

**NORTH CENTRAL REGION**

**COMMUNITY DEVELOPMENT EXTENSION**

# **IMPACT REPORT**

# 2022





**NORTH CENTRAL REGIONAL CENTER  
FOR RURAL DEVELOPMENT**

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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.

The NCRCRD facilitates partnerships among Extension program leaders and community development programs at land-grant institutions in the North Central Region, including those established by the Morrill Acts of 1862 and 1890, and the Tribal Land Grant colleges funded in 1994. Led by many of our land-grant institution partners, Community Development Extension programs can be found in all twelve states of the North Central Region.

We approach our endeavors from three thematic areas:



NCRCRD is honored to support the valuable work of the North Central Region's Community Development Extension programs by publishing the annual Impact Report on their behalf. This year's report, as well as previous annual reports, can be found on the NCRCRD website at <https://ncrcrd.ag.purdue.edu/community-development/impact-report/>.

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 (NCRCRD) is one of four Regional Rural Development Centers in the United States. To learn more, visit <https://www.usu.edu/rrdc/>

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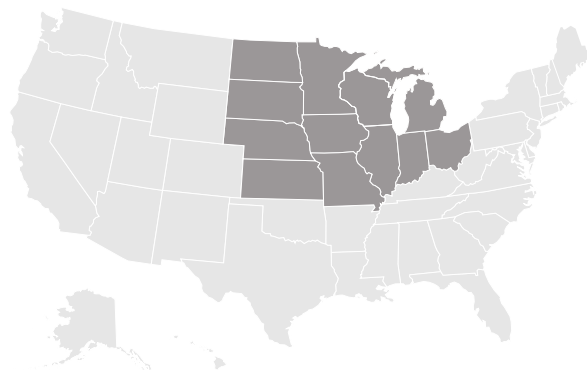
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# North Central Region

## COMMUNITY DEVELOPMENT EXTENSION

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.



### NCRCRD Thematic Area Color Coding

The impact statements in the report are color coded to recognize their connection to the thematic areas of NCRCRD’s mission. The color of the line above the impact statement title indicates the thematic area.

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

## 2022 Impact Report

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.

### 2023 North Central Program Leaders and Liaisons

David Civittolo, Ohio State University  
Mary Emery, University of Nebraska  
Lynette Flage, North Dakota 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  
Maria Marshall, NCRCRD

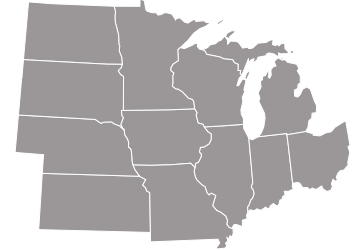
Yvonne Matthews, Lincoln University  
Stacey McCullough, University of Arkansas System  
Jaime Menon, Kansas State University  
Erin Olson-Douglas, Iowa State University  
Kari O’Neill, South Dakota State University  
Anne Silvis, University of Illinois Extension  
Jan Steen, Kansas State University  
Amber Twitty, Central State University  
Michael Wilcox, Purdue University  
Claire Wolfe, University of Missouri

# Community Development Extension 2022 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 program's outcomes to contribute to this report.

## North Central Region

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin



Number of Community Development Extension **PROGRAM PARTICIPANTS**

**549,488\***

**TOTAL**

*\* 12 of 12 states reporting*

**71,950\***

**BIPOC**

*\* 10 of 12 states reporting*



**1,257\***

Number of participants reporting **NEW LEADERSHIP ROLES and OPPORTUNITIES UNDERTAKEN**



*\* 11 of 12 states reporting*

Number of community or organizational **PLANS / POLICIES DEVELOPED**

**1,727\***



*\* 12 of 12 states reporting*



**\$57.1 MILLION\***

Dollar value of **GRANTS & RESOURCES** generated by communities

*\* 10 of 12 states reporting*

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



**145,664\***

*\* 12 of 12 states reporting*

**DOLLAR VALUE OF VOLUNTEER HOURS** leveraged to deliver programs

**\$948,941\***

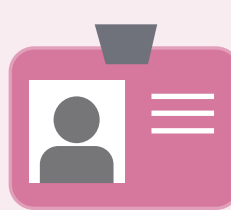
*\* 8 of 12 states reporting*



Dollar value of **RESOURCES LEVERAGED BY BUSINESSES**

**\$34.3 MILLION\***

*\* 7 of 12 states reporting*



Number of **JOBS RETAINED**

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

**3,125\***

*\* 7 of 12 states reporting*

Number of **BUSINESS PLANS DEVELOPED**

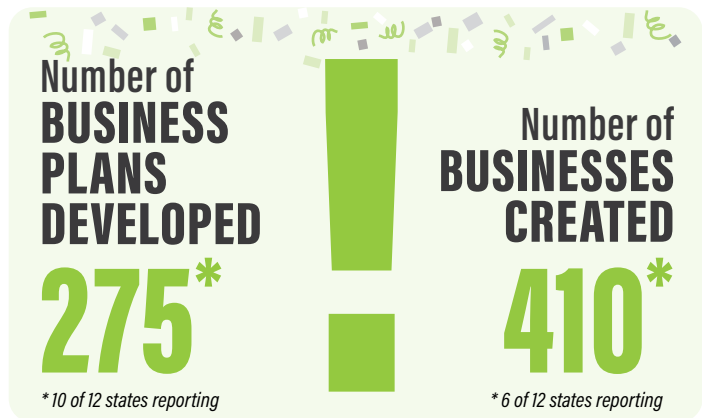
**275\***

*\* 10 of 12 states reporting*

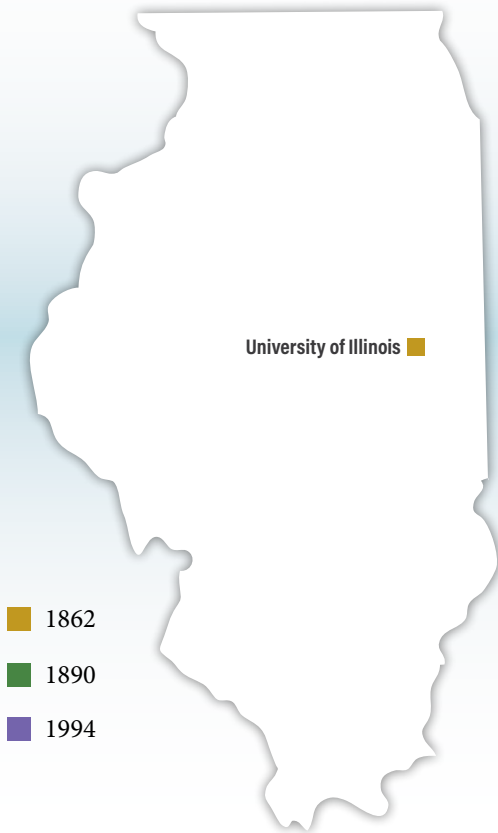
Number of **BUSINESSES CREATED**

**410\***

*\* 6 of 12 states reporting*



# ILLINOIS



## 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  
<https://extension.illinois.edu/>

### UNIVERSITY OF ILLINOIS URBANA-CHAMPAIGN

#### *Impact Indicators*

Total program participants	11,986
BIPOC participants	1,674
Number of participants reporting new leadership roles and opportunities undertaken	62
Number of business plans developed	7
Number of community or organizational plans/policies developed	31
Number of community or organizational, plans/policies adopted and/or implemented	41
Number of businesses created	3
Number of jobs created	65
Number of jobs retained	2
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$90,712
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$33,648
Number of volunteer hours for community generated work	1,772
Dollar value of efficiencies and savings	\$15,000
Dollar value of grants and resources leveraged/generated by communities	\$24,250,572
Dollar value of resources leveraged by businesses	\$187,375

#### Impact Statement Key

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

## 2022 Impact Statements

### Central Illinois Cultural Assets

With funding from an [Extension Collaboration Grant](#), the *Central Illinois' Cultural Assets: Mapping Resources, People and Meaning to Boost Community and Economic Vitality* project was conducted in Peoria to foster reflection and connection across the city's cultural ecosystem to identify strengths and opportunities, serve as a model for other communities, and to provide cartographic products based on the research of the community's cultural assets: geospatial maps, videos, and reports.

The project was designed to be inclusive, both in process and perspective. In addition to geospatial mapping, the mapping process used video-based, iterative interviews to capture individuals' reflections to curate a holistic vision around strengths and opportunities in Peoria's cultural ecosystem. The interview methodology focused on engaging underrepresented stakeholders, and on using an iterative process of listening, capturing community thoughts, sharing those thoughts through video, and listening to responses via individual conversations, focus groups, and reflection. The project encompassed non-profit, for-profit, third-sector, and other activity; a broad array of artistic and cultural forms and ways to engage with them; an array of artists and culture-bearers; and the variety of values and meaning that people ascribe to arts and culture.

The project has contributed significantly to Peoria and Illinois by fostering reflection and connections across the area's cultural ecosystem to identify strengths and opportunities, providing community research-based cultural asset mapping products that can inform local and regional community and sustainability planning, and serving as a pilot project to inform and model how cultural asset mapping can be applied in communities across Illinois.

<https://extension.illinois.edu/news-releases/art-and-culture-path-progress-and-community-development>



"Hello Peoria Building," Heather Brammeier with Bradley University students (2019-2021). Photo by Andrew Greenlee

### CREATE BRIDGES Project Helps Rural Communities Explore Economic Opportunities

The *CREATE BRIDGES* project is a partnership of the Southern Rural Development Center, Oklahoma State University Extension, University of Arkansas Division of Agriculture Cooperative Extension, and the University of Kentucky's Community and Economic Development Initiative of Kentucky (CEDIK), with funding from Walmart. New Mexico State Cooperative Extension and North Carolina State Extension joined University of Illinois Extension for Phase II of the pilot program.

