

COMMUNITY DEVELOPMENT EXTENSION

2021

IMPACT REPORT NORTH CENTRAL REGION





NORTH CENTRAL REGIONAL CENTER FOR RURAL DEVELOPMENT



It is the NCRCRD's mission to build rural communities through cutting-edge research, Extension programs, and innovative partnerships. To achieve this mission, we seek to engage research and Extension at all of the land-grant institutions across the North Central Region.



Creating Resilient Communities & Economies

The NCRCRD is committed to building a more resilient North Central Region by improving the adaptive capacity of households, businesses, and communities through impactful research and outreach.



Developing Leadership & Civic Engagement

The NCRCRD is committed to working with partners to address constraints and enhance the capacity for inclusive leadership and civic engagement in the North Central Region.



Promoting Community Health & Wellness

NCRCRD's health initiatives focus on enhancing health and wellness in rural communities across the North Central Region. The Center increases the quality of life for individuals and communities by raising awareness, engaging community members to improve public health, and building community partnerships.

The United State Department of Agriculture National Institute of Food and Agriculture (USDA NIFA) provides core budget and logistical support for coordination across the four regional centers. The North Central Regional Association of State Agricultural Experiment Station Directors is composed of key Land Grant University research administrators from the twelve-state region, and provides operating support for the NCRCRD. The North Central Cooperative Extension Association (NCCEA) is composed of Extension Directors from the twelve-state region, and provides operating support for the NCRCRD.



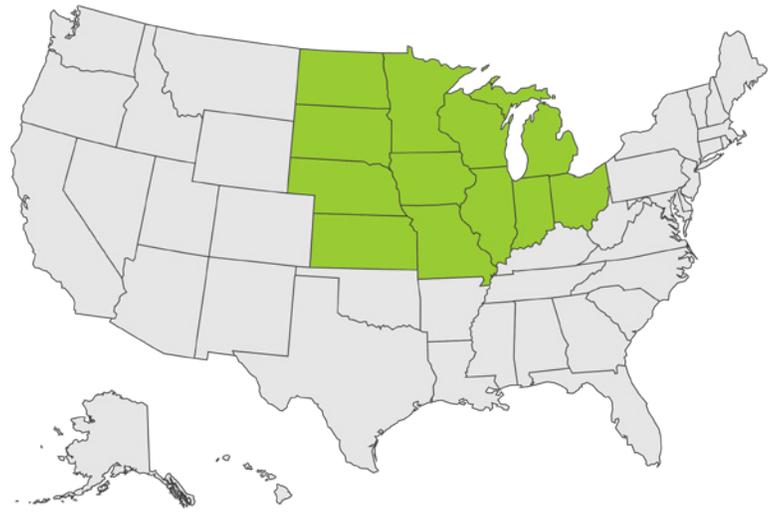
North Central Regional Center for Rural Development
Purdue University, 403 West State Street, West Lafayette, Indiana 47907
<https://ncrcrd.ag.purdue.edu/> • Email: ncrcrd@purdue.edu • Phone: (765) 494-8541

COMMUNITY DEVELOPMENT

The National Association of Community Development Extension Professionals (NACDEP) defines community development as “a practice-based profession and an academic discipline that promotes participative democracy, sustainable development, rights, equality, economic opportunity and social justice, through the organization, education and empowerment of people within their communities, whether these be of locality, identity or interest, in urban and rural settings.”

Community Development Extension programs can be found in all twelve states in the North Central Region. Given the breadth of community development as a field, Community Development Extension programs are implemented in a variety of ways.

Program leaders from the twelve North Central 1862 land-grant universities developed common indicators to measure the impacts of their community development programming. This report is based on information shared by the North Central states.



Color Coded

The impact statements in this year's report are color coded to recognize their contribution to the thematic areas of NCRCRD's mission.

- Creating Resilient Communities & Economies
- Developing Leadership & Civic Engagement
- Promoting Community Health & Wellness

2021 IMPACT REPORT

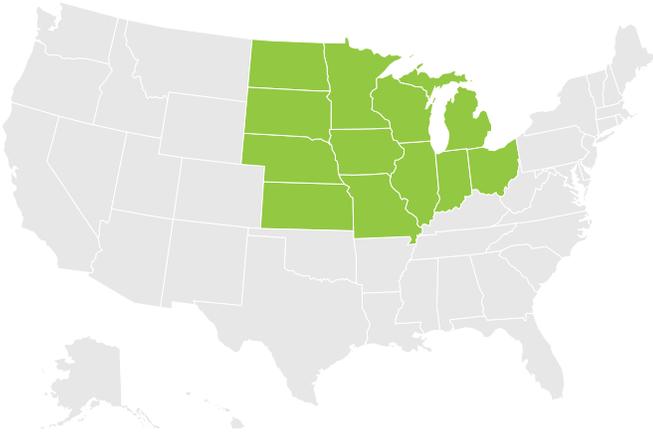
University Extension leaders from the twelve North Central 1862 Land-Grant universities developed common indicators for reporting the impacts of community and economic development educational programs. The states collectively developed this report based on in-state action.

North Central Program Leaders

Cheryl Burkhart-Kriesel, University of Nebraska
David Civittolo, Ohio State University
Josh Gunn, Michigan State University
Brandon Hofstedt, University of Wisconsin-Madison
Dave Ivan, Michigan State University
Benoy Jacob, University of Wisconsin-Madison
Steve Jeanetta, University of Minnesota
Carrie Johnson, North Dakota State University

Jaime Menon, Kansas State University
Kari O'Neill, South Dakota State University
Trudy Rice, Kansas State University
Rob Russell, University of Missouri
Anne Silvis, University of Illinois
Gary Taylor, Iowa State University
Michael Wilcox, Purdue University

2021 Executive Summary



University Extension leaders from the twelve North Central 1862 Land-Grant universities developed common indicators for reporting the impacts of community and economic development educational programs. Each state reported on their programs and outcomes to contribute to this report.



Number of Community Development Extension program participants

173,064*
TOTAL
*10 of 12 states reporting

23,965*
BIPOC
*9 of 12 states reporting

1,343*

Number of participants reporting **new leadership roles and opportunities undertaken**



*9 of 12 states reporting

Number of **community or organizational plans/policies developed**



537*
*11 of 12 states reporting



\$29.9 MILLION*

Dollar value of **grants and resources** generated by communities

*10 of 12 states reporting

Number of **VOLUNTEER HOURS** for community generated work



158,805*
*10 of 12 states reporting

Number of **JOBS CREATED**



2,622*
*7 of 12 states reporting

DOLLAR VALUE OF VOLUNTEER HOURS leveraged to deliver programs

\$1.62 MILLION*
*9 of 12 states reporting



Number of **BUSINESS PLANS DEVELOPED**

111*
*8 of 12 states reporting

Number of **BUSINESSES CREATED**

482*
*8 of 12 states reporting



Number of **JOBS RETAINED**

Existing jobs that were **at risk**, protected by programs

31,987*
*7 of 12 states reporting

CONTENT

Illinois

University of Illinois Urbana-Champaign 2

Indiana

Purdue University 4

Iowa

Iowa State University 6

Kansas

Kansas State University 8

Michigan

Michigan State University 10

Minnesota

University of Minnesota 12

Missouri

University of Missouri 14

Nebraska

University of Nebraska 16

North Dakota

North Dakota State University 18

Ohio

The Ohio State University 20

South Dakota

South Dakota State University 22

Wisconsin

University of Wisconsin-Madison 24

ILLINOIS

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Housing Toolkit ●

Accessible, affordable, and quality housing is important for every community. A healthy housing market, where current and prospective residents can find housing where they want to live, at a price they can afford, is good for families and communities. Since solutions for one community may not work in another, Illinois Extension Specialist Zach Kennedy, working with graduate student J.D. McClanahan, developed a *Housing Toolkit for Rural Illinois*.

The toolkit guides stakeholders in rural towns, unincorporated areas, and counties in addressing their housing needs. The toolkit outlines a summary of the demographic, economic, health, and housing conditions in rural and urban Illinois, as well as details within the “rural” designation, including a typology of rural communities, which can be used to identify approaches for individual communities. Local stakeholders can explore two community assessments—a local resources assessment and a local housing conditions assessment, using data to illustrate conditions.

The strategies chapter suggests policies and initiatives for elected officials, agency staff, or other stakeholders. Each strategy includes a description of appropriate conditions in which to use it, case studies, and draft legislation or other guidance for implementing the policy. Finally, the public engagement and implementation chapter provides guidance for organizing a housing steering committee, conducting outreach to learn about community needs, and developing the capacity and infrastructure to address those needs.

The housing toolkit will help rural Illinois communities identify housing needs and solutions, and build the capacity to address them locally, regardless of the community’s size or location.

Link to *Housing Toolkit for Rural Illinois*:
<https://uofi.box.com/s/1yet19gf21w12pe6w10nrlacob2zoet8>

Reversing the Exodus: Attracting and Retaining Young Adults in Rural Communities ●

Census data shows that 87 of Illinois’ 102 counties experienced population decline between 2010 and 2020. Kris Noble, Executive Director of the Sauk Valley Chamber of Commerce, was looking for strategies to rebrand and revitalize her community. She asked Extension Specialist Pam Schallhorn to facilitate the workshop, *Reversing the Exodus*, which included a panel of young adults who live in the area. These panelists spoke about generational differences in the workplace, what drew them to the area, and what would motivate them to stay. As a result, Sauk Valley committed to providing quality high-speed internet, third spaces, support for entrepreneurs, and mentoring to help young adults become community leaders.

