

North Central Extension Community Development Programs

IMPACT REPORTS 2014



Over \$283M of Impacts and 12,897 Jobs Created or Saved

Full Report

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. The States collectively developed this report based on in-state action. Each partner university selected a subset of the indicators for reporting. The following tables present the most commonly used indicators. Thus, the impacts of our educational programs reported here, while impressive, are conservative estimates.

Businesses and Jobs

North Central States 2014 Impact Indicators	Average	Total
Number of business plans developed	225	1,798
Number of businesses created	87	697
Number of jobs created	859	6,872
Number of jobs retained	753	6,025

Dollar Values

North Central States 2014 Impact Indicators	Average	Total
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$289,813	\$2,318,500
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$297,887	\$2,680,980
Dollar value of efficiencies and savings	\$250,272	\$1,501,630
Dollar value of grants and resources leveraged/generated by communities	\$1,734,512	\$19,079,630
Dollar value of resources leveraged by businesses	\$28,890,479	\$260,014,311

Participation

North Central States 2014 Impact Indicators	Average	Total
Number of participants reporting new leadership roles and opportunities undertaken	364	3,635
Number of community or organizational plans developed	54	595
Number of community and organizational, policies, plans adopted or implemented	61	672
Number of volunteer hours for community generated work	17,767	159,906

States reported value of volunteer hours, as well as dollar efficiencies and savings, bringing the total impact to \$283M. Full details broken down by state, are available at: http://ncrcrd.msu.edu/ncrcrd/state_extension_leader_section1. 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.

State by State Examples



Economic Development is Coming Down the Tracks

Sauk County, Wisconsin was facing a choice—invest in rail for business development or convert its freight rail system for recreation. They chose both. Rail lines can serve as economic development engines when used for freight and supplies. They can also provide for enjoyment when converted to recreational trails. Working with local businesses, the state Department of Transportation, county agencies, and interested residents, they can now do both.

Local Extension Community Development Educator Jenny Erickson helped economic and business development interests to quantify the economic impact of the freight rail corridor serving the county's biggest manufacturers. Working with those businesses, Erickson helped to make the case for the line by calculating demand that ultimately justified the purchase of this segment by the State of Wisconsin, a significant upgrade in the infrastructure, and certainty that allowed for businesses to make long-term investments. With a commitment to jobs and the residents that fill them, these communities are seeing their economies grow.

After helping to make the business case for the purchase and improvement of a freight rail corridor, Erickson designed and implemented an ambitious planning process to make the case for converting a secondary line into a recreational trail project. Helping to form and then support the Great Sauk Trail (GST) Commission, Erickson and the county planner held a visioning session with over 200 in attendance. Over 1,000 residents have participated in a related survey. The GST Commission has greater confidence that the decisions it needs to make surrounding the future trail will be responsive to the desires of users. Seeking grants has been aided by the significant community consensus that the GST Commission can point to. While planning is still underway, the potential for recreational use of the secondary line has energized and brought together communities that had previously been divided.

Erickson's work has proved that pitting economic development against recreational opportunities is a false choice. She's used sound applied research and effective processes to bring together different interests and find common ground. Her deft navigation of a politically charged issue has truly led to a win-win outcome.



Facilitating the Formation of the First Food Hub in South Dakota

In 2013, when Extension Community Development offered a video conference on the concept of "food hubs," high participation around the state showed evidence of local food producers searching for alternative markets. Since that time, Extension has received two federal grants (USDA Rural Business Opportunity Grant and USDA Agricultural Marketing Service Local Foods Promotion Program) to spur on that activity, and pull together producers in the southeastern quarter of the state where interest was highest. Throughout the last year, the

local food producers have united into a group that feels more cohesive each time we meet. Extension Community Development has facilitated two strategic planning sessions, introduced new resources, and brought in excellent partners with their own range of expertise. Extension also organized and led a field trip to southern WI and Fairbury, IL, with tours along the way. Toward the end of the field trip one producer remarked, “I have now realized this is not Kari’s food hub. It’s ours. We, as producers need to step up and take leadership if we want this to work.”

Currently, producers are taking the lead on receptions planned for potential clients. They relate to each other as collaborators, not as independent farmers with turf to protect. Their exercise in creating shared values and choosing a shared business structure, in addition to observing a well-run hub in Illinois, has shown them that cooperation will create a shared profit in a way that one producer cannot do on his/her own. The group is truly appreciative of Extension’s work in forming the new “Dakota Fresh” food hub, which should be off the ground before 2016.

SET Increases Trend Toward Regional Collaboration

There is a tendency toward rivalry and competition between small towns in South Dakota. One community’s gain is viewed as a loss by a neighboring community. However, there are strong signs of this rural cultural characteristic changing. The Stronger Economies Together program has been instrumental in sparking the movement toward collaboration by providing a focus and training to develop regional strategic plans. The Badlands Bad River SET Region not only won a national award for its high quality plan, it has also received two grants totaling \$15,000 to implement it. Two other regions are finishing their regional plans.

Leaders from the SET Regions have been active participants in other regional conferences to increase their skills and to share their successes. These have included the following conferences: Energy Development in South Dakota; Small Business is Everybody’s Business, Writing Your Future Grant; and Conversations Powered by the Bush Foundation.

Funding for the development of the regional plans is ending, but the work in the regions is just beginning. The SDSU Extension Community Development Team has made the commitment to provide coaching to the regional teams for the next fiscal year in order to support the implementation of the regional plans, to market the SET program to other regions of the state, and to encourage more collaboration among small towns.



