

# Building Resilience in Small and Rural Communities

# Clinton County, OH

A large group of approximately 50 people, including men and women of various ages, are standing on a paved street in a town. They are dressed in a mix of casual and business-casual attire. In the background, there are several multi-story brick buildings with classic architectural features. A prominent vertical sign on the right side of the street reads "MURPHY" in red letters. Below it, a marquee sign for a theater lists "TO HONOR THE SERVICE" and "SUN. SEPT. 11 3:00" with the website "THEMURPHYTHEATRE.ORG". The sky is overcast.

Taylor Stuckert, AICP  
Exec. Director, CC Regional Planning Commission  
Co-Founder, Energize Clinton County



● DAYTON  
30

● CINCINNATI

● COLUMBUS  
60

★ WILMINGTON





**10,200**

employment at DHL & Airpark

**32,800**

employment in Clinton County

**1 in 3**

jobs in Clinton County

# Economic Storm Batters Ohio Town

By CBSNews

## Watch the Segment »

### Web Extras

[A Town In Crisis](#) 

[The Line](#) 



When President Obama spoke of "the winter of our hardship" in his inaugural address, no one in America understood that better than the folks **60 Minutes** met in Wilmington, Ohio. They're people in the grip of a brutal series of layoffs at DHL, the shipping company. Their experience was part of the news this past week that new claims for unemployment benefits are the highest in 26 years.

Since the economic crash of 2008, taxpayers have committed to more than \$1 trillion in various bailouts of Wall Street. But not much of that is reaching families in crisis. On kitchen tables, headlines from Washington and New York lie beside unpaid tuition bills and foreclosure notices. After all the speeches and parties of Inauguration Day, what were the families in Wilmington asking?

"Are we going to lose our home? Are we going to be able to pay our property taxes? What are we gonna do for insurance? What are we gonna do for food? You know, and these are questions that you'd never think that we'd ask yourself. And now they're discussions in the home," says Mike O'Machearley, who is losing the job that helped support four children and a grandson.

"They always say that God closes a door, he opens another one. And we have faith that he will," he adds.

Faith is what sustains Wilmington now. Settled by Quakers 200 years ago, it's a community with such an all-American look that it seems like a movie set. About 12,000 people live there. And many, like O'Machearley, work in the last industry you'd expect in a laid back town.

In 1980, Airborne Express turned Wilmington's abandoned Air Force base into a hub for overnight shipping. Eight thousand people found work at what they call "the air park." Then, in 2003 a German company, DHL, bought Airborne in an effort to win a big piece of the U.S. market. It didn't work. The merger was rocky, there were service disruptions, and customers left in droves. With last fall's economic crash, DHL was losing \$6 million a day in the U.S.; layoffs started coming by the hundreds.

People who worked there for decades found themselves in DHL-sponsored meetings learning about unemployment.

# Wilmington, OH Unemployment January 2007-May 2010



→ LOSS OF MAJOR EMPLOYER



→ HOMOGENOUS ECONOMY  
WHAT HAVE BEEN CLINTON

COUNTY'S ISSUES?  
→ BRAIN DRAIN

→ IDENTITY/VISION

**Plugging the Leaks**

**Local Response**

A photograph of a grey bucket placed against a brick wall. A red faucet is mounted on the wall, pouring water into the bucket. Several holes are drilled into the side of the bucket, with water spraying out from them. The scene is overlaid with a blue arrow pointing into the bucket from the top left, and another blue arrow pointing out from the bottom of the bucket. The text 'WEALTH FLOWING IN' is written in white, bold, sans-serif font to the right of the bucket, and 'WEALTH FLOWING OUT' is written in the same style to the left of the bucket.

