Enterprise" was started by citizens from all walks of life and the Community Development Department at Southern Illinois University. Operation Enterprise organized 225 black and white volunteers to conduct a community census, produce a demographic profile, and determine the wishes and aspirations of Cairo's citizens. At about this time, the city received word that the State government was no longer going to maintain Fort Defiance, a Civil War fort and State park at the confluence that was General Grant's headquarters for his attack on Vicksburg. Operation Enterprise formed a nonprofit community development organization, "Confluence Community Development, Inc.," to lease and maintain the park. An army of volunteers teamed up with the Illinois National Guard to clean out brush, install picnic tables, restore restrooms, and build an arch that read, "Fort Defiance, Confluence of America." The CCD is now working to clean up the riverfront and renovate historic buildings which include shops and bed and breakfasts. There are also plans to open an authentic 19th Century showboat dinner and entertainment house.

Involvement of Local Organizations: CCD and other civic organizations work together. Citizen factfinding committees are studying every component of community life and periodic town meetings are held for democratic decisionmaking.

Income and/or Jobs Generated: Twelve new businesses have opened, employing 21 people. The U.S. Army Corps of Engineers will conduct engineering studies for harbor facilities and a nationwide survey has identified 31 companies, each of which employs 500 or more workers, that indicate they will use the harbor when it is constructed.

How was Activity Financed? CCD received an anonymous \$6,000 grant from a local foundation and \$35,000 in outside anonymous donations. The University of Southern Illinois Department of Community Development contributes the salary for technical assistance from Richard Poston. Volunteers have maintained public enthusiasm for this self-help project.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Richard Poston, professor of community development, 35 Hillcrest Drive, Carbondale, IL 62901. Tel: (618) 549-2461. Angela Greenwell, Cairo Chamber of Commerce, 222 Eighth St., Cairo, IL 62914. Tel: (618) 734-2737.

Name of Project: Davy Crocket Ohio River Relay.

Type of Project: Tourism and recreational development.

Location: Cave in Rock, Elizabethtown, and Rosiclare (Hardin County); Golconda (Pope County), Illinois.

1986 Population: 9,700 (Pope and Hardin Counties). **Year Project Initiated:** 1985.

Project Description: The Davy Crocket Ohio River Relay is part of a multi-county tourism effort to attract visitors to the recreational opportunities afforded by the scenic and historic Ohio River in Illinois. The relay race itself features flat boats, canoes, and kayaks. Other activities through the year include the Pope County Deer Festival (a big tent festival on the courthouse lawn the first 3 days of deer season), and the River-to-River Relay, an 80-mile cross country running relay which attracts over 1,200 runners and which ends in Golconda. Golconda, the Ohio River crossing for the Cherokee Trail of Tears wagon train, is the site of a dozen fishing tournaments held through the year. Also, a group called the Treasure Seekers has refurbished an authentic Conestoga Wagon and sponsors reenactments of the Cherokees' 1,200-mile winter passage.

Involvement of Local Organizations: The Pope Hardin Treasure Seekers were organized by two counties along the Ohio River because, as extension advisor Ray Morris put it, "neither county was big enough to make a splash by itself." The Treasure Seekers spearhead the organization of tourist events, getting help from the Hardin County Chamber of Commerce, the Pope County Chamber of Commerce, the Lusk Creek Conservancy District, and the Rotary Club of Golconda.

Income and/or Jobs Generated: The equivalent of 20 full-time jobs at 17 new lodging and recreational facilities have been generated. Tourist activities brought an estimated \$500,000 into the region in 1989.

How was Activity Financed? Local, private sources have yielded \$400,000, while \$3 million has come from outside private investments in tourist and recreational facilities. Local, State, and Federal monies have been invested in recreational development activities, including \$2,000 from the Illinois Tourism Coalition for Flatboats and Street Dances. A "Governor's cup" was provided by the Governor of Illinois for the flatboat race champion. Local governments have also provided professional services.

Extent of Local Control of Activities Created: The marinas are 90-percent locally controlled, the campgrounds 80 percent, the cabins and rooms 90 percent, and the motels 60 percent.

Contact Persons: Ray Morris, extension advisor, P.O. Box 97, Golconda, IL 62138. Tel: (618) 683-8555. Pat Lamar, Hardin County Chamber of Commerce, Rosiclare, IL 62982. Tel: (618) 285-3518. Rodney Bremer, Lusk Creek C.D., Herald Enterprise, Golconda, IL 62938. Rotary Club of Golconda, Attn: Herman Adkerson, Pope County Schools, Golconda, IL 62938. Pope County Chamber of Commerce, Golconda, IL 62938. Tel: (618) 683-9702.

Name of Project: Edisto River Canoe and Kayak Trail.

Type of Project: Tourism and recreational development.

Location: Walterboro (Colleton County), South Carolina.

1986 Population: 7,050 (city). **Year Project Initiated:** 1987-88.

Project Description: Establishment of the Edisto River Canoe and Kayak Trail and the annual Edisto Riverfest resulted from the work of a committee formed to promote enjoyment of the Edisto river and to protect and preserve it. The trail, monthly guided canoe trips, and the festival are drawing national attention while providing income for the committee, the guide services, and local area travel services. Interest and participation in the project continue to grow and, in November 1989, the original committee became the Edisto River Canoe and Kayak Trail Commission. The committee responsible for the annual festival is appointed by the county council.

Involvement of Local Organizations: The Chamber of Commerce has guided the project.

Income and/or Jobs Generated: No jobs have been created which are directly related to the commission or to the kayak trail. However, tourism has increased, generating income and jobs in the hotel/motel industry. It is not possible to tell how much of the increase is due to the commission's efforts and how much is due to the nearby interstate. A commission director may be hired by the middle or end of 1990.

How was Activity Financed? Funding totaling \$10,000 was appropriated by Colleton County for the purchase of canoes; \$2,500 came from the State Department of Parks, Recreation and Tourism for brochures.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Charlie Sweat, Drawer 881, Walterboro, SC 29488. Tel: (803) 549-5591.

Name of Project: Emery County Economic Development Council.

Type of Project: Tourism and recreational development/revolving loan fund.

Location: Emery County, Utah.

1986 Population: 12,200. **Year Project Initiated:** 1985.

Project Description: The first two projects of the Emery County Economic Development Council (ECEDC), established in 1986, were a golf course and a revolving loan fund. Millsite State Park and the Ferron Millsite Golf Course, located near Ferron (population 480), is a multi-use recreation area around Millsite Reservoir, a Federal water project. The facility was developed for both local people and visitors, providing opportunities for boating, fishing, waterskiing, sailing, sailboarding, swimming, golfing, horseback riding, hiking, and camping. The only accommodations are camping, but plans are underway to provide lodging. Lodging is available within 2 miles of Ferron. The second project, a countywide revolving loan fund of \$50,000, has been used to assist expansion efforts for six local businesses in four communities. The council's fund is used to leverage money from other lending agencies, acting as either a second or third creditor on a given loan. In effect, the council puts up 1 dollar for every 2 loaned by an outside source. In this manner, \$500,000 in business financing has been raised.