Starting Right for the Student

To help address the declining rate of entrepreneurship, nearly 100 Van Wert City High School seniors participated in “Starting Right for the Student,” a new program delivered by Extension and Wright State University’s Business Enterprise Center. After three hours of entrepreneurial strength self-assessments, small group business planning exercises and financial analyses, more than half of the students indicated they would consider starting their own business after high school at some time in their future.

In partnership with Ohio Sea Grant and the Chambers of Commerce from Toledo, Youngstown/Warren and Upper Sandusky, 58 local officials participated in local government leadership development programs conducted in Mahoning, Lucas and Wyandot counties. Local leaders

indicated they became better informed about the economic, social and environmental impacts of the decisions they make regarding land use and the environment and nearly three-quarters of participants indicated they would factor this information into their decision making.

Produce Prescription



The Cleveland-Cuyahoga County Food Policy Coalition (convened by Extension), in partnership with local agencies, expanded the Produce Prescription program to connect one hundred eighty mothers, pregnant women and their families to fresh and nutritious foods at local farmers' markets. The Double Value Produce Perks EBT Incentive program increased to 21 farmers' markets and farm stands in 2014. EBT sales surpassed 2013 totals, reaching over \$39,000. During the 2014 season, Produce Perks brought 260 new food assistance customers to farmers' markets for the first time.

As one of the fastest growing industry sectors in Ohio, tourism accounts for nearly 9% of Ohio jobs. According to the Ohio Travel Association (OTA), as the industry grows in strength and concentration, so does the need for increased education and preparation among the tourism workforce. To address this need, Extension partnered with OTA to conduct an industry-wide needs assessment, to identify educational gaps and effective educational delivery methods. In the process, the OTA Board of Directors was able to initiate dialogue and collaboration with other state level organizations to foster job development and retention among Ohio's tourism workforce.

NDSU EXTENSION
SERVICE



Building Local Foods and Local Foods Leadership

Local foods is experiencing rapid growth on a national scale. The local food movement is also growing in North Dakota and many areas of the state are receiving information and education on local food issues. As part of a three-year effort, NDSU Extension has been providing educational programs about all aspects of local foods, from growing to food safety to marketing. Local teams have been developed and implemented local foods projects based on community needs. Impacts to this point have been the implementation of multiple new farmers markets in small communities and larger cities, local foods promotions during community and regional festivals, the development of a food cooperative, and increasing the access to local foods for low-income individuals and families. In regards to local food production, impacts have included the formation of a grower organization and a food hub.

Marketing Hometown America Piloted

Two communities in North Dakota piloted the Marketing Hometown America program- a study circle program developed by the University of Nebraska-Lincoln Extension, South Dakota State University Extension, North Dakota State University Extension and Everyday Democracy. The program was designed to help participants discover often overlooked local assets, increase confidence in their ability to market the communities, and build and implement marketing plans for their communities. The communities of Ellendale and Edmore, North Dakota, each participated in the pilot program. Impacts from Ellendale included the development of newcomer initiatives in the community, greater efforts to market the public school and local college, and the local arts council has created more tourism events for visitors. Edmore and

the surrounding region set up a new marketing committee and developed arts and recreation programs to showcase local activities for residents and tourists.

Rural Leadership North Dakota Short Course Impacts

The Rural Leadership ND Short Course consists of five, five-hour sessions held over a three month time period. The sessions are held in one community or a specific region of the state and since the inception of this program five years ago, 140 participants have attended one of seven short course programs in North Dakota. Impacts have been many and include participants running for office, being elected to office, building an activity center, starting local community gardens, implementing Jr. Master Gardner programs, starting a community foundation, creating a wellness center for the community, and advocating for technology upgrades at a local library.



Entrepreneurial Communities Activation Process (ECAP)

The Entrepreneurial Communities Activation Process (ECAP) is a holistic approach to help communities support innovation and entrepreneurship by understanding their unique characteristics, community assets and potential opportunities. Nearly 300 people in seven communities have been engaged in community conversations to determine their community's future with input from over 2,200 people through the discovery tool process (survey). Communities identify efforts/projects to become more entrepreneurial. Key successes of the program identified by participants include:

- Bringing groups together and building awareness of community opportunities and strengths.
- Increasing engagement and communication in the community.
- Creating opportunities for a larger group of people to be involved including those that were not previously involved
- Moving towards a vision or action.
- Creating opportunities to share resources.

Examples of community actions include creating a community wide-vision, implementation of a dual credit entrepreneurial program with a community college and high school, development of a young professional group social network, development of a website housing business resources for local entrepreneurs, new community-wide internet portal where eight different entities funnel information, designation by the State of Nebraska as a Leadership Community, and seed funding to develop an economic development corporation.

Engaging People, Linking the World – the Nebraska Broadband Planning Initiative

The attraction and retention of population, increasing economic development and increasing well-being/quality of life are the long term goals of the Nebraska Broadband Initiative that focused on the adoption and utilization of broadband.

Community outreach activities led by UNL Extension were essential to building awareness about broadband. Over 2,500 individuals and businesses participated in events such as the

annual broadband conference, webinars, and the tech fairs. Best practice videos have been viewed over 5,500 times (2,805 in 2014) and there have been over 26,000 visits (9,257 in 2014) to the website. Technical assistance efforts in 2014 focused on the priority areas of digital literacy, economic development and agriculture. Highlights include:

- Over 270 businesses attended eight regional technology fairs in the spring of 2014.
- Nearly 250 staff from libraries statewide participated in a UNL train-the-trainer program in the fall of 2014 so that they can more effectively provide assistance to their patrons.
- Over 150 businesses participated in the Latino Business Conference the fall of 2014.