**WEALTH  
FLOWING IN**

**WEALTH  
FLOWING OUT**

# Wealth Inflow

- Income from non-local businesses
- Exports
- Tourism

# Wealth Outflow

- Box big/chain stores
- Mall/On-line shopping
- Imports
- Energy
- Food



# DHL Days



# Today



# Plugging the Leaks

**Local Business**

**Local Food**

**Local Energy**

**Local Visioning**

**Local People**

**Plugging the Leaks**

**Local Business**



BUY LOCAL FIRST CLINTON COUNTY

*Buy*  
**local**  
**FIRST**

LOCAL DOLLARS SUPPORTING YOUR COMMUNITY

**For every \$100 spent:**

**\$68 stays in the local economy when spent at a locally owned business**

**\$43 stays in the local economy when spent at a big box/chain store**

**Civic Economics, 2008**

# How has it changed?

**45%** reported that “buying local was important to them 5 years ago...”

**96%** reported that “buying local is important to them today.”

## How to Design a 'Buy Local' Campaign That Actually Works

SOPHIE QUINTON APR 25, 2013 COMMENTS



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When Mark Rembert and Taylor Stuckert left Wilmington, Ohio, for college, they didn't think they'd be back. “When you grow up in a small town, the conversation, the discourse is—I

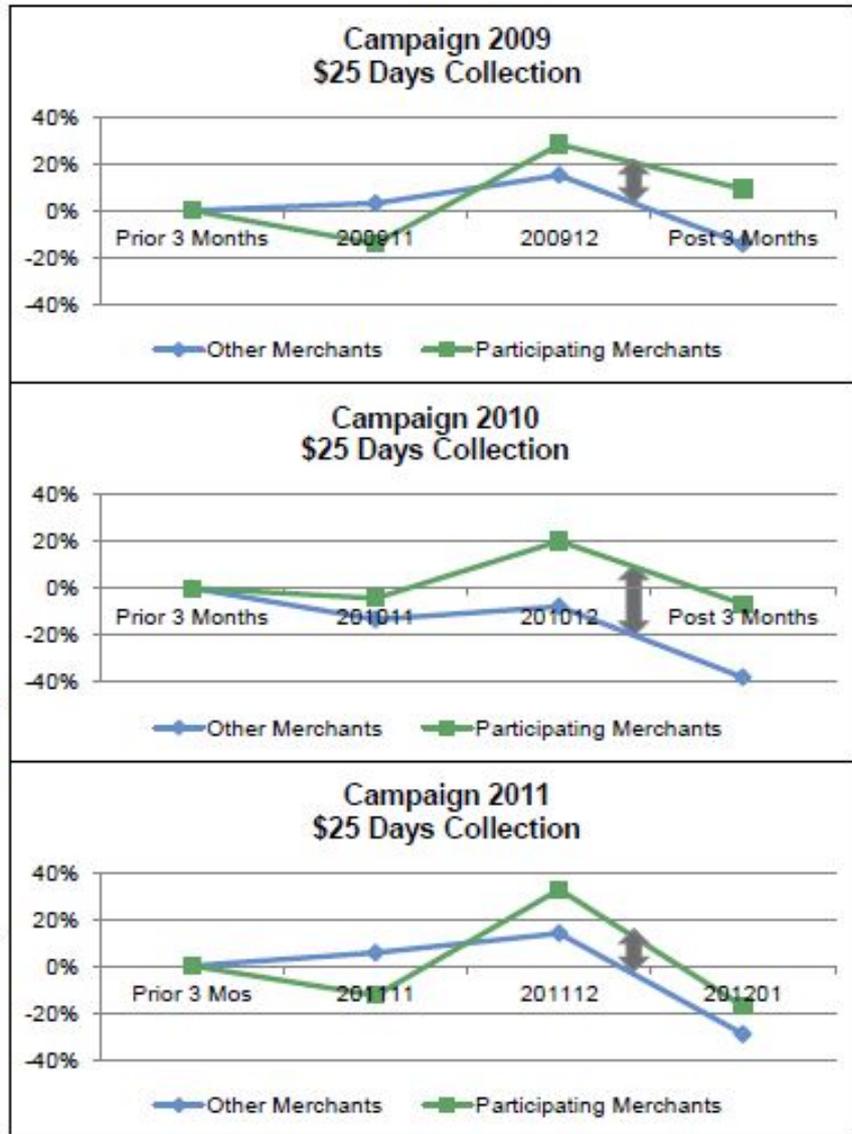
Clinton County's Buy Local promotions, like the holiday campaign promoting local merchants, appear to provide sales lifts for participants versus non-participants in same categories