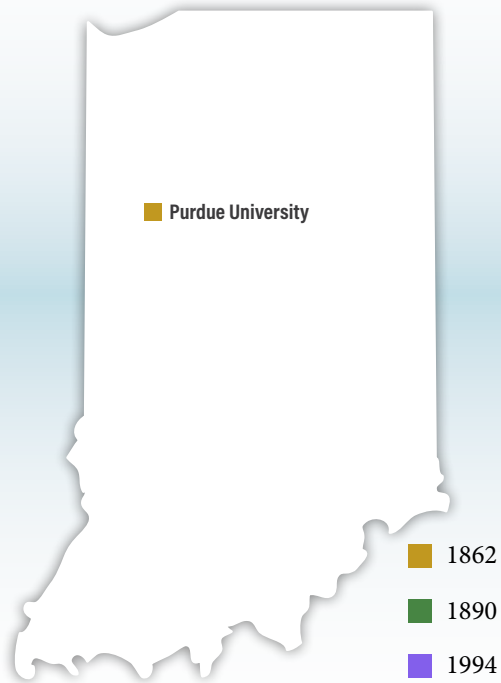
Illinois Extension received funding to help rural communities build capacity for strengthening the retail, accommodations, tourism, and entertainment sectors, which provide jobs and business opportunities that frequently boost rural economies. Counties participating include Alexander, Johnson, Massac, Pulaski, and Union, which are known for their scenic beauty, outdoor recreation, historic sites, state parks, orchards, wineries, restaurants, and unique lodging facilities amidst the backdrop of [Shawnee Forest Country](#) — the 289,000-acre Shawnee National Forest.

The Illinois project team guided the rural, economically distressed region through a comprehensive assessment process that included an inventory of retail and hospitality sector businesses, a series of community forum events, and a business retention and expansion (BRE) program to gather input on the needs of retail and hospitality sector businesses. In the final phase, the region is implementing strategies to strengthen the sectors based on the data collected.

As a result of the knowledge gained during the pilot projects in the six states, the *CREATE BRIDGES* National Team is in the process of finalizing the new curriculum so it can be shared with Extension colleagues across the United States.

<https://extension.illinois.edu/community-planning/create-bridges>

# INDIANA



Purdue Extension  
 615 Mitch Daniels Blvd.  
 West Lafayette, IN 47906  
 Phone: (765) 496-3425  
<https://extension.purdue.edu/cdext/>

## PURDUE UNIVERSITY

### *Impact Indicators*

Total program participants	1,304*
BIPOC participants	160
Number of participants reporting new leadership roles and opportunities undertaken	53
Number of business plans developed	10
Number of community or organizational plans/policies developed	78
Number of community or organizational, plans/policies adopted and/or implemented	27
Number of jobs retained	1
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$4,462
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$37,913
Number of volunteer hours for community generated work	1,467
Dollar value of grants and resources leveraged/generated by communities	\$4,415,361

\* Note: For 2022, program participants for Indiana only includes unique individuals per multi-session signature programs. In addition, all data was affected by an evaluation system transition.

#### Impact Statement Key

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



## 2022 Impact Statements

### One Block at A Time: Community-driven Planning and Equitable Adaptation through Multi-benefit Green Infrastructure

Great Lakes communities are facing multiple water-related climate challenges. Frontline communities, marginalized due to income insecurities and historic effects of redlining, are experiencing these challenges most acutely, yet have the fewest means to respond.

In Michigan City and Hammond, Indiana, neighborhoods with high social vulnerability index scores are challenged with managing complexities of flooding, extreme heat, and drought, which are coupled with social issues including food insecurity. In the Lincoln Park neighborhood of Duluth, Minnesota, residents are still recovering from a historic two-day mega-rain event in 2012 and face water challenges due to steep topography, high levels of impervious surfaces, and an increase in urban flooding events. In Erie, Pennsylvania, residents experienced multiple extreme weather events and are struggling to adjust to climate variability and uncertainty.

Purdue Extension and Sea Grant partners from Illinois-Indiana, Minnesota, and Pennsylvania formed a multi-community work team to address climate-hazards in Michigan City and Hammond, Indiana, Duluth, Minnesota, and Erie, Pennsylvania. The team developed mirrored community engagement processes tailored to the neighborhoods, leading toward implementation of *Ready for Rain One Block*. The focus is on developing community-planned public and private green and gray infrastructure projects within one city block which could be duplicated across nearby city blocks. To implement across the four communities, three project phases were developed: 1) background assessment of climate hazards and vulnerabilities, 2) community visioning, and, 3) implementation of a multi-benefit green infrastructure project.

In Indiana, the team collaborated with a community center and two gardens in Michigan City and a neighborhood farm in Hammond working with garden managers, neighbors, and site users to conduct focus groups, interviews, and site visits to collaboratively design rainwater irrigation and harvesting structures and rain garden overflow. Purdue landscape design undergraduate students assisted in designing and installing these garden sites. In Duluth, the team conducted surveys and focus groups for neighborhood urban flooding needs, and developed sites for community-led green infrastructure projects. In Erie, the team focused on building relationships with local communities through focus groups and interviews, developed 3D models of vulnerable locations, and are currently identifying a green infrastructure demonstration site. Community center and neighborhood farm managers and volunteers, and municipal and community leaders were engaged in the activities.

As a result, the Purdue Extension and Sea Grant team engaged marginalized neighborhoods, provided technical assistance and leadership, and contributed to community resilience to climate-related water challenges with the design and installation of rainwater harvesting practices and rain gardens.

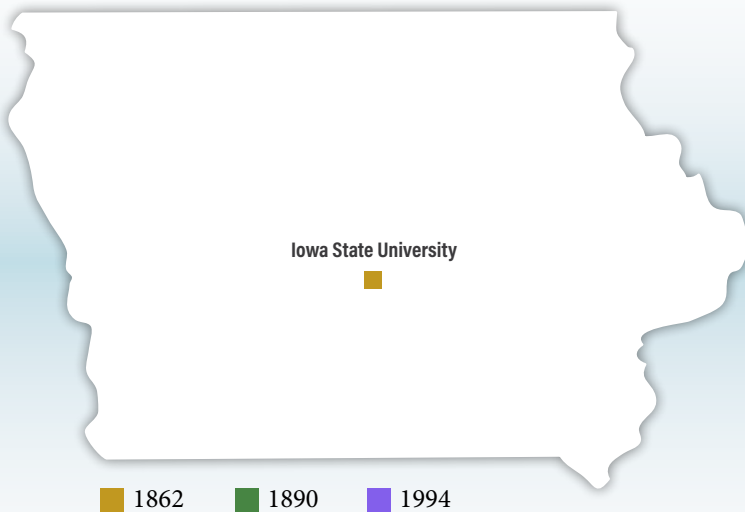
### Small Businesses Thrive by Improving and Expanding Their Online Presence

To remain competitive, rural and small businesses need a well-designed online presence. In the past few years, small businesses adopted technology at breakneck speed to adjust to pandemic conditions and survive. Salesforce stated over 70% of small and medium businesses went digital to persist through the pandemic. The majority would not have survived if they had not taken advantage of online presence strategies. Going forward, it is anticipated that many approaches to an online presence will be long-term.

Purdue Extension identified key online presence components for small businesses, and created *Expand Your Business's Online Presence* training to share strategies for entrepreneurs and small business owners. In partnership with the Indiana Small Business Development Center (ISBDC), the ISBDC covered program fees for up to 50 businesses for the online program. In the 12-module training, participants learned about websites, search engines, digital storefronts, virtual customers, email, podcasts, and social media. They learned: how to reach more customers, how to use digital transactions, how to be discovered by potential customers, and ways to improve customer online experience. Purdue Extension conducted 19 online and two in-person workshops. There were 40 entrepreneurs and small business owners from across Indiana in the workshops.

Over 90% reported the training increased their knowledge, and recommended the series to others. Applying strategies learned, they reported increased customer engagement, customer base, and sales. As a result of adopting strategies learned, employers reported they had developed plans for their business and were able to retain jobs. Purdue Extension's *Expand Your Business's Online Presence* helped small businesses and entrepreneurs apply online strategies to increase customer engagement, customer base, and sales, and to retain jobs.

# IOWA



## IOWA STATE UNIVERSITY

### *Impact Indicators*

Total program participants	104,669
Number of participants reporting new leadership roles and opportunities undertaken	80
Number of business plans developed	124
Number of community or organizational plans/policies developed	20
Number of community or organizational plans/policies adopted and/or implemented	281
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$39,930
Number of volunteer hours for community generated work	1,815

## IOWA STATE UNIVERSITY Extension and Outreach

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

### Impact Statement Key

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



*Hudson Underpass is an outcome of Community Visioning.*

“The eye opener through Community Visioning was that people realized that they were the fire ... we could work collaboratively; we could take those ideas and transform them into actual projects.”

– Ed Raber, Project Coordinator, Dubuque County

## 2022 Impact Statements

### Iowa Municipal Professionals Training Options Assist Professionals in Their Day-to-day Duties

The *Iowa Municipal Professionals Institute* (the Institute) and the *Iowa Municipal Professionals Academy* (the Academy) are an adult educational offering provided by Iowa State University Extension and Outreach in cooperation with the Iowa Municipal Finance Officers Association (IMFOA) to offer instructional sessions in a variety of educational topics to assist municipal professionals in their day-to-day duties. The *Institute* and *Academy* are the educational component to receive certification by IMFOA for municipal clerks and finance officers. The *Institute* and *Academy* are directed toward municipal professionals who recognize that education and training in the areas pertinent to local government are beneficial to the entire community that they serve.

Sessions for the *Institute* are held three times per year with two of the sessions offered virtually and one in-person session with approximately thirty courses spread across the three sessions. Eighty-five percent of participants identified change in knowledge upon completing *Institute* courses.



The *Academy* is a three-day conference held in-person in Ames, Iowa. The conference is broken down into general sessions, which are the required content for attendees and break-out sessions that attendees can choose from to provide an educational experience that is pertinent to the needs of their community and their position. Sessions are unique each year but cover in-depth, narrowed subject matter in areas such as:

human resources, city finance, legislation and state code, and social/emotional topics.

The successful completion of the required *Institute* courses for one's specific certification track fulfills the educational requirements for certification by the IIMC and the IMFOA. The *Academy* is the educational component to becoming a Master Municipal Clerk as certified by the International Institute of Municipal Clerks (IIMC). Forty-three percent (43%) of attendees received a salary increase after being awarded a Clerk or Finance Officer Certification.