This panel formed the nucleus of the Keystone Group, a permanent working and advisory group of adults born after 1981. The group created a “Welcome Home” campaign designed to welcome young adults who grew up in the area, raised \$60,000 in six months for a dog park, and worked with the park district, main street organization, community college men’s basketball team, and a local fence company to build the park. Keystone Group members volunteer their skills, time, and enthusiasm on community initiatives. One member calls the group a “bridge between where the town has been and where it needs to go.” Members have taken on new leadership roles in the community. One member joined the planning and zoning commission, and two more are members of the city council. According to Kris Noble, “Extension provides the data and strategies, and we make it come to life.”

Video about program: <https://uofi.box.com/s/fsk9xmowngtkzeirn0ba27nrzk1xikss>.

IMPACT INDICATORS

Total program participants	6,335
BIPOC participants	2,619
Number of participants reporting new leadership roles and opportunities undertaken	12
Number of community or organizational plans/policies developed	25
Number of community or organizational, plans/policies adopted and/or implemented	8
Number of businesses created	1
Number of jobs created	3
Number of jobs retained	85
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$20,672
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$28,289
Number of volunteer hours for community generated work	971
Dollar value of grants and resources leveraged/generated by communities	\$646,581
Dollar value of resources leveraged by businesses	\$37,500



Illinois Extension

UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

Office of Extension and Outreach
 111 Mumford Hall (MC-710)
 1301 W. Gregory Drive
 Urbana, IL 61801
 Phone: (217) 333-5900
 Online: <https://extension.illinois.edu/>

How Strengthening Partnerships Helped Enhance Extension Community Broadband Outreach ●

University of Illinois Extension partners with the Benton Institute of Broadband and Society and the Illinois Office of Broadband to help communities plan for broadband. Extension hosted 35 broadband webinars, and 25 virtual workshops with leaders from 12 counties and 13 communities across the state. This outreach provided information on funding and grants, infrastructure planning, project management, and broadband adoption, inclusion, and use. Extension Educators help communities build collaborations and conduct surveys, to strengthen their proposals for infrastructure deployment. Extension Specialist Nancy Ouedraogo works with Illini Science Policy Scholars to help communities address digital equity, mapping, grant writing, and more.

INDIANA

PURDUE UNIVERSITY

Taking Action to Address Substance Use in Communities (TASC) ●

In 2020, Indiana had the 13th highest rate of drug overdose in the United States (CDC, 2022). Educators across the state find that many services function in silos, creating additional barriers to accessing limited resources for harm reduction and substance use disorder treatment. Practices that are proven to be effective often suffer from pushback by a public that does not understand the benefits. Additionally, while there is pressure for counties to develop Recovery-Oriented Systems of Care (ROSC), most materials do not delineate how to put that into practice.

The TASC Team, comprised of faculty and staff from Purdue University, the University of Illinois, and the Ohio State University, and funded by the North Central Cooperative Extension Association, has developed a curriculum that explains how to create a high functioning ROSC. The pilot projects in Indiana's Newton and Wayne counties catalyzed expanding the membership of their coalitions, conducting interviews with individuals in recovery and across sectors about how substance use impacts their work and creating a map of the recovery system. Based on this map, the communities have developed short-term projects to address the gaps and barriers, focusing on "low hanging fruit" to develop the confidence and capacity to tackle more complicated future projects.

In Newton County, the TASC Team:

- Evaluated the supply and demand for services. Using a resource guide compiled by TASC Team members, the Team assessed the availability of services. Based on the results, the Team has since reached out to Oxford House, a recovery housing program to evaluate the possibility of providing clean and sober housing.

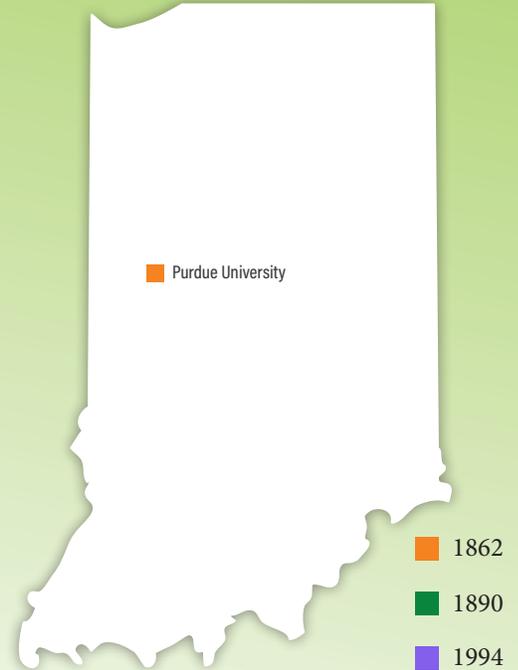
- Applied for two grants to expand rural transportation services.
- Addressed the gap between the release of inmates and connection with services or support groups by working to connect the sheriff's office with peer counselors who can work with inmates to guide them in finding the proper resources to help support them after incarceration.
- Began an annual Youth Summit to hear directly from high school students about their challenges regarding mental health, bullying, and substance use. As a result, a group of students in a media class created a short video featuring the importance of caring as a third outcome of the Strategic Doing session.

In Wayne County, the TASC Team:

- Completed supply and demand study with support from the local Probation Department and Richmond State Hospital on the availability of substance use disorder treatment. Study results shifted the conversation from increasing the number of available beds to exploring issues surrounding access and effective communication strategies.
- Organized a listening session with local law enforcement to better understand what they see in the field and increase collaboration between them and providers.
- Surveyed stakeholders on naloxone training and distribution. More than 50 responses from across sectors are informing activities to increase access and training on naloxone. In addition, Team members have reached out to agencies asking them to install a Nalox Box, where community members can access free naloxone, the lifesaving medication that reverses overdoses.

IMPACT INDICATORS

Number of participants reporting new leadership roles and opportunities undertaken	36
Number of business plans developed	11
Number of community or organizational plans/policies developed	114
Number of community or organizational, plans/policies adopted and/or implemented	48
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$27,227
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$8,791
Number of volunteer hours for community generated work	954
Dollar value of grants and resources leveraged/generated by communities	\$5,292,053



Purdue Extension
 615 West State Street
 West Lafayette, IN 47906
 Phone: (765) 494-8491
 Online: <https://cdext.purdue.edu/>

American Citizen Planner - Indiana ●

Indiana plan commissions, city and town councils, boards of zoning appeals, and county commissions make land-use planning decisions that impact their communities. Therefore, these decision-makers need to grasp federal, state, and local regulations, community values, land use decision-making, and economic, social, and environmental considerations. In partnership with the Extension Foundation, Michigan State University, and the Purdue Land Use Team, Purdue Extension adapted the *American Citizen Planner* curriculum for Indiana audiences. The program's goal is to prepare citizens to serve their communities by building an understanding of planning processes, land-use regulations, zoning, decision-making with the public, and incorporating public input. Since 2020, over 100 people have received the Master Citizen Planner certificate in 14 Indiana counties.

IOWA

IOWA STATE UNIVERSITY

Rural Housing Readiness Assessment ●

The Rural Housing Readiness Assessment (RHRA) program is a cooperative effort of ISU Extension and Outreach Community and Economic Development and Iowa Economic Development Authority's Office of Rural Revitalization (IEDA). RHRA is targeted to Iowa cities that recognize the importance of adequate and affordable housing to the well-being of the community and its residents.

RHRA includes two educational workshops on data for housing decision-making and housing best practices. A local committee surveys residents to gather opinions on housing needs and desired future housing projects. The program concludes with strategic planning workshops to develop housing vision statements and action plans with timelines and outcomes. IEDA provides \$10,000 to communities completing the RHRA program to apply toward their housing goals.

Since its inception in 2020, CED has partnered with a total of 44 communities to deliver RHRA. Collectively, the RHRA communities have received \$180,000 worth of technical assistance and put in more than 3,800 hours of volunteer community service. Among the completed projects:

- Mapleton created a housing development corporation to acquire properties, demolish substandard structures, and build new housing.
- Keokuk developed a rental and commercial building registry, a vacant lot survey, and an inspections program.
- Stanton received a \$254,000 Community Development Block Grant Exterior Home Repair Grant, completed a sidewalk audit and buildable lot survey, and created local incentives for commercial and residential new construction.
- Ida Grove removed several abandoned mobile homes and replatted the lots.
- Sheldon's City Council approved a development agreement to demolish an old church and convert the site to new housing.

Community Visioning ●

The Iowa's Living Roadways (ILR) Community Visioning Program is a participatory process that integrates landscape planning and design with sustainable action to assist community leaders and volunteers in making meaningful decisions about their local landscape. The program targets rural towns with populations under 10,000 residents that lack the resources to address local transportation needs. ILR is a collaboration of the Iowa Department of Transportation, ISU, and Trees Forever. Since 1996, more than 250 communities have participated. Evaluation shows that 98% of visioning communities complete at least one project and 50% complete four or more. State agencies have awarded over \$27.5 million to project implementation since 1996.

