



NCRCRD

North Central Regional Center
for Rural Development

Full Report

North Central Extension Community Development Programs

Impact Reports 2011

North Central Extension Community Development Programs, 2011: Over \$180M of Impacts and 16,090 Jobs Created or Saved

Operating as a team, state Extension leaders from the twelve North Central 1862 land grant universities developed common indicators for reporting the impacts of community development educational programs. Each partner university selected a subset of the indicators for reporting. Thus, the impacts of our educational programs reported here, while impressive, are conservative estimates.

Businesses and Jobs

North Central States 2011 Impact Indicators	Total	States Reporting
Number of business plans developed	522	6
Number of businesses created	604	8
Number of jobs created	8,512	9
Number of jobs retained	7,578	7
Number of businesses expanded*	330	5

Dollar Values

North Central States 2011 Impact Indicators	Total	States Reporting
Dollar value of program-generated volunteer hours (Independent Sector value)	\$4,006,180	7
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$5,345,335	11
Dollar value of programs and activities initiated/completed	\$50,584,275	6
Dollar value of efficiencies and savings	\$9,211,534	5
Dollar value of grants and resources leveraged/generated by communities	\$64,765,267	10
Dollar value of resources leveraged by businesses*	\$66,343,497	5

Participation

North Central States 2011 Impact Indicators	Total	States Reporting
Number of participants reporting new leadership roles and opportunities undertaken	8,330	9
Minority participation: Increased no. of minorities participating	1,239	3
Percentage of racial minorities participating in programs		6
Percentage of Hispanics participating in programs	20%	5
Number of community or organizational plans developed	2,005	9
Number of community and organizational, policies, plans adopted or implemented	1,780	11
Programs and activities initiated/completed	3,401	8
Hours of program participation*	1,574,760	5
Number of volunteer hours for community generated work	260,986	10

*New Indicators

A state-by-state breakdown of the impacts is provided in the appendix to this document. Our impacts stem from innovative, science-based approaches developed in partnership with our stakeholders. The programming associated with these impacts varies according to community needs and the creativity of university-based and other partners. To provide an idea of the types of programming used to generate our impacts, we provide several examples.



A Tri-County Economic Development Strategy

University of Wisconsin

When Waushara County's economic development organization needed a staff member to implement its strategy, it could not afford the position. The Extension community development educator suggested combining forces with the volunteer economic development organizations of two adjacent counties. The merger became a reality with support from the Extension educators in all three counties and eventually resulted in \$2 million in business assistance grants, more than \$15 million in private investments in local businesses, and in more than 450 new jobs being attracted to the three county area.



Economic Development in Washington County

University of Wisconsin

When Washington County's economic development organization needed a new direction, the Extension community development educator helped them to develop and launch a next-level economic development strategy aimed at creating a more resilient and diverse economy. In the first ten months after initiating the new strategy, the economic development organization secured \$41 million in new private investment in equipment and real estate and 304 new jobs were created.



Wisconsin-Michigan Gogebic Range Next Generation Initiative

University of Wisconsin

Iron County, WI and Gogebic County, MI have been losing population since the closure of iron mines in the 1920s. The Iron County Extension community development educator adapted the Michigan Cool Cities Survey instrument to help evaluate how to attract and retain young people in the two-county area. With help from colleagues the results from 668 people ranging from high school age to young professionals led to work groups addressing 1) attracting young workers by strengthening the local niche, 2) attracting young workers by promoting local strengths, 3) retaining students by better connecting them to community, and 4) retaining young workers by building social capital. Over 100 people have worked on the recommendations and multiple outcomes have been documented including web based resources, published materials, new recreational opportunities, new social networking opportunities and student engagement in communities. This model has been shared in scholarly venues and is now being replicated in other communities.