A sample of the feedback received from participants:

- “Not only did I get a wage increase upon receiving my certification, but I also earned the respect of our Council and Mayor for being dedicated and interested in serving our community in a positive way.”
- “I was able to take classes that better helped my understanding of all areas of my job. I would recommend that anyone get the clerk certification.”
- “I feel accomplished knowing that I am bettering myself in my career. Having the certification behind the knowledge helps show people that hard work has paid off.”



*Belle Plaine Roadside Park: A Community Visioning outcome*

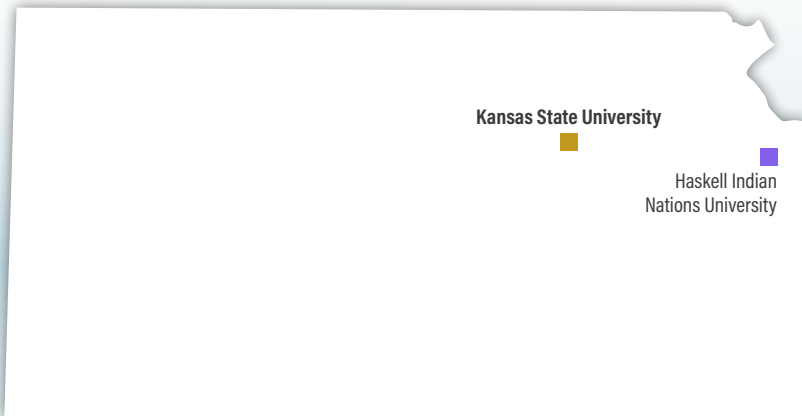
### Community Visioning Local Landscapes

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. ILR is a collaboration of the Iowa Department of Transportation, ISU, and Trees Forever. Since 1996, 258 communities have participated. Evaluation shows that 98% of visioning communities complete at least one project and 50% complete four or more.

Ten communities participated in the program in 2022 and are moving forward with project implementation. For example, the Logan, Iowa Community Visioning committee has been aggressively fundraising, obtaining a \$40,000 commitment in FY 2024 for visioning projects from the City of Logan. The committee also applied for several grants, and received \$10,000 from the Harrison County Community Foundation for way-finding signage, and \$100,000 MATCH grant from the Wellmark Foundation for a trail/safe route to school. Finally, the committee is piloting a streetscape improvement project to reconfigure on-street parking accommodating wider sidewalks and planting beds. In Riverside, Iowa, the city council is considering a network of new streets to solve a traffic-flow problem at the elementary school that was brought to the forefront in *Community Visioning Program* focus-group findings.

In 2022, the *Community Visioning Program* earned an honor award in the planning and analysis category from the Iowa Chapter of the American Society of Landscape Architects. The 2022 visioning program culminated in an annual meeting on November 3, 2022.

# KANSAS



■ 1862   
 ■ 1890   
 ■ 1994



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

## KANSAS STATE UNIVERSITY

### *Impact Indicators*

Total program participants	5,002
BIPOC participants	1,825
Number of participants reporting new leadership roles and opportunities undertaken	4
Number of community or organizational plans/policies developed	90
Number of community or organizational plans/policies adopted and/or implemented	1,159
Number of jobs created	25
Number of jobs retained	45
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$2,253,722
Number of volunteer hours for community generated work	83,875
Dollar value of grants and resources leveraged/generated by communities	\$10,689,473
Dollar value of resources leveraged by businesses	\$ 210,000

#### Impact Statement Key

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

## 2022 Impact Statements

### 2022 National Rural Grocery Summit

Rural grocery stores drive cultural identity, local economies, and public health. Unfortunately, due to decades of consolidation in the grocery industry, keeping a rural grocery store open is becoming harder and harder. Low profit margins, declining population, shrinking market power for rural grocery stores means that creative thinking is necessary. In June 2022, the Rural Grocery Initiative hosted the *National Rural Grocery Summit* to bring together rural grocery and food access stakeholders from across the country to learn from and strategize about sustaining rural grocery stores and improving rural access to healthy foods.

A five-member steering committee made up of a cross-section of local, state, and national perspectives, was assembled to define the focus of the summit and execute a plan. In total, nearly 50 presentations were given over the two-day event including 16 breakout sessions, four keynote presentations, one documentary screening, and five posters shared at the poster session.

Keynote presenters included a rural grocer who shared best practices in his regional chain, a policy expert who articulated the impact and opportunity anti-trust policies pose for rural grocery, a rural advocate who illustrated the social fabric a rural grocery store weaves within its community, and a panel of rural grocers who are entering uncharted territory with a new model of grocery distribution. Breakout session presentation topics ranged from rural grocery best practices to local sourcing and healthy eating interventions.

The *National Rural Grocery Summit* attracted 214 individuals from 35 states and Washington DC. Attendees represented a wide variety of rural grocery stakeholders — rural grocers, nonprofit leaders, extension professionals, governmental agency representatives, funders, business leaders, food suppliers, and more. In response to an online survey sent to attendees, the overall quality of the *Summit* was rated as 4.53 out of 5. The following is a sample of participant feedback received:

- *I returned encouraged, excited, and determined to continue the important work of feeding our communities.*
- *This was a very refreshing summit because it dealt only with rural stores. Many conferences include all situations and make the small rural businesses feel so insignificant. This was a very comfortable meeting to attend with almost all of the information presented being helpful to us.*
- *This was a FANTASTIC conference. I felt like this was a great opportunity to share my work and learn from so many other incredible people working in this space.*

Upon conclusion of the *Summit*, the complete agenda with linked presentation files were uploaded to the [summit webpage](#) where they will remain available to all.

The 2022 *National Rural Grocery Summit* provided a unique opportunity for colleagues across the country to convene, learn, and network around the issues of rural food access, grocery, and community vitality.



### Facilitation Initiative

To ensure inclusive conversations, Kansas State Research & Extension (KSRE) embarked on a *Facilitation Initiative*, training 22 facilitators in the Spring of 2022. The Team immediately began applying these skills and utilized facilitation in a more concerted manner to engage stakeholders and help groups set and meet goals.

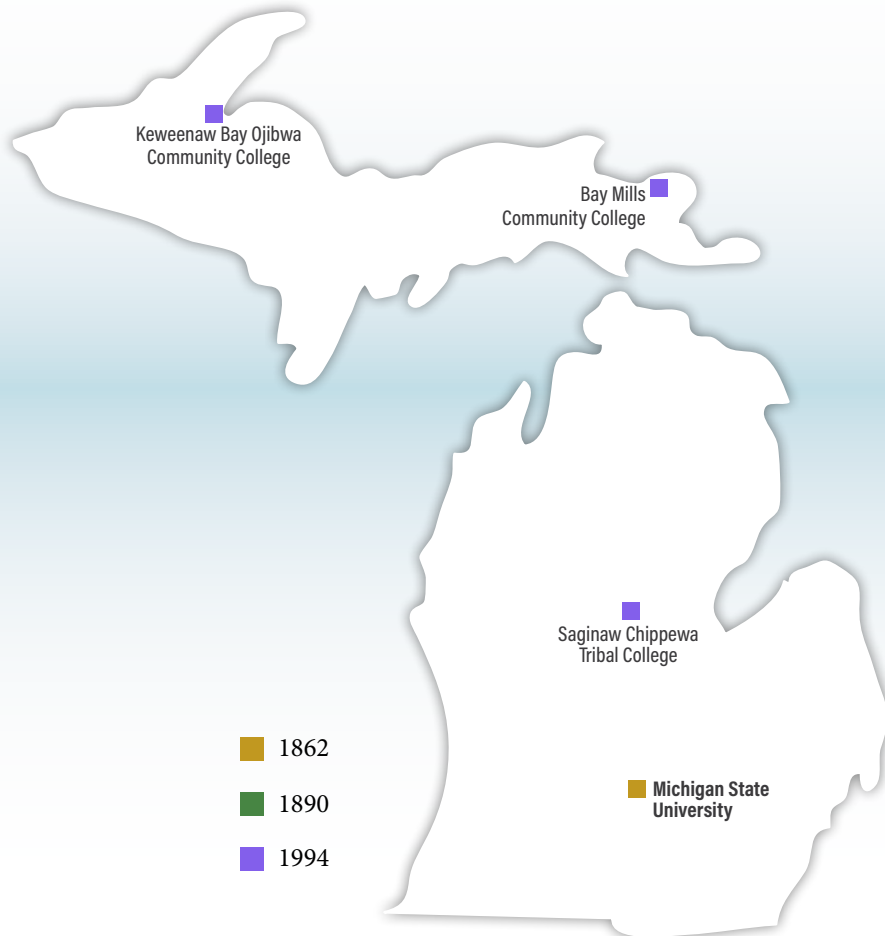
The team facilitated 77 dialogues and more than 200 meetings during the program year. Facilitated dialogues, those where a team member was called in to be a neutral facilitator with a specifically designed process, reached more than 638 stakeholders across the state. More than 948 stakeholders participated in meetings where the facilitation team utilized their skills. These stakeholders included community groups, KSRE transdisciplinary teams, 4-H youth, coalition boards, county government, KSRE Program Focus Teams, youth not affiliated with 4-H, Fair Boards, corporations, and businesses.

The team invested an estimated 1,200 hours in preparing, presenting, and following up on their facilitation efforts.

#### Successes:

- The work of one trained facilitator assisted Caney in completing a Housing Assessment Tool for the State that incorporated community meeting input into their report. The facilitator created a safe space where frustration levels decreased and the decision-making process became easier because all views could be seen.
- The facilitated dialogue conducted by a trained facilitator created a process that allowed the Southwind District Executive Board members and agents to chart a path everyone could agree on to fill open program assistant and agent positions.

