

*North Central Extension Community
Development Programs*

IMPACT REPORTS 2016



Over \$122 Million of Impacts and 14,344 Jobs Created or Saved

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.

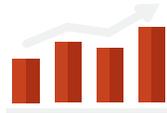
NORTH CENTRAL STATES 2016 IMPACT INDICATORS

Businesses and Jobs



No. of business plans developed

Average 122 Total 551



No. of businesses created

Average 114 Total 568



No. of jobs created

Average 1,272 Total 7,631



No. of jobs retained

Average 1,221 Total 6,713

Dollar Values



Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)

Average \$213,281 Total \$746,485



Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hour value)

Average \$3,783,609 Total \$20,809,855



Dollar value of efficiencies and savings

Average \$248,108 Total \$720,270



Dollar value of grants and resources leveraged/generated by communities

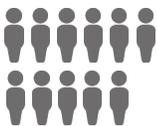
Average \$5,167,873 Total \$33,591,177



Dollar value of resources leveraged by businesses

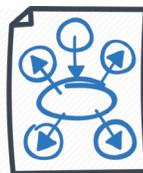
Average \$17,560,729 Total \$79,023,284

Participation



No. of participants reporting new leadership and opportunities undertaken

Average 1723 Total 11,198



No. of community or organizational plans developed

Average 69 Total 412



No. of community and organizational, policies, plans adopted or implemented

Average 77 Total 500



No. of volunteer hours for community work

Average 16,571 Total 91,143

States reported value of volunteer hours, as well as dollar efficiencies and savings, bringing the total impact to \$122M. 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



Designing Healthy Communities, facilitated by University of Illinois Extension, is a sustained campus engagement between University of Illinois Architecture students, the City of Peoria, and residents of Peoria's Southside neighborhood, one of the poorest neighborhoods in the country. Students participated in a studio workshop designed for community leaders and residents to examine the relationship between health, design, and the built environment, with the aim of providing actionable recommendations to community leaders and neighborhood residents.

The students made multiple visits to the community, spoke with key leaders, walked the neighborhood, and discussed design solutions with community residents; then developed and presented design ideas for a safer, more connected, more vibrant Southside. The student projects have been incorporated into city planning documents and grant proposals.



Students described the most valuable aspect of the course as “working on real problems.” Faculty and students gained a deeper understanding of the complex issues contributing to urban decay, and the challenges faced by communities to create policies and programs that can spur change. They also discussed the importance of community feedback to determine what is realistic for a community and finding a way to scale ideas for implementation.

The *Designing Healthy Communities* project works with community partners to examine the relationship between health, design, and the built environment in the Peoria region. This project is part of College of Fine and Applied Arts's Designing Healthy Communities Initiative, and is funded through the Office of the Provost and College of ACES as part of the U of I Extension and Outreach Initiative.



HOMETOWN COLLABORATION INITIATIVE

Hometown Collaboration Initiative (HCI) is an initiative of the Indiana Office of Community and Rural Affairs (OCRA) in partnership with Purdue Extension Community Development, the Purdue Center for Regional Development, and the Indiana Communities Institute of Ball State University. During *phase one, foundation*, each HCI team takes steps to recruit and engage a diverse mix of local people who are willing to explore new ways to strengthen their community and take an active role in launching all phases of HCI. Initiative participants



carefully study and analyze data, existing community plans and the viewpoints of local residents. Key activities include studying a Data SnapShot report on county data, conducting a community survey, assessing local assets, hosting a community forum and selecting a building block. In *phase two, building block*, each HCI team, using information and deliberations undertaken during the first phase, chooses their focus of effort for their community: economy, leadership or placemaking. Economy projects work to build a supportive community environment for small businesses and entrepreneurs. Leadership activities develop a new generation of local leaders who will take an active part in addressing community priorities. For placemaking, the focus is on enhancing community design and public spaces by building on the community's physical and natural resource assets. During the *final phase*, HCI teams work with key partners to propose a Capstone Project, and if approved by the State HCI Coordinating Team, put into action a plan intended to place their community on the path to achieving its longer-term goals and aspirations. There have been 179 sessions delivered to HCI communities over the past two years. Twelve communities across the state of Indiana are engaged in the HCI process. ([HCI Communities](#))

ENHANCING THE VALUE OF PUBLIC SPACES (EVPS)

Public spaces are essential to the social, economic, and environmental sustainability of communities. They are the 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. Management decisions of these public spaces, made by public policy makers, private business owners, and residents, affect the wellbeing and livelihood of the community as a whole.



