



North Central Extension Community
Development Programs

IMPACT REPORTS 2015



NCRCRD
North Central Regional Center
for Rural Development

Over \$1 Billion of Impacts and 12,386 Jobs Created or Saved

Full Report

Operating as a team, state Extension leaders from the 12 North Central 1862 land grant universities developed common indicators for reporting the impacts of community development educational programs. The States collectively developed this report based on in-state action. Each partner university selected a subset of the indicators for reporting. The following table presents the most commonly used indicators. Thus, the impacts of our educational programs reported here, while impressive, are conservative estimates.

Businesses and Jobs

North Central State 2015 Impact Indicators	Average	Total <i>Bella Luna Bakery</i>
Number of business plans developed	123	861
No. of businesses created	57	510
No. of jobs created	685	6167
No. of jobs retained	691	6219

Dollar Values

North Central State 2015 Impact Indicators	Average	Total
Dollar value of volunteer hours leveraged to deliver programs (independent sector value)	\$107,358	\$858,860
Dollar value of organization and/or community-generated volunteer hours (based on independent sector hour value)	\$278,003	\$2,224,024
Dollar value of efficiencies and savings	\$724,359	\$2,897,435
Dollar value of grants and resources leveraged/generated by communities	\$4,121,024	\$49,452,291
Dollar value of resources leveraged by businesses	\$15,119,134	\$136,072,202

Participation

North Central State 2015 Impact Indicators	Average	Total
Number of participants reporting new leadership roles and opportunities undertaken	787	9440
Number of community or organizational plans developed	66	797
Number of community and organizational, policies, plans adopted or implemented	82	988
Number of volunteer hours for community generated work	10694	106937

States reported value of volunteer hours, as well as dollar efficiencies and savings, bringing the total impact to \$191M. Full details broken down by state, are available at: http://ncrcrd.msu.edu/ncrcrd/state_extension_leader_section1. Our impacts stem from innovative, science-based approaches developed in partnership with our stakeholders. The programming associated with these impacts varies according to community needs and the creativity of university-based and other partners. To provide an idea of the types of programming used to generate our impacts, we provide several examples.

State by State Examples



Developing the Creative Economy

Developing the Creative Economy was designed for community leaders and economic development professionals who want to tap into the creative talent in their communities to build viable businesses, adding to household income for the entrepreneur and increasing economic activity in the community. The program helps community leaders expand economic and entrepreneurial development by developing a culture that appreciates and supports the creative talents of residents, including those living in low-resource households. Creative entrepreneurs include artists, designers, musicians, boutique retailers, specialty food producers and other creative enterprises.

Traditional economic development strategies, focused on attracting large scale employers in manufacturing or industry, are currently not very effective in rural areas. Working on a smaller scale, however, has proven to be successful and can result in small but steady improvement in economic activity and household income. Tapping into the creative talents of local residents to expand small business start-ups and increase tax revenues is a viable strategy. The focus on supporting and expanding creative enterprises allows low-income individuals, including minorities and women, to use their artistic talents to start small businesses and increase their income.

Developing the Creative Economy was based in part on research done by Pam Schallhorn between 2010 and 2014 in Rockford, Illinois. She developed a course called Creating the Creative Business in 2010 that incorporated a right-brain learning technique which was effective with artists and creative individuals. At the same time, she worked with a local organization to start the Rockford City Market, where these creative enterprises had access to markets at a low cost. Of the 152 students that completed the course over a four-year period, 78.7% were low income and 56.4% were minorities. Forty-three enterprises were started or expanded, which in turn assisted in the redevelopment of Rockford's downtown commercial district.

Beginning in 2015, Pam's research evolved into a University of Illinois Extension program called Developing the Creative Economy which focuses on ways communities can tap into local creative talent, including the underserved, to expand their economic development strategies. Unlike traditional economic development strategies, much of what creative individuals produce is intangible and requires an adjustment in thinking for many community leaders. Pam reported on the program at the Community Development Society's 46th Annual International Conference in Louisville, Kentucky, in July 2015 and more recently in Dekalb, Illinois at a Creative Enterprises & Downtown Prosperity conference hosted by Northern Illinois University Center for Governmental Studies.

Major points of the program are:

- ▶ A community needs to become creative centric – the creatives themselves become assets.
- ▶ A community needs to be ready to accept and embrace change – breaking the rules is inevitable.
- ▶ A community needs to focus on identifying existing markets and/or create new markets and distribution channels to allow creative entrepreneurs to sell their products.
- ▶ A community must promote, advertise and support the creative entrepreneur.