Involvement of Local Organizations: The ECEDC was initially formed by resolution of the Emery County Commission. The council's governing board is selected by the council's members, contingent upon approval from the County Commission, to which it is ultimately responsible. The ECEDC hired an economic development person in 1986, paying his salary for about 4 years until the county took over that expense. The decision to initiate the golf course was a joint effort of the development council and Ferron City.

Income and/or Jobs Generated: The project overall has generated 50 jobs. Income created from these jobs is estimated at \$800,000.

How was Activity Financed? The economic development council received partial funding for construction of the golf course from the Utah Community Impact Board (CIB), a State community development agency which provides funds for improving rural communities. The development of the nine-hole golf course was accomplished for what one hole should have cost, confounding the experts. The achievement required the "pure grit" of volunteers, the help of farmers donating use of their tractors, and the county's loan of road equipment. The course is currently being expanded to 18 holes. Outside funding included \$400,000 from the CIB in 1987, \$50,000 from a Community Development Block Grant for the revolving loan fund, and \$50,000 from the Utah Division of State Parks for other park improvements. As part of the reservoir project, there was to have been a small park alongside the reservoir. The council pushed to obtain those funds originally earmarked for the unfulfilled park project; this money was eventually released to the council and, by supplementing the original amount with matching funds, the State park was finally created.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Wes Curtis, Box 551, Castle Dale, UT 84513. Tel: (801) 381-2902.

Name of Project: Ferry County Forward.

Type of Project: Tourism/community-based service.

Location: Ferry County, Washington.

1986 Population: 5,900. **Year Project Initiated:** 1984.

Project Description: The project began in 1984 during very depressed economic times. The local extension agent and three members of the community attended a "Hard Times" seminar and workshop in 1984, in Butte, Montana, for process training. After returning to the community, the group formed its own local "Hard Times" committee (later renamed Ferry County Forward). The committee carried out skills training, needs assessment, and short- and long-term goal setting in the community, implementing vis-a-vis action teams. Ferry County Forward's efforts have resulted in the construction of a 14-unit retirement housing project by the Ferry County Memorial Retirement Housing Association, the formation of a fossil-tourism industry, the initiation of a cottage artisan industry, and a mainstreet revitalization with businesses adopting a rustic Victorian motif. Other projects were a downtown beautification project adding flower boxes, the creation of new facilities for tourists, and a Curlew Lake water quality project, as well as some agricultural diversification and the initiation of construction on a recreation center.

Involvement of Local Organizations: The county extension office has been the major facilitator, with help from extension specialists from Washington State University. Additional assistance was provided by private businesses.

Income and/or Jobs Generated: About 10 new jobs have been created.

How was Activity Financed? The effort was financed mainly through private, local contributions of \$75,000. Store owners contributed at least that much toward the beautification of downtown store fronts and outside funding from the Farmers Home Administration for the retirement housing project totaled about \$500,000.

Extent of Local Control of Firms Created: The projects were locally controlled, with the exception of the retirement housing project.

Contact Person: Daniel L. Fagerlie, Box 345, Republic, WA 99166. Tel: (509) 775-3161.

Name of Project: Flint Hills Adventure (FHA).

Type of Project: Tourism and cultural activity.

Location: Lyon, Morris, Marion, and Chase Counties, Kansas.

1986 Population: 35,100, 6,300, 13,100, and 3,100, respectively.

Year Project Initiated: 1983.

Project Description: The Flint Hills Adventure project furthers tourism by offering day-long guided bus tours within Lyon, Morris, Marion, and Chase counties. Tour sites include the National Ranch, one of the nation's largest grazing operations, the Flint Hills Art Gallery and Ronniger Museum, the Clover Cliff Ranch, a native stone ranch built circa 1860 and one of the oldest ranches in the region, the Z-Bar Ranch (Spring Hill), and the Fox Creek Schoolhouse. The last two sites are listed in the National Register of Historic Places. Tour guides include Emporia State University faculty, particularly those with expertise in local history, geology, or biology, as well as local history buffs. During 1989, a spring and two fall tours were sponsored by FHA while other bus tours during the year were chartered independently. Special interest tours, such as a spring wild flower tour for the spring of 1990, were planned.

Involvement of Local Organizations: The project was initiated by volunteers organized as the Tourism Committee of the Emporia Chamber of Commerce and soon involved the participation of other towns in the four-county area. In 1989, FHA incorporated as a nonprofit tourism firm. It is governed by a 12-member board, with three representatives for each of the four counties. A director is paid a modest fee for organizing each tour, but the project is run mostly by volunteers.

Income and/or Jobs Generated: The tour coordinator position was generated by the project and it is estimated that \$5,750 in direct income was generated in 1988. Direct income goes to caterers, tour guides, gift shops, and to restaurants where tour buses stop.

How was Activity Financed? Each county was initially asked to contribute \$750 in seed money. An additional \$12,000 for startup costs, derived from bed taxes, came from local communities, especially from Chambers of Commerce and Convention Bureaus. The Kansas Resource, Conservation & Development office provided \$6,000. The tours are now self-supporting.

Extent of Local Control of Activities Created: FHA is entirely under local control, but buses are chartered from outside firms.

Contact Persons: Judy Lutt, Box 234, Strong City, KS 66869. Tel: (316) 273-6340. Mary Wylli Matheny, director, Lyon County Historical Museum, 118 E. 6th Ave., Emporia, KS 66801. Tel: (316) 342-0933. Charles and Helen Judd, 605 Columbia, Council Grove, KS 66846. Tel: (316) 767-6170 .

Name of Project: "Good Ol' Days" celebration.

Type of Project: Tourism or cultural activity.

Location: Fort Scott (Bourbon County), Kansas.

1986 Population: 8,450 (city). **Year Project Initiated:** 1981.

Project Description: The "Good Ol' Days," a re-creation of an 1899 Street Fair, was conceived to consolidate the fundraising activities of local churches and civic organizations and to draw outside visitors to Ft. Scott. The celebration, held the first weekend in June, features a parade, a community Meal-on-the-Mall catered by Chicken Mary's, a civic symphony, street dances, a gospel concert, continuous live entertainment on three stages, and games and contests such as baseball, softball, 10K run, tug-o-war, bed race, and lip sync contest. There is also a large car show, rodeo, 200 arts and crafts booths, and calliopes and band organs.