**Observations**

- In comparing Clinton County customer sales pre versus post campaign periods, the participating merchants (2009-2011) appear to generate a net incremental sales lift and residual lifts versus non-participating merchants in the same categories for the campaign and post-campaign periods.
- For participating merchants, there also appears to be a lift in their general response rates (number of tickets) and sales above the \$25 minimum entry point which does comprise a sizable proportion of their sales.

Participating Merchants Campaign Period	2009	2010	2011
% Tickets > \$25	50%	40%	41%
% Sales \$ > \$25	72%	49%	60%
<b>Change From Prior 3 Months</b>			
% Tickets > \$25	0%	6%	8%
% Sales \$ > \$25	1%	-2%	9%

Notes:  
 \* See appendix for list of participating merchants in 2009-2011..  
 \*\* Response identified when card purchase > \$25 at participating merchant during period.



**Plugging the Leaks**

**Local Food**



# The Clinton County FARMERS' MARKET



Expand reach of value-added producers throughout Clinton County.

Aggregate production in Clinton County to better serve demand for “local produce” regionally.

CLINTON COUNTY, OHIO

**Plugging the Leaks**

**Local Energy**



FOR OWNERS AND RENTERS

FUN AND SIMPLE

SAVE \$40 A MONTH



[CLICK HERE TO START SAVING NOW!](#)

Welcome to Dropoly! Learn how to save \$40, or more, every month on your utility bills, and have fun doing it.

[▶ Click Here To Start!](#)

[↪ Dropoly In The News](#)

[www.dropoly.com](http://www.dropoly.com)