"Artistic talents know no socio-economic boundaries. Creative people can contribute, regardless of educational attainment, income levels, mental or physical disability, race, ethnicity or gender."

— Pam Schallhorn



Bella Luna Bakery



Developing the Creative Economy, Alton, IL
P. Schallhorn



[Hometown Collaboration Initiative \(HCI\)](#)

Purdue's Extension Community Development Program launched a new program in partnership with Ball State University in 2015 titled, **Hometown Collaboration Initiative (HCI)** with financial support from the Indiana Office of Community and Rural Affairs (OCRA). Six pilot sites, all constituted of communities or counties of 25,000 people or less, were selected to be part of the inaugural launch of the program. Each community organized a broad-based coalition of people to serve on the HCI Coordinating Team. The group completed a foundation phase (i.e., capacity-building effort) that focused on learning more about their community or county via the study of local data, undertook an asset mapping exercise framed around the seven community capitals, implemented a community-wide survey to secure public input, and hosted a community forum to discuss current and emerging opportunities and challenges with a diversity of local residents. The team arrived at a decision to invest their time and energy on one of three possible building blocks as part of the second phase of HCI -- leadership, economy or placemaking. Once the Building Block phase was completed, the HCI Coordinating Team developed a Capstone Project. This action-oriented third phase of the HCI engaged the team in tackling a specific project that was connected to the Building Block topic that they explored in the second phase of the program.

The six pilot sites, HCI engaged a total of 125 individuals as active members of the HCI Coordinating Team. They collected over 5,100 survey responses from community members and hosted over 300 individuals as part of their community forums. The specific project being launched by the communities included the raising of nearly \$800,000 to date for a \$1M downtown improvement effort, the creation of single entry point website for all the economic development organizations in the county/cities, the launch of a Business Retention & Economic (BR&E) program, a web portal for entrepreneurs and start-up businesses, development of a web application to showcase downtown businesses (in partnership with the local Main Street Program), development of a tourism plan that better connects the nature resource amenities of the county, and the hosting of a Food Summit.

[Enhancing the Value of Public Spaces](#)

Public spaces are essential shared resources such as parks and town centers that define a sense of place and where residents experience social interactions, explore nature, and purchase goods and services. The management decisions of these public spaces impact the wellbeing and livelihood of the community as a whole. Purdue Extension's **Enhancing the Value of Public Spaces** program is designed for use by decision makers and local leaders with oversight and management of community public spaces. The program combines data collection and analysis with inclusive public deliberation to guide the design of a high-quality action plan that can result in sustainable and impactful improvements for public spaces and, ultimately, an enhanced quality of life.

[Community Leadership Certificate Program](#)

This new reboot of programming that Purdue Extension initiated decades ago has revived community leadership programs across the state. Two pilot communities completing the program in 2015 leveraged \$36,400 of community investment and graduated 35 participants. Six additional communities have programs ongoing that wrap up in spring of 2016, with another five set to kick off in the fall.

[Using Local Food Summits to Launch Community Food System Projects](#)

Purdue Extension's Local Food Program and County Extension offices hosted two local food summits in 2015. The food summits brought together a broad community of stakeholders to network, share and learn about local food assets and opportunities. Learning topics focused on food hubs and food councils, while small group discussions centered on food hubs, food councils, farm to school, food waste and farmers' markets. In each community, current local food system leaders presented their work as panelists, so attendees could learn more about the current initiatives. Since the food summits, Purdue Extension is supporting new local food initiatives in these communities, focused on supply chain and policy council development.



ISU Extension and Outreach Indicators Portal

The Indicators Portal is an online data resource designed by Extension landscape architect Christopher Seeger and GIS specialist Bailey Hansen to provide one-stop information for decision makers at both the local and regional levels. Users can search the portal by county; do comparisons with neighboring counties, agricultural statistics districts, Extension and Outreach regions, regional councils of government, and rural-urban continuum codes; or create a custom list of counties for comparison. Data at the city level will be made available in 2016, and eventually the portal will offer access to data for school districts and townships. Data categories currently in the portal include housing; population and demographics; households, families, and youth; education; income and poverty; and workforce. Users can download Annual Fiscal Reports for all of Iowa's 947 cities from the portal, as well as Data for Decision Makers reports. Mapping tools on the site allow users to create custom maps by state, county, zip code, and Extension and Outreach region.