Involvement of Local Organizations: The celebration is directed by a 10-member steering committee that functions year round. Food booths are run as annual fundraisers by local organizations like Kiwanis, Rotary, Lions, 4-H, and church groups.

Income and/or Jobs Generated: No jobs are created. Each of the 10 major food booths makes between \$500 and \$2,000. More than 200 crafts persons make an undetermined amount. An estimated 30,000-50,000 persons attend the weekend event.

How was Activity Financed? The organizing committee, which does not seek to make a profit, has a total annual budget of \$27,000. To this amount, local businesses and individuals contribute about \$15,000. The committee charges \$100 each for food booths and \$35 for crafts booths. The city of Fort Scott contributes \$500 in cash for trash pickup and \$3,000-\$5,000 in-kind in police traffic control, set up, and cleanup. The coordinator and committee members are volunteers. There is no paid staff.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Rebecca R. Weddle, 1610 Clairmont, Fort Scott, KS 66701. Tel: (316) 223-3345.

Name of Project: Historic preservation of old railroad town.

Type of Project: Recreational development and tourism/historic preservation.

Location: Geddes (Charles Mix County), South Dakota.

1986 Population: 260 (city). **Year Project Initiated:** 1986.

Project Description: Geddes was a turn-of-the-century railroad boom town with a peak population four times its present size. Many mainstreet store fronts and homes maintain their boom period facades and Geddes has been placed on the national register as an historic site. Historic preservation activities, spearheaded by the Charles Mix County Historical Restoration Society, are tied into the redevelopment efforts of the city and State governments and the local development corporation. The Historical Society began putting on local spring and fall flea markets and crafts fairs to generate funds for preserving historical sites. A trading post, built by a fur trader in 1857, and a turn-of-the-century rural school house were recently purchased, renovated, and moved to the town. Five buildings are being preserved or restored through the project, including the trading post, the school house, a log cabin, and the house of a former governor.

Involvement of Local Organizations: The project grew out of the efforts of the Charles Mix County Historical Restoration Society, a nonprofit development corporation with offices in Geddes' historic district. But many local volunteers, the city government, and the local development corporation have also been involved.

Income and/or Jobs Generated: The preservation project employs no one, since all work is volunteer or in-kind. Preservation society lifetime and annual membership fees were initially charged, but now all of this has been dropped in favor of free admission. Geddes is located near Lake Francis, and thus attracts tourists also interested in water recreation. However, it has not yet been possible to measure the dollars captured as a result of the historic preservation effort.

How was Activity Financed? The historical preservation project's funding has included \$10,000 in donations, in-kind technical assistance, and volunteer work from private sources. Outside funding totaling \$26,000 came from the State preservation fund. Securing the State grant required substantial effort by the organizations mentioned above and part of the grant required a dollar-for-dollar match.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: Ronald Dufek, Box 297, Geddes, SD 57342. Tel: (605) 337-2501.

Name of Project: Jamesport Community Association.

Type of Project: Tourism and cultural activities.

Location: Jamesport (Daviness County), Missouri.

1986 Population: 580 (city). **Year Project Initiated:** 1985.

Project Description: In late 1985, a group of Jamesport merchants became concerned that a number of local businesses had closed over the previous 10 years. Realizing the advantages of their community's proximity to both Kansas City and to the largest Amish community in Missouri, the group put together a map and brochure highlighting the Amish community and various area businesses. The Jamesport Community Association began to grow and, eventually, through a communitywide effort, the association planned five seasonal festivals that focused on the area's heritage and Amish traditions. The festivals include a "Step-Back-in-Time" Christmas celebration, a Winter Festival in February, a May Days celebration, old time skills and arts demonstrations in September, and Amish countryside tours, among others.

Involvement of Local Organizations: The local development corporation, private businesses, and the local media have all contributed. Various community organizations decided to form an association to coordinate events and to collect and administer advertising funds used to promote the festivals. The officers of the association are elected by the members of the association.

Income and/or Jobs Generated: Since 1985, 37 new businesses have opened, including a clothing museum, several artisan and skilled craftsperson shops, antique stores, an old-fashioned soda fountain, and country food restaurants. Only 1 of 10 formerly empty buildings remains empty. The revival of Jamesport has provided local jobs in construction and service industries, supported the construction of new additions to the hotel, and brought about the opening of several bed and breakfast establishments. Local organizations have raised substantial monies from the various activities during festivals.

How was Activity Financed? Profits garnered through the various festivals pay the basic operating expenses of the association. The several thousand dollars a year spent on advertising is covered by the dues paid by participating businesses. Annual dues are based on the square footage of a business and range around \$200. The city government has provided much needed support and some financial backing, along with lots of encouragement.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: Fern Rosenbaum, Jamesport Community Association, Box 215, Jamesport, MO 64648. Tel: (816) 684-6111.

Additional Source of Information: "Alternative Economic Development Ideas: Tool Kit," Computerized data base, Community Development Extension, 628 Clark Hall, University of Missouri, Columbia, MO 65211. Tel: (314) 882-2937.

Name of Project: Jim Bowie Days Celebration/"Song of Silver" Outdoor Drama.

Type of Project: Tourist arts and crafts festival.

Location: Menard (Menard County), Texas.

1986 Population: 2,300 (county). **Year Project Initiated:** 1988.

Project Description: The Jim Bowie Days Celebration resulted from strategic planning for a local economic development program conducted by the Texas Agricultural Extension Service. Celebration events have included an arts and crafts fair, an historical drama, a black powder shoot, a pony express race, dances and a ranch trail ride. In addition, various volunteer storytellers have afforded visitors an eight-block guided tour of historic Menard buildings and homes. Inspired by the fact that the Texas folk hero, Jim Bowie, spent time in the Menard region searching for lost Spanish silver mines, the first celebration in his honor took place in September 1988 and drew more than 3,000 visitors to a town of 1,600. Gross sales were \$25,000 and net profits were estimated at over \$3,000. The second festival, held in September 1989, netted \$10,000. Annual festivals are planned. Most of the profits are to be used to establish of a Chamber of Commerce office which will be open all year, but funds will also be used to promote tourism as well as to attract sportsmen.

Involvement of Local Organizations: Cooperation between the Chamber of Commerce and the Texas Agricultural Extension Service was essential. A committee within the Chamber of Commerce is primarily responsible for planning the festival. Food booths in the pavilion area were operated by volunteers for the chamber.

Income and/or Jobs Generated: No jobs were created directly, but income increased in the tourism industry (hotel, motel, groceries, restaurants, RV parks).