Entrepreneurial Support Network Fosters Small Businesses and Local Economy Growth

University of Illinois

Extension collaborated with the City of Galesburg, Illinois and four other economic development organizations to create the Entrepreneurial Support Network (ESN), a network that builds regional economies and entrepreneurial communities by supporting new and expanding local businesses in Henderson, Knox, Mercer, and Warren Counties. The ESN supports all businesses in the area, including the Sustainable Business Center, a "green business" incubator that provides support to environmentally innovative companies. Current tenants in the Sustainable Business Center include Lamboo, a company that uses bamboo in place of wood; IntelliHot Water Heaters, the only US-based tankless water heater company; and Blackburn Sampling, which provides safe chemical sampling systems. The goal is for companies to grow enough to move out of the business incubator and make room for new small businesses.



Horizons Impact
North Dakota State University

Community action plans were reviewed in various ways and re-aligned in many cases to help frame them around building assets and wealth, strengthening leadership and civic engagement and/or public policy work. During the winter of 2010-2011, staff worked with 65% of the 42 communities to map the ripple effects of the Horizons program utilizing their community action plans but also identifying how these ripples then assisted in building assets, strengthening leadership and public policy. While each site mapped the progress made from their original plans, they also identified areas of growth and goals for the future. These maps are used locally to celebrate successes and communicate about upcoming projects.

- Youth council started to develop leadership skills of young people that help lead the community with the city council. This council has been a model for other communities and has been providing training and consultation on their progress.
- Three closed rural schools now converted to businesses, incubators, lodges and fitness centers. Seven new jobs reported within these sites.
- Over \$2.4M acquired by communities through grants, gifts and loans.
- Buy local campaigns started to increase local assets of small business owners

Examples of items in ripples maps that communities were working on to increase assets and wealth, leadership skills and public policy change included:

- New people running for office and making positive changes in the community
- Tourism expanded in 13 communities developing more jobs and opportunities for increased wealth in regions. Tourism expansion included arts and heritage work to offer new opportunities for jobs and community development.
- Community gardens and farmers markets in 12 sites set up to increase individual assets and wealth.

Many communities had substantial success and recognition. Lakota was named the City of the Year by the North Dakota League of Cities mainly for their work as a Horizons community. They continue to make progress with youth leadership, asset and wealth development through community gardens, small businesses and creative community promotion. Hannaford renovated a closed school (a source of sadness for the community initially) but now houses a thriving business employing seven new people. It also houses a satellite clinic office, a fitness center, and the local economic development corporation. The business located at the school employing 16 total people has hired a grant writer and now provide that individual to the city of Hannaford once a week to help them continue to grow. Napoleon was featured in an Ag-Week magazine article titled "Small farm town of Napoleon, N.D. big on business". The article discussed the growth and renewal of this community because of new leadership and innovation.



Nebraska Cooperative Development Center
University of Nebraska

UNL Nebraska Cooperative Development Center assisted 25 businesses in a variety of business development stages. These multi-owner companies received assistance in feasibility, business planning, organizational development, incorporation, membership recruitment, financing, conflict resolution, and much more. In addition, many of these businesses participated in NCDC's annual Board of Director's Training. This three part training program prepares boards and their management for the complexities of owning and running a multi-owner company. In 2011 NCDC estimated the creation of 10 new jobs and 15 saved jobs in rural Nebraska based on the services and education the center offers. A conservative estimate on the economic impact of these businesses in rural Nebraska communities is \$430,000.



Building a National Brand

Purdue University

Purdue Extension worked with civic leaders in tiny Medora, Indiana (pop. 617) to create a national brand for the community that would help grow their economy. The result was the creation of the National Maple Syrup Festival, which now attracts thousands of tourists each year. Extension has also worked with maple syrup producers in the region to increase market share and margins. Medora-branded syrups have received national media coverage and can be found on the menus of some of the most notable restaurants in the U.S. and on the shelves of high-end national retailers. Medora-area producers report margins on their products that are over 600% of the margins of other producers in the state.



Extension Community Economic and Entrepreneurial Development (ExCEED)

University of Missouri

Over the past six years, the Extension Community Economic and Entrepreneurial Development program leveraged more than \$7.7M in community endowments and grants and an additional \$31.9M in economic value for the communities and regions involved. In addition to job retention and development, new leaders and new networks have emerged to support viable economic development. This past year, ExCEED provided the leadership for piloting Stronger Economies Together (SET) in partnership with USDA-RD and the Regional Rural Development Centers.