Ten communities participated in the program in 2021, two of which are pursuing pedestrian connectivity projects proposed through Community Visioning. In Malvern, Iowa, Community Visioning focus groups revealed that residents are concerned that children have to walk along the highway to get to school. As a result, the community is actively working to fund and implement a safe route to school. Shenandoah, Iowa, is working with Golden Hills RC&D to fund a project proposed through Community Visioning to reroute the Wabash Trace Trail through town to make the trail safer for pedestrians and cyclists.

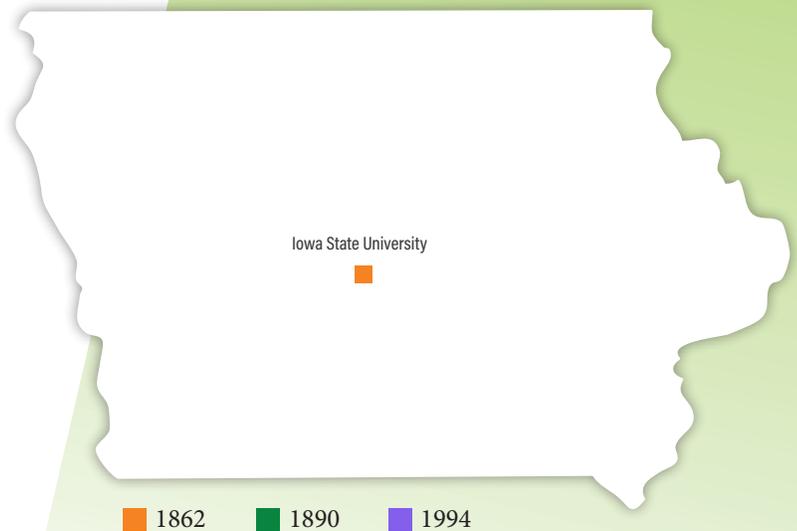
The 2021 visioning program culminated in an annual meeting on November 19, 2021, which also marked the twenty-fifth year of programming.

“Visioning got us to dream big and consider projects we otherwise would have never thought of.”

– Clarksville committee member

IMPACT INDICATORS

Total program participants	46,042
Number of participants reporting new leadership roles and opportunities undertaken	94
Number of business plans developed	111
Number of community or organizational plans/policies developed	33
Number of community or organizational, plans/policies adopted and/or implemented	149
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$33,440
Number of volunteer hours for community generated work	1520
Dollar value of grants and resources leveraged/generated by communities	\$313,012



IOWA STATE UNIVERSITY Extension and Outreach

Iowa State University Extension and Outreach
2150 Beardshear Hall
Ames, IA 50011
Phone: (800) 262-3804
Online: <https://www.extension.iastate.edu/>

Rural Housing Readiness Assessment ●

The Rural Housing Readiness Assessment (RHRA) program is targeted to Iowa cities that recognize the importance of adequate and affordable housing to the well-being of the community and its residents. Communities participate in workshops on data for housing decision-making and housing best practices. A local committee also surveys residents to gather opinions on housing needs. The program concludes with strategic planning workshops to develop housing vision statements and action plans. Forty-four communities have participated in RHRA, collectively receiving \$180,000 worth of technical assistance and putting in more than 3,800 hours of volunteer time.

KANSAS

KANSAS STATE UNIVERSITY

Keeping Groceries Alive Webinar Series and Grocery Business Transition Mentorship Program ●

The Situation: Grocery stores are anchor businesses in rural communities. They are important to the economic engine driving rural regions through jobs created, tax contributions, and their local economic multiplier effect, and they serve as community hubs where community members gather to build social capital and cultural identity.¹ According to a recent survey conducted by the Rural Grocery Initiative, nearly 40% of rural Kansas grocers indicated that they intend to retire in the next five to 10 years, but 80% do not have a plan in place for future ownership of their store.

What We Did: In partnership with the Kansas Center for Business Transition, Kansas Rural Center, NetWork Kansas, and the Food Co-op Initiative, the Rural Grocery Initiative developed and hosted the 8-part webinar series *Keeping Groceries Alive* in early 2021, which focused on rural grocery business transition planning. Each webinar featured subject matter experts and case studies with guest presenters including grocers, community members, funders and more. Webinar topics including grocery ownership models, business planning, funding, recruiting staff, grocery operations, and more.

As an extension, the Rural Grocery Initiative developed the Grocery Business Transition Mentorship Program for grocers and community leaders to receive customized technical assistance on a range of topics related to grocery business transitions, such as creating a business plan, assessing markets and community needs, and more.

Outcomes:

- Four of ten communities took steps toward a business transition or even enacted a transition.
- One store owner developed a guidebook that will be included in their transition plan when the owner is ready to move on.

- One store submitted an offer to purchase a grocery store business.
- One store developed a presentation for city leadership to discuss their business transition.
- One store recently opened and completed a business transition. The current owner and previous owners worked together for several weeks before and after the transition to train and answer questions in person.

Grant Writing Workshops ●

The Situation: Nonprofits, educational, and government organizations struggle to find the resources to fund priority projects. According to The Foundation Directory (Candid), foundation dollars available for all subjects in Kansas increased 462% from 2014 to 2018.

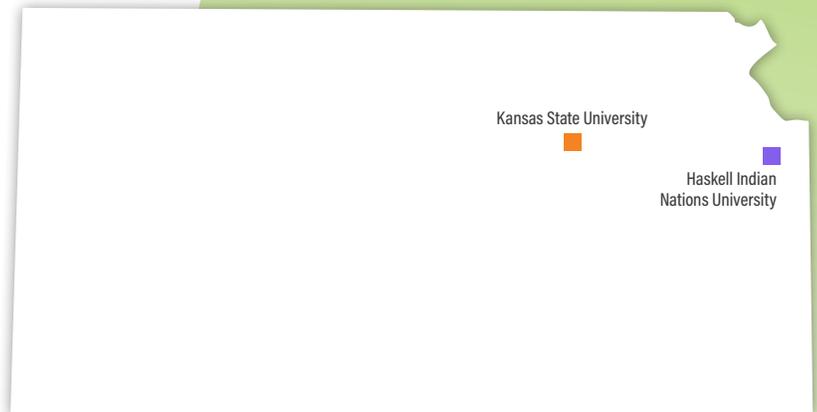
What We Did: Grant writing workshops were created to help communities develop resource networks and find funders to create change. From November 2016 to November 2021, 60 in-person and 10 online grant writing workshops served 1,962 people.

Outcomes: Of the 533 participants who responded to the survey 6-12 months after their grant workshop, 55% said they had made new partnerships because of the workshop, and \$27.9 million successful grants came into communities to fund childcare, technology, education, prevention programs, emergency assistance to low-income families, arts, parks, preventive health, and non-profits.

¹ <https://www.ruralgrocery.org/publications/resources/Hometown-Grocery-Factsheet.pdf>

IMPACT INDICATORS

Total program participants	5567
Number of community or organizational plans/policies developed	80
Number of community or organizational, plans/policies adopted and/or implemented	1,107
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$1,764,422
Number of volunteer hours for community generated work	69,193
Dollar value of grants and resources leveraged/generated by communities	\$33,012



■ 1862
 ■ 1890
 ■ 1994



K-State Research and Extension
 123 Umberger Hall
 Manhattan, KS 66506
 Phone: (785) 532-5820
 Online: <https://www.ksre.k-state.edu/>

Kansas PRIDE Program ●

Kansas PRIDE (Programming Resources with Initiative for Development Effectiveness) communities came out of the pandemic stronger than ever. A record 80 communities enrolled, completing 1,078 projects (314 that included youth), sustained 617 partnerships, contributed 68,447 volunteer hours (valued at \$1,744,715 based on the Independent Sector calculations for the value of volunteer time in Kansas), and raised nearly \$465,000 to reinvest back into their communities for local community projects. Kansas PRIDE staff created updated educational modules for communities (the Kansas PRIDE Community Toolkit) to provide updated education on fiscal responsibility, developing a vision and mission, as well as volunteer nature, motivation and maintenance, which is growing in popularity.

MICHIGAN

MICHIGAN STATE UNIVERSITY

Citizen Planning Team – American Rescue Plan Act (ARPA) ●

The American Rescue Plan Act (ARPA) of 2021 established the \$350 billion Coronavirus State and Local Fiscal Recovery Fund, \$150 billion of which was earmarked for distribution to local and tribal governments. This federal stimulus creates a unique opportunity to make critical investments in infrastructure, facilities, and services to reshape Michigan communities. Regional impacts of stimulus spending will vary, but those governments that spend to build capacity and infrastructure in line with other regional investments will likely see the greatest return on investment.

What We Did: In September and October 2021, members of the Michigan Association of Regions (MAR) and MSU Extension hosted local and tribal government officials to explore Coronavirus Local Fiscal Recovery Fund spending opportunities in a regional context. The 14 regional workshops covered:

- ARPA Coronavirus Local Fiscal Recovery Fund basic rules
- Best practices and early examples of ARPA spending
- Practical considerations for contracts, accounting, and project management
- Group discussions related to regional collaboration
- Leveraging other state and federal funding and priorities

As a follow-up to the ARPA workshop series, a website was developed to host a recording of the lecture portion of the program, the presentation handout, and lists of community needs for each region. This website was shared with participants, local government officials, and over 100 nonprofit leaders.