The University of Nebraska-Lincoln collaborated with the Nebraska Public Service Commission (PSC), Nebraska Information Technology Commission (NITC), Nebraska Department of Economic Development (DED) and the AIM Institute (AIM) on this Initiative. Each of the partners were responsible for aspects of the effort.



Marketing Hometown America

Funds provided by the University of Nebraska Rural Futures Institute encouraged Extension professionals from North Dakota, South Dakota and Nebraska to take rural new resident recruitment research and adapt it into a results-oriented, educational community program.

The collaborative pilot effort partnered with over 500 participants in 13 rural communities across three Great Plains states, community stakeholders representing both public and private entities, and Everyday Democracy, a national non-profit whose purpose is to help communities work through difficult issues using positive community dialogue. As a result of the project, community's experienced anticipated outcomes that focused on increasing the number and scope of marketing efforts and community amenity improvements in addition to the unanticipated outcomes of improved adult and youth engagement, leadership development, increased and expanded networking between and across groups and an increase in civic awareness/community spirit.

The impact of the program is best expressed:

- by the participants themselves in this video www.tinyurl.com/MHA-NorthDakota
- through the actual development of a marketing video as a direct result of the program in Neligh, Nebraska, a community of 1,600 residents. www.tinyurl.com/MHA-Neligh-NE
- Residents of Kimball share how they developed committees focused on community assets. www.tinyurl.com/MHA-Kimball-NE
- NE – This is MY Neligh-Not Too Small to Have It All: This video showcases various aspects of the community. Neligh's slogan was developed as a result of the program. <https://www.youtube.com/watch?v=A5QEQLvwHmA>
- SOUTH DAKOTA – Impact in Hot Springs: www.tinyurl.com/MHA-HotSprings-SD Hot Springs linked the program to a larger community "Vision 2020" effort where the facilitator training played a special role.
- Nebraska Promotion video: Marketing Hometown America



Old Trails Regional Partnership

The nine-county Old Trails Regional Partnership along the Missouri River boasts 94 members, obtained two operational grants and saw four new businesses and approximately 160 new jobs. Local businesses report \$580,000 in new investment.

Maysville

Maysville engaged residents in development and adoption of the city emergency response plan, held its first successful emergency preparedness fair, appointed an emergency management director and is collaborating with the Buchanan County Local Emergency Planning Committee. As a result, the community is more cohesive and such preparedness will reduce financial and emotional losses as well as save lives during the next flood, tornado, severe storm or other disaster in the community.

Lexington

The Audio walking and driving tour of the Architecture & History of Lexington was debuted in September 2014 during the Apples, Arts and Antiques Festival. The tour is a result of collaborative work in community arts programming with Extension, community organizations and residents, MU School of Music and Art Department. In the past two years, two new art businesses have been launched and seven art shows have been held and an arts council has been formed. In addition to increased opportunities to capture more tourism dollars, civic engagement and pride have increased as the city has experienced an enhanced overall image.

Revitalizing the City of Monticello through Business Retention and Expansion

The Business Retention and Expansion program helps communities manage a disciplined survey process that examines the needs of local businesses – working from the knowledge that 80 percent of new jobs are created from old businesses. In Monticello, MN, rapid growth during the housing boom created a bubble burst that hit hard in 2008. Due to this sudden economic downturn, business owners, city leaders and community members were stressed and concerned about the city's future. The relationship between business and city officials was strained.

Through the BR&E process, the private and public sectors worked together to assess city needs. Respectful dialogue made a difference, as the group agreed that a business roundtable would be helpful. The main outcome was the rejuvenated relationship between city and business leaders. The strained relationships were improved. They are, together, creating a marketing effort of the city's assets to attract and host larger meetings and conferences. Moreover, a transportation plan is moving forward that had floundered before due to lack of support. The new infrastructure of relationships is allowing the city to face challenges that lie ahead.



Extension helps Lindstrom, MN conduct tourism assessment and strengthen the city's future

The Chisago Lakes Area Tourism Assessment Program was conducted by the Center for Community Vitality and Tourism Center in 2008. A key finding showed major strengths within the area's Swedish heritage and area lakes. A major weakness was a lack of hospitality facilities and community cohesiveness. Based on information from the assessment, city leaders developed six strategies: 1) To form a leadership group to champion tourism development; 2) to develop Swedish connections in a systematic way; 3) to develop lodging, dining and hospital opportunities; 4) to develop a day trip market from the Twin Cities; 5) to develop methods for attracting Highway 8 travelers to stop and shop; and 5) to build community awareness about tourism.

Each of these goals has been addressed. The city and community members have a clear niche of becoming a Swedish heritage site, building upon Vilhelm Moberg's books "The Emigrants" which are set in Lindstrom and are standard reading for Swedish School Children. During Christmas of 2014, Lindstrom was identified as a go-to day trip for Christmas shopping by the Twin Cities' Star-Tribune. Community cohesion and leadership for tourism development – developed through tourism groups and leadership buy-in – is now so strong that the city successfully advocated to the governor when the "umlaut" was removed from their new city sign. They won the fight, and Governor Dayton signed an executive order in April of 2015 mandating that the Minnesota Department of Transportation return umlauts to "Little Sweden."

