

V(A). Planned Program (Summary)

Program # 31

1. Name of the Planned Program

Creating Community Economic Viability

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

KA Code	Knowledge Area	%1862 Extension	%1890 Extension	%1862 Research	%1890 Research
608	Community Resource Planning and Development	60%			
803	Sociological and Technological Change Affecting Individuals, Families, and Communities	20%			
806	Youth Development	20%			
	Total	100%			

V(C). Planned Program (Inputs)

1. Actual amount of professional FTE/SYs expended this Program

Year: 2010	Extension		Research	
	1862	1890	1862	1890
Plan	3.5	0.0	0.0	0.0
Actual	5.0	0.0	0.0	0.0

2. Actual dollars expended in this Program (includes Carryover Funds from previous years)

Extension		Research	
Smith-Lever 3b & 3c	1890 Extension	Hatch	Evans-Allen
183172	0	0	0
1862 Matching	1890 Matching	1862 Matching	1890 Matching
183333	0	0	0
1862 All Other	1890 All Other	1862 All Other	1890 All Other
0	0	0	0

V(D). Planned Program (Activity)

1. Brief description of the Activity

To facilitate entrepreneurship as an economic development strategy, we will: work in selected settings (communities and regions in the state) to develop models of excellent entrepreneurial community practice, community economic development and regional economic development strategies; enhance capacity and effectiveness of community members to support entrepreneurship through workshops, training, counseling, developing partnerships, providing referrals, organizational development, participatory visioning and planning; help communities respond to the needs and plans of their entrepreneurs through planning, leadership development, working with the media and building partnerships; develop advanced entrepreneurship skills among Extension specialists through development and delivery of new curricula; and share knowledge and learning that encourages the enhancement of local economies and quality of life through entrepreneurial efforts through web, media, partners, conferences, workshops, seminars, and public policy briefings.

2. Brief description of the target audience

Targeted audience is all social groups in the community, including low-income and minority, youth and adults. No limitation on gender, ethnic or religious diversity, lifestyle choice, etc. Primary Audiences: predominantly rural towns, communities, counties and/or multi-county regions and their residents in Missouri that have experienced economic downturn, and have few other opportunities; of these communities, work with ones that have demonstrated a reasonable amount of motivation to work on their situations. Secondary Audiences: communities that would like to learn more about entrepreneurial communities; Extension staff, state and non-profit staff that could benefit from advanced entrepreneurship training.

V(E). Planned Program (Outputs)

1. Standard output measures

2010	Direct Contacts Adults	Indirect Contacts Adults	Direct Contacts Youth	Indirect Contacts Youth
Plan	2000	1400	300	140
Actual	2965	1103	182	91

2. Number of Patent Applications Submitted (Standard Research Output)

Patent Applications Submitted

Year: 2010
 Plan: 0
 Actual: 0

Patents listed

3. Publications (Standard General Output Measure)

Number of Peer Reviewed Publications

2010	Extension	Research	Total
Plan	1	0	
Actual	1	0	1

V(F). State Defined Outputs

Output Target

Output #1

Output Measure

- Number of communities/regions engaged.

Year	Target	Actual
2010	15	25

Output #2

Output Measure

- Number of workshops on community entrepreneurship and economic development.

Year	Target	Actual
2010	30	17

V(G). State Defined Outcomes

V. State Defined Outcomes Table of Content

O. No.	OUTCOME NAME
1	Percent of workshop participants reporting increased knowledge and understanding of local/regional economy and community economic development strategies and their applicability to the situation.
2	Dollar value of new resources leveraged to address community economic change.
3	Number of community foundations, revolving loan funds, community development corporations formed.
4	Number of schools using entrepreneurship curricula (still using and newly using).
5	Number of people reporting taking on increased, different, or new leadership roles in community.
6	Number of jobs created by new businesses or business expansion/growth.
7	Percent of communities/organizations reporting increased cooperation across community services/Increase in networks and partnerships.
8	Total number of businesses created.
9	Number of jobs retained.
10	Percent of new businesses created by youth.