How was Activity Financed? Donations came from service organizations such as the Businessmen's Organization, and the Parent Teachers Organization, from private individuals who purchased certificates sold by the chamber, and from national sponsors. Lone Star Beer donated money for a dance band and Paymaster Feed donated money for a trail ride. In addition, Dr. Pepper Bottling Co. provided funding.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Kathy Aycock (CEA), Box 485, Menard, TX 76859. Tel: (915) 396-4787.

Name of Project: Lake Holcombe Fish Crib Project.

Type of Project: Tourism and recreational development.

Location: Holcombe (Chippewa County), Wisconsin.

1986 Population: 940 (city). **Year Project Initiated:** 1987.

Project Description: Lake Holcombe is a major attraction in the local tourist-dominated economy, yet because Lake Holcombe is a reservoir, it doesn't have an appropriate habitat for rearing small fish. The county government, the local school district, and the Area Property Owners Betterment Association of Lake Holcombe got together with the Wisconsin Department of Natural Resources (DNR) and the Northern States Power Company (NSP) to create a fish habitat and build fish cribs in the lake. Members of the Lake Holcombe High School Future Farmers of America (FFA) Chapter donated over 3,200 person-hours of labor to build the fish cribs with better fishing, more tourists, and more tourist dollars as a result. Furthermore, the Lake Holcombe FFA Chapter was a State winner in the "Take Pride in Wisconsin Awards Program" and a national finalist in the "Take Pride in America Awards Program."

Involvement of Local Organizations: The Lake Holcombe FFA Chapter and the Area Property Owners Betterment Association of Lake Holcombe are involved.

Income and/or Jobs Generated: Every business claims an increase in customers and in sales.

How was Activity Financed? Local donations and a grant from NSP provided \$8,500, while 3,680 person-hours were donated by the FFA, area property owners, and the Wisconsin DNR.

Contact Person: Brian E. Guthman, Lake Holcombe High School, Box 40, Holcombe, WI 54745. Tel: (715) 595-4241.

Name of Project: Lamoni Antique Mall Development.

Type of Project: Tourism and recreational development; crafts fair.

Location: Lamoni (Decatur County), Iowa.

1986 Population: 2,480 (city). **Year Project Initiated:** 1987.

Project Description: After Lamoni lost five retail businesses due to the farm crisis, the Lamoni Chamber of Commerce helped a local building owner remodel his property and turn it into an antiques mall. The mall now houses 20 antiques dealers, employs four people, and helps improve community satisfaction and organization.

Involvement of Local Organizations: The Lamoni Chamber of Commerce guided the project.

Income and/or Jobs Generated: Four jobs were created, as income for the antiques dealers was enhanced.

How was Activity Financed? The mall was financed by the Chamber of Commerce and the building owner.

Extent of Local Control of Activities Created: The mall is locally owned, and 25-30 percent of the antiques dealers are Lamoni residents, although some come from as far away as Chicago.

Contact Person: Rebecca Lane, Decatur County Extension, 704 S.W. Lorraine, Leon, IA 50144. Tel: (515) 446-4723.

Name of Project: Missouri Days Festival.

Type of Project: Tourism/historic renovation and preservation.

Location: Trenton (Grundy County), Missouri.

1986 Population: 6,160 (city). **Year Project Initiated:** 1985.

Project Description: "Missouri Days" is a 3-day weekend designed to commemorate the State's history. It has been celebrated for the last 5 years. Governed by a nonprofit corporation, the festival features hot air balloons, arts and crafts, town musical, parade, talent show, concessions, museum activities, and numerous contests. Attendance is regularly between 3,000 and 5,000. In concert with the Statewide Missouri Days program, the Trenton festival is designed to make Missourians more conscious of their history while generating sales for merchants, income for crafters and vendors participating in the festival, and money for community needs.

Involvement of Local Organizations: The project was initially organized by the Council of Clubs, a group comprised of all civic and fraternal organizations in town. Today, however, the organizers of the festival are elected by the membership of the festival corporation. From among those elected, chairpersons for various projects are selected whose duty is to solicit organizations and/or individuals to carry out the tasks of the part of the festival for which they are responsible. Although the festival itself is located in Trenton, the members of the board of directors come from throughout the county. The local city government, private business, the local media, the county extension office, farm organizations, the chamber of commerce, and local citizens are also involved.

Income and/or Jobs Generated: No permanent employment has been generated, but a wide assortment of crafters and other vendors participate in the festival. Estimated direct gross sales for 1988 totaled \$15,000.

How was the Activity Financed? Local fundraising and business solicitation provided the necessary financing. Donations for first year's festival totaled \$3,000.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Steve Maxey, Mercantile Bank of Trenton, 509 Jackson, Trenton, MO 64683. Tel: (816) 359-3944.

Name of Project: Mount Sunflower University.

Type of Project: Cultural activity/worker-owned enterprise.

Location: Wallace (Wallace County), Kansas.

1986 Population: 1,900 (county). **Year Project Initiated:** 1980.

Project Description: Mount Sunflower University for Higher Education (MSU) is a free, community-based education program offering a balance between leisure, academic, and community classes. The program typically offers 20-30 "lifelong learning" classes twice a year to about 250 people in the community per session. Instructors are usually county residents who gear their classes toward the interests of young and old alike. Spinoffs from the free university include a public radio translator, a farmers' market, a preschool (which operated for 5 years), and a craft shop. The latter, "Under the Cottonwood" (UTC), resulted from a MSU class on "Marketing County Products." UTC, initiated in 1987, markets northwest Kansas food and crafts nationwide through its own mail order catalog. A dozen crafters, from a multi-county area, produce items ranging from stoneware pottery to pen and ink greeting cards. An important group of customers and "advertisers" are alumni of Wallace County high schools. In 1988, three-fourths of all orders were mailed out of State with catalogs going to 20,000 households.

Involvement of Local Organizations: MSU, governed by a rotating advisory board, served as an "incubator" for the craft store. Community volunteers put together this grassroots institution, modeled after the University for Man in Manhattan, Kansas. With the help of the local Chamber of Commerce, MSU has motivated people to experiment with novel ways to promote economic activity. Thus, three local citizens formed UTC as a corporation, rented a building, and opened for business. The firm takes its name from a huge cottonwood tree situated in the building's front yard.

Income and/or Jobs Generated: Three persons work part-time at the crafts shop. Mount Sunflower is run by a part-time paid coordinator and by volunteers.

How was Activity Financed? Money supplied from the Kansas Community Resource Act paid 50 percent of the Mount Sunflower budget during its first 3 years. Local in-kind contributions made up the other half. Costs for continuing the project amounted to about \$1,500 per year. Students are asked for \$2 per class. Fundraising events include pottery sales, selling items at the county fair, a bike-a-thon, a mud volleyball tournament, and a baby quilt raffle. Grants from the Kansas Committee for the Humanities and the Kansas Arts Commission also have assisted Mount Sunflower programs. A county contribution has facilitated hiring of a coordinator. Stock purchases through the efforts of two local residents (who also work in the store) helped to finance Under the Cottonwood.