Old Trails Regional Partnership established nonprofit status and functioning board representing all nine counties, recruited 80 individual paying members, successfully cross-promoted tourism, and provided a hospitality workshop for over 30 tourism related businesses.

Lake Ozark Regional Economic Development Council brought together representatives of the three chambers of commerce, business leaders and leaders from government and education to focus on year-round jobs, lake identity, infrastructure development, and maintaining a good quality of life. SET is the foundation for a new revenue source in providing planning for regions and communities.



The Old North Healthy Community Initiative

University of Missouri

The initiative improved access to fresh, local, affordable and healthy foods, supported local farmers and Missouri producers, built community and increased knowledge of food production. Work with the Old North St. Louis Restoration Group to operate the recently launched grocery co-op in the neighborhood provided residents in five target food-desert neighborhoods with access to healthy foods. The partnership assisted with marketing and fiscal management, engaging Extension nutrition in providing educational programs, and implementing community engagement plans. The St. Louis Healthy Corner Store Project, a new initiative in cooperation with the City of St. Louis, improved the nutritional value of goods sold in two pilot inner-city corner stores and provided community education to support purchases and use of the healthier options.



Community Technology Adoption

University of Minnesota

The Minnesota Intelligent Rural Communities (MIRC), a multi-partner initiative funded by the federal Broadband Technology Opportunity Program and directed by the Blandin Foundation, neared its end of its two-year project timeline. The MIRC initiative offered communities workshops, strategy discussions, and consultation to guide planning for technology use. The Extension MIRC team provided service to 2,082 unique businesses, one-on-one technical assistance to 117 individual business persons, and indirectly reached over 6,000 businesses via media, websites, and publications. As part of programming reporting, MIRC staff have collected community success stories. Some examples include:

- The City of Windom redesigned its website, entitled Finding-Windom, to make it more interactive for residents, visitors and newcomers. It included the ability to pay utility bills and register for the use of public amenities, such as a park shelter. The language can also be translated to Spanish. And by the number of registrations and bills paid online, the site is catching on. The Extension technical assistance grant al-

lowed Windom to hire two consultants to assist businesses in linking their websites to FindingWindom. Since then, a group of high school students have volunteered to, in conjunction with FlndingWindom staff, help six very small, late adopter businesses establish a digital presence.

- As a result of MIRC efforts, the City of Redwood Falls now has Social Media Breakfasts, meeting that are open to the public and host speakers from a variety of broadband-related businesses, nonprofits and advocacy groups to speak and/or teach about their expertise in the field.



Assisting Food Entrepreneurs *Michigan State University*

Through a partnership with the MSU Product Center Food-Ag-Bio assistance is provided to Michigan residents in developing products and businesses in the areas of food, agriculture, natural resources and the bio economy. Business counseling is conducted on a one-on-one basis. The assistance provided is tailored to meet the needs of the client. The menu includes developing a business plan, navigating the regulatory maze, accessing the supply chain or seeking funding options. In 2011 5,256 counseling sessions assisted entrepreneurs as they started or expanded businesses. Over 280 clients began venture start-ups based on the creation of business plans, and 65 businesses were launched or expanded that resulted in the creation of 161 new jobs and an additional 50 retained jobs. There was over \$1.2M in increased sales and nearly \$12M in increased investment. The partnership between MSUE and the MSU Product Center is providing support for entrepreneurs in supporting economic development across the state.

- In a unique venture, The City of Hoffman used part of a technical assistance grant administered by Extension to place Google ads for its city campground and downtown gallery over the months of April, May and June 2012. In May, they had over 250,000 impressions and about 349 clicks. The results were that the Elk River Campground in Hoffman has been full every weekend, a drastic change from summer 2011, when they were generally 66% full—even during the state shutdown when state parks were unavailable to campers. Also, the Main Street Galleria has seen a phenomenal increase in sales, about 35-50% higher than last year.