This Indiana-based curriculum is designed for use by decision makers and local leaders who oversee community public spaces (e.g., parks boards, plan commission members, executive leadership, non-profit organizations). 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, private investment, and ultimately, an enhanced quality of life for Indiana residents. Enhancing the Value of Public Spaces consists of three components: 1) the Indiana-based curriculum, 2) Community Workshop forum to bring together key stakeholders and decision makers to provide input into crafting the high quality action plan, and 3) Working group meetings facilitated by Purdue Extension to provide the technical assistance needed to complete a high-quality action plan. In 2016, EVPS conducted 17 events with 335 participants in seven communities: Bartholomew County, Decatur County, City of Kokomo, City of Washington, City of Lebanon, Tell City, and City of West Lafayette. EVPS is a team-oriented effort with a minimum of three Purdue facilitators and two or three local hosts collaborating with stakeholder groups to develop a public spaces action plan.

ON LOCAL GOVERNMENT

Local governments have many tools and options to implement when looking at their local budget. Not only do they make decisions on expenditures but they also have the ability to make decisions on local income taxes, other local taxes such as the wheel tax, property tax relief, and on implementation of other tools such as tax increment financing or referenda. Legislative changes, the state budget, national economic trends, and other factors further complicate local governments a complex fiscal system. Local government officials need a sound understanding of the budgeting and revenue option, accurate information and data, insightful education, and an opportunity to learn from each other to more effectively create budgets and make better-informed fiscal decisions which ensure the sustainability of government services and the efficient use of the taxpayer's dollar.

Purdue Extension educators collaborated with a regional Educator and an Extension specialist to develop and deliver the On Local Government program. In 2016, webinars, broadcast from Purdue University and made available across the state, explained road funding in Indiana, reviewed pending legislation on special Local Option Income Tax distributions and farmland assessment, and provided an overview of research on the capacity and cost constraints of our local government revenue system. ([Webinar recording](#)).

Over 400 elected officials, government employees, community leaders and citizens participated in the **On Local Government** program through 38 unique host sites. Of the participants surveyed, 63% stated the program helped them better understand state and local government finance. 93% indicated they felt more confident in their role with local government after attending the program. One participant stated they felt the program encouraged them to look at longer term planning to leverage road funding with grants. One participant said the program would help them "insure as budgets are determined, state and local legislation as well as trends are accounted for in insuring fiscal responsibility in appropriating funds to benefit my local community." Overall, the program informed elected officials and civic leaders and encouraged them to think critically and access data and resources when making local government finance decisions.

Purdue Program Helps Expand Jobs by Small Indiana Firms



While often overlooked by local officials, small businesses serve as important contributors to the economies of many Indiana communities. Recent data show that 36% of all jobs created in the state between 2010 and 2015 were generated by businesses employing 10 to 100 individuals (defined as second stage companies). It is this fact that prompted the Purdue Center for Regional Development (PCRD), as part of a larger Lilly Endowment supported initiative at Purdue, to launch the [Economic Gardening](#) program in the state.

Economic Gardening is the brainchild of Chris Gibbons who implemented the program in Littleton, Colorado in the latter part of the 1980s. Over time, the program experienced significant growth and the expanding interest in the program resulted in the establishment of the National Center for Economic Gardening in 2011, in partnership with the Edward Lowe Foundation. The program is now in place in more than 25 states.