Extent of Local Control of Firm Created: 100 percent.

Contact Persons: Brenda Beringer, Sharon Springs, KS 67758. Tel: (913) 852-4935. Carol Sweat and Stephanie Brock, Box 116, Wallace, KS 67761. Tel: (913) 891-3549.

Name of Project: Old Town.

Type of Project: Tourism and recreational development.

Location: Burlington (Kit Carson County), Colorado.

1986 Population: 3,170 (city). **Year Project Initiated:** 1984.

Project Description: A 15-acre "Old Town" tourist attraction/museum was developed to take advantage of Burlington's location on Interstate 70. The museum was constructed in 1984. Since then, nine buildings have been donated and moved to Old Town. The complex includes a railroad station, bank, barber shop, general store, blacksmith shop, barn, sod house, school house, church, jail, saloon, newspaper office, and other attractions. There is an admission charge and guided tours are conducted. The gift shop includes crafts by area artisans made in the style of the 1800-1930 period. Entertainment events are organized from May through September, including daily cancan shows and melodramas performed by local high school students and drama clubs, antique car show, dog pulling contest, longhorn cattle drive, arts and crafts show, buggy show, square dance festival, and various special musical events dispersed throughout the tourist season.

Involvement of Local Organizations: The city government owns Old Town. Various private citizens, especially retired individuals, are involved. A volunteer six-person committee coordinates construction, renovation, and the cataloging of gifts to the museum.

Income and/or Jobs Generated: The project grossed \$230,000 in 1988, its first official year of operation. It employs 52 people, including a full-time director. There are about 20 year-round employees; the remainder are summer hires, mostly youth and retired persons.

How was Activity Financed? The State of Colorado has provided \$500,000 in funding, including money for streets, lighting, and paving a parking lot, and for training summer guides through the Colorado Job Service. The University of Colorado at Denver's Center of Community Development and Design provided plans for the overall design of Old Town. The city of Burlington invested \$650,000 in Old Town (including purchase of the land) and private citizens donated around \$250,000.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Rol Hudler, 321 14th St., Burlington, CO 80807. Tel: (719) 346-5381.

Additional Information From: Margaret Thomas. 1988. Profiles in Rural Economic Development. Kansas City, MO: Midwest Research Institute, pp. 25-26.

Name of Project: Orofino Unlimited, Inc. (OUI).

Type of Project: Tourism and cultural activities/downtown revitalization.

Location: Orofino (Clearwater County), Idaho.

1986 Population: 3,630 (city). **Year Project Initiated:** 1980.

Project Description: OUI is a community-based, nonprofit economic development group aimed at local business retention and expansion through tourism development and the attraction of retirees. Because of the severe economic depression brought on by the decline of the timber industry, an effort began in 1980 to improve Orofino's downtown shopping district. The Chamber of Commerce, the city, and the Progressive Merchants group began by remodeling store fronts, improving streets and sidewalks, and attempting to expand tourism. One of the tourism efforts, out of which OUI was born, was Old-Fashioned Sunday, initiated in 1984 by five women new to the area. The event offers a vintage showcase of the performing and creative arts prevalent in the Orofino area, featuring 1890s fashions. Held the last Sunday in July each year, the project has produced a very professional festival and a committed organization, OUI. Old-Fashioned Sunday attracts about 4,000 people.

Involvement of Local Organizations: The Chamber of Commerce spearheaded downtown revitalization, with additional help, in approximately equal portions, from city government and the Progressive Merchants. Old-Fashioned Sunday was initiated almost entirely by locals, mainly retirees and other private citizens.

Income and/or Jobs Generated: Downtown revitalization created no new jobs. However, there is now a good climate for growth, and a few businesses formerly just marginal have been rejuvenated. Old-Fashioned Sunday created no new jobs, but income can be estimated by multiplying the number of yearly participants (about 4,000) by \$20 per person.

How was Activity Financed? Revitalization received \$300,000 from absentee owners of businesses in Orofino, \$150,000 from locally owned businesses (collected between 1980 and 1988), and \$1.5 million from a 3-year U.S. Department of Housing and Urban Development grant, matched in-kind by \$1 million from Orofino city. Lewis and Clark State College, 40 miles from Orofino in Lewiston, helped initiate economic development activities by contributing the salary of the outreach specialist, Mary Emery, who has an office in Orofino. About \$10,000 was donated by private citizens for Old-Fashioned Sunday.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Janet Kayler, Orofino Unlimited, Box 2473, Orofino, ID 83544-2473. Tel: (208) 476-4335.

Name of Project: Post Rock Tour Co.

Type of Project: Tourism and recreational development.

Location: Lincoln and Ellsworth Counties, Kansas.

Population: 3,700 and 6,300, respectively. **Year Project Initiated:** 1988.

Project Description: The Post Rock Tour Co. offers a one-day tour of Post Rock country in the Smoky Hills of central Kansas. Because of the shortage of trees in this part of Kansas, fence posts were cut from the extensive limestone deposits in the area. As early as 1976, there had been stone artwork demonstrations in the region with the limestone quarries in Post Rock country already an attraction. Today, tours depart by bus from the regional centers of Salina or Hays, and the tour concentrates on Historical Lincoln County with its legacy of Indian raids, murders, and hangings. Points of interest include the Lincoln County Courthouse and a 110-year old Danish Church. Visitors may also walk through a working farm and ranch, have a chance to examine antique tools from old machine shops and farms, and visit dugout ruins once the homes of early settlers. Other stops on the tour include the Garden of Eden in Lucas and the Brookville Hotel, where visitors may stop for a family-style chicken dinner.

Involvement of Local Organizations: Primary support has come from private individuals. Local government support has been limited to requests that the tour be brought to their communities.

Income and/or Jobs Generated: At least a dozen new jobs have been created as a result of the project. Until the venture becomes more lucrative, however, these are mainly part-time, skilled or semi-skilled, manual positions. Revenues generated from a fully loaded 40-seat bus tour come to about \$2,000. It costs about \$300 to book a bus.

How was Activity Financed? The project was financed almost exclusively by local, private contributions of about \$2,400. No public revenue sources were used.

Extent of Local Control of Firm Created: 100 percent.

Contact Person: Leo Duane Vonada, RR#1, Box 95, Sylvan Grove, KS 67481. Tel: (913) 526-7391.

Name of Project: Promoting Progress in Tourism/Projecting the Mountaineer Spirit.

Type of Project: Tourism and recreational development.

Location: Farmington (Marion County), West Virginia.