# MICHIGAN



## MICHIGAN STATE UNIVERSITY | Extension

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

### MICHIGAN STATE UNIVERSITY

#### *Impact Indicators*

Total program participants	298,712
BIPOC participants	54,465
Number of participants reporting new leadership roles and opportunities undertaken	304
Number of business plans developed	28
Number of community or organizational plans/policies developed	85
Number of community or organizational plans/policies adopted and/or implemented	5
Number of businesses created	47
Number of jobs created	170
Number of jobs retained	171
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$338,734
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$513,792
Number of volunteer hours for community generated work	28,465
Dollar value of efficiencies and savings	\$34,000
Dollar value of grants and resources leveraged/generated by communities	\$4,700,000
Dollar value of resources leveraged by businesses	\$30,000,000

## 2022 Impact Statements

### Expanding Equitable Access to Mobile Food Business Development Resources for Spanish Speaking Entrepreneurs in West Michigan

**Relevance:** Food entrepreneurs have challenging schedules. Online and on-demand course offerings can often serve as the best ways to provide this audience with information. In the early months of 2022, the Michigan State University Extension Product Center launched a *How to Start a Food Truck Business* online course in English, which is offered at no charge to the public. This course features speakers from the Kent County Health Department on licensing, the Grand Rapids Food Truck Association on business planning and best practices, Prep Space Kitchen on commissary kitchens, and Grow on business financials and financing. By the end of 2022, almost 300 people registered for this online course. Product Center educators received a significant number of requests from Spanish speaking individuals to offer the successful course in Spanish.

**Response:** With grant support from the Wege Foundation and Carlos Sanchez, a Latinx business development specialist with Ferris State University contracted as the Spanish speaking instructor, Product Center staff modified the original, online course into a four-session, in-person workshop series. Grant funding also covered the cost of document translation, catering from food trucks, and room rental at the Hispanic Center of West Michigan.

**Results:** The pilot series was planned for 20 participants and 26 people ended up attending. Two participants drove over two hours each week to attend, sharing that Spanish resources for food truck businesses were not available where they lived. Guest speakers during the series included representatives from: the Kent County Health Department, the Grand Rapids Fire Department, Grow, Michigan Woman Forward, the Grand Rapids Food Truck Association, and the Hispanic Chamber of Commerce.

Each week an evaluation form was requested of participants, and every week over 90% of participants said they found the information valuable and they planned to use it in their planning for their mobile food business.

### Helping Homeowners Stay in Their Homes after Financial Hardships from COVID-19

**Relevance:** The Homeowner Assistance Fund (HAF) is a \$9.961 billion federal program to help our country's most vulnerable homeowner households who are behind on their mortgages and other housing-related expenses due to the impacts of COVID-19. The purpose is to prevent mortgage delinquencies and defaults, foreclosures, loss of utilities or home energy services, and displacement of homeowners experiencing financial hardship after January 21, 2020. The HAF program was included in the American Rescue Plan Act and is overseen by the U.S. Treasury Department.

The U.S. Department of Treasury notified the Michigan State Housing Development Authority (MSHDA) on April 14, 2021, that it will allocate \$242,812,277 to the State of Michigan to establish the Michigan Homeowner Assistance Fund (MIHAF). This number was based on unemployed individuals and the number of mortgagors with delinquent mortgage payments. Applications opened to the general public on February 14, 2022.

**Response:** Michigan State University Extension financial and homeownership educators assisted homeowners with the online MIHAF application upon request. Many of these homeowners did not have technology skills to self-apply and upload electronically required documents. The educators also provided follow-up to check their MIHAF status and communicate as needed until a decision was made on their application.

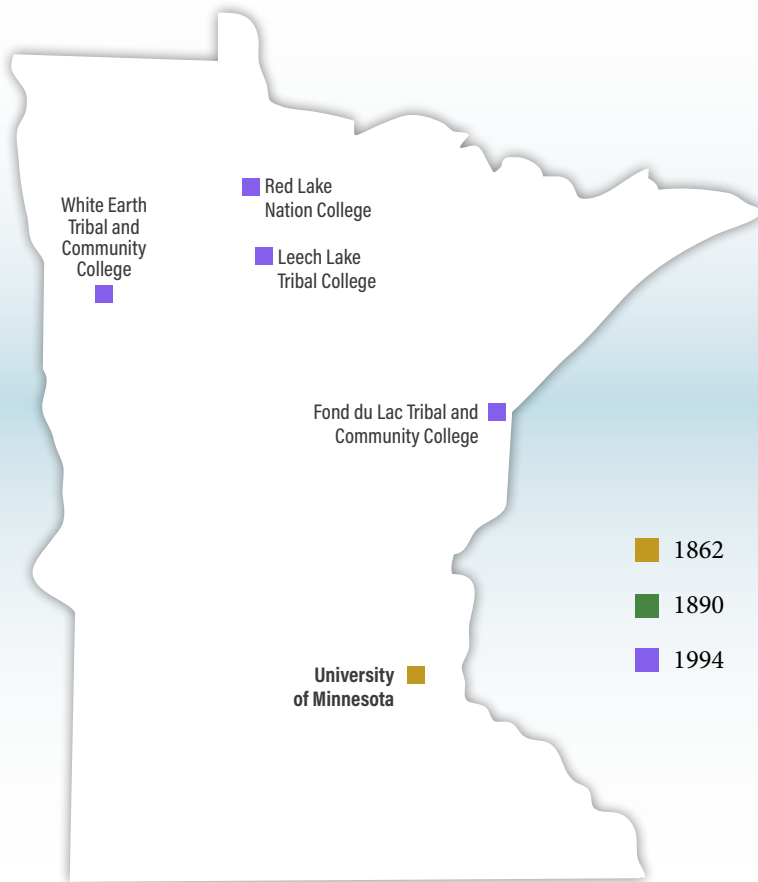
**Results:** As U.S. Department of Housing and Urban Development (HUD)-certified housing counselors, the MSU Extension educators also provided in-depth mortgage counseling to homeowners, including communicating with their mortgage servicers and submitting mortgage assistance applications. These educators also worked closely with many county treasurers who referred homeowners facing foreclosure for delinquent property taxes. This work partly fulfilled requirements for HUD, Housing Education Program (HEP), Housing Stability Counseling Program (HSCP) and MIHAF grants with the state agency partner, MSHDA.

In 2022, MSU Extension educators assisted 303 Michigan homeowners with their MIHAF applications across 21 Michigan counties, with 182 homeowners getting approved for MIHAF assistance.

#### Impact Statement Key

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

# MINNESOTA



## UNIVERSITY OF MINNESOTA EXTENSION

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### UNIVERSITY OF MINNESOTA

#### *Impact Indicators*

Total program participants	11,906
BIPOC participants	3,143
Number of participants reporting new leadership roles and opportunities undertaken	201
Number of business plans developed	20
Number of community or organizational plans/policies developed	43
Number of community or organizational plans/policies adopted and/or implemented	36
Number of businesses created	5
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$387,960
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$126,776
Number of volunteer hours for community generated work	3,613
Dollar value of efficiencies and savings	\$200,000
Dollar value of grants and resources leveraged/generated by communities	\$226,000



## 2022 Impact Statements

### Leadership Refresher Series Reaching Local Audiences in Innovative Ways

Many Minnesota communities are experiencing leadership shortages, but not because people are unwilling to serve. Research by Ben Winchester, Extension rural sociologist, has shown that there is simply a greater demand for leadership in community positions than there are available leaders. The need to support and encourage people to lead in rural Minnesota was unfortunately amplified by the COVID-19 pandemic.

In response to these trends, University of Minnesota Extension created the online *Leadership Refresher Series* as a new way to engage adult learners and provide condensed leadership education to support both emerging and established community leaders. Educators designed the series with theories of microlearning and cognitive load in mind, helping learners to process information in manageable chunks that could be applied immediately. The series was delivered in five, thirty-minute online sessions with a goal of increasing leadership confidence, competence, and connections. Topics covered in the sessions included navigating conflict, emotional intelligence, and managing biases, among others.

A recent evaluation of *Refresher Series* participants found that 97% (out of 92 respondents) believed the series had strengthened their leadership skills, while 95% felt more confident as a leader as a result of their participation. 61% of respondents reported that they felt encouraged to contribute more energy to community projects, including pursuing higher leadership roles, contributing more at meetings and other gatherings, stepping up to facilitate project teams, and working toward purchasing a local business.

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"It's very rare for churches and government entities to be at the same table. Because of this work, we are having conversations we haven't had. Connections made with people we didn't know. Because we were part of WCP, we reached out to the school to see if there were Hispanic students who wanted to be connected. We were connected to three students who are part of this group that meets bi-weekly — we meet at the high school so they can attend."

– Quote from a follow-up interview with a Blue Earth, Minnesota community leader about Extension's Welcoming Communities Program (WCP)

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### Telecommuting Study Strengthens State Government Climate Change Planning

Work-at-home orders during the COVID-19 pandemic resulted in drastic reductions in traffic congestion. To aid in future highway planning and inform state telework policies, the Minnesota Department of Transportation (MnDOT) contracted with Extension's Tourism Center to study telecommuting habits during the pandemic in order to better forecast future transportation demand.

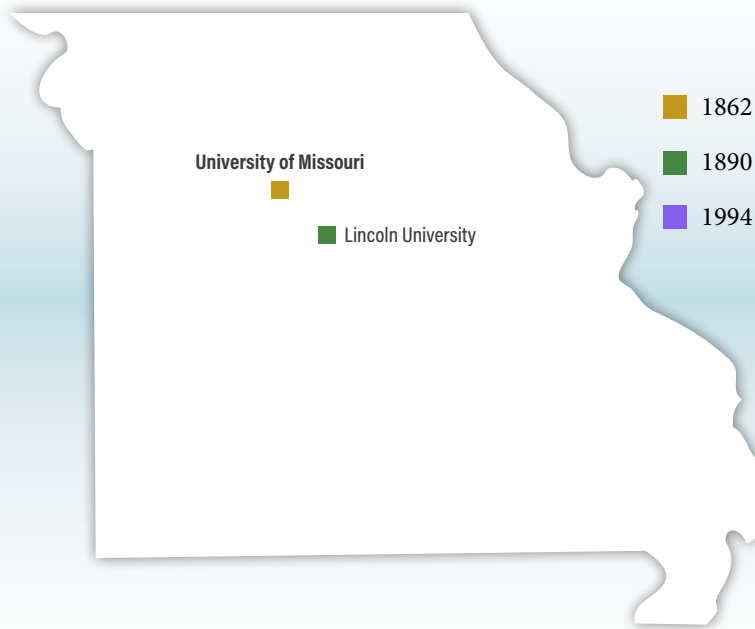
Extension Tourism Center researchers designed an in-depth study to understand both worker and employer perceptions on telecommuting during and after the pandemic. They first conducted six focus groups of human resources professionals from a variety of organizations representing different geographic locations within Minnesota. The focus group findings, along with a review of relevant scientific literature, encouraged the research team to develop separate online surveys for employers and employees regarding their experiences, perspectives, and expectations for teleworking post-COVID.