CED specialists provided outreach to underserved populations:

- ▶ trained 189 business leaders and entrepreneurs, 108 community leaders, and 456 citizens who are members of underserved populations.
- ▶ facilitated three [JUNTOS](#) session in Ottumwa. Ninety-six Latinos (parents and youth) attended these sessions. CED specialist Glendda Bivens is working to expand the reach to African American families in the Des Moines area.
- ▶ assisted with starting or improving 57 minority businesses and with creating 81 jobs and retaining 248 jobs for minority employees.
- ▶ worked with the Oakridge Neighborhood and the Iowa Refugee Community Alliance to create a Refugee Community Coordinator (RCC) position. Anindita Das was hired for the position, her role is to increase communication, collaboration and coordination among service providers and refugee communities, pursue a research agenda that will guide study and data analysis about refugee resettlement needs, gaps and strengths.

Iowa Retail Initiative Design Studios

Part of the Iowa Retail Initiative (IRI) the Retail-Scapes studio engages students with rural Iowa communities to study how the design of the built environment can enhance local retail and community experiences. In 2015, 28 design students developed economic development proposals for Lyon County. The Interior Design for Retail Applications studio worked with Latino and Anglo retailers in an effort to promote cultural understanding, bring unity to local business organizations, and improve design in local retail stores. In 2015, 33 interior design students worked with 14 retailers—both Anglo and Latino—in Marshalltown.

OpportUNITY Initiative

OpportUNITY is a citywide initiative led by the United Way, focusing on specific poverty-related needs. Extension CED, in collaboration with ISU 4U Promise Community Partners – Children and Family Urban Movement and Creative Visions, the College of Design, and the Community and Regional Planning Department, hosted a CommUNITY Dinner in October as part of the “Inner Circle: Promise, CommUNITY Dinner, Dialogue, and Symposium” initiative. The goal of Inner Circle is to develop a relationship across the university community and the River Bend and King Irving neighborhoods in Des Moines. This grassroots approach is facilitating the educational and economic development project of the ISU 4U Promise initiative.

Navigating Difference© Trainers

ISU Extension CED has six trainers working in teams to deliver Navigating Difference© Cultural Competency Training throughout the state. The training, developed by Washington State University Extension, helps build skills to increase competencies as staff work with others whose culture is different than their own. The teams offer cultural competency training to interested Iowa schools, local governments, businesses, and non-governmental organizations that are looking to examine how personal and organizational culture affect ability to work across differences in positive and negative ways, in order to apply that learning in beneficial ways.



First Impressions

In Northwest Kansas, 16 communities participated in the First Impressions program which resulted in increased awareness of community strengths and identified areas of concern. Teams of volunteers visited like communities. This allowed an opportunity for them to increase their critical evaluation skills as well as see new ideas in like communities. Through community volunteer engagement, volunteers are conducting projects resulting in improved quality of life for community residents. These include main street building revitalization, signage, hospitality training and other improvements. This initiative was made possible with a partnership with the Dane G. Hansen Foundation. The plans now are to take it state wide in 2017.

An Approach to Boost Community Vitality

Population loss, closure of businesses and out migration of youth are problems facing rural communities in Northwest Kansas and across the nation. To address these issues, sixteen communities in Northwest Kansas participated in First Impressions as a means to boost their community vitality.

Partnering with communities of like size and characteristics, exchange visits were conducted. The visitation team looked at the community's residential, retail and industrial areas, as well as local government entities, schools and other points of interest. Following a clear set of guidelines, teams evaluated appearance, access to services, friendliness and other community attributes.

Results were shared at town hall meetings. Photos documenting findings allowed meaningful conversations to be held on community strengths and areas of concern. Highlights were shared on both positive and negative aspects. Most importantly, teams were asked to share what they would remember about the community in six months. If unique features could not be identified, chances were slim visitors would return or youth would want to come back to the community.

Following the town hall meeting, communities engaged in a planning process. Projects were identified and volunteer teams formed. If a community did not have an existing organization to lead citizen engagement, the Kansas PRIDE program was discussed. Of the 16 communities who participated, 5 had existing PRIDE programs and another 4 initiated PRIDE programs. Throughout the process approximately 580 individuals participated in the program.

The immediate impacts of First Impressions were the call to action and engagement of community volunteers, the development of improved communication between residents and community organizations, and the increased awareness of the community's attributes.

As communities implement projects, impacts will become more significant as citizen leadership is developed, communities become more inviting, and youth are involved in the development and implantation of projects.