1986 Population: 64,100 (county). **Year Project Initiated:** 1982.

Project Description: Since 1982, the Marion County Future Farmers of America (FFA) has promoted progress in tourism through such major projects as renovation of the "Old Wilson School" (1982), "Saving the Round Barn" (1983), development of a Tourist Council (1985-86), and through "Harnessing Transportation for Tourism" (1986-87). In 1987-88, Marion County Vo-Tech completed a project based on the theme, "Projecting the Mountaineer Spirit." That effort included the stimulation of economic activity by completing Phase II of the Tourist Service Center, constructing a 14' x 20' tourist facility, securing signs, harnessing volunteer labor, and completing a log cabin, as well as assisting in developing an amphitheater and a local farmers' market. Planning for these activities was an outgrowth of a community development unit taught in vocational agriculture courses. Participating students learned a variety of skills including general construction, heating and air conditioning installation, wiring, plumbing, laying tile, chimney construction, and roofing. Students also gained experience in grant writing, taking surveys, speaking to groups, making television appearances, forum organization, budgeting, computer technology, lease preparation, advertising, and the development of a positive self-image.

Involvement of Local Organization: The Chamber of Commerce and the FFA implemented the project.

Income and/or Jobs Generated: Two on-site evaluation jobs were created.

How was Activity Financed? In 1982-89, \$250,000 came from private, local individuals and groups, \$10,000 came from local government revenue over 8 years, and \$12,000 came from State government revenue over 3 years.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Larry W. Watson, Rt 1, Box 100-A, Marion County Vo-Tech, Farmington, WV 26554. Tel: (304) 986-3760.

Name of Project: Rawlins County Bed and Breakfast Association.

Type of Project: Tourism or cultural activity.

Location: Rawlins County, Kansas.

1986 Population: 3,800 (county). **Year Initiated:** 1989.

Project Description: Under the auspices of cooperative extension, a countywide meeting was held to determine what interest there might be in a bed and breakfast enterprise. Subcommittees were formed to research the costs of a brochure, insurance, and advertising. A group was then formed with a chairperson, a secretary, and a treasurer. A brochure was printed and was placed at tourist information centers. Advertisements were placed in the Topeka, Wichita, and Denver newspapers.

Income and/or Jobs Generated: About \$2,400 was grossed in the first half of 1989 by the six families who are B and B proprietors. The fall pheasant season will most likely be the busiest time for the new businesses.

How was Activity Financed? The brochure was paid for by the Atwood Second Century Development Fund (see page 26). Newspaper advertisements were paid for by the participating bed and breakfast proprietors.

Extent of Local Control of Firms Created: 100 percent.

Contact Person: L. Ann Domsch, Rawlins County Cooperative Extension, Box 179, Atwood, KS 67730. Tel: (913) 626-3192.

Name of Project: Senior Citizens Appalachian Heritage Craft Outlet.

Type of Project: Crafts outlet.

Location: Cookeville (Putnam County), Tennessee.

1986 Population: 23,920 (city). **Year Project Initiated:** 1983.

Project Description: The Senior Citizens Appalachian Heritage Craft Outlet is a nonprofit marketing outlet for persons aged 55 years and over who produce handmade crafts. Formed for the purpose of promoting economic self-sufficiency for senior citizens, craft products are sold to the public from a store located in a building provided by the city of Cookeville. A Title V Older Worker Contract obtained by the Area Agency on Aging allows seniors to work as salespersons in the store and the board of directors for the outlet also employs an older person on a part-time basis. Craft items are sent to the store with a sale price. A markup is placed on each item to cover utilities and maintenance costs and a check is sent to individuals each month for items sold. Total annual sales are approximately \$20,000.

Involvement of Local Organizations: The Upper Cumberland Development District and the Upper Cumberland Area Agency on Aging were the project implementors.

Income and/or Jobs Generated: One clerical job was created and approximately 550 crafts people have been involved so far, with approximately 50 at any given time.

How was Activity Financed? Initial funding of \$5,900 was provided under the Federal Older Americans Act, Title 3B. In addition, the city government yearly provides \$3,000 in building space.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Nancy Peace, director, Upper Cumberland Area Agency on Aging, 1225 Burgess Falls Rd., Cookeville, TN 38501. Tel: (615) 432-4111.

Name of Project: "Spirit of Greene" Paddlewheel Boat and Paddle Inne.

Type of Project: Tourism and recreational development.

Location: Greene (Butler/Floyd County), Iowa.

1986 Population: 1,180 (city). **Year Project Initiated:** 1987.

Project Description: A group was sitting around a local cafe discussing how nice it would be if Greene had an excursion boat like the "Princess Bonnie" which had plied the waters of the Shell Rock River at the turn of the century. Two local residents, Vern Echelberger and Hunk Anderson, pursued the idea and organized a home-made paddlewheel project. Hunk made the paddle wheel, a local welder fabricated the hull, and the lumber yard constructed the wooden superstructure. With plenty of volunteer hours, a Chevrolet motor, and an Oldsmobile radiator, the "Spirit of Greene" was born. The "Spirit of Greene" was turned over to the Greene Commercial Club for \$1 and the city and county spent \$1,000 on dock improvements. The first year of river excursions was so successful that a local group started "The Paddle Inne" restaurant as a destination point for the paddlewheeler. The "Spirit" now runs regular excursion trips up the Shell Rock River to the Paddle Inne and, in 1989, the boat accommodated 11,000 passengers from 37 States and 7 foreign countries. In addition to business at the Inne, the Commercial Club issued "Linger Longer" coupons to encourage tourists to patronize local businesses.

Involvement of Local Organizations: The Greene Commercial Club implemented the project.

Income and/or Jobs Generated: There are six seasonal boat pilot jobs and 10 Paddle Inne employees. Including money spent in downtown businesses, the "Spirit of Greene" contributed \$176,000 to the local economy in 1989. Income from the paddlewheel project is being used to enhance the town park and other attractions in Greene.

How was Activity Financed? In addition to the \$1,000 in dock improvements from the city and county, \$25,000 was raised from local individuals, \$7,500 from the First State Bank, \$5,500 from a local trust fund, and \$1 from the Greene Commercial Club.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Gale Brinkman, Box 460, Greene, IA 50636. Tel: (515) 823-4153. Greene Public Library, 231 W. Traer St., Greene, IA 50636. Tel: (515) 823-5642.

Name of Project: Spring Gulch Cross Country Ski Trail System.

Type of Project: Recreational development.

Location: Carbondale and Glenwood Springs (Garfield County), Colorado.

