

Building Rural Livelihood

A Presentation for Aspen Institute's
Rural Development Philanthropy Network
July 25-26, 2002

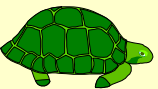
Increasing Civic Capacity:

Using Community Foundation Grantmaking to Improve Rural Community and Economic Development Outcomes

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East Tennessee Foundation

Strategy: Increasing Civic Capacity

- * Meet Cocke County
- * How 3 years turned into 10
- * Catalyzing a community-wide strategic plan



Meet Cocke County

- ★ Surrounded by public lands : Great Smoky Mountains National Park
- ★ Moonshine Capital of the World
- ★ Largest cash crop: Marijuana



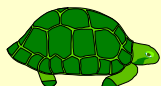
Meet Cocke County

- * 31% of children live below the poverty level
- * Entrepreneurial spirit and aptitude
- * Community will and motivation



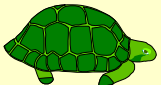
Know Yourself First

- * Precursor: Small Grants Program: Mott Funding
- * Community Capacity Building Training
 - * Rural Connections Program focused on community-based economic development



Know Yourself First

- ★ Early success
 - Two businesses started as a result of training and small grants
- ★ ETF Board Member from the county
- ★ Opportunity to build on success and scale up



Navigating the RDP Program Circle

★ Catalyst: Desire and Opportunity



Navigating the RDP Program Circle

★ Desire:

RDP program = benefits for ETF and communities



Navigating the RDP Program Circle

★ Desire: ETF Benefits:

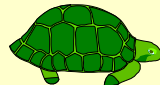
- new donors
- visibility
- "acting" regionally



Navigating the RDP Program Circle

* Desire: Community Benefits

- enhanced vitality
- added businesses/markets
- increased community capacity
- connected communities regionally



Navigating the RDP Program Circle

★ Opportunity:
RDCFI- Initiative with Resources
and Technical Assistance



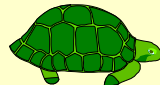
Entering The Design Circle

* Step 1 - Where?

Chose a sample (5 sites) of rural communities in the region

Criteria:

- 2 counties out from Knox County
- no city or population over 20,000
- looked at counties as clusters

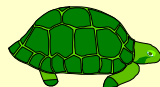


With Whom?

★ Grantee Partners

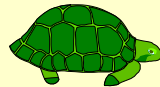
Cocke County:

- Keep Cocke County Beautiful
- Friends of the Dead Pigeon River Council
- Del Rio Partnership
- Tanner Committee



With Whom?

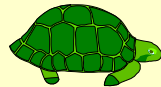
- * Other Community Partners
 - ETF Board Members
 - Newport Plain Talk
 - Superintendent of Schools
 - Mayor and County Executive
 - Safe Space



With Whom?

★ Technical Assistance Partners

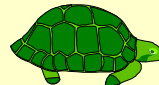
- Aspen Institute
- East TN Community Design Center
- U.S. Forest Service



With Whom?

* Resource Partners

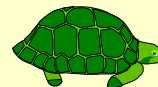
- Ford Foundation
- ETF Donors
- Partner Organizations
- Newport/Cocke Co. Chamber of Commerce



With Whom?

★ Selection: Everyone Invited:
"Bring a Friend"

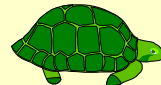
- Committee Structure
- Regular meetings
- Technical assistance
and facilitation



Step 3 - Which Resources and How Much?

* ETF Resources

- \$500,000 for grants and TA
- Ford required \$500,000 match for rural endowment



Which Resources and How Much?

* ETF's Grantmaking

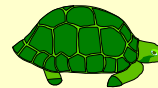
- \$5,000 planning grant to community-based organization for 6 months
- \$15,000 - \$40,000 implementation grant for 2 years



Which Resources and How Much?

★ ETF's Grantmaking

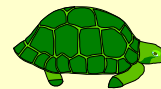
- 1:1 Match by grantee partners
- Grantee match for endowment



Which Resources and How Much?

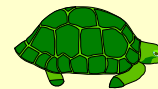
* Staffing

- Primary staff - Program Officer
- ED and Board involved in Institutes
- Advisory Committee of the Board



Step 4 - How Long?

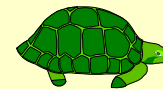
- * Initially 3 yr. Extended to 5 yr.
- * Endowment Building and Affiliate Development is ongoing



Step 5 - For Whom?

★ By population type:

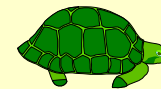
- Poorly paid industry workers
- Seasonal workers in the tourism or crafts industry



For Whom?

* By Condition:

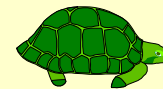
- Lack Employment support- inadequate training and skills
- Lack of Employment Opportunities- few jobs in the region



Step 6 - What?

* Increasing Civic Capacity

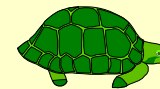
- Connections, conversations and real estate...lead to divisions
- Created new collaborations, a nonprofit and more resources



What?

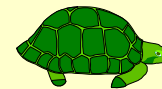
★ Increasing Civic Capacity

- Community-House Cooperative delivering programs
- Building Partnerships



What?

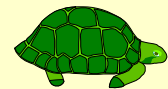
- ★ Civic Capacity = Ability to Serve Low-Income People
 - day care
 - community computer lab
 - after-school tutoring
 - JustUS Theatre troop
 - First Wheels Program
 - Community video projects



So What?

* Community-Level Outcomes

- A nonprofit infrastructure in place
- Class lines crossed
- Additional funders are engaged
- Programs expanded



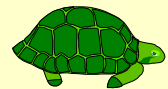
So What?

* ETF Outcomes

- 10 Community/Affiliate Funds

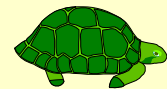
-2 supporting organizations established

-Our Board "gets it"



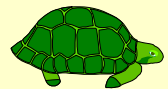
The Best Things

- ★ Communities recognize ETF as a regional foundation
- ★ New resources leveraged into communities
- ★ Our grantee partners know success



The Toughest Things

- * Managing all the relationships
- * Maintaining momentum
- * Being Patient



Pieces of Advice

- ★ Take time to know the community
- ★ Be flexible and willing to adapt
- ★ Get your Board to “buy-in” early on