ResourceFULL decisions

To help government engage the public, Extension's team created a model for, and educational materials about, civic engagement and its outcomes. One desired outcome of using this model includes "resourceFULL decisions." Barb Radke, co-developer of this model, says "ResourceFULL decisions happen when information from multiple perspectives is considered. Once decision makers and the public are exposed to information from many points of view, decisions are better informed, and they are more likely to gain public buy-in and trust, even among those who didn't get the decision they want," she says.

Tapping many points of view is particularly important when it comes to what some scholars call "wicked problems"— like preserving water quality. Water issues present themselves, but underlying issues cause people with different perspectives to come to different conclusions about solutions. The presenting issue is the entire community's need for clean water, but an underlying issue is that water serves many purposes – economic, recreation, health and well-being. That's why information drawn from multiple perspectives must be heard to discover solutions.

Four regional initiatives have trained professionals and citizens to lead citizen groups to address water quality. The initiatives trained both groups to engage more citizens in such meetings, and to create more productive meetings. Of alumni asked about the effectiveness of such training, 97% said that, because of the training, productivity of meetings were more effective and planning sessions or committees was enhanced at least to a slight extent. 83% reported enhancements to a moderate or great extent.

Market Area Profiles Stimulate Business Investment

A Market Area Profile (MAP) organizes data from multiple sources into a comprehensive description of those who shop in and visit your community — their demographics, purchasing power, lifestyles, information sources and values. The resulting data serves two purposes.

1) It informs existing businesses about potential product opportunities that could increase sales to area customers; and 2) It informs potential business investors. In Hawley, Minnesota, a city councilperson attributes the location of a logistics company and a hotel to the MAP project study. In both instances, Extension's MAP report was the primary data given to those researching Hawley as a place to locate their businesses. The resulting new business investment was clearly over \$1 million.

Emergency Economic Impact Analysis Informs a Community Response to Business Loss

A Market Area Profile (MAP) organizes data from multiple sources into a comprehensive description of those who shop in and visit your community — their demographics, purchasing power, lifestyles, information sources and values. The resulting data serves two purposes.

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Extension Community Economics educators offer to join with economic developers in Minnesota any time a significant business loss – due to natural disaster or economic imperatives -- occurs. Extension is able to provide an economic impact analysis, using IMPLAN software to analyze economic impacts. For towns facing economic emergencies, Extension responds quickly with a free analysis providing key data about:

- Current employment numbers by industry, as well as wages.
- Comparisons of this economy to other communities in Greater Minnesota.
- The extent of expected economic impacts on local jobs, sales and wages.
- Estimates regarding industries that will be most affected by the loss.

“Hard data doesn't provide solutions,” says Neil Linscheid, who led the beginnings of the Emergency Economic Impact Analysis (EIA) program, “but it does describe the problem in illuminating ways. We want to help town leaders focus. Data can accelerate and expand a community's response.” The program has helped communities to move forward in the following ways:

- **Increasing economic literacy.** Economic crisis provides an opportunity for leaders and residents to explore the fundamentals of economic development. EIA reports reveal the interconnectedness within an economy, encouraging the community to, for example, increase business-to-business purchases.
- **Expanding the focus of local action.** “One way to take action during an economic emergency is to prevent the next one,” says Linscheid. “Seeing the economic contribution of businesses that stay in town moves communities to offer support to its remaining businesses.” For instance, after reviewing the report, community leaders in Ada, MN drafted a letter to affected businesses inquiring about their specific needs.
- **Increasing productive communication.** When economic crisis occurs, rumors run rampant. EIA research replaces rumors with data and more constructive conversations. In Ada and International Falls, MN, economic developers reported that they were “talking with people we've never talked to before” because they were armed with credible information exactly when the community needed answers.

- **Gathering data for loans and grants.** The crisis of economic loss is also an opportunity to seek funding from outside resources, especially after the community develops a vision to move forward. Using EIA data for grant proposals helps leaders quickly seize those opportunities. This was a concrete outcome for International Falls, as a strong community team used the data and leveraged grant and loan funds after job losses in the paper industry.

MICHIGAN STATE UNIVERSITY | Extension



Michigan State University Extension staff worked closely with officials from the Detroit Public Schools (DPS) in converting a previously abandoned high school into a food production/teaching facility for the district. A summer workforce training program allowed high school youth to learn about vegetable production at the site. MSUE staff conducted additional trainings for elementary and middle school teachers on starting and sustaining school gardens. Vegetables grown from the repurposed high school and the more than 70 DPS school gardens were served in school cafeterias throughout the district.

K-STATE
Research and Extension

Leading Locally by Working Together for Lasting Solutions: Working Together to Grow the Leadership Potential of Kansas Communities with a Community Based Team Approach

In 2014 K-State Research and Extension entered into a public/private partnership with the Dane G. Hansen Foundation to develop and implement a community vitality program for 26 counties in Northwest Kansas.

WHY is this important? **To help people help themselves!**

The counties in the NW corner of Kansas bounded by I 70 on the south and Hwy 81 on the east are losing population at the rate of 1% per year. The two exceptions are Saline and Ellis Counties. It is critically important for the vitality of these communities that an effort be made to support local leaders as they determine the future direction for their community.

The Heartland Center for Leadership Development has identified 20 clues to rural community survival. These indicators include evidence of community pride, willingness to invest in the future, a participatory approach to community decision making and a conviction that, in the long run you have to do it yourself.

As indicated below, the partner organizations are committed to enhancing the quality of life in NW Kansas by helping people help themselves.

- K-State Research and Extension has identified 5 grand challenges that communities are facing to guide their future programming efforts. They are health, water, growing tomorrow's leaders, global food systems, and community vitality.
- K-State Research and Extension coordinates the Kansas PRIDE Program. It is a volunteer lead community based strategic planning process with a 40 year history which could be used as a potential model for this program.