Both the focus group and survey findings have contributed to regional economic development planning. Telework in particular has become an important component of MnDOT's plans to reduce vehicle miles per capita by 20% by the year 2050. Less traffic translates to less road construction as well as reduced greenhouse gas emissions, and the study found that the benefits of telework are even greater in rural parts of the state. According to one MnDOT engineer, "our highway system is designed for peak hours, and we learned that our existing system can accommodate this without the need for expansion."

#### Impact Statement Key

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

# MISSOURI



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<https://extension.missouri.edu/>

## UNIVERSITY OF MISSOURI

### *Impact Indicators*

Total program participants	24,336
BIPOC participants	3,811
Number of participants reporting new leadership roles and opportunities undertaken	2
Number of business plans developed	2
Number of community or organizational plans/policies developed	2
Number of community or organizational plans/policies adopted and/or implemented	2
Number of businesses created	183
Number of jobs created	4
Number of volunteer hours for community generated work	961
Dollar value of grants and resources leveraged/generated by communities	\$283,722
Dollar value resources leveraged by businesses	\$180,000

#### Impact Statement Key

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

## 2022 Impact Statements

### ■ Neighborhood Leadership Academy

The *Neighborhood Leadership Academy* (NLA) connects resources at the University — Creating Whole Communities and University of Missouri Extension — with neighborhood leaders from across the state of Missouri to learn together through a hybrid project-based curriculum, developing the skills and building the networks necessary to create healthy, vibrant, and whole communities.

The *Neighborhood Leadership Academy* provides in-depth and multifaceted leadership training that emphasizes community building principles and strategies, project planning, organizational leadership and management practices, and personal leadership skills.

In Fall 2022, *Neighborhood Leadership Academy* hosted two cohorts, one in-person and one virtual, in order to accommodate different learning styles and allow for higher volume of participants. With both cohorts combined, there were 55 participants from the counties of St. Louis City, St. Louis, Greene, Phelps, Camden, Boone, Jackson County, Johnson, Texas County, Maries, Franklin, Jefferson, Dent, Worth, Osage and St. Clair (IL). Additionally, NLA awarded 39 scholarships, allowing individuals to participate in the Academy at no cost and increasing access across the state for those looking to acquire skills and knowledge needed to bring positive change in their communities.

2022 NLA graduates shared the following feedback:

- *The overall knowledge that I have gained through this course has been amazing. From how to engage stakeholders in the community, to planning events and hosting meetings, these are all tools that I will fully utilize going forward. The Clifton Strengths evaluation is an invaluable tool I will use in my neighborhood planning efforts, but also my personal life, namely in being more aware of my particular strengths in my workplace and how those strengths can serve me well there.*
- *Everyone and everything was so amazing. You guys were so phenomenal, fantastic, kind, and sincere. Everything learned can be utilized going forward for other community projects/engagement.*
- *I will share that the program might be one of the best kept secrets when it comes to individuals such as myself who may be wanting to engage but don't know how or where to start.*

More information about NLA: <http://cwc.umsl.edu/nla/>

### Additional Stakeholder Comment

- It consistently helped people in our cohort identify their skills and strengths, claim their power, and decide where they wanted to direct it. That is exceptional. 10 on a scale of 1 to 5.
- The content of the classes is phenomenal. The interaction and conversation between classmates and presenters are priceless. To have real-life individuals to relate to and then offer advice based on real-life experiences was what made the most impact on me.
- This program gives you the tools to be a change agent in the community.

### ■ Missouri Good Neighbor Week

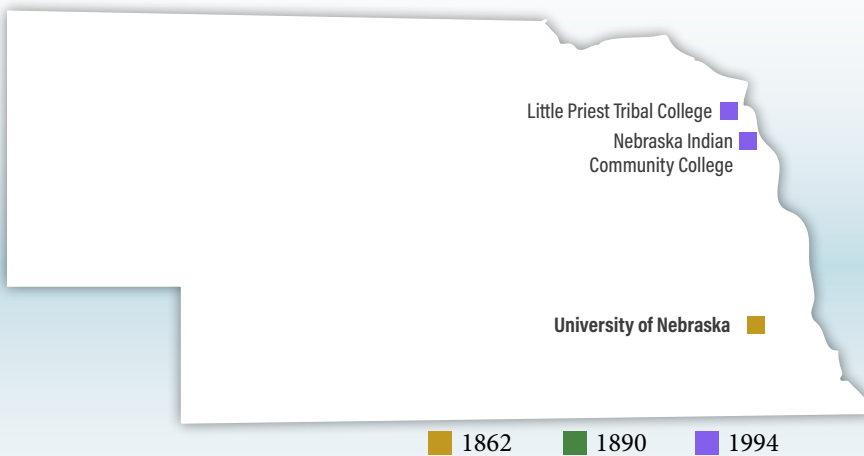
Missourians from all walks of life celebrated the first *Missouri Good Neighbor Week*, September 28 to October 4, by doing and reporting neighboring acts and nominating others as the most engaged neighbors in their respective counties. Missouri Gov. Mike Parson signed legislation HB1738 on July 1, 2022, establishing the special week. Neighboring is the art and skill of building relationships with the people who live closest to you. Being a good neighbor offers tremendous health benefits, reduces crime, reduces loneliness, combats depression, and improves communities and the quality of life.

The goal for the week had been to document 10,000 acts of neighboring. But instead, Missourians reported 12,594 acts of neighboring during *Missouri Good Neighbor Week*. During the week, there were also 40,765 visits to [MissouriGoodNeighborWeek.com](https://MissouriGoodNeighborWeek.com) and more than 290,000 social media views on posts related to *Missouri Good Neighbor Week*. For the first time, participants also had the opportunity to nominate their neighbors as the most engaged neighbor in Missouri. By the end of the week, organizers had received nominations or reports of neighboring from 63 of Missouri's 114 counties.

"I love discussing these acts of neighboring," said David Burton, MU Extension community development specialist. "These are the stories that do not normally make the news but are the behaviors that are impactful to our own health, community, and democracy."



# NEBRASKA



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### Impact Statement Key

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

## UNIVERSITY OF NEBRASKA

### *Impact Indicators*

Total program participants	4,974
BIPOC participants	3,852
Number of participants reporting new leadership roles and opportunities undertaken	228
Number of business plans developed	40
Number of community or organizational plans/policies developed	35
Number of community or organizational plans/policies adopted and/or implemented	25
Number of businesses created	167
Number of jobs created	201
Number of jobs retained	332
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$14,771
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$38,796
Number of volunteer hours for community generated work	1,220
Dollar value of efficiencies and savings	\$400,561
Dollar value of grants and resources leveraged/generated by communities	\$2,475,000
Dollar value of resources leveraged by businesses	\$1,350,000

## 2022 Impact Statements

### Doubling Food Dollars Impacts Community Well-Being

The dollar does not stretch as far as it used to. That is especially true when it comes to eating healthy. Nebraska’s *Double Up Food Bucks* program works with grocery store owners to make it a little easier to bring fresh, more nutritious foods to the table for low-income Nebraskans.

Rural Prosperity  
Nebraska Extension  
Educators, in  
cooperation with  
Food, Nutrition, and  
Health Extension



Educators worked to bring the *Double Up Food Bucks* program to grocery stores across the state. The program matches dollar for dollar what customers spend on fresh fruits and vegetables, up to \$20 per day. Funds are provided to customers eligible for the Supplemental Nutrition Assistance Program, or SNAP, via coupons or a loyalty card.

For local grocery store owners, the program has helped them make a direct impact in their community and the health of their customers. “We like to call it a triple win,” shared Vanessa Wielenga, extension educator with the Nebraska Regional Food Systems Initiative. “Customers get more fresh food on their tables for their families; we support local farmers, and we bring more customers to the market.”

What began in only two locations in 2016, by the end of 2022 the program expanded to 12 grocery stores and farmers’ markets across the state of Nebraska and will further its reach with additional grant support. As shared by one local grocery store owner, “It’s to help people in the community, and just another reason for people in the community to shop local.”

Red Cloud Grocery Store is Latest to Implement Double Up Food Bucks: <https://ruralprosperityne.unl.edu/red-cloud-grocery-store-latest-implement-double-food-bucks>

Accompanying video—Double Up Food Bucks: <https://youtu.be/kgNk6oGoHQU>

### Cooperative Business Model Re-Emerging as Opportunity for Rural Nebraska Business Development

For Nebraska Extension’s Cooperative Development Center (NCDC) and Rural Prosperity Nebraska (RPN), the possibilities of the cooperative business model delivered community impact in 2022 and beyond.

In the village of Lynch, Nebraska the establishment of a cooperative grocery resulted in the restoration of a quality-of-life amenity for this community of just over 200 residents. After the local grocery store closed in 2020, residents reached out NCDC to explore this shared business model to bring back local food access. With technical assistance from the Center, the cooperative’s steering committee conducted an interest survey, compared business models, and connected with legal and financial resources. This was accompanied by the community’s commitment of volunteerism to remodel and manage the store and find a grocery vendor willing to deliver — all while bringing nearly half the village’s population into cooperative store ownership.

“It takes a village to raise a child, and it takes a community to raise a grocery store,” shared Janie Fisher, Valley Foods Cooperative board member.

Beyond the tangible vibrancy the cooperative restored to Lynch, using Ripple Effect Mapping, community members reported increased networking and connections within the community including among young people and elders, and a reinforcement of their sense of community efficacy — “Lynch can do it!”

Statewide, Lynch’s success has been recognized as other communities have begun to explore and utilize the cooperative model to not only restore or maintain their local grocery stores, but as an opportunity to provide critical services for elders and children through healthcare and childcare cooperatives.