Thanks to support from the Lilly Endowment, Purdue has a certified Economic Gardening team made up of professionals from the Purdue Center for Regional Development, the Indiana Small Business Development Center and the Krannert School of Management.

Furthermore, the Endowment has provided seed funds to engage 18 eligible second stage firms in the state to be part of the Economic Gardening program.

The Purdue-led initiative offers a firm with approximately 20 hours of technical assistance, with the primary focus being on the challenges the company is experiencing in three key areas: market research, GIS data analysis, and Search Engine Optimization (SEO)/ social media analysis. The Purdue team works hand-in-hand with the companies to assess their market trends, identify competitors, map areas for targeted marketing, visualize supply chain partners and increase online visibility.

Since its launch in 2014, the Purdue Economic Gardening program has assisted 12 second-stage businesses. Follow-up surveys reveal that these firms created 109 jobs since completing the Purdue program. Furthermore, they realized an increase of more than \$30M in their Gross Domestic Revenues, a 38% expansion since participating in the Lilly Endowment supported program.

According to Dr. Bo Beaulieu, director of PCRD, "from the very beginning of the Economic Gardening program, our hope was that we would help grow 20 jobs over the period of 3-4 years. We were heartened to know that the program has helped realize a net growth of more than 100 jobs in less than 3 years."

Among the other improvements realized by some firms involved in the Purdue program are annual gross revenue growth of up to 15 percent within 18 months after completing their involvement in the Purdue program, as well as increases of up to 30 percent in website and social media traffic. Diana Caldwell, President of Pearl's Pathways -- an Indiana firm that provides services for biopharma and medical device clients -- reported, "The marketing consulting we received was very specific and actionable. We were able to use the advice to make impactful changes to our website, to enhance our SEO efforts, and launch a company Twitter account that has helped drive more people to our website, events, and blogs, as well as attract more than 260 followers."

K-STATE Research and Extension

Local food hub benefits farmers, consumers

Five years ago, it seemed like a simple idea: find a way to help smallholder farmers in Kansas sell the food they grow to more people.

K-State Research and Extension helps farmers become more efficient, more profitable and self-sustaining and assist consumers and communities. Local food-system development is community vitality.

The food hub is a producer cooperative that goes beyond selling food at local farmers markets. The food hub helps farmers sell their products to larger buyers, such as restaurants, hospitals, schools and food companies.

"For the most part, farmers are really good at retail and direct sales, and we are kind of good at what I call the 'easy wholesale' — such as chefs and grocery stores," said Jill Elmers, owner of Moon on the Meadow Farm in Lawrence. "But there is a whole new, larger world that farmers have not even begun to tap into."

In 2011, an ad hoc group in Kansas City, Missouri, began talking about developing a food hub for the region. The Douglas County Food Policy Council joined the effort and in 2014 asked K-State Research and Extension to help pursue the next steps.

Today, smallholder farmers in Kansas have numerous options for providing their goods through the food hub. This food hub allows K-State Research and Extension to think critically about how to grow the local food system in a way that invests back into Kansas farmers and also benefits Kansas communities and consumers.



70
communities with active
PRIDE projects

3,000
individuals serve on
advisory councils

\$2 million
— value of hours donated
by 1,203 Extension Master
Gardeners

Michigan State Extension worked with three rural Michigan counties to build capacity and gain community input in a regional development plan. In total nearly 110 community members participated in various planning sessions, including more than 60 at a community forum to identify and prioritize opportunities for collaborative economic development activities. The planning effort, entitled [Leaders in Economic Alliance Development](#) (LEAD), is part of the USDA Rural Development Stronger Economies Together (SET) program. Two additional SET regional economic development sessions were conducted in Michigan in 2016, engaging more than 200 community members.



- Leaders** – Focuses on building and strengthening leadership skills in the community
- Economic** – Concentrates on opportunities to enhance the local economy
- Alliance** – Fosters the development of new partnerships within the community
- Development** – Gets things done!