1986 Population: 2,350 (Carbondale). **Year Initiated:** 1986.

Project Description: Primarily to provide skiing for local people, the Mt. Sopris Nordic Council (MSNC), a 501(c)(3) nonprofit organization, has developed a 9-mile (14-km) system of cross-country ski trails. These lie on private land across the county line from Garfield County in Pitkin County, some 30 miles west of Aspen. Half of the 199 council memberships are from Carbondale, one-fourth from Glenwood Springs, and one-fourth are from outside the valley. Each member is entitled to a single vote in an annual election of a board of directors. The MSNC is increasingly advertising within Colorado.

Involvement of Local Organizations: Local private citizens and businesses, local governments, farmers and ranchers, and local organizations such as the Carbondale Lions Club and Sisters of Rebeccah are active supporters of the council. Ranchers have provided a 5-year easement on their lands for the ski trails. Volunteers maintain the trails, and have even donated caterpillar work for rebuilding certain trail corners. Care is taken to remove evidence of the trails during the summer.

Income and/or Jobs Generated: The MSNC employs one staff person. Gross income for 1988/89 was estimated at \$17,000.

How was Activity Financed? During 1986-89, the project generated \$39,246 from personal and business memberships and local fundraising events. Outside funding during the same period, such as foundation grants and appropriations from Pitkin County, totaled \$18,500. Annual memberships are \$15 for an individual, \$30 for a family, \$100 for a patron, and \$250 for a pacesetter. Projected operating revenue for the 1989-90 season includes 39 percent from personal memberships, 32 percent from business memberships, and 5 percent from local governments. The remaining 24 percent should come from fundraising activities, such as a ski gear swap, the Mt. Sopris Classic competition, and the annual Snow Moon Progressive Dinner. Food for the dinner is donated by local restaurants and food stores and all events are organized entirely by volunteers.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Chris Landry, president, Mt. Sopris Nordic Council, Box 246, Carbondale, CO 81623. Tel: (303) 963-0304.

Name of Project: Sugarite State Park and wild animal rehabilitation center.

Type of Project: Tourism/recreational activity.

Location: Raton (Colfax County), New Mexico.

1986 Population: 8,460 (city). **Year Project Initiated:** 1985.

Project Description: The local Future Farmers of America (FFA) and nearly 20 State, Federal, and local agencies were involved in developing a wildlife rehabilitation center and improving a newly established State park. Students designed the buildings and holding pens for the wildlife center. FFA students built 65 picnic tables for the State park. Students cleared 5 1/2 miles of trail for cross-country skiing at the park. Land on which coal mine tailings existed was restored in an effort to improve the wildlife habitat of the park and to deal with an erosion problem which resulted in sulphur leaching into the nearby stream.

Involvement of Local Organizations: The FFA, under the auspices of the BOAC (Building Our American Communities) program, took the lead in organizing the effort to upgrade the park and to establish the wildlife rehabilitation center. FFA members began with a community needs survey. Then they coordinated work with other community groups in raising money and obtaining donations of supplies for the center. A committee of five students oversaw these activities. Other organizations active in the effort included private businesses, local media, county extension, and various civic organizations.

Income and/or Jobs Generated: Eight summer jobs were created and 1988 direct sales to the public of greenhouse plants not needed for park rehabilitation yielded \$8,000. However, in addition to these figures, 33 students were hired in the summer of 1989 for the coal mine tailings rehabilitation project.

How was Activity Financed? Local private funding, between 1986-89, totaled \$140,000 in community donations for supplies, and in the form of donated labor. Outside funds totaling \$91,000 came from the Abandoned Mines Land division of the Department of Mining and Minerals in June 1989. This federally funded, State administered program has become the largest youth employer in the county. (This was the only part of the project for which the students were paid.) U.S. West (the Bell Telephone company in that part of the country), has contributed \$2,000 to help continue operation of the project.

Extent of Local Control of Activities Created: 100 percent.

Contact Person: Steve Wolf, Raton High School, 1535 Tiger Circle, Raton, NM 87740.
Tel: (505) 445-9841.

Name of Project: Tourism and recreational promotion.

Type of Project: Tourism or cultural activity.

Location: Council Grove (Morris County), Kansas.

1986 Population: 2,290 (city). **Year Project Initiated:** 1981.

Project Description: Council Grove is a historic community located on the old Santa Fe Trail. Among sites of interest, the Hays House, a historic restaurant, is regionally known and the two Council Grove lakes are excellent recreation spots. Self-guided or prearranged guided tours are available for such historic landmarks as the Seth Hays home, the Kaw Mission, and a restored brewery. Cottage House, a restored late 19th century Victorian hotel, has been available to tourists since 1980. Wah-shun-gah Days, held the second weekend of June, features water sports and other activities while highlighting historical attractions of Council Grove.

Involvement of Local Organizations: The tourism committee of the Chamber of Commerce initiated and implemented a systematic effort to advertise and promote recreational and tourism opportunities. This all-volunteer committee collected funds for eight billboards on Interstate 70 and the Kansas Turnpike and arranged for the printing of 50,000 brochures which promote Council Grove's historical attractions. Later, volunteers were organized to run booths at boat shows in Topeka, Wichita, and the Kansas State Fair, among other places, in an attempt to promote Council Grove's lakes. In the spring of 1989, a full-time Convention and Visitors Bureau (CVB) was established and a governing board, consisting of the presidents and two members each from the Tourism Committee and the Economic Development Corporation, hired a full-time director to coordinate tourism promotion and industrial recruitment.

Income and/or Jobs Generated: Approximately 31 new part- and full-time jobs were created in the Hays House restaurant, in Cottage House, and in retail businesses which began to stay open on Sunday. Direct income generated from tourism promotion was an estimated \$225,000 in 1988.

How was Activity Financed? In 1981, the Chamber's Tourism Committee raised \$18,000 in about 6 weeks, mostly from individuals and retailers, but with some \$3,500 of the total coming from city and county funds. In 1986, the county passed a 2-percent bed tax which became the principal source of funds for the Tourism Committee, providing some \$5,000 per year. When the CVB was established in 1989, pledges of \$55,000 for the first year of operation were obtained from the Economic Development Corporation, two foundations, and retailers. No outside funding has been sought.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Charles and Helen Judd, 605 Columbia St., Council Grove, KS 66846.
Tel: (316) 767-6170.

Name of Project: Waterfront redevelopment.

Type of Project: Tourism and recreational development; value-added activities.

Location: Bandon and Coquille (Coos County), Oregon.