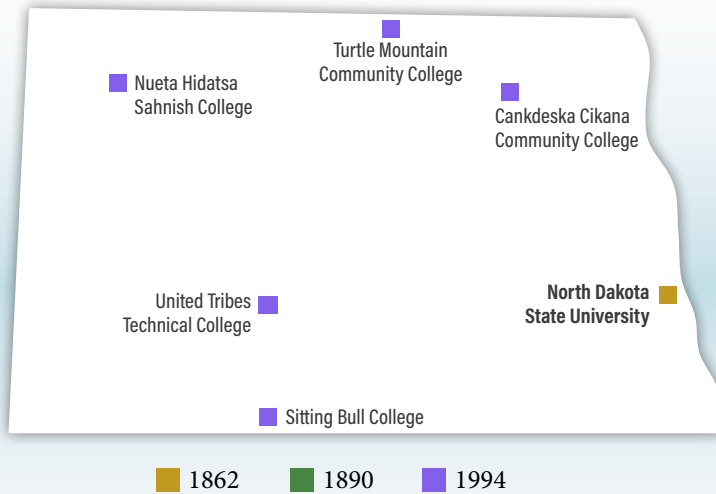
A Community of Cooperation: Lynch Opens Cooperative Grocery Store: <https://ruralprosperityne.unl.edu/community-cooperation-lynch-opens-cooperative-grocery-store>

Accompanying video—A Day in the Life of a Co-op: <https://www.youtube.com/watch?v=IQzC56EqMnQ>



Lynch Coop Grocery Store

# NORTH DAKOTA



## NDSU | EXTENSION

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### NORTH DAKOTA STATE UNIVERSITY

#### *Impact Indicators*

Total program participants	4,332
Number of community or organizational plans/policies developed	11
Number of community or organizational plans/policies adopted and/or implemented	11
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$40,545
Number of volunteer hours for community generated work	1,275

#### Impact Statement Key

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



## 2022 Impact Statements

### Soil and Water Conservation Leadership Academy

The *Soil and Water Conservation Leadership Academy* is a locally delivered educational program designed to build skills and enhance abilities to lead community-based watershed conservation projects that improve and protect water quality.

The *Academy* is presented at two levels. Both levels are designed to be highly interactive, with attendees being active participants in their learning. Face-to-face instruction is also supplemented with online training resources. To date, Level I of the *Soil and Water Conservation Leadership Academy* has improved the knowledge, skills, and abilities of 337 conservation leaders in North Dakota. The addition of Level II has allowed 191 of these leaders to continue their training even further.

These *Academies* have been presented in communities across the state and have reached participants from 52 of North Dakota's 54 Soil Conservation Districts. Based on the most recent pre- and post-*Academy* self-assessments, participants in Level One training reported an average 60% increase in their understanding, confidence, and abilities. Level Two participants reported increases averaging 37%.

Promoting inclusion and improving diversity of participants have been key focal points in the development and implementation of this project. We have worked to ensure that both participants and instructors of the *Academy* are representative of the demographics of our state. To this point, approximately 39% of *Academy* participants have been women, and we continue to encourage more diversity within our district boards. We believe that these *Academies* are and will continue to play an important role in diversifying conservation leadership in North Dakota.



### RLND Program Celebrates 20 Years of Leadership Development

NDSU Extension's *Rural Leadership North Dakota* (RLND) Program began in 2003 to develop agricultural and community leaders. One hundred fifty-nine people from 87 communities in 41 counties have participated.

This 18-month program allows participants to attend seven in-state workshops with agricultural and community businesses tours; a regional seminar and a national seminar to meet with agricultural, business and government leaders; and an international study tour to learn about global agricultural policies and rural development.

The program helps participants enhance leadership skills, such as thinking critically, communicating effectively, strategic planning, and managing conflict. Participants learn about policy trends that could affect North Dakota, finding ways to fund regional development projects, the value of partnerships, and agricultural and community advocacy.

Program participants then use the skills they have learned to implement a project that benefits their organization, community or region. For example:

- Watford City gained a community playground and multifamily housing units.
- Dawson is attracting tourists with a visitor center/museum of the area's history.
- Hannaford's old elementary school became a multipurpose building with a library, fitness center, craft room, technology center, and space for start-up businesses and community events.

"RLND allowed me to expand my network of leaders throughout the state of North Dakota," says Anthony Larson, Adams County commissioner. "It caused me to engage and commit to leadership roles at a higher level than previously. My experiences in the RLND program have allowed me to gain confidence and be more effective as a leader on local, regional and national boards."



# OHIO



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[CSU Extension Community & Economic Development](#)

## Impact Statement Key

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

## CENTRAL STATE UNIVERSITY 2022 Impact Statements

### ■ Innovative Programs Grow Urban Agriculture

Central State University Extension's (CSUE) 3-person Community & Economic Development (CED) team actively advanced urban agriculture initiatives in 2022 through its innovative programs like *CED Office Hour Live!*, *CED Office Half-Hour*, and *Ready, Set, Grow! - Agribusiness*. These programs provided critical training, resources, and support to urban farmers and gardeners across Ohio's cities. For example, *CED Office Hour Live!* featured a BIPOC urban agriculture series in its weekly online sessions that reached 3,411 people, while *Ready, Set, Grow! Agriculture* offered entrepreneurship readiness training to over 50 beginning urban farmers (90% of which were BIPOC).

In addition to group training sessions, program participants were afforded individualized technical assistance via the *CED Office Half Hour*. Many of the beginning farmers have acquired their farm numbers and have registered their business with the State of Ohio. The CED team even provided technical assistance to a group that started their own BIPOC Cooperative Farming Group in Trotwood, Ohio after completing the *Ready, Set, Grow! - Agribusiness* series.

Through CED's ongoing efforts to support the BIPOC urban agriculture community, it was observed that many urban agriculture projects had purposes beyond just food production, like youth development, economic growth, entrepreneurship, community resilience, and beautification. As a result, CED's involvement engaged the BIPOC farmers and coalitions in capacity building and strategic planning of both their farming operations and community engagement programming.

Overall, in 2022, CED advanced urban food production through dedicated programming, training, and facilitating new opportunities. Their work strengthened Ohio's urban agriculture community and enhanced food security across urban centers. CSUE continues to develop the urban agriculture knowledge base and provide pathways to assist new and existing city growers by fostering sustainable growth through research, resources, and outreach.



CED Team working with the Edgemont Solar Gardens Urban Ag Group in Dayton, Ohio



## Ohio Small Business Summit: A Catalyst for Business Development and Outreach in Ohio

The CED team created and hosted its inaugural *Ohio Small Business/Agribusiness Information Summit* in October 2021. The purpose of the event was to connect the small business and agribusiness communities to extension, government, and quasi-governmental resources that are available (most of which are free of charge) in Ohio. This event also served as a formal introduction of the CED team, and the launch of CED entrepreneurship programming to the Ohio business ecosystem. Due to the COVID-19 restrictions, we had to make a huge pivot a couple of weeks before the event by converting it to a virtual event. U.S. Congresswoman Joyce Beatty, 3rd District of Ohio, Frank LaRose-Ohio Secretary of State, and Dr. Jack Thomas, President (2020-2023) of Central State University, and Ron Todd, Minority Affairs Liaison, State of Ohio Governor's office participated in the summit. Through this event, we connected over 100 businesses to CSU extension and statewide and local business resources.

As previously stated, the CED utilized this event as a platform to formally launch CED Signature Business Development Programming; more specifically, the *Ready, Set, Grow!* and *Entre to Entrepreneurship*. *Ready, Set, Grow!* (RSG) is the CED's living platform to provide relevant business development training to the entrepreneur ecosystem, no matter what stage in the business spectrum a person may be. In other words, whether a person is a "wantrepreneur" (just thinking about starting a business), an existing businesses, or a seasoned businesses who are ready to succeed or sell their business, all will find this program relevant. One popular training series within the RSG! platform is the Entrepreneur Toolkit. This 4-part curriculum has enabled 80 BIPOC entrepreneurs to clarify and strengthen their business model. The impact of this training is that entrepreneurs have completed a business model canvas and have identified the next steps to launch or grow their business.

The CED team also launched the *Entre to Entrepreneurship* program initiative. *Entre to Entrepreneurship* collaborates with county-level offices of reentry, state penal institutions, and reentry coalitions to deliver programming designed to introduce the self-employment option for returning citizens and those with criminal convictions in the State of Ohio. In the first phase of implementation, the CED team partnered with the Montgomery County Office of Reentry by providing technical assistance to their cohort of returning citizens who were interested in starting their own businesses. Within a three-month timespan, all three BIPOC participants competed in a pitch competition. The judges were so impressed that they raised additional funds during their deliberations and provided seed money to all three participants. Post the competition, the participants registered their businesses with the State of Ohio and began working on their business growth plans.



*Urban Ag and Small Rural Beginning Farmers who completed the CED Ready, Set, Grow! - Agriculture Training (Agribusiness training). Program provided in partnership with the Agraria Fellows Program in Yellow Springs, Ohio. Participants were from Yellow Springs, Springfield, Cincinnati, Columbus and Dayton, Ohio*

## Collaboration Helps Returning Citizens Gain Access to Employment, Education, & Housing

The CED team collaborates with the Montgomery County Office of Reentry on various programs to support returning citizens in being productive adults in the community. The CED team has representation on the Montgomery County Legal Subcommittee which also includes retired judges, Clerk of Courts, Municipal Judge Offices, the University of Dayton Law School, Jobs and Family Services, Montgomery County Public Library, and Montgomery County Law Offices of the Public Defender. Activities include Get Out to Vote and Voter Registration Initiatives, local job fairs, "Know Your Legal Rights" workshops, "How To" training for other entities to hold effective record sealing clinics, Driver License Reinstatement Clinics, Child Support Clinics, and Record Sealing Clinics. We engaged over 225 returning citizens living in Montgomery County through this committee's reentry programming.



### Central State University CED YouTube Supporting Videos

- [Ohio Small Business/Agribusiness Informational Summit](#)
- [CED Office Hour Live!](#)

# OHIO



## THE OHIO STATE UNIVERSITY

### EXTENSION

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### THE OHIO STATE UNIVERSITY

#### *Impact Indicators*

Total program participants	55,322
BIPOC participants	1,634
Number of participants reporting new leadership roles and opportunities undertaken	220
Number of business plans developed	3
Number of community or organizational plans/policies developed	24
Number of community or organizational plans/policies adopted and/or implemented	97
Number of jobs created	134
Number of jobs retained	2,548
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$28,581
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$36,285
Number of volunteer hours for community generated work	16,785
Dollar value of efficiencies and savings	\$343,447
Dollar value of grants and resources leveraged/generated by communities	\$6,848,131
Dollar value of resources leveraged by businesses	\$2,320,419

## 2022 Impact Statements

### Course Helps Counties Develop a Strategic Plan for Broadband Infrastructure

Across Ohio there are places that have easy access to high-speed internet at speeds that allow people to browse the internet, meet with a healthcare provider, run a small business, and learn and work from home. The pandemic made starkly visible a creeping truth about broadband: Access denied is opportunity denied.