Outcomes: This statewide workshop series had over 750 participants from many of Michigan's nearly 1,900 units of government.

On a post program survey completed by 169 participants:

- 78% of respondents rated the workshop as “very valuable” or “valuable”
- 46% were elected officials, 24% local government staff, 15% appointed officials, 8% representatives of nonprofit organizations, and 8% from other organizations including regional governments and economic development consultants
- 80% gained confidence in their ability to fulfill their role in the community
- 83% felt more prepared to help their local unit of government manage ARPA funds
- 57% are more likely to pursue regional collaboration efforts
- 63% have new ideas on how to match local and regional priorities with state and federal funding initiatives

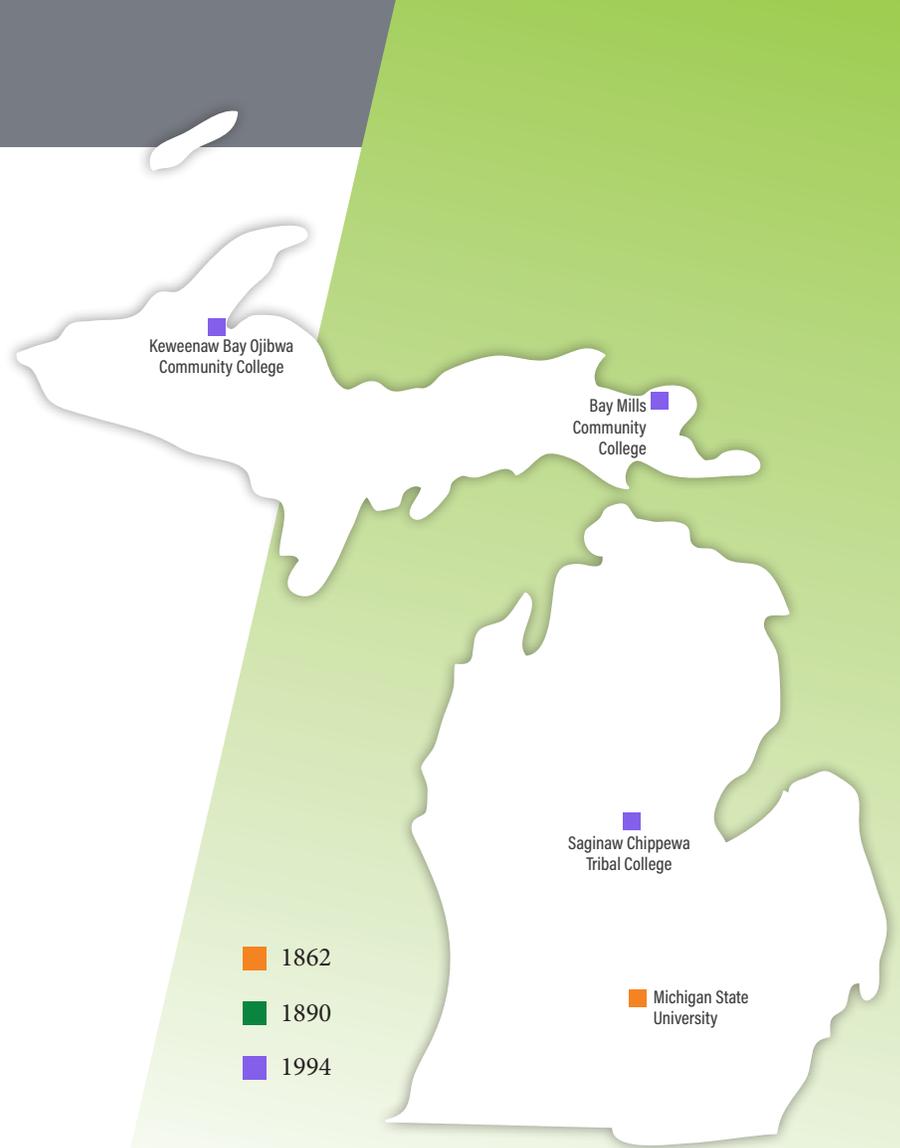
MSU Extension programs engage participants in learning best practices in planning, community development, zoning, placemaking, design, land division, public engagement, environmental protection and sustainability. The application of knowledge and skills gained from MSU Extension programs builds stronger civic infrastructure and successful communities of every size.

Relevant Links:

- <https://sites.google.com/msu.edu/arpameetings>
- <https://www.canr.msu.edu/news/michigan-workshops-on-american-rescue-plan-act-arpa-coronavirus-local-fiscal-recovery-fund>

IMPACT INDICATORS

Number of participants reporting new leadership roles and opportunities undertaken	157
Number of business plans developed	7
Number of community or organizational plans/policies developed	120
Number of community or organizational, plans/policies adopted and/or implemented	33
Number of businesses created	15
Number of jobs created	475
Number of jobs retained	826
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$761,989
Number of volunteer hours for community generated work	12,302
Dollar value of grants and resources leveraged/generated by communities	\$6,069,612
Dollar value of resources leveraged by businesses	\$46,844,097



MICHIGAN STATE UNIVERSITY | Extension

Michigan State University Extension
 446 W Circle Drive #102
 East Lansing, MI 48824
 Phone: (517) 335-2308
 Online: <https://www.canr.msu.edu/outreach/>

Citizen Planner Program ●

MSU Extension's Citizen Planner Program provides a unique program to learn the fundamentals of planning and zoning. Thousands of Michigan residents have graduated from the MSU Extension Citizen Planner Program since 1999. In 2021, 91 people participated in the Citizen Planner Program via Zoom and 206 individuals completed the self-paced Citizen Planner Online (CPO) program. Citizen Planner is a 6-week program with approximately 18 hours of instruction led by MSU Extension educators. CPO is an online, self-paced version of the program that takes approximately 15 hours to complete.

MINNESOTA

UNIVERSITY OF MINNESOTA

Advancing Equity in Rural Minnesota ●

Since 2019, the Extension Center for Community Vitality has partnered with two south central Minnesota nonprofits to host a statewide Rural Equity Summit to highlight strategies for strengthening racial equity and social justice. In May 2021, the Summit planning team organized a Ripple Effects Mapping (REM) evaluation to document the impacts of the Summit to date. Four core themes emerged from the process:

Creating a support network for equity and social justice work. Participants shared insights about the way the Rural Equity Summit has not only built relationships, but has created a support network that was strengthening their work.

Expanding equity and social justice work in communities. Participants shared many examples of ways they had taken insights and connections from the Summit and expanded equity and justice work in their own communities into new sectors, such as law enforcement and the arts.

Changing how we each think and act. The Summit led participants to strengthen self-awareness, increase empathy and awareness of others, increase their overall knowledge of race and equity issues, as well as take personal actions to promote equity.

Navigating challenges and opportunities. There were comments about the difficulty of the work, time commitment and communication challenges during the pandemic, and the challenges of working with audiences that resist thinking about racism and its impacts.

After two years of conducting the Summit, it is clear that the event has become an important catalyst for change efforts in the region.

Understanding the Impact of COVID-19 on Latino-owned Businesses ●

The COVID-19 pandemic has had sweeping economic repercussions, and growing evidence shows it has had disparate effects on people of color, especially in terms of access to government aid. To measure the economic impact of the pandemic on Latino-owned businesses in Minnesota, Hispanic Advocacy and Community Empowerment through Research (HACER) and University of Minnesota Extension conducted a survey to better understand how these businesses have fared since the pandemic's onset.

The research aimed to provide insight into the situation facing Minnesota's Latino business owners, their ability to weather the ongoing storm, and how the pandemic's effects on Latino businesses have rippled throughout the economy. The limited number of survey responses cautions against generalizing the findings, but the results do provide some useful information for policymakers.

Key Findings:

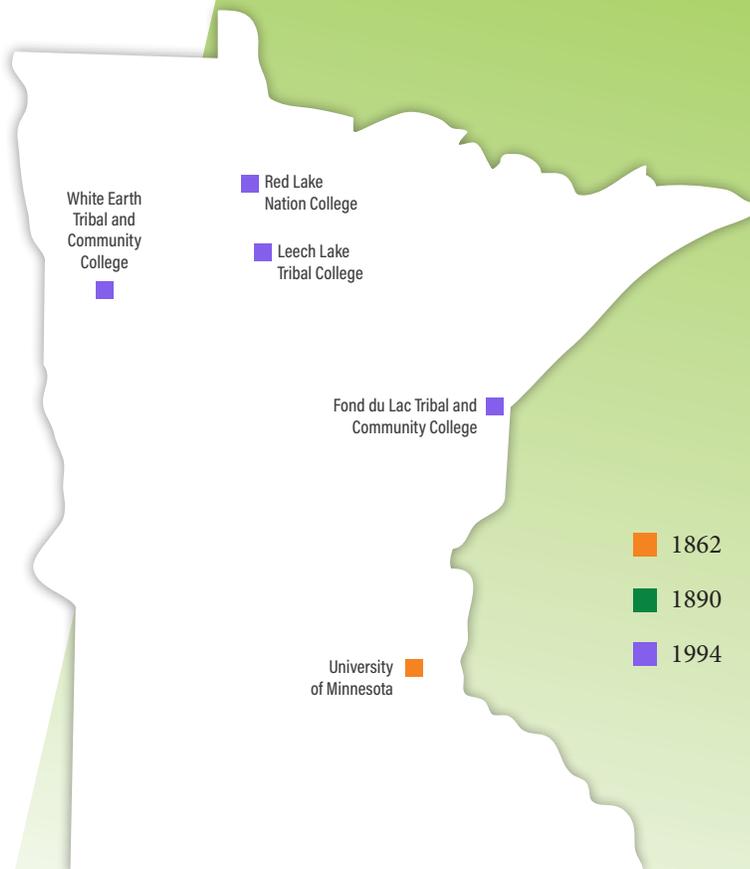
- Latino-owned firms in Minnesota are slightly more likely to indicate a significant negative effect from COVID-19 than the broader business community. Latino business owners reported significant (44%) or moderate (35%) negative effects on their revenue due to the pandemic, compared to 33% and 44% of all businesses.
- The pandemic created strains on the supply chain for many Minnesota firms. The survey found that 28% of Latino-owned businesses faced a reduction in the availability of main inputs from their suppliers, compared to 27% of all businesses.
- There is evidence of disparities in access to COVID-19 relief programs. A Census survey found that 73% of Minnesota businesses received the Paycheck Protection Plan, but only 45% of Latino-owned firms reported benefiting from the program.