Outcome #1

1. Outcome Measures

Percent of workshop participants reporting increased knowledge and understanding of local/regional economy and community economic development strategies and their applicability to the situation.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	70	83

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Many community leaders, local elected officials and volunteers lack an understanding of the factors that influence the local economy, what makes up the local economy, the roll of entrepreneurship and small business, how to use economic data to craft development strategies and a basic understanding of the art of economic development. There is some resistance to taking a broader, regional approach to community economic development.

What has been done

We assisted rural regions with planning, economic analysis, entrepreneurship training, organizational and leadership development. We partnered with state professional economic development organization to provide training programs and with NCRCD, SRDC, and USDA-RD on a regional economic development curriculum (SET). New tourism curriculum and products are in development. We also held conference and webinars on tourism and a webinar on creating entrepreneurship clubs to help spur local job creation.

Results

Using presentations, workshops and individual contacts, we raised awareness of new approaches and strategies in community economic development with a regional focus. Four Fundamentals of Economic Development workshops had 88 attendees; 8% reported "a lot" or "a great deal" of understanding and knowledge of economic development prior to the workshop and 44% reported that level after attending; workshop rating of 3.35 (4-point scale) with 73% stating they would recommend the workshop. Capitalizing on Your Community Heritage conference: 93% reported the conference met/exceeded expectations; learning moved from 3.0 to 4.3 (5 point scale), 9 actions plans were developed. After two webinars on community tourism, work is underway in seven locations to support development of tourism and local foods projects and development of sustainability and economic development plans.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #2

1. Outcome Measures

Dollar value of new resources leveraged to address community economic change.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	200000	1414000

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Communities tend to take a narrow view of resources, generally thinking only in terms of financial resources, and consequently struggle to support community economic initiatives. Entrepreneurial communities pursue opportunities without being limited by the resource on hand--they are resourceful in their thinking and find and leverage a wide array of resources through partnerships, collaborations and new approaches to community economic development.

What has been done

At state and local level, we actively engaged in identifying grant opportunities and worked with local organizations to support local initiatives. Regional projects are actively engaging community volunteers to support local initiatives. We are working with them to establish procedures to track volunteer hours and contributions.

Results

Regions participating in the Extension Community Entrepreneurship and Economic Development program, community organizations and foundations, assisted by field faculty, generated \$1,414,000 in grants/contributions this year, despite the challenging economy. Brookfield's LEGACY Foundation continues to see bequeaths and endowments and the Reynolds County Museum was awarded state tax credits. During FY10, ExCEED communities reported 2,059 hours of volunteer hours and Extension faculty assisted projects reported an additional 1,434 hours for a total of 3,493 hours valued at \$65,284.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #3

1. Outcome Measures

Number of community foundations, revolving loan funds, community development corporations formed.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	1	2

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

The creation of foundations and endowments allow communities to capture a portion of the wealth that now leaves rural communities when elderly residents transfer their assets to non-resident heirs. Access to business capital is problematic as many rural banks don't make commercial loans.

What has been done

Using concepts introduced through training such as Hometown Competitiveness and Energizing Entrepreneurs, two regional projects have successfully undertaken the development of community foundations to support long-term community and economic development and a third project has initiated a revolving loan fund.

Results

Brookfield's "Hometown LEGACY Foundation" continues its efforts at fundraising and is seeing contributions via bequeaths and endowments. Mississippi River Hills Association and Old Trails Regional Partnership both were awarded their 501(c)(6) designations in 2010. Foundations in some of our other projects are struggling with the current economy and are finding fundraising and grant acquisition challenging.

4. Associated Knowledge Areas

KA Code	Knowledge Area
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608 Community Resource Planning and Development

Outcome #4

1. Outcome Measures

Number of schools using entrepreneurship curricula (still using and newly using).

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	20	39

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Retaining and attracting young people is essential for the future of rural places. One proven strategy is to create local employment and business opportunities for young people. The introduction of entrepreneurship and business ownership into the curriculum helps send a strong message that there is a future for them in the community.