Even prior to the pandemic, there was a need to renew an emphasis on infrastructure development and create a program understanding the importance of broadband. The pandemic forced a transformation to online webinars that were molded into this program.

Up to one million Ohioans do not have access to high-speed internet. To try to make more people aware of this situation, Community Development partnered with BroadbandOhio and others to offer a 12-week course on developing a strategic plan for broadband infrastructure in their county.

The first cohort consisted of 11 (of eighty-eight counties) that heard from professionals that shared their knowledge on applying for grants, surveying households, and collaborating with providers. At the end of the program, each county created a strategic plan for their county broadband. The strategic plan that was created can now be used as part of any application process to apply for federal and state dollars.

Participant feedback:

*This program has taught me the value of creating a specific strategic plan devoted to broadband. We now have a plan to go after state and federal grants*

– Angela Hamberg, Shelby County Regional Planning Executive Director.

#### Impact Statement Key

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

### Collaboration and Partnerships Led the Way to Business Park Development

With Noble county's 1950-era commerce park at capacity, the county needs new sites. The *Noble County East of I-77 Business Park* project was funded in 2022, celebrating the first JobsOhio project in Ohio's 88th county! Not since the 1950s has Noble County had such an announcement, but the belief that the circumstances of a distressed rural county could change with collaboration and partnerships led the way.

Coordinated by The Ohio State University (OSU) Extension – Community Development (CD) program, in partnership with the Belmont County Port Authority, and with the participation by a variety of partners including JobsOhio, the Noble County Commissioners, the Village of Caldwell, Olive Township Trustees, the Noble Co. CIC, and developer Crock Construction, the team worked to create a public-private business park project reflective of the realities of a rural Appalachian market.

The 60-acres park is located a mile from the I-77 exit 25 near Caldwell, the \$4.8 million dollar project includes the development of six pads and an initial 10,000 Square-foot speculative building and another to follow. Funding includes a JobsOhio grant, infrastructure funding from the Village of Caldwell and Noble Commissioners, an ODOT Transportation Improvement District grant, ODOD 620 roadwork funds, engineering grants from OSU Extension – Noble CD and the Washington Electric Cooperative, and private investment from Crock Construction.

Business Park construction is underway, and the initial building is on order with light manufacturing, logistics, and energy sectors as potential tenant targets to create and/or retain jobs.

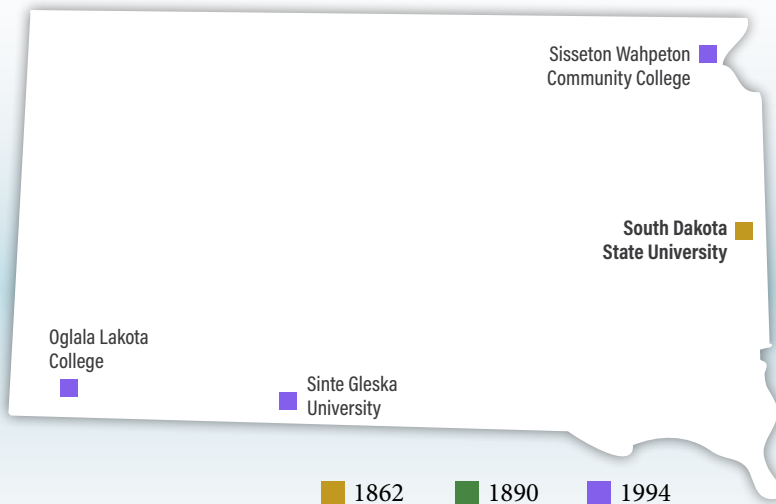
### Strategic Planning for Organizations

Organizations around the globe have finally begun talking about *Strategic Planning* and its critical importance for mission attainment. One of the often-overlooked benefits of the process is building organizational culture and gaining alignment across your units or teams. But the process must be customized for each organization.

The Ohio State University – Community Development Extension program conducted strategic planning processes with 22 organizations. Well-designed planning helps executive leaders guide the future of their organizations, align employees on plans of work, improve customer satisfaction, make better decisions, and progress toward mission attainment.

Collectively in 2022, this work has positively helped hundreds of employees, thousands of customers (or clients, students, partners), and literally millions of dollars (in the budgets of these organizations).

# SOUTH DAKOTA



## SOUTH DAKOTA STATE UNIVERSITY

### *Impact Indicators*

Total program participants	4,435
BIPOC participants	244
Number of participants reporting new leadership roles and opportunities undertaken	53
Number of business plans developed	36
Number of community or organizational plans/policies developed	15
Number of community or organizational plans/policies adopted and/or implemented	14
Number of businesses created	5
Number of jobs created	8
Number of jobs retained	14
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$18,571
Dollar value or organization and/or community-generated volunteer hours (based on Independent Sector hour value)	\$56,668
Number of volunteer hours for community generated work	2,366
Dollar value of grants and resources leveraged/generated by communities	\$23,500
Dollar value of resources leveraged by businesses	\$48,100



## **SOUTH DAKOTA STATE UNIVERSITY EXTENSION**

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

### **Impact Statement Key**

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

## 2022 Impact Statements

### Marketing Hometown America in Rural South Dakota

*Marketing Hometown America* (MHA) was originally created as a response to the demographic changes happening in the rural Great Plains. USDA funded research indicated that there was a disconnect between what rural communities were showcasing as their assets and what newcomers were looking for as they relocated.

The program features a series of small community group conversations that encourage participants to see their community assets through the eyes of new residents. Through these discussions they identify and implement actions to create a more welcoming and inviting place for those wishing to relocate, and those already in residence.

From 2020-2021, a team of Extension staff from four states (SD, NE, MN, and IA) focused MHA revisions on three main goals: (1) highlight and incorporate the principles of diversity and inclusion throughout the process; (2) incorporate group facilitation practices from contributing institutions; and (3) provide a variety of electronic tools and resources for sponsoring organizations and communities. In South Dakota, Martin (population 1,100 situated between two Reservations) was the first community to use the new materials, with White River (population 800 bordering a Reservation) signing on in the last quarter of 2022. These communities are very racially diverse, which made the new materials relevant to their populations, and challenged them to bring together new voices at the table.

Steering committees in both communities recruited diverse conversation hosts who were trained by Extension to lead small groups. In Martin, seven were trained, including two Native Americans and five Caucasians. Small group participants varied in ethnicity with many still working on priority projects selected at the community forum. Leaders have been asked to be more involved in City Council activities, joining the Chamber of Commerce, and connecting with other organizations to address key needs in Martin.

White River has three committees working, which are quickly connecting to other groups in town, and stepping into leadership roles. A resident there wrote, "Thanks for all that you did for us! We appreciate your guidance and knowledge. We look forward to the next 'chapter'!"

More information about MHA: <https://extension.sdstate.edu/marketing-hometown-america>

### AgritourismSD Cohort #1 Graduates

*AgritourismSD* is led by SDSU Extension educators in collaboration with the South Dakota Department of Tourism. It is a 2-year statewide educational program for farm or ranch operators planning to start or expand an agritourism enterprise. From 2021-23, fourteen operators participated in a combination of in-person and online webinars.

Presentation topics included marketing, finances, risk management, and



hospitality related to agritourism. Participants were connected to business resources and current agritourism operators through case studies which included site visits and discussions with the owners/managers. Participants also attended the SD Governors Tourism Conference to gain a wider perspective of tourism.

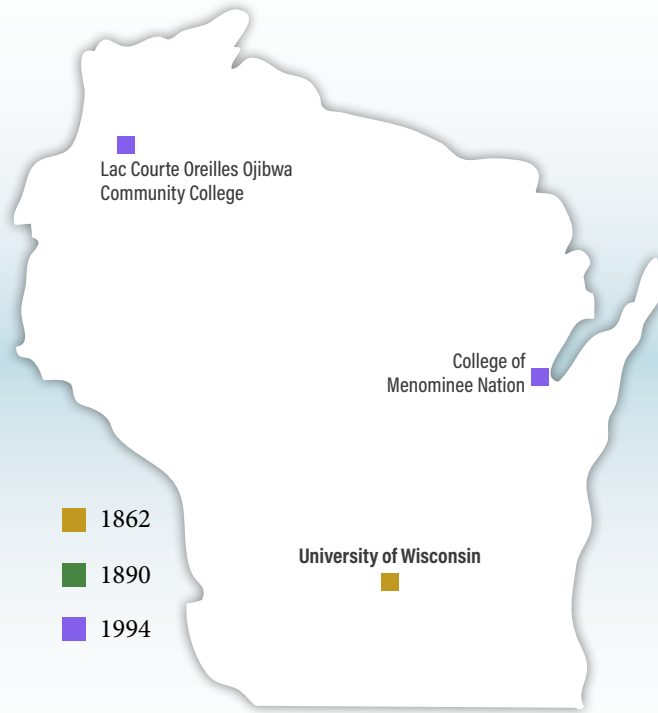
Over the course of two years, more than two-thirds of participants developed a new enterprise. The majority of participants currently offer accommodations/lodging (64%), education (50%), products for sale and nature experiences (57%), and tours (43%). Over 70% of participants have adapted or enhanced existing experiences due to new ideas, developing or strengthening business plans, increasing offerings, and other general improvements. Eighty-five percent responded they have implemented new production practices and business development methods.

One hundred percent feel they are prepared to adapt to any situation that impacts their agritourism businesses, citing new resources, skills, knowledge, and networks. These numbers validate the program's thoughtful design to provide farmers and ranchers with the opportunity to create an enterprise that utilizes resources in different ways to generate income.

The final survey showed how participants experienced significant growth during the program. In addition to developing written tools, accessing resources, and creating contacts, they have increased confidence and clarity. They understand the importance of networking with other organizations and their community (100% stated they developed networks with each other, presenters, and the project team). They are more motivated and aware of the various agritourism options that will work for their farm/ranch. They are equipped to provide visitors with an educational and enjoyable experience.