Attwood, KS



Norton, KS Downtown beautification project

Trusted Source in Flint Water Crisis

When Flint Michigan's water crisis erupted local citizens were seeking a trusted source of information to make important decisions for themselves and their families. MSU Extension played a central role in a comprehensive public education campaign. MSUE Community Development staff worked with nutrition and youth development staff in developing and distributing nutrition and lead fact sheets and recipe booklets to thousands of households in the city. Extension housing staff offered timely workshops on money management concerns, financing lead abatement, replacing household appliances, predatory practices (lead insurance, fraudulent water treatment systems, non-legitimate fundraisers), and tenant rights. Local food Extension staff worked with Master Gardeners in delivering workshops on lead concerns for home gardeners, such as garden soils and hose filtration. The team coordinated hundreds of soil tests for gardens in the city. A "Fight Lead Exposure" resource and information website (msue.msu.edu/lead) acts as a hub for current and upcoming resources, events and articles, while a smartphone app was developed to house these resources and additional information on water, food, home, pets and volunteer opportunities.



Willmar, Minnesota: Leading through Change

Facing rapid demographic change, community leaders in Willmar, Minnesota consulted with Extension's regional Leadership and Civic Engagement educator as they designed their Vision 2040 project. Through this community visioning effort, residents of the Willmar Lakes Area created a five-point plan to prepare for their future:

- ▶ Attract and retain newcomers to the Willmar Lakes Area
- ▶ Strengthen the region's economic diversity
- ▶ Develop more "things to do" in Willmar
- ▶ Develop the next generation of leaders
- ▶ Promote health and wellness

Much of the community's agenda was informed by University of Minnesota Extension's research and education on demographic change and "brain gain" in rural communities. In 2015, the community made progress on each of the first four goals and added the fifth. More than 150 volunteers are working on the projects. Their plan intends to spark change and move the community forward.

Extension's engagement with the community led to creation of an ongoing leadership education program in their community to help the community achieve their fourth goal. Moreover, the leadership program is intentional in involving leaders from Willmar's growing immigrant communities, helping the community strengthen economic and civic diversity. Emerging leaders in the cohort will help the community to achieve all of its goals in the future.



Community Development

MU Extension community development programs result in engaged citizens, expanded leadership, broader inclusion of community members, buy-in from the community, adoption of policies, implementation of plans, sound proposals put before voters, and increased economic activity. Communities benefit from wise use of public and private resources.

In FY15, the **Community Development Program** worked collaboratively with 30 communities and nearly additional organizations and partners to foster economic development and create capacity for sustainable communities and quality jobs through leadership development, community decision making, community emergency preparedness and focusing on inclusive communities. We offered 11 in-depth leadership courses and approximately 60 conferences, workshops, and short courses in addition to providing web-based and social media resources and providing facilitation, coaching and consultation. The audience included rural and urban, all levels of the socio-economic spectrum, youth and adults, and 6.6% minority races and 10.9% Hispanic/Latinos. Community development programs and activities:

- ▶ **St. Joseph Business Expands**
Having worked with Jerry Baker and the [ExCEED program](#), St. Joseph Graphic Shack entrepreneurs share in their storyline. The company's original advertising plan relied strictly on word-of-mouth promotion about their products and services. They continued that marketing strategy and later added the Internet and Facebook to their advertising venues. The company's original orders were from individual clients and an occasional order from a local group. Customer orders have been received from and shipped to locations more than 1,400 miles away.
- ▶ **Great Northwest Wine Trail**
The planning process that began more than two years ago to help a group of wineries and vineyards establish the Great Northwest Wine Trail has resulted in a regional effort to enhance the capacity of the producers in the region to work together to promote the areas wine production.
- ▶ **Project Community Connect - Johnson County**
Project Community Connect is a coalition of service providers, including MU Extension, that are working together to try to reach the most difficult populations in their community through a one-day event or resource fair. Services provided included teeth extracted, birth certificates issued, death certificates issued, smoke detectors distributed, flu shots given, prescription medications provided, exit bags with food and household products distributed, haircuts given, eye exams provided, eye glasses provided, family photos taken, printed and given to families, and mental health screenings.
- ▶ **[Business Development Program](#)**
The MU Extension Business Development Program (BDP) is a statewide network serving an increasingly broad swath of Missourians. The BDP helps individuals and businesses succeed in every stage from career discovery and advancement, business concept to startup, growth to renewal, maturity to succession, through a variety of programs. The BDP helps individuals and businesses succeed in every stage from career discovery and advancement, business concept to startup, growth to renewal, maturity to succession, through a variety of programs.