Links to Media:

- [Impact of COVID-19 on Latino-owned firms in Minnesota](#)
- [Upcoming summit will bring rural equity advocates together](#)

IMPACT INDICATORS

Total program participants	12,758
BIPOC participants	2,513
Number of participants reporting new leadership roles and opportunities undertaken	110
Number of business plans developed	16
Number of community or organizational plans/policies developed	32
Number of community or organizational, plans/policies adopted and/or implemented	23
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$170,390
Number of volunteer hours for community generated work	2,512
Dollar value of grants and resources leveraged/generated by communities	\$380,700



UNIVERSITY OF MINNESOTA EXTENSION

University of Minnesota Extension
 240 Coffey Hall
 1420 Eckles Avenue
 St. Paul, MN 55108
 Phone: (612)-634-1222
 Online: <https://extension.umn.edu/>

Local Conversations Form Conservation Priorities ●

The Extension Center for Community Vitality facilitated trainings in 2021 for Minnesota SWCD and NRCS staff, focusing on the review of existing plans and devising a Conservation Action Plan to identify opportunities and strategies to address local priorities. Going forward, these Plans will be evaluated by the extent to which they generate real benefits for local conservation needs. Aside from the potential benefits to natural resources, conservation programs can have positive economic impacts as well, with effects often seen in the areas of production, recreation, jobs, taxes, and spending.

MISSOURI

UNIVERSITY OF MISSOURI

Creating Entrepreneurial Communities ●

The Creating Entrepreneurial Communities (CEC) conference brought together community stakeholders, business leaders, policymakers and other like-minded leaders to share and learn best practices to promote economic development, innovation, and foster entrepreneurship in their community. One of the goals of the CEC conference is to create a network of communities that support entrepreneurship and develop strong local entrepreneurial ecosystems.

The CEC Conference sessions are unique in that they are held in small businesses throughout the host community. This allows participants to see—in real time—the impact of good policymaking and implementation on the community’s entrepreneurial ecosystem. The 2021 CEC conference included sessions on: building restoration and historic preservation, working with SBDC, downtown revitalization, tourism, environmental considerations, and opportunities in economic development, among others. The 2021 inaugural conference — held in Hannibal, MO — drew 73 participants from 36 different towns across three states (MO, IA, IL).

Conference attendees provided positive feedback, and through evaluations overwhelmingly indicated that through their conference participation they increased their knowledge of entrepreneurial ecosystems, learned new concepts that they could apply in their home communities, and made new connections that will help foster economic development. Next year, the second annual CEC conference will be held in Hermann, MO, September 21-22, 2022.

Recovery Friendly Workplaces ●

University of Missouri Extension’s Labor & Workforce Development Program (LWD) partnered with colleagues from Community Health, Engagement & Outreach (CHEO) on the Rural Opioids Technical Assistance (ROTA) grant to create Recovery Friendly Workplaces (RFWs). RFWs are workplaces that foster a workplace culture that promotes employee safety, health, and well-being through strategies that provide support for managers and employees, including reducing stigma and providing recovery resources relating to the challenges surrounding substance use disorders.

This initiative began in the St. Louis area, but over the past year MU Extension has worked to promote it throughout the state by organizing community conversations in eight communities throughout the state. These conversations are intended to help employers and community stakeholders to learn more about RFWs and connect to businesses and organizations interested in creating supportive, safe environments. Although an MU Extension-led initiative, the RFW initiative has been done in partnership with the Missouri Department of Mental Health, the Missouri Hospital Association, the Missouri Chamber of Commerce and Industry, and the Missouri Rural Health Association.

More information about this effort can be found here: <https://recoveryfriendlymo.com/>

IMPACT INDICATORS

Total program participants	21,840
BIPOC participants	4,560
Number of businesses created	302
Number of jobs created	1710
Number of jobs retained	29,132



University of Missouri Extension
Whitten Hall
506 Hitt Street
Columbia, MO 65211
Phone: (573) 882-7477
Online: <https://extension.missouri.edu/>

Missouri Economy Indicators ●

Responding to the need for timely economic information at the start of the COVID-19 pandemic, MU Extension's Exceed team began producing bi-weekly Missouri Economy Indicators (MEI) in March 2020. The MEI series celebrated its second anniversary in March 2022 and through these two years there have been 42 issues over three volumes. In 2021, these two-page briefs shared insights related to *migration patterns, rural healthcare access, broadband availability and adoption, transfer payments to individuals, supply chain delays, the animal processing industry, and remote work trends*, among others. The briefs have informed local leaders, policy-makers and businesses owners across the state and attracted attention from media and the Federal Reserve system.

More information about the Missouri Economy Indicators series can be found here: <https://extension.missouri.edu/programs/exceed-community-economic-and-entrepreneurial-development/missouri-economy-indicators>

NEBRASKA

UNIVERSITY OF NEBRASKA

Connecting Communities to the American Rescue Plan Act ●

In 2021 many Nebraska communities were unaware that funds connected to the 2021 American Rescue Plan Act (ARPA) were available to help with infrastructure projects — and time was running out. Collaborating with Nebraska Department of Administrative Services, Extension Educators contacted more than 90 communities that had not applied for ARPA funds. Extra effort was needed as many small communities had no contact information for the Village Clerk, Treasurer, Board Chair or Mayor.

Seventy-three communities responded to the Educators contacts which resulted in \$1.6 million secured in additional funds for community infrastructure improvements. In the end, all but 18 of Nebraska's 531 communities claimed funds.

“Extensions work in reaching 90 rural communities helped secure an additional \$1.6 million that will help these small rural communities become more resilient in the future,” said Lee Will, State Budget Administrator.

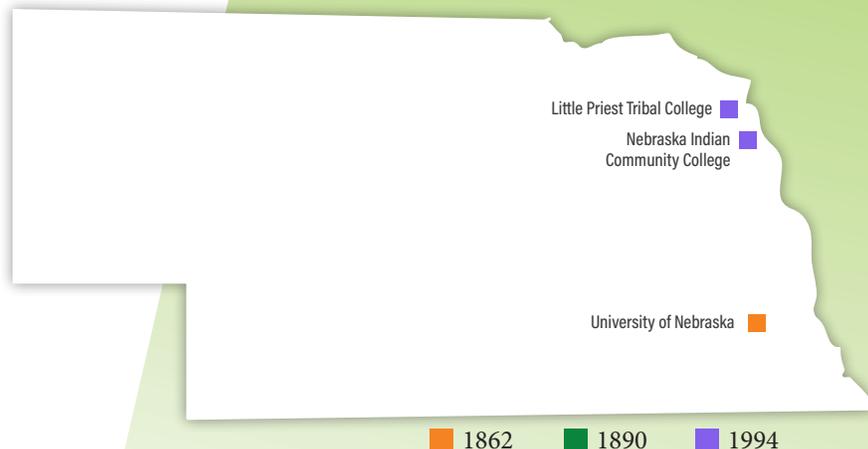
Economic Preparation ●

The road to economic prosperity can look different to every family and to every community. Nebraska Extension takes a multi-faceted approach, working with a variety of groups and situations in ways that are customized to specific needs.