One response stated, "The resources, knowledge, ideas and connections I gained through this program have been invaluable."

# WISCONSIN



**Extension**  
UNIVERSITY OF WISCONSIN-MADISON

University of Wisconsin-Madison  
Division of Extension  
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## UNIVERSITY OF WISCONSIN-MADISON

### *Impact Indicators*

Total program participants	22,510
BIPOC participants	1,142
Number of participants reporting new leadership roles and opportunities undertaken	50
Number of business plans developed	5
Number of community or organizational plans/policies developed	39
Number of community or organizational plans/policies adopted and/or implemented	29
Number of jobs created	14
Number of jobs retained	12
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$65,190
Number of volunteer hours for community generated work	2,050
Dollar value of efficiencies and savings	\$28752
Dollar value of grants and resources leveraged/generated by communities	\$3,172,000

#### Impact Statement Key

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

## 2022 Impact Statements

### Multiple Organizational and Leadership Development Programs Provided in 2022

In 2022 Extension colleagues across Wisconsin helped individuals increase their leadership skills, expand their networks, and organize to take collective action. We also helped organizations clarify their mission, improve board functioning, identify priorities, and create strategic plans. Our audiences included local government, nonprofits, coalitions, and community members. The impact of this work is leaders and organizations who work together to address complex community issues ranging from broadband connectivity to social justice.

A primary educational strategy is multi-session leadership programs. One example is the *Local Government Leadership Academy*. Eighty-four leaders have graduated from this nine-month program that includes in-person and virtual learning. Graduates have applied the skills they learned to create intra-agency improvements (e.g. improved staff morale, strategic decision making, and clarity of purpose) that support and improve the overall functioning of their local government. Similarly, the Wisconsin Nonprofit Connect to Learn program links individual leadership development directly to increasing organizational effectiveness. Forty-seven leaders from 28 organizations have participated in the program. The leaders learned to identify and address organization goals through planning processes, build relationships to support fund development, communicate their organization's message, and evaluate program outcomes.

In 2022, Extension also offered workshops to improve leadership and organizational capacity. One example is a grant writing workshop for nonprofit, business, and government audiences. The workshop reached 210 individuals from nine Wisconsin counties and two tribal nations. It was offered in English, Spanish, and Hmong. Participants learned how to find, write, and apply for grants in order to fund the work of their organization.

Extension also helped several organizations evaluate industry-specific leadership programs. Our evaluation effort revealed that the Wisconsin Cranberry Grower's leadership program improves interpersonal relationships and communication skills; expands networks; and increases both an understanding of the industry as well as service to the industry. We also helped the Wisconsin Library Association identify what graduates of their program valued, and provided recommendations that they used to redesign and relaunch their Leadership Development Institute.

Regardless of the educational approach, Extension's efforts connect the development of individual leadership skills to more effective nonprofit, local government, and industry-level organizations. As a result, these organizations are better positioned to address relevant needs at a local, regional, and state level.

### UW-Madison Extension's FEED Initiative Disrupts "Referral Loop"

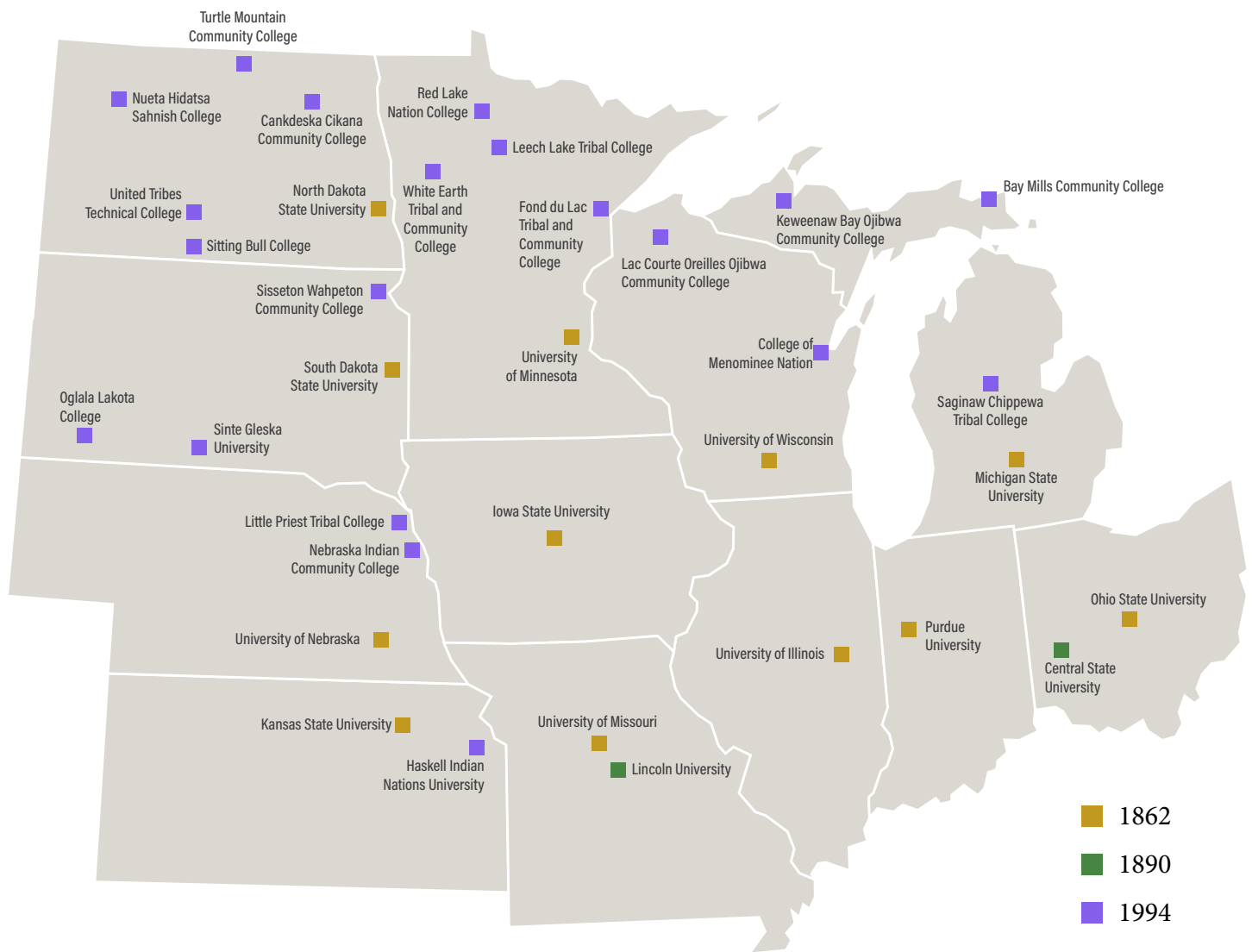
Research has found that in Wisconsin, Black, Indigenous, and People of Color (BIPOC) individuals have disproportionately low levels of business ownership and have demonstrably weaker relationships with key people and institutions in the small business development field.

Despite this statistic, the food sector has some of the highest representation of BIPOC business ownership in Wisconsin and continues to be an arena in which BIPOC entrepreneurs pursue opportunities to develop new businesses and products. Because food businesses are subject to unique regulatory requirements, food business entrepreneurs require training in food safety protocol, licensing, and regulations that are not typically covered by traditional small business assistance providers, leaving a training and resource gap for small-scale food business entrepreneurs, especially those facing structural barriers. It is common for these entrepreneurs to receive numerous referrals but receive comparatively limited direct assistance.

The UW-Madison Extension *Food Entrepreneurship Ecosystem Development* (FEED) Initiative disrupts this "referral loop" by (1) increasing food business entrepreneurs' access to information, technical assistance, and other resources, and (2) improving food business entrepreneurs' readiness to meet with traditional small business assistance providers. The *FEED Initiative* achieves this through direct programming including food business showcases, webinars, food safety and licensing trainings, and an annual food business summit. We also work with partners, such as municipalities, to evaluate and improve local programs that promote micro enterprise development.

Participant demographic data and program evaluations show that FEED programming serves a majority female audience and meets or exceeds demographic parity for Wisconsin. Moreover, individual participants and organizational partners alike report that our trainings and evaluations lead to changes in knowledge, e.g., increased awareness of food safety and licensing requirements by program participants. They also directly inform decision-making at the business and agency level as reflected in changes to business plan development and grant and technical assistance program structure.

# Land Grant Colleges and Universities in the North Central Region





## **Illinois**

[University of Illinois](#) | [Extension](#)

## **Indiana**

[Purdue University](#) | [Extension](#)

## **Iowa**

[Iowa State University](#) | [Extension](#)

## **Kansas**

[Haskell Indian Nations University](#)  
[Kansas State University](#) | [Extension](#)

## **Michigan**

[Bay Mills Community College](#)  
[Keweenaw Bay Ojibwa Community College](#)  
[Michigan State University](#) | [Extension](#)  
[Saginaw Chippewa Tribal College](#)

## **Minnesota**

[Fond du Lac Tribal and Community College](#)  
[Leech Lake Tribal College](#)  
[Red Lake Nation College](#) | [Extension](#)  
[University of Minnesota](#) | [Extension](#)  
[White Earth Tribal and Community College](#)

## **Missouri**

[Lincoln University](#) | [Extension](#)  
[University of Missouri](#) | [Extension](#)

## **Nebraska**

[Little Priest Tribal College](#)  
[Nebraska Indian Community College](#)  
[University of Nebraska](#) | [Extension](#)

## **North Dakota**

[Cankdeska Cikana Community College](#)  
[North Dakota State University](#) | [Extension](#)  
[Nueta Hidatsa Sahnish College](#)  
[Sitting Bull College](#)  
[Turtle Mountain Community College](#)  
[United Tribes Technical College](#)

## **Ohio**

[Central State University](#) | [Extension](#)  
[The Ohio State University](#) | [Extension](#)

## **South Dakota**

[Oglala Lakota College](#)  
[Sinte Gleska University](#)  
[Sisseton Wahpeton Community College](#)  
[South Dakota State University](#) | [Extension](#)

## **Wisconsin**

[College of Menominee Nation](#)  
[Lac Courte Oreilles Ojibwa Community College](#)  
[University of Wisconsin](#) | [Extension](#)



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