Encouraging Entrepreneurship

Entrepreneurship is engaging youth across Nebraska. Programs are offered in-school, after school, in summer camps, through clubs, or in self-learning formats. In 2015, nearly 750 youth gained skills and the desire to explore business as a career option during one of 49 Entrepreneurship Investigation (ESI) summer camps or through the digital Blueprint curriculum. Half of the young entrepreneurs then took their businesses to the community and sold their products and services at 24 different sales events held throughout Nebraska. The ESI curricula is now offered in 48 states and in countries such as Costa Rica, Brazil, and Bangladesh.

The Nebraska Rural Poll

[The Nebraska Rural Poll](#), America's largest and longest running survey of rural opinions, was conducted for the 20th time in 2015. Input from nearly 56,000 nonmetropolitan Nebraskans has been collected over the past 20 years and has been used by policymakers, state agencies, University faculty and staff, community/rural development organizations, and local economic developers to explain current trends and provide guidance as they plan for the future of rural Nebraska. The data have also been used in many grant applications. One economic developer stated, "The Nebraska Rural Poll is the preeminent dataset for all things rural in Nebraska. It is an invaluable tool for municipalities, counties and planning consultants." Nebraska [2015 rural poll reports](#):

- ▶ St. Joseph Business Expands
- ▶ Higher Education: Opinions and participation among Nonmetropolitan Nebraskans
- ▶ Perspectives on Community Life in NonMetropolitan Nebraskans
- ▶ Climate and Energy: Opinions of Nonmetropolitan Nebraskans

- ▶ Engagement in Nonmetropolitan Nebraska: Vivic and Political Participation and Views of Community Leadership
- ▶ Optimism in Nonmetropolitan Nebraska: Perceptions of Well-being



Nebraska Human Resources Institute

Leadership development at the University of Nebraska is about engaging youth to help create the leaders for tomorrow. Faculty with strong connection to both Extension and the [Nebraska Human Resources Institute \(NHRI\)](#) help to make this happen by identifying outstanding college student leaders and pairings them in one-to-one relationships with outstanding K - 12 student leaders from across Nebraska. At any given point in time, NHRI works with approximately 180 K-12 students and 180 college student leaders in longitudinal strengths-based, leadership-mentoring relationships. Throughout the summer months, NHRI engages an additional 225 middle and high school students through their Priceless Preteen and NPower youth leadership programs, where these students gain 21st century leadership skills.





Growing Local Foods in North Dakota

There is a rising interest in local foods. In North Dakota, there has been more demand for locally grown products resulting in nine farmers markets that have been added across the state in the past two years. NDSU Extension has been supporting leaders to expand their local foods efforts by increasing local foods awareness and then doing projects to encourage an expansion of the supply and demand of local foods. Twenty –four projects in North Dakota yielded multiple outcomes including new farmers markets, a central ND buying club start-up, and food cooperative launch. In addition, 23 new businesses were started and there was a reported growth of \$104,000 in yearly gross sales by local foods entrepreneurs, eight new employees were hired and over 1000 volunteers logged 4500 hours of time support for local foods projects.

First Impressions Matter

The Community Impressions program adds value to rural North Dakota communities by coaching them through an exchange process. This exchange allows teams from two different communities to visit and learn about the strengths and challenges of the other through the eyes of a first time visitor. After the visit, feedback is provided via a public forum for community residents. These similar sized communities involved in the program are from different regions of the state and must be willing to implement improvement ideas. Communities involved in 2015 are already taking steps for community beautification, adding customer service trainings, and increasing signage where needed. In many cases new people are stepping up to leadership roles to get many of these tasks accomplished.

Rural Leadership North Dakota

Since its inception in 2003, Rural Leadership North Dakota has had over 140 participants in the 18-month program. More than \$4 million has been acquired by RLND participants for local projects, five businesses have been started by RLND alumni employing 19 people, and nine RLND alumni have run for public office. The RLND program strengthens interpersonal and networking skills while opening doors to learn about activities and industry in North Dakota as well as internationally.



RLND participants

Lead Local Helps Participants with Civic Engagement

Lead Local is a new, one-day training for emerging, elected and appointed leaders to help them increase their confidence to serve on a board, council or committee. This hands-on program provides the learner with training on conflict management, parliamentary procedure, North Dakota open meeting law, ethics, and understanding fellow board members. More than 100 participants in North Dakota have completed the Lead Local program and 75% now feel confident running a meeting using parliamentary procedure, 86% understand how to use the components of an effective meeting, and 92% state they now feel prepared to serve on a local board, council or committee.