- The Hansen Foundation has a mission to improve the quality of life for the people of NW Kansas.

Beginning in 2014 this partnership provides the opportunity for the Hansen Foundation to provide the funds to support the human resources needed to dedicate K-State Research and Extension faculty to facilitate the process of working with

communities in NW Kansas to increase their leadership capacity to improve community vitality in their region using best practices such as the Kansas PRIDE program, First Impressions, and Master Community facilitators.

IOWA STATE UNIVERSITY
Extension and Outreach

ISU Extension and Outreach Latino Business Assistance

ISU Extension CED maintains two positions for community development specialist with expertise in minority businesses and leadership. Himar Hernández, based in Ottumwa, and Jon Wolseth, based in Perry, worked with Latino business owners throughout the state. During the past year, Hernández and Wolseth helped 72 Latino entrepreneurs start or improve their own businesses, trained 15 Latino leaders and entrepreneurs, assisted with the creation of 15 jobs and the retention of 122 jobs for minority employees.

In 2014, ISUEO Community and Economic Development conducted a pilot program that includes primary research and the development of programming and resources Interstate Power and Light – Alliant Energy. Alliant Energy funded the \$62,451 program. CED specialists Himar Hernández, Scott Timm, and Jon Wolseth conducted six focus groups to identify areas of greatest need and potential impact for energy efficiency programs. In addition, a literature review of prior or existing utility programs targeting Latinos was performed. The program identified gaps and proposed solutions to overcome language and cultural barriers that impede the dissemination of energy-efficiency information to Alliant’s Latino customers.

ISUEO CED and Human Sciences Extension began a three-year project, Integrated Latino Youth, Family, and Community and Business Development, focused on Latino populations in Sioux City, Perry, and West Liberty. CED Extension is in the process of hiring three new community development specialists, which will be joint positions shared with nonprofit partners in each of the three communities. A holistic approach that crosses program units, colleges and sustains networks and relationships in Latino communities of place is lacking. Building on existing Latino outreach programs, this project will expand ISUEO Latino focused programming in a place-based fashion and use culturally relevant pedagogy, and will work closely with selected communities to identify, further develop, coordinate, implement and evaluate ISUEO programs that effectively promote positive Latino youth, families, community and business development. As part of this project, ISU Extension CED created a shared position specializing in Latino community and economic development with the University of Nebraska Extension.

Regional, State and Local Partnerships with ISU Extension and Outreach

ISU Extension CED maintains partnerships and shares joint community development specialist positions with the Keokuk Area Chamber of Commerce, the City of Fairfield, the economic development organization of West Liberty (WE-LEAD), the West Liberty Chamber of Commerce, the development organization of Cedar County (CCEDCO), the regional development organization of Southwest Iowa (SWICO), and Des Moines County Extension.

Each of the local economic development positions are jointly funded by ISU Extension and Outreach and a local partner where the person serves as a local development official that provides economic development education on a part-time basis.

Another significant joint position is with the Iowa League of Cities, where Iowa State University Extension co-sponsors a joint educational position focusing upon local government finance. Joint programming coordinated through this position included the Iowa state municipal clerks institute and webinar series on tax incremental financing attended by more than 500 across the state. In 2013, a team of CED specialists revised the Township Trustee and Clerk Reference Manual, a guide for township governments. Iowa residents and businesses in rural areas outside of incorporated cities rely on their local township government to provide a broad range of services, from vital functions such as fire protection to maintenance of public cemeteries and the resolution of fence disputes. Some townships also provide other support such as emergency medical service, township halls, parks, libraries, community centers, and playgrounds. In 2014, Extension CED's Office of State and Local Government Programs trained 170 city/county employees, service providers, and community elected officials in five counties. In 2013–14, ISU Extension CED and the Iowa Association of Regional Councils (IARC) entered into a joint position agreement, allowing IARC to continue its rapid growth with a new, full-time executive director and allowing ISU Extension and Outreach to create better connections between the university's community and regional planning department and ISU Extension and Outreach's capacity to connect to cities, counties, businesses and nonprofits. Recently, the National Association of Development Organizations selected IARC as a 2014 Innovation Award recipient because of its collaboration with ISU Extension and Outreach.

Iowa's Living Roadways Community Visioning Program

Since 1996 the Community Visioning Program has helped rural communities plan transportation enhancements using state funds from the Iowa DOT. To date, 209 Iowa towns have completed the process and collaborated with design teams to create conceptual transportation enhancement plans. The program continues to make a significant impact throughout the state. For example, in 2014, four communities—Clarksville, Fonda, Manning, and Mapleton—that participated in the visioning program were awarded more than \$275,000 from the Iowa DNR REAP (Resource Enhancement and Protection) program for natural- and cultural-resource protection and improvement.

Iowa's Retail Initiative

Extension CED is part of the Iowa Retail Initiative (IRI), a collaboration to create thriving rural communities. Iowa State University is leading a new initiative to support Iowa's independent retailers and revitalize rural downtowns. Financed by a Strategic Initiatives Grant from Iowa State University Extension and Outreach, IRI unites existing campus services and provide a single point of contact for rural communities and retailers seeking help. Working with Clarinda, Red Oak and Shenandoah, 24 ISU students in the senior-level Retail Scapes studio class developed design concepts to enhance local retail experiences creating a regional vision with connections and collaborations that can strengthen the area's economy. Thirty design students worked with 14 businesses in Storm Lake, seven of which were Latino-owned, to create visions for future development of the businesses.