UNIVERSITY OF MINNESOTA EXTENSION

[Extension Brain Gain Research Stimulates Regional Action](#)

In the 1990's, Ben Winchester and other Extension rural sociologists began to study rural demographics, and identified the "brain gain" phenomenon. Persons aged 30-44 years old are moving to rural areas. Winchester and other Community Vitality educators worked in communities and with the media to spread the word about that asset. In Minnesota, resulting enthusiasm from community groups and community leaders has stimulated action. Across the State of Minnesota, at least seven community and regional initiatives have been mobilized. With names like "Get Rural Minnesota", "Greater Minnesota Rising", and "Journey to Growth", these initiative promise to market rural life, present the assets of rural life online and in local media, and work together to sustain those efforts over time. Funding from NIFA will create further research to inform those efforts.



[Big Stone County: Marketing quality of life](#)



"While rural areas don't grow as quickly as urban areas, they do attract 30- to 49-year-old residents who bring families, education and workforce opportunities," says Ben Winchester, an Extension research fellow who calls this phenomenon the rural "brain gain." Winchester helps rural communities see positive trends and embrace opportunities.

In the cities of Clinton, Graceville and Beardsley, Winchester's message took hold. The rural communities have reached out to include all of Big Stone County and are working together to develop their tourism potential with assistance from Extension's Tourism Center. "The 'brain gain' research has helped us to target our marketing message for tourism and to work to recruit workers to our region," says Vicki Oakes, coordinator of a new MNBump.com and social media initiative that touts the benefits of life on that "bump" on Western Minnesota's map. "It's helping us build a sense of community across Big Stone County," says Oakes. "We are excited that we have already grown an audience of people between the ages of 35 and 44."

[Barnesville: Turning the keys to local businesses over to the next generation](#)



When Karen Lauer learned that 46 percent of business owners in Barnesville had no plan for what to do with their businesses when they retire, she knew it was time to act. One important Main Street business planned to simply shut its doors. "That was a red flag," says Lauer, the director of Barnesville's Economic Development Authority. "We knew that, as a community, we needed to encourage our businesses to plan for succession."

Lauer's insights came from what she learned from Extension's Business Retention and Expansion (BR&E) program. BR&E involves community residents and leaders in the well-being of local business. "We encourage communities to build a team that will listen to business owners. Barnesville is acting on what they learned from those conversations," says Michael Darger, Extension's BR&E specialist.

Planning how to sell, pass on, or transform an established business is important, especially as baby boomers retire. Extension's community economics educators have responded by studying the trend and helping communities consider options for addressing this change, such as Barnesville's example. "Many of our local owners had been thinking about it, but had no clue where to start," says Lauer. "Now, they are making connections and thinking about the future."

[Willmar lakes area: Growing new leadership](#)

“Right now, five generations are working together in Minnesota’s communities and workplaces,” says Brian Fredrickson, Extension leadership educator. “The new digital generation, millennials, Generation Xers, baby boomers and builders each bring different perspectives to work and communities.”

Baby boomers are retiring from their positions as leaders on local boards, committees and city councils. Vision 2040, a project to envision the future of the Willmar area, is growing its own leadership through emerging local leaders. The program is careful to recruit participants who reflect the wide diversity of residents who live in the Willmar area — or, more importantly, who will be part of Willmar’s future demographics. Extension offers nine day-long sessions where emerging leaders network and strengthen skills in engaging residents and leading them to act. “It’s a great success story,” says Audrey Nelson, a member of the program design team and the inaugural class. “When you understand yourself and others, you can find better ways to do things.”



Five generations are working together in communities across Minnesota. Pictured: Members of the Vision 2040 team.



[Community Emergency Management Program \(CEMP\)](#)

Missouri remains ranked among the most disaster-prone states. In the past six years, the Community Emergency Management Program collaborated with SEMA and directly supported communities and the state in planning and recovery from nine major declarations of natural disasters, three additional emergency declarations to cover emergency protective measures, and from USDA five crop declarations and three drought declarations. The program has produced the premier guide for Community Organizations Assisting in Disaster with additional materials for dealing with agricultural aspects of disaster. CEMP provides education and technical assistance to individuals and families, local governments, businesses, schools and organizations in preparing and responding to natural and man-made disasters.