Finding Solutions for Ohio's workforce

As one of the fastest growing industry sectors in Ohio, tourism accounts for nearly 9% of Ohio jobs. According to the Ohio Travel Association (OTA), as the industry grows in strength and concentration, so does the need for increased education and preparation among the tourism workforce. The solution: detailed information provided through an industry-wide needs assessment, conducted by OSU Extension, Community Development. The information gained in the statewide study has identified educational gaps and pinpointed effective educational delivery methods empowering the OTA Board of Directors to initiate dialogue and collaboration with other state level organizations to foster job development and retention among Ohio's tourism workforce.

Community Health Assessment: Improving a Community's Health

Finding solutions to combat a rapidly growing substance abuse issue and pooling community resources to address an increased incidence of mental health concerns are two of the critical needs facing community and health leaders in a southeastern Ohio county. Facilitated by OSU Extension (OSUE), Community Development, a comprehensive community health assessment enabled the leaders to identify the health concerns and put together a plan of action to address the most critical health and wellness needs for their residents. Currently in the sixth year of this multi-phase project, OSUE has worked with the community health leaders to assess, understand and plan strategies to address the health care concerns and service gaps facing the county.

Leadership Development

In 2015, 90 individuals participated in team-building and leadership development workshops. Of those surveyed, 100% indicated that they had gained a better understanding of their own strengths and of the strengths of their coworkers. Of the survey respondents, 100% also indicated that they plan to use the information gained in the workshop to build stronger working relationships with their coworkers. All of the respondents also indicated that they would recommend this workshop to others.



Philanthropic Development

Local philanthropic giving has steadily increased in Guernsey County. Most recently, OSU Extension Community Development provided guidance for a local anonymous donor to develop a plan for long-term giving. This resulted in the establishment of an endowment for East Guernsey School District. During the first year of distribution 600 of the 978 students benefited from the \$18,763 dispersal.

Planning in the Shale Region

A \$19,000 North Central Region Center for Rural Development grant partnered OSU Extension Community Development with the Guernsey County Planning Commission and Community Improvement Corporation to update the county comprehensive strategic plan. The plan was updated and adopted in May 2015. Projects emerging from the plan included completion of Safe Routes to School (infrastructure subcommittee) and development of a Career Specialist position (education workforce committee). The Safe Routes to School included securing a \$820,000 grant to use by the community to create safe, convenient, and fun opportunities for children to bicycle and walk to and from school. The Education and Workforce subcommittee put into action one of their goals of increasing workforce ready students by 5%. This was accomplished by including all school districts in two counties and five major manufacturers who cooperatively developed a job description and now have a Career Specialist working with schools and manufacturers.



Small Business Is Everybody's Business!

When young people perceive a lack of opportunity in their rural community, they often seek opportunities elsewhere. Creating an environment that supports entrepreneurship, which in turn increases business opportunities is a way to reduce population decline and perhaps attract newcomers to a community or a region. Communities can develop policies to encourage entrepreneurship and small business growth and community-wide commitment is essential. The "Small Business is Everybody's Business" conference was created by SDSU Extension to address this concern. Held via the Dakota Digital Network (DDN) and broadcast to participants gathered in 6 communities across the state, the conference is a one day event that allows statewide participation as well as targeting local discussions. Through the DDN system, all locations have an opportunity to hear nationally-known speakers share information about how rural places can support small businesses. Speakers have included Dell Gines, Senior Community Development Advisor, Federal Reserve Bank of Kansas City, who has addressed entrepreneurship based economic development, entrepreneurship ecosystems and developing local rural and urban economies through developing entrepreneurship growth strategies. Craig Schroeder, Senior Fellow for Youth Engagement, Center for Rural Entrepreneurship in Lincoln, Nebraska has also shared his experiences in helping rural communities create more prosperous futures, primarily through youth outreach and involvement. Because the sessions were offered via DDN, participants from each community are able to ask questions of each speaker. Each site also hosts a local panel that provides information on local outlook and support. Community teams also strategize concepts to promote small business in their area. At the end of the conference, communities will share ideas discussed at each local site.

Small Business Beginnings

This six session series was created by SDSU Extension to assist local entrepreneurs in creating, strengthening and expanding their business or business ideas. Designed to explore successful strategies for business development, the seminar series establishes a regional learning community. Sessions address core concepts of business plans, market feasibility, marketing, customer service, personnel management, tax structures and financial planning.