Communities to Community (C2C)

The Communities to Community program offers a two-year schedule of bundled design, educational, business and leadership development services available through Extension CED and the College of Design. C2C involves a multi-faceted approach that includes faculty, staff

and students from the College of Design and Extension CED. The C2C program has generated \$106,488 for the Extension CED unit through partnerships with Ottumwa, Maquoketa, and Waukon. Results from these partnerships include a housing needs assessment for Ottumwa and comprehensive plans for Maquoketa and Waukon.

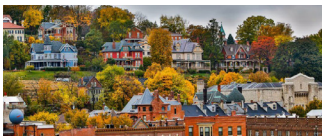
Disaster Preparedness

Gary Taylor, Extension CED specialist and associate professor of community and regional planning, conducted the Flooding in Iowa Project in collaboration with the Iowa DNR. This project involved creating a website and a series of web-based videos designed to educate local officials, business leaders, and the general public about floodplains, flood risks, and basic floodplain management principles. The website (<http://www.extension.iastate.edu/floodinginiowa/>) hosts the videos and has links to several resources where the public can obtain more information about flooding. The videos are divided into five categories: Introduction to the NFIP, Understanding Flooding, Floodplain Mapping, Floodplain Regulation, and Flood Insurance.

Deborah Tootle, Extension sociologist and associate professor, and Brian Perry, community development specialist, are developing a curriculum will be designed to help community foundations and their partners—roughly 10% of the state's economy—work seamlessly to build their leadership and local capacity for addressing disaster preparedness, response, and recovery by addressing issues related not only to disaster management but to inter-organizational and community leadership as well. The curriculum will be tailored to specific needs within particular areas and community foundations and will be developed on a creative platform based on community leadership development and engagement skills, disaster management skills, and techniques of adult education.

Student Involvement in Business and Community Development

This year the Partnering Landscape and Community Enhancements (PLaCE) program involved more than 113 students in outreach projects in dozens of Iowa communities, including Monona County, Montgomery County, Polk County, Story County Webster City, Montour, Muscatine, and Slater. Projects ranged from storefront designs to an outdoor classroom and a dog park. The ILR Community Visioning Program employed student interns to work in 10 communities, and the Community Design Lab employed several interns to assist community design projects in Waukon, Maquoketa, and Clarinda.



University Extension Community Development Collaborative

In 2012, Extension CED established a partnership with the City of Dubuque and the University of Wisconsin and created a joint faculty position specialized in community planning and leadership. The agreement and joint appointment is one of the first of its kind in the country between two land-grant institutions. The person was hired with tenure at the rank of Associate Professor and is tenured at Iowa State University. Through the collaborative, ISUEO, University of Wisconsin–Extension, and University of Illinois Extension co-hosted the Community Development Society 2014 Annual Conference in Dubuque, which drew 232 community development specialists from several countries to the city, giving international exposure to ISU Extension, the University Extension Collaborative, the city of Dubuque, and the surrounding area featured in mobile workshops.

Road Scholar Program

Road Scholar named the ISU Extension CED program the “Top Road Scholar Program in North America” from a field of 368 North American colleges and universities in the United States and Canada, based on a mathematical analysis of participant evaluations. Diane Van Wyngarden, community development specialist, has managed the ISU Road Scholar Program since 2007, teaching local businesses to capitalize on tourism in Iowa. In 2013–14, ISU’s Road Scholar program generated \$203,615 in direct impacts on 86 local businesses. Since 2007, Van Wyngarden has taught 34 courses, which assisted 497 businesses for a direct economic impact of \$807,792.

Community Design Lab

The Community Design Lab (CDL) is a partnership between the ISU College of Design and ISU Extension and Outreach that focus on long-term, issue driven design research with the goal of developing models that are applicable globally and pertain to sustainable initiatives on various scales (building, neighborhood, city, region, etc.). In 2013, CDL received a grant through the Leopold Center for Sustainable Agriculture and launched the Agricultural Urbanism Toolkit in the spring of 2014 with three communities: Cedar Rapids, Cresco, and Des Moines. This toolkit uses agricultural urbanism tactics (i.e. school gardens, farmers markets, and food hubs) as a strategy to promote local food system revitalization in communities. CDL collaborated with the Extension CED C2C program on master plans for Waukon, Maquoketa, and Centerville.

Iowans Walking Assessment Logistics Kit (I-WALK)

First offered in 2010, I-WALK is a partnership with the Iowa Department of Public Health and ISU Extension and Outreach. The goal of I-WALK is to develop community coalitions and provide them with relevant local information to help them continuously update, implement, and evaluate the infrastructure and programs to support a more walkable, healthy and safe community. In 2013–14, elementary schools in the communities of Bloomfield, Carroll, Cedar Falls, Dyersville, Greenfield, Knoxville, and Perry took part in I-WALK. Parents and children completed more than 350 surveys in which 1,835 locations of barriers/opportunities were mapped. Teachers submitted 76 teacher tallies to formulate a baseline to use in grant applications, and more than 100 residents attended GPS workshops to collect infrastructure data. More than 100 citizens have joined local coalitions. <http://www.i-walk.org/index.php>

PURDUE EXTENSION



Connecting Immigrants

Immigrant populations are increasing in Indiana. In Marion County, where Indianapolis is located, the foreign-born population is up 69% since 2000 to about 100,000 people. The immigrant population includes Latino, Asian, African, Indian, Pakistani, Nigerian, Burmese and Chinese. In one school system alone, children speak 74 languages. With these numbers of foreign born residents in the city of Indianapolis, there is a great need to help these new residents become acquainted with the receiving community. In addition, in Clinton County where 43.6% of students who attend the Community Schools of Frankfort are the children of Spanish-speakers, many local residents can communicate on a basic interpersonal level in English, but struggle with academic proficiency in their second language. The need to prepare adult learners whose first language is Spanish to pass the state High School Equivalency exam

is growing. Offering preparation and testing in Spanish allows local adults to complete their education and gain valuable workforce skills.