**Plugging the Leaks**

**Local Visioning**



## Imagining the bright future of Clinton County, Ohio

A project of

Energize Clinton County

and the

Clinton County Regional Planning Commission

### Recent Work



Clinton County Youth Council  
Design



General Denver Micro Brewery  
Architecture

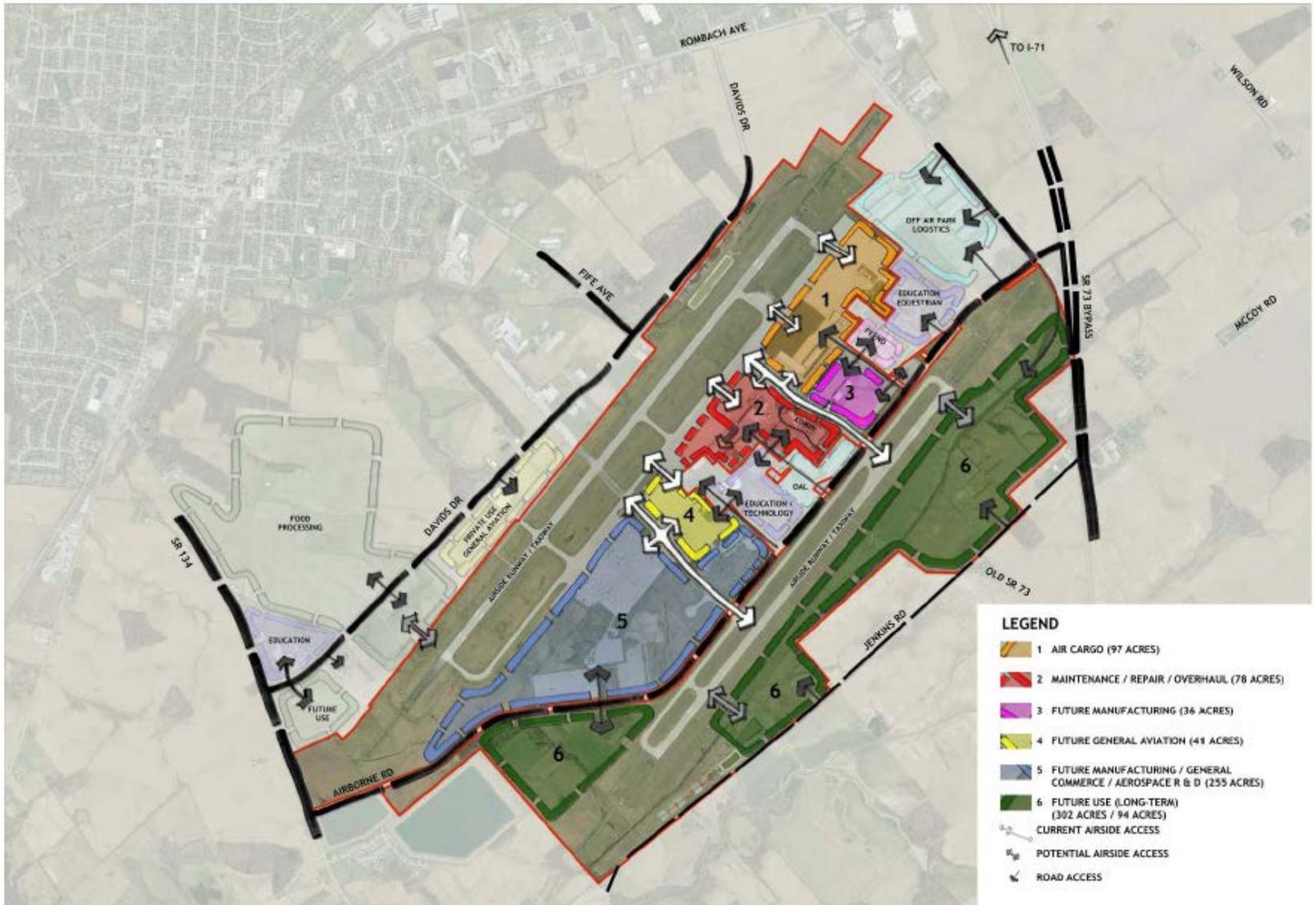


Tolliver Fields  
Planning



Stuckey Farm Park  
Architecture, Planning





**Preferred Plan**  
 Wilmington Air Park  
 Clinton County Port Authority Owned Property



# Wilmington

## 94 North South Street



Square Footage  
 6,400 Attic  
 6,400 Second Floor  
 6,400 First Floor  
 6,400 Ground Floor  
 6,400 Basement

### Tenants

Hornnerlaw Real Estate

### Owner

Wilmington Church of God  
 100 R GORDON DR  
 WILMINGTON OH 46177

# Wilmington

## 51 West Main Street



Square Footage  
 6,400 First Floor  
 6,400 Ground Floor

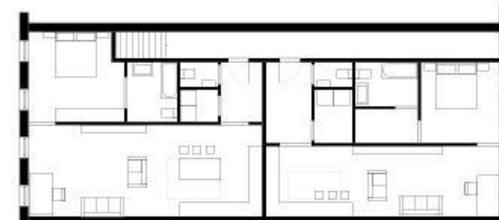
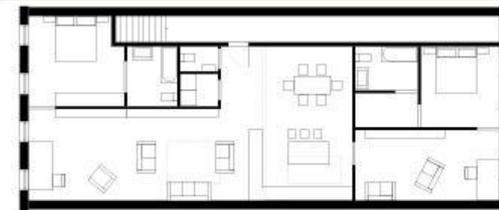
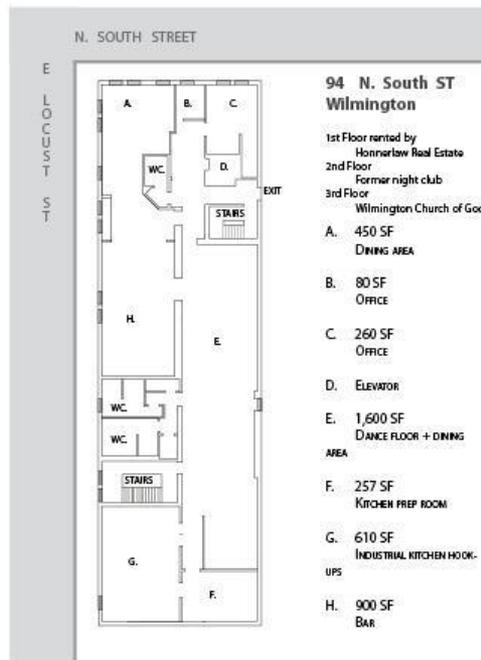
### Tenants