1986 Population: Bandon, 2,320; Coquille, 4,190. **Year Project Initiated:** 1982.

Project Description: The small communities along the Coquille River were historically tied to the fishing and timber industries, both of which declined in the early 1980s. Still, the waterfront and the port facilities were the area's major economic strengths. With assistance from the Coos-Curry-Douglas (C-C-D) Development Corporation, a three-county consortium, the Port District of Bandon and Coquille applied for Federal and State assistance for major renovation of the port and boat basin facilities, while at the same time preparing for a successful bond election in 1982. A strategy of areawide revitalization through increased commercial, tourist, and retirement community growth was emphasized. Accomplishments of the project include the development of a 90-slip year-round boat basin, reopening of a fish processing plant and a charter craft service, development of a seafood retail market, and construction of a sternwheeler paddle boat.

Involvement of Local Organizations: The project was a collective effort of the five-member Port District commission, a local Senator, and the local members of the C-C-D Development Consortium. The consortium acted as a facilitator, providing assistance in putting together the package of grants. Establishment of the seafood processing plant, the charter craft service, and the retail seafood market was fostered by the Port District. The port constructed docks and included office space for the charter service in the new port office facility.

Income and/or Jobs Generated: The project has created 50 jobs and an additional \$30,000 a year has been generated from increased moorage receipts and services to new port users.

How was Activity Financed? Principal sources of funds include \$1.3 million in local bonds, \$950,000 from an Economic Development Administration grant, \$2.0 million from the Army Corps of Engineers, and \$249,000 from the State Fish and Wildlife Department. Taxes paid by property owners in the district increased from a previous base of \$36,000 to \$143,000. The taxes, plus income from property rental (about \$14,000), are used to pay for maintenance and to cover bond repayment. Five thousand dollars was raised locally for marketing the area to retirees. Some \$11,000 came from the State Department of Economic Development.

Extent of Local Control of Activities Created: 100 percent.

Contact Persons: Alex and Kay Linke, Port of Bandon, Box 206, Bandon, OR 97411. Tel: (503) 347-3206.

For More Information: Margaret Thomas. 1988. Profiles in Rural Economic Development. Kansas City, MO: Midwest Research Institute, pp. 95-96.

Index

- Agricultural processing, 49
- Alabama, 2,43
- Area Agency on Aging, 37,102
- Arizona, 20,56,58
- California, 44
- Chamber of Commerce, 4,7,21,25,47,59,63,64,66,70,72,73,75,76,77,78,82,83,84,85,88,92, 94,95,96,98,100,106
- City government, 11,37,45,48,56,62,71,76,90,91,95,97,98,102
- Colorado, 97,104
- Community financial institution (see also Revolving Loan Fund), 26,27
- Community College, 28,44,49,73,79
- Community Development Block Grant (CDBG), 20,27,48,50,56,58,59,66,86
- Community Development Corporation (see also Economic development corporation), 29,36, 45,65,71
- Community-owned enterprise, 8,9,10,12,13,17,19,20,21,22,23,58
- Cooperative, 2,7,13,14,20,21,25,31,35,37,39,40,45,58,68
- County government, 2,3,32,63,64,66,93
- Crafts fair, 7,9,37,38,39,79,81,90,92,94
- Department of Commerce/Department of Economic Development (State), 21,44,49, 61,73, 74,107
- Downtown revitalization, 19,27,47,70,71,72,73,74,75,76,77,87,98
- Economic development corporation, committee, or council,13,48,54,57,61,64,68,72,78, 86,106
- Elderly, 18
- Enterprise zones, 61
- Extension Service/Extension Agent, 2,3,5,21,24,25,35,37,38,49,61,63,74,79,84,87,91,92, 94,95,101,105
- Farmers' market, 7,75,96,100
- Federal Government
 - Bureau of Indian Affairs (BIA), 23,58
 - Department of Commerce, 16,72
 - Economic Development Administration (EDA), 16,48,68,72,107
 - Housing and Urban Development (HUD), 18,27,59,71,98
 - Office of Community Service (OCS), 20,28,42
 - Small Business Administration (SBA), 7,28,47,56,66
- Festival, 9,37,79,81,84,85,91,92,95,97,98
- FFA (Future Farmers of America), 31,32,33,60,93,100,105
- Georgia, 32,50
- Hawaii, 16
- Historic renovation or preservation, 12,19,74,76,77,78,81,83,90,95
- Idaho, 66,70,98
- Illinois, 81,83,84
- Incubator, 29,40,42,43,46,47,48,50
- Indians (see also Native American businesses), 9,23,58,99
- Industrial development, 25,36,41,43,47,48,49,50,52,53,55,56,58 62,65,71,72,75
- Iowa, 8,19,25,31,53,60,94,103

Kansas, 13,15,17,21,26,61,64,65,72,73,75,80,88,89,96,99,101,106
Kentucky, 2
Land trust, 14,16
Louisiana, 78
Main Street program, 19,27,72,73,76,78,87,90
Maine, 14
Minnesota, 3,12,45,51,59,67,68
Mississippi, 46,83
Missouri, 11,74,91,95
Montana, 23,52,87
Multi-county projects, 28,29,72,84,96
Nebraska, 47,49
New York, 7,34
New Hampshire, 48,54,57
New Mexico, 13,105
Nonprofit firm or organization, 4,13,18,21,24,25,29,35,36,40,43,47,48,58,59,74,80,83,
88,90,95,98,102,104
North Carolina, 4,5,9,34,35,39,79,82
North Dakota, 22,56,59,71
Ohio, 40,63,65,77,83,84
Oklahoma, 27
Oregon, 24,28,107
Pennsylvania, 65
Recreational development, 26,82,83,84,85,86,87,90,93,94,97,99,100,103,104,105,106,107
Regional Planning Commission, 49
Retention and expansion (R&E) of local businesses, 19,21,28,52,59,60,61,62,63,64,66,71,98
Retired persons/retirement, 10,15,47,70,74,80,87,97,98,107
Revolving loan fund (RLF), 13,24,25,28,29,36,45,48,68,71,75,76,86
Rotary Club, 15,84
School-based business, 31,32,33,34
Service firm, 15,18,62
Small Business Development Center (SBDC), 34,40,42,44,45,49,51,53,64
South Carolina, 4,85
South Dakota, 10,18,29,36,59,62,90
State government, 16,33,83,90,100
Tennessee, 2,4,37,38,102
Tennessee Valley Authority, 32,37,39
Texas, 76,92
Tourism or cultural activity, 16,23,26,27,31,47,61,70,74,75,77,80,81,82,83,84,85,86,87,
88,89,90,91,92,93,94,95,96,97,98,99,100,101,102,103,104,105,106,107
University, 7,16,25,34,35,38,43,45,46,48,51,61,64,78,83,87,88,91,96,97
Utah, 86
Value-added firm (see also Agricultural processing), 14,65,66,67,68,107
Vermont, 6
Washington, 8,7
West Virginia, 33,100
Wisconsin, 42,55,93
Worker-controlled enterprise, 14,35,36,37,38,39,40,45,96
Youth, 97,105

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