- The Nebraska Cooperative Development Center **works with groups to start or retain a variety of businesses**. In 2021 the Center saw an increase in groups interested in supporting local grocery stores.
[A Community of Cooperation: Lynch Opens Cooperative Grocery Store | Rural Prosperity Nebraska \(unl.edu\)](#)
[A Day in the Life of a Co-op — Rural Prosperity Nebraska \(YouTube\)](#)
- In 2021, Nebraska Latino entrepreneurs attended the first **Latino Small Business Conference**, offered in both Omaha and Grand Island. Topics included accessing resources, bookkeeping, marketing and retirement planning.
<https://nebraska.tv/newsletter-daily/the-first-ever-latino-small-business-conference-was-a-success-according-to-organizers-grand-island-omaha-spanish>
- **MarketMaker**, a free, searchable database was launched by Nebraska Extension, to increase connections between local producers of fruit, vegetables, meat, fish, herbs and other foods with a variety of in-state customers.
<https://ruralprosperityne.unl.edu/marketmaker>
- **Tribal food sovereignty** is a high priority for the Omaha tribe. Nebraska Extension partners with tribal communities in rural and urban areas to help them grow healthy traditional food for both the benefit of their families and economic development. These partnerships weave traditional growing and gathering practices with Nebraska Extension horticultural techniques.
<https://nativecoalition.unl.edu/>

IMPACT INDICATORS

Total program participants	22,843
BIPOC participants	4,293
Number of participants reporting new leadership roles and opportunities undertaken	98
Number of business plans developed	14
Number of community or organizational plans/policies developed	11
Number of community or organizational, plans/policies adopted and/or implemented	13
Number of businesses created	117
Number of jobs created	115
Number of jobs retained	13
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$108,966
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$218,816
Number of volunteer hours for community generated work	7667
Dollar value of efficiencies and savings	\$60,000
Dollar value of grants and resources leveraged/generated by communities	\$972,035
Dollar value of resources leveraged by businesses	\$843,800



1862 1890 1994



Nebraska Extension
 211 Agricultural Hall
 Lincoln, NE 68583
 Phone: (402) 472-2966
 Online: <https://extension.unl.edu/>

Latino Small Business Conference ●

Vibrant rural communities that encourage entrepreneurship, diversity, innovation, and investment are essential to the economic health of the entire state. In 2021, Nebraska Latino entrepreneurs attended the first Latino Small Business conference, offered in both Omaha and Grand Island. The conference was designed so that participants could receive information in Spanish with plenty of time to network and learn from each other. Topics included accessing resources, bookkeeping, marketing, and retirement planning.

<https://nebraska.tv/newsletter-daily/the-first-ever-latino-small-business-conference-was-a-success-according-to-organizers-grand-island-omaha-spanish>

NORTH DAKOTA

NORTH DAKOTA STATE UNIVERSITY

Lead Local ●

Lead Local is a training for aspiring, elected, and appointed leaders serving on boards, councils, and committees. One major issue facing rural communities is the limited number of community members serving as a leader in the community. Lead Local is a locally driven leadership program focused on empowering individuals who have never served in any kind of leadership capacity to helping a seasoned leader utilize new resources to better serve their board or council. This interactive training has been wildly popular with 71 participants completing the program in 2021.

Helping Build Tomorrow's Leaders ●

Youth who are inspired to become leaders and are motivated to be civically engaged throughout their lifetime become adults who live, work and invest in their communities. The Building Tomorrow's Leaders (BTL) program helps shape the leaders of tomorrow.

BTL was developed in partnership with North Dakota Department of Public Instruction to bring a civic engagement program into high schools across the state. The program consists of eight modules: Principles of Leadership, Effective Communication, Effective Meetings, Career Preparation, Leadership Etiquette, Managing Conflict, Community and State Exploration, and Project Management.

The program empowers students to get involved in school and civic organizations, build confidence, and strengthen leadership skills. Projects to benefit a school complete the program. Four schools implemented the program. In addition, the Northeast Regional Education Association offered a live or on demand virtual event with six schools and a total of 144 youth participating.

Increasing Leadership Capacity in Soil and Water Conservation ●

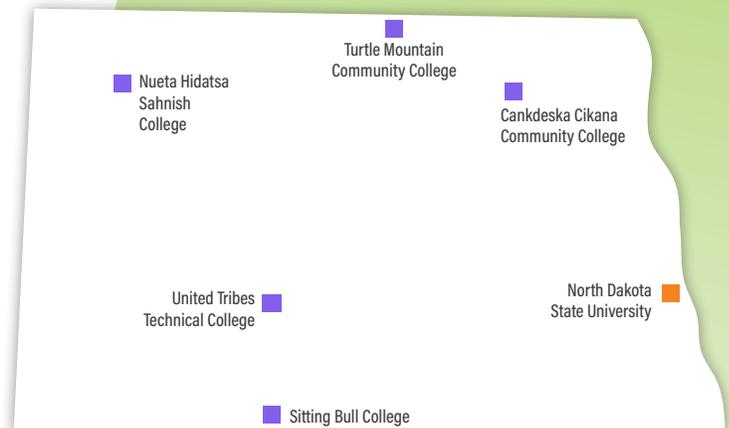
North Dakota needs more local leaders, but effective leadership takes training, mentorship, and practice. The Soil and Water Conservation Leadership Academy (SWCLA) was created to address this need. The SWCLA enhances participants' abilities to lead conservation programs that protect water quality, reduce erosion, support wildlife populations, and ensure the long-term productivity of our farms and ranches. The program is designed to help Soil Conservation Districts (SCDs) improve their planning, partnering, outreach, and conflict resolution skills. The academy also emphasizes the role that diversity plays in increasing the effectiveness, creativity, and adaptability of an organization.

Since 2018, this academy has increased the leadership capacity of 316 conservation leaders in North Dakota. These academies have reached participants from 52 of North Dakota's 54 SCDs across the state, including elected or appointed supervisors of 47 districts. As such, the SWCLA has helped prepare SCD leaders to achieve the following results and more in 2021:

- Presented conservation and ag-literacy educational programs to over 13,000 K-12 students and 350 college students.
- Seeded over 4,000 acres of cover crops and nearly 5,000 acres of grasslands for soil health, livestock forage, and wildlife habitat.
- Provided conservation-based workshops, programs, and field days to nearly 8,000 attendees.
- Planted over 700 miles of erosion-reducing windbreaks, including over 47,000 hand-planted trees.

IMPACT INDICATORS

Total program participants	4,966
BIPOC participants	35
Number of community or organizational plans/policies developed	9
Number of businesses created	1
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$43,038



1862 1890 1994

NDSU

EXTENSION

NDSU Extension
1230 Albrecht Boulevard
Fargo, ND 58102
Phone: (701) 231-8944
Online: <https://www.ndsu.edu/agriculture/extension>

Transition Planning for Small Businesses ●

There is a need for succession planning for North Dakota small business, especially in rural communities. As business owners look at retiring, it is important that their essential businesses remain viable in the communities that depend on them. A proper succession plan can ensure that the owner's retirement needs are met and the business can continue to flourish in the community for years to come. Design Your Succession Plan for Business emphasizes the importance of getting started on a succession plan. It also describes how to communicate with your family, mentor a successor and choose legal, tax and financial professionals.

OHIO

THE OHIO STATE UNIVERSITY

Enhancing Broadband Access ●

Ohio State University Extension provided guidance, project management, and grant writing to enhance broadband access in Noble County. In this county, 92% of the populated area and 62% of households do not have access to minimum 25/3 Mbps speeds.

A \$50,000 technical assistance grant from The Appalachian Regional Commission with \$21,500 in matching funds from OSU Extension was implemented. The planning included broadband analysis and identification of project areas to seek implementation funding through public-private partnerships.

The broadband analysis utilized speed tests, address points, and existing middle mile infrastructure, as well as areas that were bid through the federal Rural Development Opportunity Fund for broadband deployment. Six total project areas were identified, one was selected to seek additional public funding for implementation through The Ohio Governor's Office of Appalachia "distressed" broadband funding. Noble County received a \$750,000 grant with local match of \$150,000 from local county funding. The second was selected by an ISP for application to NTIA.

Washington Electric Cooperative received a \$1.5 million ARC POWER grant matched with \$600,000 for its \$2.1 million Noble County grid modernization and make-ready for broadband deployment to upgrade 215 miles of main-line electrical routes and enable an ISP to cost effectively deploy fiber along the sparsely populated routes in the southern portion of Noble. Total planning and funding impact was \$3,271,500 across 259 miles serving an estimated 1,500 households.

Agritourism Survey Conducted ●

Agritourism farms are growing in number across the United States (Noyes, 2015), accounting for \$1 billion in sales according to the 2017 Census of Agriculture.

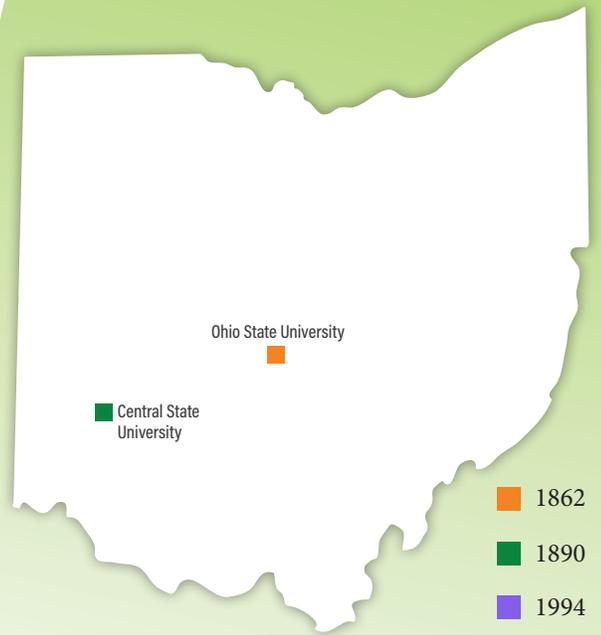
To better understand this industry in Ohio, a statewide industry survey was created and sent out for agritourism farm owners and operators to complete in summer 2021. The final report represents findings of an initial effort with the agritourism industry in Ohio, designed to better understand the industry and potential programmatic opportunities.