Creating Jobs, Re-Building a Community *Michigan State University*

The city of Flint is facing a number of economic challenges, including high unemployment rate, ranking 81st out of 82 Michigan Counties in Health Factors. The city has more than 12,000 vacant and/or abandoned lots in the city and surrounding county. Using vacant land as a resource to support economic opportunities for low-income residents while enhancing access to healthy foods, MSU Extension has been a leader in the Edible Flint local food system initiative. Managing the logistics of the project, MSU Extension provides support to more than 300 food gardens, a number of which sell produce at the Flint Farmer's Market and to local restaurants and retail establishments. Several new urban market growers joined in 2011, and the total annual sales of these cooperative market gardens (members of the edible flint Co-op) increased by 41% over the 2010 season. Minority participation in Edible Flint's programs was 65% in 2011.



Economic Development Strategies and Tools *Ohio State University*

Conducted in partnership with local leaders and businesses, Extension Economic Development Strategies & Tools programs helped play a critical part in the retention of several businesses, the attraction of one new manufacturer, facilitated four expansion projects, and assisted in the development of a state-funded Brownfield Revitalization Project. In total, these efforts created or retained roughly 200 jobs representing over \$4.9 million in payroll, over \$45 million in new investment in the community, and helped attract over \$250,000 in grant funds into the community.

North Central States 2011 Impact Indicators		Total	Average	IL	IA	KS	MI	MN	MO	NE	ND	OH	IN	SD	WI
Minority participation: Increased no. of minorities participating	1,239	413			11			392				836			
Percentage of racial minorities participating in programs		8%			6%		19%	3%				2%	9%		9%
Percentage of Hispanics participating in programs		4%			5%		4%					1%	7%		3%
Number of participants reporting new leadership roles and opportunities undertaken	8,330	926	358	43		767	162	406	94			411	3,582		2,507
Number of business plans developed	522	87		26		131		107				56	25		177
Number of community or organizational plans developed	2,005	223		21		1,266	34	139	37			13	251		231
Number of community and organizational, policies, plans adopted or implemented	1,780	162	24	36		1,266	34	31	13			16	84		227
Number of businesses created	604	76	25	22			165	249	6			38	1		98
Number of jobs created/	8,512	946	81	166			175	5791	42			1,086	33		1,121
Number of jobs retained	7,578	1,083		248			346	1728	211			2,378	33		2,634
Dollar value of program-generated volunteer hours (Independent Sector value)	\$4,006,180	\$572,311		\$3,300			\$3,043,510	\$27,216	\$18,724			\$78,707			\$435,700
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$5,345,335	\$485,940	\$1,084,785	\$35,800		\$1,677,881	\$548,097	\$475,503	\$83,384	\$3,608	\$83,384	\$198,626	\$840,810		\$379,561
Programs and activities initiated/completed	3,401	425	30	368				94	85			287			2,046
Dollar value of programs and activities initiated/completed	\$50,584,275	\$8,430,713		\$3,600,000	\$2,406,102		\$1,033,435	\$6,000	\$7,030,000	\$450,000	\$489,742	\$8,994,695	\$63,700		\$34,060,301
Dollar value of efficiencies and savings	\$9,211,534	\$1,842,307										\$623,034			\$1,102,500
Dollar value of grants and resources leveraged/generated by communities	\$64,765,267	\$6,476,527	\$7,343,202	\$11,406,853	\$728,221	\$6,860,503	\$8,849,228	\$5,040	\$2,530,333	\$3,781,888	\$63,700	\$23,196,299			\$23,196,299
Number of volunteer hours for community generated work	260,986	26,099	48,555	1,806		25,660	800	75	5,494			951	38,587		44,795
Hours of program participation*	1,574,760	314,952		132		1,494,792	21,836	8,016	47			14,164	35,952		
Number of businesses expanded*	330	66				43						26			
Dollar value of resources leveraged by businesses*	\$66,343,497	\$13,268,699		\$950,000		\$1,282,900		\$200,000	\$10,182,458			\$53,728,139			\$53,728,139

*New Indicators

Data for this report collected by Extension systems of 1862 land grant universities located in states highlighted in the NCCRD logo. This report is published by the NCCRD, a federally and regionally funded center hosted by Michigan State University. Michigan State University is an affirmative-action, equal-opportunity employer.