Expanding Opportunities for Collective Marketing of Local Foods in South Dakota

Local food producers in South Dakota generally use several direct marketing methods to sell their products. Direct marketing is a great way to form a relationship with consumers, but it also takes a significant amount of time; time spent away from production and expansion. With the formation of Dakota Fresh, which will employ a part-time manager focused on marketing, farmers will have more time to manage their production, possibly expand their business and employee base, and pay closer attention to providing a consistent, high quality product to regular customers. By expanding local foods markets in South Dakota we will grow local economies, which in turn will spark future interest in growing local foods in the area. Dakota Fresh will become the first producer-owned food hub in South Dakota. Throughout the past year, SDSU Extension has led producer recruitment efforts, facilitated strategic planning and offered technical advice as the Food Hub wrestled with the structure that would be most beneficial to their businesses and to their customers. Other efforts will include individual farm safety plans, continued relationship-building with local customers, and developing an online presence and ordering system. The benefits realized by setting up Dakota Fresh will bring in a new era to the local foods industry in South Dakota.



Broadband and E-Commerce Development Center

Broadband is today for community and economic development what railroads and highways were decades ago. Without the presence of adequate capacity—at a competitive price—new residents, visitors, and business and industry will simply pass our communities by. With the support of local Extension educators and state specialists, community networks of civic and business leaders have formed to compare needs to available resources and set out to close those gaps. Twenty-nine counties have formed coalitions. Over 250 local leaders attended educational sessions to learn about expanding high speed internet access and adoption; 110 community leaders committed to full day workshops to plan next steps. A number of communities have secured \$150,000 grants to help build out critical infrastructure and educate individuals and businesses on effective utilization of this technology; 96 businesses participated in a pilot e-commerce training.



North Central CRD Program Leaders:

<p>UNIVERSITY OF ILLINOIS Anne Silvis, Assistant Dean, Community and Economic Development Pennie Crinion, Director of Program Planning and Evaluation Extension and Outreach</p> <p>PURDUE UNIVERSITY Lionel 'Bo' Beaulieu, Director and Michael Wilcox, Senior Associate Center for Regional Development</p>	<p>UNIVERSITY OF MISSOURI Mary Leuci, Assistant Dean and Extension Associate Professor, Community Development</p> <p>UNIVERSITY OF NEBRASKA-LINCOLN Cheryl Burkhart-Kriesel, Extension Associate Professor, Panhandle Research and Extension Center Richard Koelsch, Associate Dean for Extension</p> <p>NORTH DAKOTA STATE UNIVERSITY Lynette Flage, Director, Center for Community Vitality</p>
<p>IOWA STATE UNIVERSITY Gary Taylor, Associate Professor, Community and Regional Planning</p> <p>KANSAS STATE UNIVERSITY Trudy Rice, Extension Specialist, Community Vitality Gregg Hadley, Department of Agricultural Economics</p>	<p>THE OHIO STATE UNIVERSITY Gregory Davis, Assistant Director</p> <p>SOUTH DAKOTA STATE UNIVERSITY Karla Trautman, Associate Director, SDSU Extension</p>
<p>MICHIGAN STATE UNIVERSITY David Ivan, Institute Director, Greening Michigan Institute</p> <p>NORTH CENTRAL COOPERATIVE EXTENSION ASSOCIATION (NCCEA) Robin Shepard, Executive Director</p>	<p>UNIVERSITY OF WISCONSIN Karl Martin, CNRED Program Director Greg Wise, Director, Center for Community and Economic Development</p> <p>USDA/NIFA LIAISON Brent Elrod, National Program Leader (Washington, DC)</p> <p>SOUTH LIAISON (VIRGINIA STATE UNIVERSITY) Crystal Tyler-Mackey, Extension Specialist, Community Vitality</p>
<p>NORTH CENTRAL REGIONAL CENTER FOR RURAL DEVELOPMENT Mark Skidmore, Professor and Director</p> <p>UNIVERSITY OF MINNESOTA Kent Olson, Associate Dean, Ext Ctr for Community Vitality</p>	<p>WEST LIAISON (MONTANA STATE UNIVERSITY) Paul Lachapelle, Extension Community Development Specialist</p>