The [Community Development Academy](#) explores ideas and develops practical skills for practitioners to effectively involve and empower local citizens and leaders in community-based efforts. Participants come primarily from Missouri but have included over 20 states and 20 countries in the past 20 years. In a recent evaluation conducted with participants who completed any of the three courses in the past three years, they reported increased resources for communities; new community development plans and projects, practical application of course learning; and personal change in participant skill level. ([See brochure](#)) Specifically, the 35 survey respondents reported:

Other impacts:

At the May 2016 [St. Louis Storytelling Festival](#), conducted with sponsorship from major area cultural organizations and institutions, national and regional tellers re-animated historical figures, exposed youth to diverse social and cultural perspectives, and playfully encouraged sound decision-making skills for 13,400 area schoolchildren (29% of which were in poverty). The festival reached 15,500 participants at 59 sites in St. Louis city; St. Charles, St. Louis and Jefferson counties and in Metro East.

To successfully meet the diverse needs of Missourians, the [Office of Social and Economic Data Analysis](#) (OSED) provide crucial background information about societal challenges Missourians want to address. Whether exploring issues as diverse as community health or economic development, the office provides the information needed to develop workable, forward-looking solutions.

Participants from the [Neighborhood Leadership Academy](#) in St. Louis formed a school/community council in the Benton Park West neighborhood, a tenants’ association at the N. Sarah Housing Development, and a neighbor-to-neighbor council in St. Charles County to assist with the homeless population in the area. In addition, two sought public office after completion.

After two years of planning with a group of wineries and vineyards to establish the [Great Northwest Wine Trail](#), the regional effort is enhancing the capacity of the producers in the region to work together to promote the areas wine production. The group has established a website for cooperative marketing and registered the Great Northwest Wine Trail with the Missouri Wine and Grape Board. Cooperative efforts have resulted in one producer able to bottle estate wines and establishing its own winery, and the coalition has attracted additional wineries and vineyards. ([YouTube Video](#))

The Business Development Program celebrated its 50th anniversary in the past year, recognizing the early beginnings of the program with State Technical Service Act in the mid-60s and continuing through to present day when more than 30 service locations assist nearly 3,000 clients each year in individualized consulting and a nearly \$20,000 more in educational settings. Although the program was started to serve the state’s manufacturers, it quickly grew to address management, marketing and financial challenges faced by businesses in every sector. Throughout the years, many initiatives have come and gone, but the anchor programs – the Missouri Small

Business & Technology Development Centers, the Missouri Procurement Technical Assistance Centers and the Mid-America Trade Adjustment Assistance Centers – continue to leverage federal dollars with local resources to create \$122 of economic impact for every \$1 invested in the BDP. In fact, in the latest analysis for 2014-2016, the BDP helped Missouri firms create or retain 23,927 jobs, increase sales by \$900 million, attract investments totaling \$436 million and win government contracts totaling \$1.1 billion. This represents one job created or retained for every \$844 in total funding.

The [Business Development Program's](#) partnership with its academic host, the MU College of Engineering, continues to expand and thrive, creating opportunities for community, industry and student engagement. In the past year, Assistant Dean for Entrepreneurship and Engagement and BDP Program Director Steve Devlin, has assumed responsibility for the College's Career Service unit, managing interactions with corporates and companies that hire College graduates and facilitating research exchange and commercialization expertise between faculty and Missouri industry. As both MU and the BDP work to enhance Missouri's economic competitiveness, engineers and entrepreneurs – both problem solvers by nature – are combining to create innovative solutions and career opportunities for MU students and the companies that hire them.