In Marion County, in collaboration with the Indianapolis Immigrant Welcome Center, a nonprofit organization, Purdue Extension developed a curriculum to train natural helpers (those recognized by their peers in diverse ethnic communities as caring, honest and worthy leaders). The curriculum provided training for: All about culture, Leadership, Helping without Hurting, Helping Tools, Systems of Care in Indianapolis, Immigrant Welcome Center, Ethics and Recommendations when working with diverse populations and Basic Financial Management Skills. In Clinton County, when the Indiana Department of Workforce Development chose a new high school equivalency test, interest in the General Educational Development (GED) tests heightened. Purdue's Learning Network opened 10 additional testing sessions for residents to take and pass the test before an new exam was rolled out; provided tutoring programs and English as a Second Language and High School Equivalency preparation programs in Spanish four afternoons or evenings per week, 40 weeks a year to support local in-school and out-of-school youth and adults attempting to pass the test.

New Natural Helpers volunteers from 11 different countries were trained and are now active members of the Immigrant Welcome Center and assist fellow immigrants by providing valuable information about services and the processes to access them. The training provided them with skills and knowledge to help others in their community. Most useful things they learned were: 1) how to interact with people from very different cultures in nonjudgmental and positive manners; 2) the process to help others in a lawful, respectful and positive way by empowering them rather than creating dependency; 3) developing personal relationships with service providers who assisted them in helping others; 4) forming a network of peers going through similar experiences and supportive of each other. For the GED testing, one adult who passed the test indicated that growing up, they were always living from paycheck to paycheck. He remembered how difficult that was, and wanted a better situation for his son, who is six. One month after passing his test he started attending classes full time at Ivy Tech Frankfort majoring in computer information systems. Since earning his credential, he has had more calls, more opportunities than ever had before.



Master Gardener

There are over 3,000 Certified Master Gardener volunteers across Indiana. In their role in the community, there is opportunity to build confidence, skills and knowledge of these volunteers to be leaders in their organizations and to serve in leadership roles in the community. Leadership development is critical to organizational and community viability and sustainability.

Leadership Development Training

Purdue Extension created and implemented a five-week leadership development training. Participants gained knowledge about their leadership capacity, nature of leadership, interpersonal communication skills, working with others, serving on boards and committees and running effective meetings, conflict management. As a result of training, participants reported increased desire to get involved or increase involvement in Master Gardener organizations and felt increased confidence to take on leadership roles. Many participants planned to use leadership skills within three months after training. In follow-up, participants were in leadership roles promoting sound gardening education across the community including non-profit organizations and local garden clubs in addition to Purdue Extension boards and committees.

Value of Public Spaces

Public spaces, like parks, greenways, and town centers, are essential to social, economic, and environmental sustainability of communities and define a sense of place where residents experience social interactions, explore nature, and purchase goods and services. Public space management decisions made by public policymakers, private business owners and residents impact the well-being and livelihood of the community as a whole.

Enhancing the Value of Public Spaces has been crafted to address quality of place to help regions, communities, and neighborhoods plan and prepare for a sustainable future. Purdue Extension provided sustainability expertise to develop a curriculum and create, implement, and evaluate the education program. The program provided about 60 community leaders from five counties with a decision support framework that assesses the value of their community public spaces using social, economic, and environmental indicators to support the development and management of sustainable and resilient Indiana communities.

Participants demonstrated understanding of the value of public spaces and the impact public spaces have on overall quality of life and economic development in their community planning and decision-making processes. 95% of participants indicated the program was useful in providing new knowledge to assist with making decisions and taking actions to help develop new or enhance existing public spaces. Participants in one community used the data, tools and worksheets from the training to assist one local town with the decision-making process for a new master plan. Participants recognized benefits of engaging diverse stakeholders in the public spaces decision-making processes. One participant described their most important take away as “learning who to invite into the discussion. Sometimes there are fantastic ideas and people are talking about them, but not talking to the right people.”



County Agricultural Fairs Contribute to Local Economies in Illinois

University of Illinois Extension worked with the Illinois Association of Agricultural Fairs (IAAF) to conduct a study of the economic impact of county agricultural fairs. The study surveyed nearly 5000 fair attendees across the state, and conducted 33 key informant interviews, during fairs in 2014.

The study reports that \$170 million was spent as a result of the 104 fairs in Illinois. In addition, key informant interviews revealed that these fairs contribute to the culture, unity and tradition of the communities they serve. County fair boards across the state are addressing challenges but the economic and social impact is significant throughout Illinois.

Beyond the economic impact, the study revealed that county fairs provide many benefits to the community that are not related to economic gains, including providing family friendly entertainment, education about agriculture, opportunities for local organizations to get involved, traditional community events, fundraising for local groups and unique entertainment opportunities. The primary challenges that county fairs face today include lack of state funding, keeping youth involved, competing with other summer activities, declining contributions from local agriculture and limited volunteers.