Indicators by State — 1 of 2

North Central State	2015 Impact Indicators	Average	Total	IL	IN	IA	KS	MI	MN
Educational Contacts		32,988	362,868	74,376	12,801	\$52,817	6,000	149,342	14,379
Number of racial minority contacts		4,104	41,041	8,962	1,276	1,585		21,617	1,749
Number of Hispanic contacts		2,653	23,876	4,815	1,649	3,697		12,264	
Number of participants reporting new leadership roles and opportunities undertaken		787	9,440	47	5,322	965	126	688	102
Number of business plans developed		123	861	31		56		753	
Number of community or organizational plans developed		66	797	26	14	43	400	15	23
Number of community and organizational, policies, plans adopted or implemented		82	988	33	14	34	400	86	11
No. of businesses created		57	510	16		148		62	
No. of jobs created		685	6,167	26		51		420	
No. of jobs retained		691	6,219	225		222		752	
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)		\$107,358	\$858,860		\$13,220	\$294,092			\$73,382
Dollar value of organization and/or community generated volunteer hours (based on Independent Sector hr value)		\$278,003	\$2,224,024	\$40,222	\$9,229	\$319,685	\$1,065,700		
Number of volunteer hours for community generated work		10693.7	106,937	1,646	4433	13,569	49,248		2,912
Dollar value of efficiencies and savings		\$724,359	\$2,897,435			\$559,764			
Dollar value of grants and resources leveraged/generated by communities		\$4,121,024	\$49,452,291	\$9,318,900	\$1,005,800	\$3,436,306	\$400,000	\$6,520,844	\$95,322
Dollar value of resources leveraged by businesses		\$15,119,134	\$136,072,202	\$481,659	\$6,003	\$4,578,657		\$19,718,234	

*Indicator definitions can be found on page 16.

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Indicators by State — 2 of 2

North Central State 2015 Impact Indicators										
	Average	Total	MO	NE	ND	OH	SD	WI		
Educational Contacts	32,988	362,868	23,628	1,086	4,764	14,859	8,816			
Number of racial minority contacts	4,104	41,041	1,343	92	161	340	3,916			
Number of Hispanic contacts	2,653	23,876	1,169	82	62	130	8			
Number of participants reporting new leadership roles and opportunities undertaken	787	9,440	16	21	236	596	6		1,316	
Number of business plans developed	123	861		5	4	8	4			
Number of community or organizational plans developed	66	797	77	3	17	34	2		143	
Number of community and organizational, policies, plans adopted or implemented	82	988	19	3	10	250	2		126	
No. of businesses created	57	510	218	2	26	7	2		29	
No. of jobs created	685	6,167	5,129	2	43	246	3		247	
No. of jobs retained	691	6,219	3,938	3	236	468	2		373	
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	\$107,358	\$858,860	\$393,560	\$17,208	\$6,228	\$56,098	\$5,072			
Dollar value of organization and/or community generated volunteer hours (based on Independent Sector hr value)	\$278,003	\$2,224,024	\$523,448		\$136,918	\$96,358	\$32,464			
Number of volunteer hours for community generated work	10693.7	106,937	24,575	800	5,724	2,430	1,600			
Dollar value of efficiencies and savings	\$724,359	\$2,897,435	\$2,175,015		\$25,000	\$137,656				
Dollar value of grants and resources leveraged/generated by communities	\$4,121,024	\$49,452,291	\$6,794,151	\$5,000	\$242,000	\$937,285	\$125,000		\$20,571,683	
Dollar value of resources leveraged by businesses	\$15,119,134	\$136,072,202	\$110,988,149	\$200,000	\$80,000	\$16,500	\$3,000			

*Indicator definitions can be found on page 16.

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North Central State 2015 Impact Indicators	Definition
Educational Contacts	Persons who received educational services via face-to-face or live distance enabled sessions. Persons participating more than once should be counted more than once.
Number of racial minority contacts	Contacts (as above) who self-report as non-white racial status
Number of Hispanic contacts	Contacts (as above) who self-report as Hispanic or Latino
Number of participants reporting new leadership roles and opportunities undertaken	New leadership roles may include formal (e.g. board member) or informal (e.g. advocate, group leader). Use attribution principle.
Number of business plans developed	Includes formal business plans and informal strategic changes. Use attribution principle.
Number of community or organizational plans developed	Includes formally adopted plans by official agencies as well as strategies. Use attribution principle.
Number of community and organizational, policies, plans adopted or implemented	Includes plans (as above) wholly or partially adopted or implemented. Use attribution principle.
No. of businesses created	New business start ups or firms that moved into the area. Use attribution principle.
No. of jobs created	New jobs in the area as a result of programs. Use attribution principle.
No. of jobs retained	Existing jobs that were at risk, protected by programs. Use attribution principle.
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)	Count hours provided by individuals in executing the program (include volunteer hours required for certification).
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	Count hours indirectly generated by programs. Example: person receiving training recruits additional volunteers. Use attribution principle.
Number of volunteer hours for community generated work	See above.
Dollar value of efficiencies and savings	Count savings through improved processes and approaches due to programs.
Dollar value of grants and resources leveraged/generated by communities	
Dollar value of resources leveraged by businesses	Includes loans and investments. Use attribution principle.