Kosta Hairdressers

Rent Generated  
 \$

### Owner

ADAM BEDE HOLDING CO  
 PO BOX 214  
 WILMINGTON, OH 46177







North TO  
50 127 77  
↑

D & D  
RESTAURANT  
1234 MAIN ST.  
PHILADELPHIA, PA







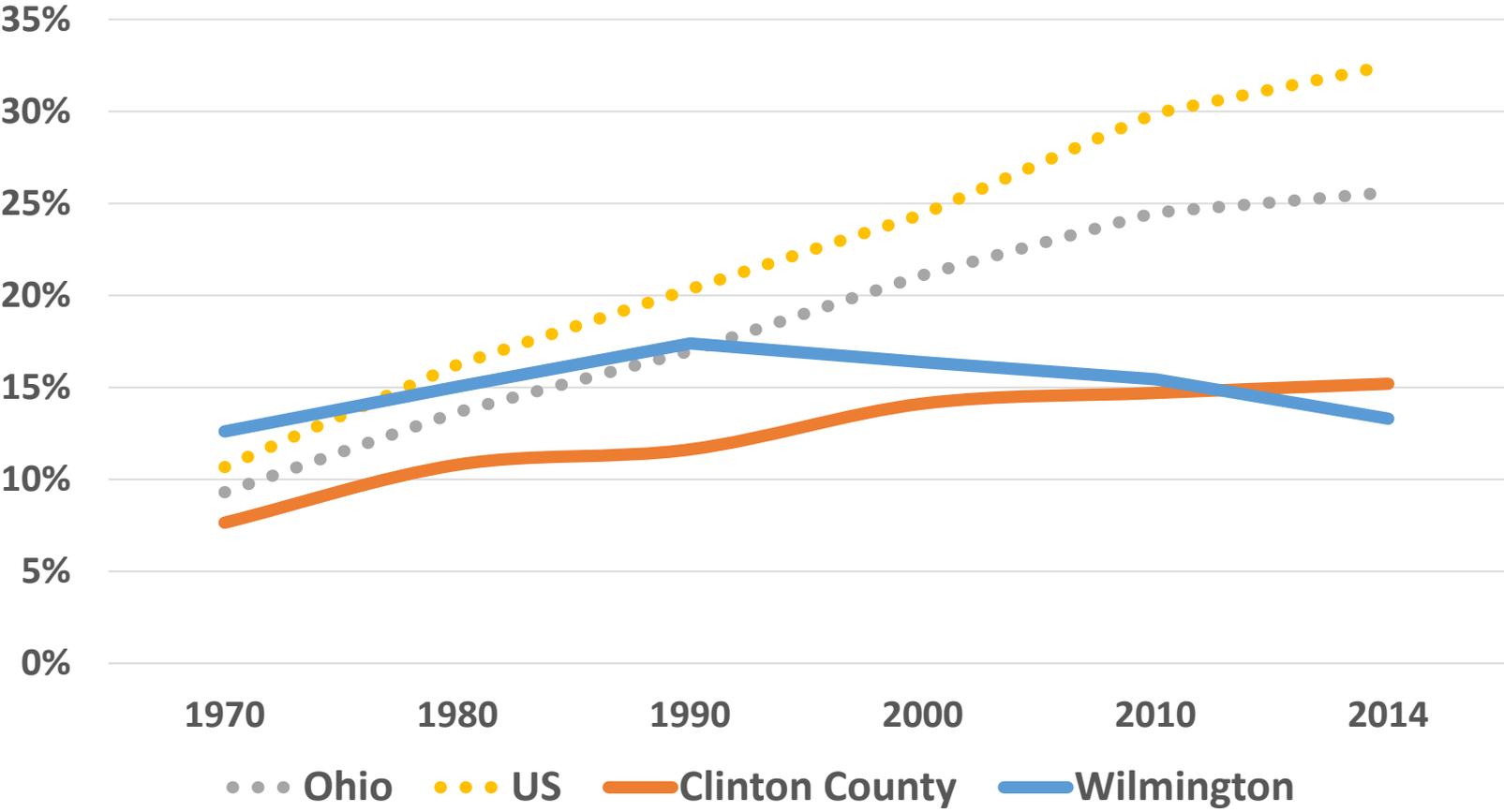


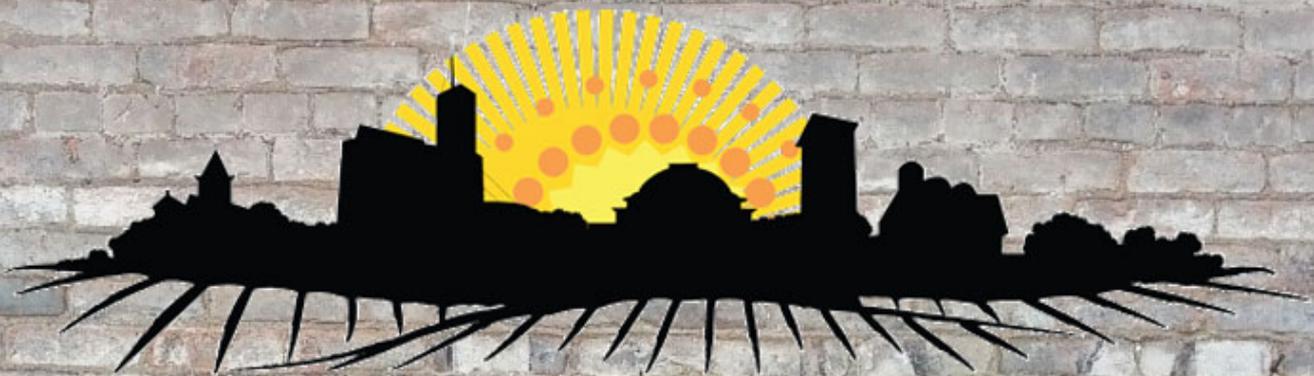
**PLAN  
WILMINGTON**  
YESTERDAY, TODAY, TOMORROW

**Plugging the Leaks**

**Local People**

# Educational Attainment Rates





CLINTON COMMUNITY FELLOWS





# Clinton Community Fellows Program

Professional Opportunities

Community Support

Planting the Seed





# Clinton Community Fellows Program

7 Years

29 Fellows

Over 11,600 Hours

70 Matches

- 
- **23% of total employment (3313)**
  - **20% are between the ages of 55 and 64 (664)**
  - **54% of new hires are between 19 and 34**



**PIONEER  
LABS**

# **Community Projects**

**Know Your Community**

**Understand Impact**

**Be Action Focused**

**Leverage Resources**

**Sustain Momentum**



**REACH** ▶  
**CLINTON COUNTY**  
Upgrade your skills. Change your future.



play for real green.

imagine cc.  
PLANNING + VISIONING + DESIGN

**WILMINGTON SUCCEEDS**



Wilmington College



*The Clinton County*  
**FARMERS' MARKET**



Clinton  
County  
Regional  
Planning  
Commission



[www.energizecc.com](http://www.energizecc.com)