Results: As a result of the pandemic, operations adapted in 2020 to include the use of online ticketing, the reduction of the number of events and visitor capacity, and an increased attention to health and sanitation. Gross revenue exceeded previous levels in 2020 for most operations, and direct sales were the leading sales category of the five categories surveyed. For jobs, full-time year-round employment was reported as minimal. Most operations reported 10 or fewer seasonal employees. Of the respondents indicating they employed over 50 seasonal workers and 60 respondents reported employing between 155 and 201 seasonal employees that worked less than 6 months per year. Based on the mean hourly wage for farmworkers and laborers of \$15.16, seasonal employment for the agritourism sector which ranged from 155 and 201 employees contributed between \$1,691,856 and \$2,193,955 in personal income to Ohio's economy. Conversely, 60 Agritourism businesses reported employing between 7 to 81 full-time employees. Based on the average mean wage of \$31,530 for farm workers and laborers, full time employment for the agritourism sector contributed between \$220,710 and \$2,553,930 in personal income to Ohio's economy. Extension could best support the agritourism industry to assist with marketing via social media and website construction. Assistance via strategic planning and using trend research to inform decision making was also noted by many.

Agritourism survey results:
https://youtu.be/Vs_keQePVPU

IMPACT INDICATORS

Total program participants	18,055
BIPOC participants	1,458
Number of participants reporting new leadership roles and opportunities undertaken	314
Number of business plans developed	5
Number of community or organizational plans/policies developed	29
Number of community or organizational, plans/policies adopted and/or implemented	82
Number of businesses created	6
Number of jobs created	246
Number of jobs retained	1,772
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$11,461
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$69,686
Number of volunteer hours for community generated work	59,584
Dollar value of efficiencies and savings	\$232,300
Dollar value of grants and resources leveraged/generated by communities	\$6,716,856
Dollar value of resources leveraged by businesses	\$2,579,086



THE OHIO STATE UNIVERSITY

COLLEGE OF FOOD, AGRICULTURAL,
AND ENVIRONMENTAL SCIENCES

**OHIO STATE
UNIVERSITY
EXTENSION**

OSU Extension
2120 Fyffe Road
Room 3 Ag Admin Building
Columbus, Ohio 43210
Phone: (614) 292-6181
Online: <https://extension.osu.edu/>

Opioid Outreach in Rural Ohio ●

Opioid misuse and abuse continue to be a challenge in Ohio. Researchers have been involved in developing prevention and outreach programs designed to target students and their families. In addition, farm stress continues to be a problem for rural and farm families. Outreach efforts are developed and underway. In many ways the health challenges around opioids and farm and rural stress are quite similar. The programs used for these education and outreach efforts benefit both public health challenges. Mental Health First Aid for youth, teens, and adults targets schizophrenia, anxiety, depression, and suicide concerns. Other programs that are effective in helping to address these challenges include Trauma Informed Care and Generation Rx.

SOUTH DAKOTA

SOUTH DAKOTA STATE UNIVERSITY

Strategic Planning Process Leads to Shared Direction ●

SDSU Extension Community Vitality offers strategic planning to organizations and communities across the state. Using the process of Appreciative Inquiry, we help groups examine their values, write vision and mission statements, and work to develop goals to be accomplished in roughly 1-3 years.

From 2018-2021, nearly 20 plans were developed through both in person and online programming. In fall 2021, an evaluation conducted by Benchmark Data Labs in South Dakota, reached 10 groups by survey and 12 individuals by phone interview and concluded the following qualitative data:

- Participants felt that staff were well versed in how to conduct a strategic planning process for their community and came well prepared.
- Participants gave high praise for the facilitation techniques and approachable demeanor employed by SDSU staff. Many felt that this made SDSU staff better equipped to conduct strategic planning in rural South Dakota than other entities.
- Many organizations reached by SDSU Extension would otherwise not be able to afford strategic planning.
- Many participants valued how SDSU Extension staff took notes and prepared a final written strategic plan for the organization to implement. Some felt that without an external facilitator to focus on this task, their organizations would not translate discussions into action plans.

Leaders often elaborated on a list of projects and policies that were developed, implemented, and completed during phone interviews. By taking these leaders through a structured planning process, the group gained a clear direction that has proved fruitful in moving them forward in a productive manner.

Energize! Conference Attracts Rural Leaders ●

SDSU Extension Community Vitality has hosted four annual *Energize!* Conferences, exploring rural innovation in a rural community. Modeled after the *Connecting Entrepreneurial Communities* conference in Michigan, up to 150 people attend each year from communities under 5,000 population in South Dakota.

The two-day event rotates to different rural locations each year. Communities must apply to become a host, and provide a strong local steering committee willing to assist Extension with preparation.

Highlights of the conference include a nationally known keynote speaker and breakout sessions led by rural leaders held inside local businesses. The host community spotlights their local flavor at a casual evening event.

Participants track their spending in the host community during the conference. Economic impact documented has ranged from \$22,000 – \$35,000. Host communities gain exposure as a destination, as well as confidence to host large conferences.

- A first-time resource provider said, “We loved the conference and will be back. We try to reach rural people through online marketing, and by coming here were able to reach them personally in two days!”
- A participant who regularly comes to *Energize!* said, “Keep up the good work. I love coming to these conferences. It gives me energy to keep going in our community.”

This conference continues to be a sought-after rural leader event for networking, sharing ideas, and learning from “experts” in the field. SDSU gains new interest in programs and connections in rural communities following each conference.

IMPACT INDICATORS

Total program participants	1,714
BIPOC participants	315
Number of participants reporting new leadership roles and opportunities undertaken	22
Number of business plans developed	9
Number of community or organizational plans/policies developed	10
Number of community or organizational, plans/policies adopted and/or implemented	8
Number of businesses created	1
Number of jobs created	4
Number of jobs retained	5
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$2,141
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$7,384
Number of volunteer hours for community generated work	960
Dollar value of grants and resources leveraged/generated by communities	\$90,000



**SOUTH DAKOTA STATE
UNIVERSITY EXTENSION**

SDSU Extension
1148 Medary Avenue
Brookings, SD 57007
Phone: (605) 688-6729
Online: <https://extension.sdstate.edu/>

AgritourismSD Class Focuses on Growth ●

AgritourismSD kicked off its first two-year class, May 2021, providing an intensive educational program to help South Dakota agricultural producers think through new lines of revenue for their farms and ranches. *AgritourismSD* focuses on five areas — tours, accommodations, education, events, and local foods. Participants learn through study trips, interactive workshops, case studies, web-based interaction, and networking.

Halfway into the class, participants from the Black Hills region wrote and received grant funds focused on group marketing of their enterprises. The South Dakota Department of Tourism, an integral partner, is ready to add these new agritourism enterprises to statewide promotional materials.

WISCONSIN

UNIVERSITY OF WISCONSIN-MADISON

Supporting Small Businesses and Entrepreneurs ●

Wisconsin communities rely on businesses and entrepreneurs to increase overall economic well-being and quality of life. Entrepreneurs require critical information and knowledge of resources to be successful. Knowledge of these resources strengthens the local entrepreneurial networks that support existing businesses and enhance entrepreneurship. This helps increase the quantity and quality of entrepreneurial activity and leads to more high-growth companies. The state of Wisconsin is currently ranked 39th (out of 50) in the nation on early-stage entrepreneurship. Given the more than 10,000 new businesses created annually and over 130,000 existing businesses with employees, Wisconsin has no shortage of opportunities to support these critical engines of local economies, livelihoods, and wealth creation.

Extension programming and research serve as a crucial resource for local communities that are examining ways to strengthen local businesses and support entrepreneurship. Last year, 58 Extension educators, specialists, and program managers supported and delivered educational programming in 63 counties in Wisconsin. We provided research and data support to increase the quantity and quality of entrepreneurial activity, and to foster more high-growth companies. Educational programming and research covered a broad array of business sectors such as childcare, food, lodging, pharmacy, retail, and tourism. Educators and specialists completed over 100 discrete business-support related activities resulting in hundreds of local partnerships, thousands of hours working with businesses and partner organizations, and reaching over 12,000 participants. Examples of how UW Extension supports entrepreneurs are highlighted in other sections of this report.