The study was conducted at 15 fairs across the state. Questionnaires were collected by 4-H youth under the supervision of Extension staff, and key informant interviews were conducted by Alex Norr, a graduate student from University of Illinois Department of Urban and Regional

Planning. Norr also prepared the report, with supervision from Extension's Community and Economic Development (CED) and 4-H Youth Development Staff. According to the Project's Primary Investigator, CED Educator Carrie McKillip, "This project has illustrated the best of what Extension can contribute to its partners. By providing an avenue for campus based learning through the Department of Urban and Regional Planning as well as a learning experience for 4-H youth across the state, we were able to provide research based information to a valued partner."

Indicators by State - Part 1 of 2

North Central States 2014 Impact Indicators*	Average	Total	IL	IN	IA	KS	MI	MN
Educational Contacts	41,999	461,991	51,860	15,553	52,667	726	143,134	10,356
Number of racial minority contacts	4,403	44,026	4,516	4,702	1,053		19,626	1,075
Number of Hispanic contacts	1,821	16,390	736	3,708	3,160		3,950	
Number of participants reporting new leadership roles and opportunities undertaken	364	3,635	172	186	964	126		107
Number of business plans developed	225	1,798	4	28	84		1,161	
Number of community or organizational plans developed	54	595	9	22	49	65	148	26
Number of community and organizational, policies, plans adopted or implemented	61	672	10	15	39	163	126	23
No. of businesses created	87	697		3	77		314	
No. of jobs created	859	6,872	3	2	338		300	
No. of jobs retained	753	6,025		149	377		906	
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	289,813	2,318,500		\$103,670	\$301,017			\$77,469
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$297,887	\$2,680,980	\$225,148	\$56,216	\$300,495	\$1,349,286		
Number of volunteer hours for community generated work	17,767	159,906	9,360	7,324	13,048	64,621		
Dollar value of efficiencies and savings	\$250,272	\$1,501,630		\$13,000	\$457,250	\$225,000		
Dollar value of grants and resources leveraged/generated by communities	\$1,734,512	\$19,079,630	\$1,628,650	\$180,805	\$2,455,036	\$383,584	\$7,592,777	\$315,000
Dollar value of resources leveraged by businesses	\$28,890,479	\$260,014,311		\$504,500	\$3,600,023		\$44,377,391	\$1,500,000

*Indicator definitions can be found on page 21.

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

Indicators by State - Part 2 of 2

North Central States 2014 Impact Indicators*	Average	Total	MO	NE	ND	OH	SD	WI
Educational Contacts	41,999	461,991	25,521	5,752	30,141	12,867		113,414
Number of racial minority contacts	4,403	44,026	1,287	480	112	347		10,828
Number of Hispanic contacts	1,821	16,390	424	404	27	160		3,821
Number of participants reporting new leadership roles and opportunities undertaken	364	3,635	232	54	103	682		1,009
Number of business plans developed	225	1,798		436	2	6		77
Number of community or organizational plans developed	54	595	44	54	25	38		115
Number of community and organizational, policies, plans adopted or implemented	61	672	39	19	13	34		191
No. of businesses created	87	697	254	18	2	7		22
No. of jobs created	859	6,872	6,074		2	116		37
No. of jobs retained	753	6,025	3,492	2	10	549		540
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$289,813	\$2,318,500	\$786,042	\$684,975	\$5,980	\$25,547		\$333,800
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$297,887	\$2,680,980	\$85,379	\$46,271	\$96,422	\$74,650		\$447,113
Number of volunteer hours for community generated work	17,767	159,906	37,130	2,244	4,031	2,044		20,104
Dollar value of efficiencies and savings	\$250,272	\$1,501,630		\$5,000		\$42,500		\$758,880
Dollar value of grants and resources leveraged/generated by communities	\$1,734,512	\$19,079,630	\$1,770,890	\$233,700	\$70,500	\$432,188		\$4,016,500
Dollar value of resources leveraged by businesses	\$28,890,479	\$260,014,311	\$208,191,997	\$500	\$300	\$1,105,500		\$734,100

*Indicator definitions can be found on page 21.

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Impact Indicator Definitions

North Central States 2014 Impact Indicators	Definition
Educational Contacts	Persons who received educational services via face-to-face or live distance enabled sessions. Persons participating more than once should be counted more than once.
Number of racial minority contacts	Contacts (as above) who self-report as non-white racial status
Number of Hispanic contacts	Contacts (as above) who self-report as Hispanic or Latino
Number of participants reporting new leadership roles and opportunities undertaken	New leadership roles may include formal (e.g. board member) or informal (e.g. advocate, group leader). Use attribution principle.
Number of business plans developed	Includes formal business plans and informal strategic changes. Use attribution principle.
Number of community or organizational plans developed	Includes formally adopted plans by official agencies as well as strategies. Use attribution principle.
Number of community and organizational, policies, plans adopted or implemented	Includes plans (as above) wholly or partially adopted or implemented. Use attribution principle.
No. of businesses created	New business start ups or firms that moved into the area. Use attribution principle.
No. of jobs created	New jobs in the area as a result of programs. Use attribution principle.
No. of jobs retained	Existing jobs that were at risk, protected by programs. Use attribution principle.
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	Count hours provided by individuals in executing the program (include volunteer hours required for certification).
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	Count hours indirectly generated by programs. Example: person receiving training recruits additional volunteers. Use attribution principle.
Number of volunteer hours for community generated work	See above.
Dollar value of efficiencies and savings	Count savings through improved processes and approaches due to programs.
Dollar value of grants and resources leveraged/generated by communities	
Dollar value of resources leveraged by businesses	Includes loans and investments. Use attribution principle.