The MU Extension Business Development Program is a partner in the MO STEP=UP program, funding for which has been awarded to the Missouri Department of Economic Development's Office of International Trade. The U.S. Small Business Administration funding totaling \$634,000 is to help small businesses enter and succeed in the international marketplace. Through the BDP's International Trade Center, Small Business & Technology Development Center counselors help companies that are new to exporting explore opportunities, understand international trade policies and promote their goods and services via trade shows and other overseas connections. The BDP team has helped Missouri firms realize nearly \$32 million in export sales in the last three years.

Several Business Development Program clients have won prestigious [Missouri Association of Manufacturers Made in Missouri Leadership Awards](#): Intek Corporation (Union), Tacony Manufacturing (Fenton), and Brewer Science, (Rolla)



[Lead Local and Lead Local for Youth](#)

North Dakota leadership programs are making a difference. Lead Local and Youth Lead Local were developed by NDSU Extension to reinforce local leadership training for adults and youth and help them increase their confidence and willingness to serve. These intensive, one-day, hands-on programs provide the learner with training on conflict management, parliamentary procedure, open meeting law, ethics, project management, effective communication and understanding fellow board members. More than 283 volunteer groups have had representation in the Lead Local programs and 28 youth participated in the Youth Lead Local pilot on Election Day 2016. One community that hosted a Lead Local training now has two newly elected local officials and six organizations involved in Lead Local formed new collaborations for community projects.

A participant from that community shared, *"I had been thinking of running for City Council for some time, and after taking the Lead Local program, it really gave me that extra confidence to move forward with that decision. The process of running for and winning the City Council seat was a great experience and I'm using the tools from Lead Local to help me be the best representative I can be."* - Pembina County Lead Local participant

[Stronger Economies Together \(SET\)](#)

NDSU Extension in partnership with USDA Rural Development in North Dakota worked to build on the current and emerging economic strengths of the tri-county region of Logan, McIntosh and Emmons counties. SET in this North Dakota region has:

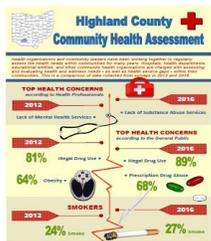
- Strengthened communications and partnerships between health-care administrators
- Raised over \$60,000 in scholarship support for students who will return to the region in a health-related career
- Implemented a rural food initiative to increase local buying power by small rural grocers
- Partnered with Prairie Public Television to produce a national documentary featuring the Germans from Russia heritage of the region which in turns helps expand heritage tourism in that part of the state
- Engaged youth in their communities through high school civic forums similar to the regional forum provided through SET

[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 many alumni have run for public office. In 2016, four RLND participants ran for state-wide offices and three were elected – two serving in the ND legislature and the third as a justice on the ND Supreme Court. The RLND program strengthens interpersonal and networking skills while opening doors to learn about activities and industry in North Dakota as well as internationally.

Health & Wellness



A county-wide health survey found illegal drug use as the top health concern of both residents and health professionals. More than 70% of resident respondents indicated that they personally know someone who takes an illegal drug. The survey informed the Highland County Health Report and resulting priorities for partnership and outreach to address health concerns such as cancer, heart disease, and obesity being addressed by health providers and social service agencies.

Job Skills & Careers

After a strategic goal-setting workshop designed to identify key focus areas and specific plans of work, a local nonprofit agency was able to secure \$90,000 from the Ohio Capital Improvement Fund to expand their facility and increase manufacturing employment by 10%. The additional revenue has enabled the organization to launch two new programs that train workers to develop manufacturing job skills, adding to community's skilled and trained workforce.

Engaged Ohioans, Vibrant Communities

Understanding community and customer needs is an important component of an organization's success. A combination of surveys and focus group discussions were used to identify the perceptions, expectations and experiences of Head Start parents, staff, board members and community partners. The information collected from this process helped the organization's leaders put together a plan of action to best meet the needs of Head Start families.