Building Capacity of Elected Officials and Local Government ●

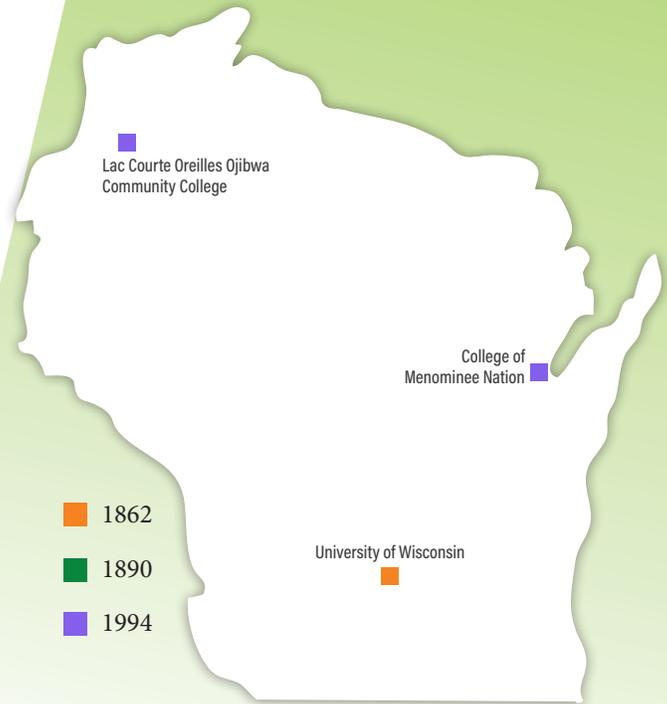
Wisconsin has close to 2,000 local governments and 10,000 local elected officials. Every year, a quarter of these elected officials are newly elected and appointed. To govern effectively and conduct day-to-day business, local elected officials must understand statutory legal, operational, and ethical requirements. These essential areas include roles and responsibilities; open and effective meetings; equity, ethics, and conflicts of interest; elections; and many other topics. Beyond the fundamentals, additional essential topics inform all of the above areas, including inclusion, diversity, equity, COVID-19 impacts, deliberative governance, and civility.

UW Extension provides workshops, consulting, and more than 45 educational programs to elected officials through its Local Government Education programs (LGE). This training helps elected officials and staff learn and meet the local and state statutory, leadership, and operational governing requirements. In 2021, LGE provided support to over 5,800 staff, elected officials, and those they represent. Our core educational programs include biannual town and village workshops, and our Local Government education webinar series, which offered 23 webinars and 10 special programs in 2021. Our evaluations confirm that participants value the content, the presentation quality, and the materials we provide which they attribute to helping them operate governments effectively.

LGE programs respond to a variety of local needs in a timely manner. For example, in 2021 LGE developed new guidance on how to conduct a Board of Review (BOR). The Board of Review is the annual process in which taxpayers are allowed to review their property tax assessment and dispute the value if they feel it is too high. Recent changes to state statute that took effect in 2022 required at least one BOR member to take training annually. In direct response, Extension staff partnered with the Wisconsin Municipal Clerks Association to support in-person and virtual training to 560 municipalities. Overall, the training and training materials (handbooks and videos) reached an estimated 2,400 BOR members and clerks, satisfying the statutory requirement for members.

IMPACT INDICATORS

Total program participants	22,942
BIPOC participants	5,953
Number of participants reporting new leadership roles and opportunities undertaken	483
Number of business plans developed	35
Number of community or organizational plans/policies developed	77
Number of community or organizational, plans/policies adopted and/or implemented	65
Number of businesses created	33
Number of jobs created	69
Number of jobs retained	154
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$89,672
Number of volunteer hours for community generated work	3,142
Dollar value of efficiencies and savings	\$143,449
Dollar value of grants and resources leveraged/generated by communities	\$9,118,000

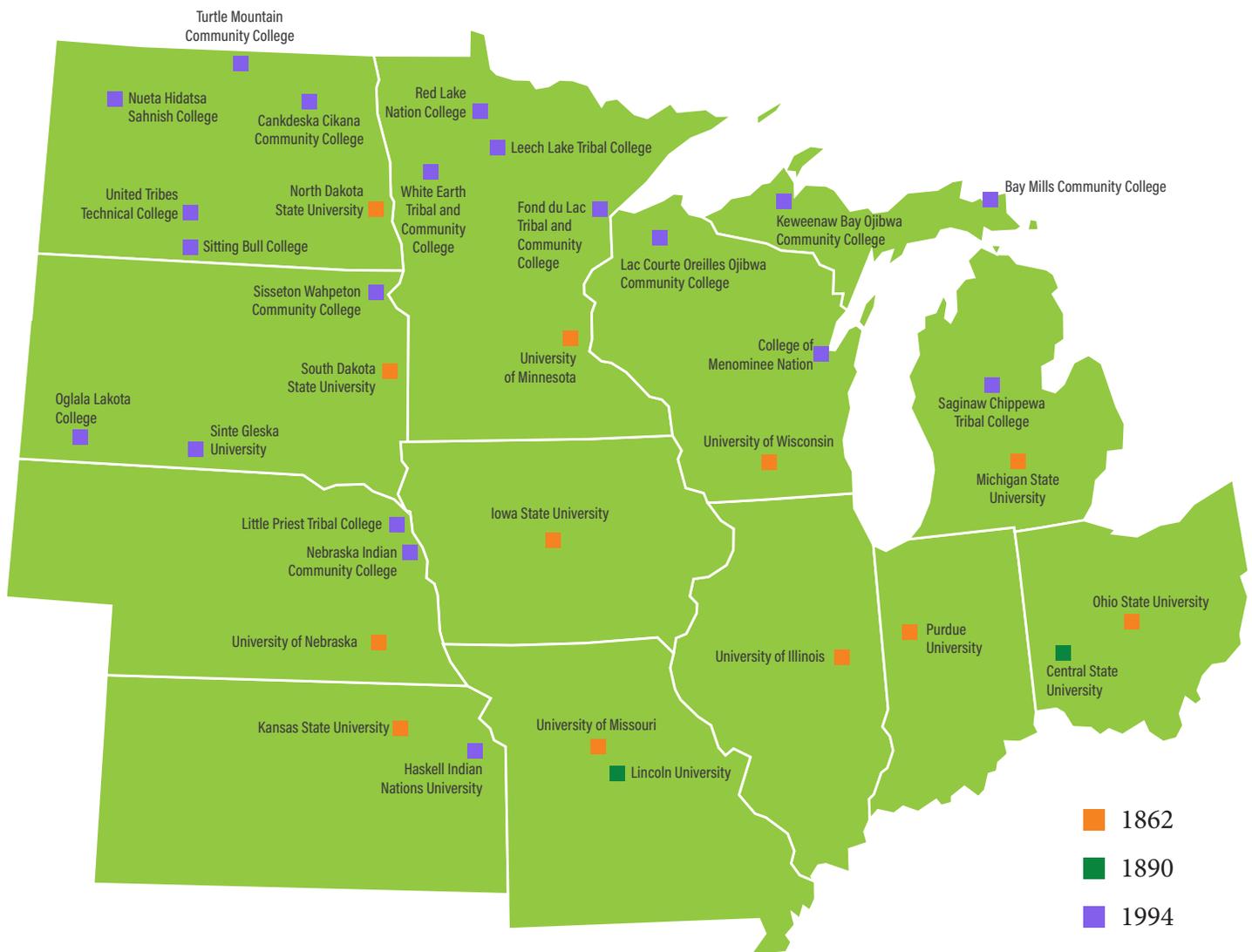


University of Wisconsin-Madison
 Division of Extension
 432 N Lake Street
 Madison, WI 53706
 Phone: (608) 263-5110
 Online: <https://extension.wisc.edu/>

Supporting Child Care Providers ●

Extension partnered with Wisconsin Small Business Development Center, the Wisconsin Early Childhood Association, the nine Wisconsin Child Care Resource & Referral Agencies, and several local economic development partners to support business development opportunities for existing and pre-venture childcare providers in an effort called the *Wisconsin Child Care Business Initiative*. The project aimed to improve or grow existing childcare business operations and help new owners chart their course to success. Nearly 650 people from 63 Wisconsin counties participated in the program, many of whom were new to childcare businesses and were interested in opening one. Participants often identified that these opportunities led to greater confidence in several aspects of business operations such as the legal implications of business startup, financial planning, recordkeeping, accounting, policy and procedures development, staff hiring, training, and professional service contracting.

Land Grant Colleges and Universities in the North Central Region



Illinois

[University of Illinois](#)

Indiana

[Purdue University](#)

Iowa

[Iowa State University](#)

Kansas

[Haskell Indian Nations University](#)

[Kansas State University](#)

Michigan

[Bay Mills Community College](#)

[Keweenaw Bay Ojibwa Community College](#)

[Michigan State University](#)

[Saginaw Chippewa Tribal College](#)

Minnesota

[Fond du Lac Tribal and Community College](#)

[Leech Lake Tribal College](#)

[Red Lake Nation College](#)

[University of Minnesota](#)

[White Earth Tribal and Community College](#)

Missouri

[Lincoln University](#)

[University of Missouri](#)

Nebraska

[Little Priest Tribal College](#)

[Nebraska Indian Community College](#)

[University of Nebraska](#)

North Dakota

[Cankdeska Cikana Community College](#)

[North Dakota State University](#)

[Nueta Hidatsa Sahnish College](#)

[Sitting Bull College](#)

[Turtle Mountain Community College](#)

[United Tribes Technical College](#)

Ohio

[Central State University](#)

[The Ohio State University](#)

South Dakota

[Oglala Lakota College](#)

[Sinte Gleska University](#)

[Sisseton Wahpeton Community College](#)

[South Dakota State University](#)

Wisconsin

[College of Menominee Nation](#)

[Lac Courte Oreilles Ojibwa Community College](#)

[University of Wisconsin](#)



PERSISTENT INNOVATION.

**NORTH CENTRAL REGIONAL CENTER
FOR RURAL DEVELOPMENT**

403 West State Street
West Lafayette, Indiana 47907

Online: <https://ncrcrd.ag.purdue.edu/>
Email: ncrcrd@purdue.edu
Phone: 765-494-8541