Strategic Planning with Non Profit Organizations

In 2016, SDSU Extension Community Vitality staff assisted ten groups with strategic planning for the future. Each group was unique in its organization, mission and goals. Groups include: a city economic development organization, a new food hub, three Native American communities preparing for disasters, a literacy council, groups working on housing in rural communities, a health service agency, and a Chamber of Commerce. Each of the ten groups reports they are working on the various strategies outlined in their plan. At least seven of the groups report they are targeting new funding because they now have a written strategic plan.

Advice to Young Entrepreneurs https://www.youtube.com/watch?v=n4gsk67Az_o

As the population of South Dakota ages, it is more important than ever to encourage and promote the opportunities available to help young people live, work and raise families in the rural areas they call home. Young entrepreneurs share their business ownership experiences.



This video is part of the Voices of the Next Generation series. Comments by Courtney Nolz, Cowgirl Crush; Justin Fruechte, Sturdy Post Ranch; David Anderson, Anderson Restorations; Becky Harstad, Whetstone Commodities.



Community Vitality & Placemaking

Small towns are searching for a shared vision that celebrates their unique sense of place. University of Wisconsin-Extension's Community Vitality & Placemaking Team brings together a volunteer group of 20 planning and design professionals to conduct a 3-day charrette. The circus-like atmosphere attracts over 175 participants a day (impressive for small towns of 1,000 people). Dozens of hand-drawn illustrations inspire citizens into action. Within weeks, citizens in Grantsburg organized into teams to clean up a local river and trail system; while in Baileys Harbor, an underutilized building was transformed into a community center.

Indicators by State

	IL	IN	IA	KS	MI	MIN	MO	NE	ND	OH	SD	WI	Totals	Average	States Reporting
Educational Contacts	74376	11013	63823	5000	448608	14810	38,040	804594	5983	26,228	7882		1500357	250060	11
Number of racial minority contacts	8962	1007	1276		56508	1659	6,643	131338	189	895	3614		212091	38562	10
Number of Hispanic contacts	4815	977	3829		11019		1,117	87580	40	384	147		109908	21982	9
Number of participants reporting new leadership roles and opportunities undertaken	5014	855	1062	124	51	405	168	2029	317	267	10	896	11198	1723	12
Number of business plans developed	31		91		386	5		10	1	20	7		551	122	8
Number of community or organizational plans developed	26	32	25	70	22	5	47		15	23	10	137	412	69	11
Number of community and organizational, policies, plans adopted or implemented	33	44	28	25	92	12	26	45	15	46	10	124	500	77	12
No. of businesses created	16		117		64		240	42	3	10	4	72	568	114	9
No. of jobs created	26	27	88		394	10	5,812	30	3	1,075	1	165	7631	1272	11
No. of jobs retained	225		264		563	210	3,128	45	60	1,891	3	324	6713	1221	10
Dollar value of volunteer hours leveraged to deliver programs (Independent Sector value)		\$1,600.00	\$143,956				\$95,107		\$505.00	\$502,726	\$2,592		\$746,485	3,281.38	6
Dollar value of organization and/or community-generated volunteer hours (based on Independent Sector hr value)	\$67,589	\$16,200.00	\$118,049	\$1,274,848		\$113,602	\$118,143	\$18,995,000	\$64,869.00	\$6,215	\$35,340		20,809,855	3,609.93	10
Number of volunteer hours for community generated work	2728	583	11357	57,895		4508	5544	4242	2570	216	1500		91143	16571	10
Dollar value of efficiencies and savings							\$3,750	\$487,000		\$129,520			\$620,270	8,108.00	3
Dollar value of grants and resources leveraged/generated by communities	\$651,770		\$2,157,639	\$773,862	192,913.00	\$860,090	\$2,070,878	\$155,000	240,650.00	\$704,941	\$95,000	12,148,434	33,591,177	7,873.38	12
Dollar value of resources leveraged by businesses	\$512,407	300,000.00	\$4,655,800		218,067.00		71,477,602	\$1,900,000	\$65,600.00	\$107,875	\$4,000		79,023,284	0,729.78	9

*Indicator definitions can be found on page 17.

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

North Central State 2016 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.