What has been done

Extension Community Entrepreneurship and Economic Development programs made entrepreneurship curriculum available to schools for integration into the overall curriculum. 112 sets of "Entrepreneurship Investigation" (ESI) curriculum, (University of Nebraska-Lincoln) were provided to schools and 54 to a youth EXCEL (leadership) program. We supported the student/school engagement project in the south central part of the state and helped sponsor university's high school entrepreneurship camp.

Results

ExCEED projects, including Ozark Heritage Region and Chariton County, have schools with active programs. Schools in both northwest and northeast Missouri are using parts of the curriculum. The primary challenge in working with the schools to include entrepreneurship in their curriculum comes from pressures on schools to meet mandates on student progress; therefore, it can be difficult to add another topic. We have had the most success when we can assist teachers in expanding current content and courses and provide summer training for teachers. Student camps have proven to be an excellent way for the local organization, in partnership with the school, to engage students in entrepreneurship. Another successful strategy has been the offering of scholarships to high school students to attend the annual entrepreneurship camp on the MU campus.

4. Associated Knowledge Areas

KA Code	Knowledge Area
806	Youth Development

Outcome #5

1. Outcome Measures

Number of people reporting taking on increased, different, or new leadership roles in community.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

For many complicated reasons, having a large, diverse group of potential leaders is a real challenge for many rural communities. We often see the same small number of people taking, or being asked to take, leadership roles in the community. The reasons vary from a reluctance to take on these roles, lack of self-confidence, lack of willingness on the part of the community, reluctance to welcome new leaders, and no thought to including youth.

What has been done

Leadership development is a corner stone of Extension Community Entrepreneurship and Economic Development engagement process. Three of our community projects have sponsored leadership development programs for both youth and adults. Many have used University of Missouri Extension's EXCEL program while others have developed their own programs.

Results

Regardless of the approach, all projects have seen new faces in the community leadership pool; however, we are seeing a decline in the number of projects sponsoring leadership programs. This year only one program was held with 16 participants and none of the projects reported folks assuming new leadership roles in community. There may be many reasons for this decrease, some of which can be attributed to the graduation of many of our original project communities, which no longer report to us. In addition, many of the new projects we are engaging with have not yet moved to the point of undertaking leadership programs. In total, the eleven ExCEED projects have sponsored 19 leadership programs with 236 participants.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
803	Sociological and Technological Change Affecting Individuals, Families, and Communities

Outcome #6

1. Outcome Measures

Number of jobs created by new businesses or business expansion/growth.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	766

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Failure of traditional economic development strategies has forced rural regions to seek new ways to spur economic activity. Communities create wealth through businesses, jobs and services to sustain the population. Lack of new businesses creates loss of residents, in particular youth, and erosion of the sustainability of the community over time. Entrepreneurship can create new businesses, strengthen/expand existing businesses and generate jobs and careers essential to the vitality of the community.

What has been done

We are focused on training and awareness building opportunities that encourage youth and adults to consider self-employment/entrepreneurship, tapping MU Extension's Business Development Program and SBDCs for business training and counseling services. We helped communities identify existing and potential entrepreneurs and offered workshops on developing a regional approach to economic development, community economic development planning, tourism and local foods.

Results

The Business Development Program reported 766 new jobs and \$13,243,569 in new investment created in the counties participating in the Extension Community Entrepreneurship and Economic Development program. Most of the community programs were focused on supporting a positive

environment for entrepreneurship.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #7

1. Outcome Measures

Percent of communities/organizations reporting increased cooperation across community services/Increase in networks and partnerships.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	0

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Community-based collaboration is the process by which citizens, agencies, organizations and businesses make formal, sustained commitments to work together to accomplish a shared vision. Collaboration is the highest and most difficult level of working with others - more formal than networking, cooperation and coordination. But in many rural regions, even networking across sectors (e.g., elected officials and community leaders) is challenging.

What has been done

The Extension Community Entrepreneurship and Economic Development program required communities to have a diverse leadership team. We actively fostered partnerships at local, regional and state levels. We partnered with NCRCD, SRDC, USDA-RD and a number of other national partners this year on the development of several publications and new curriculum products.

Results

The Mississippi River Hills, Show Me E! and the Moniteau Bluffs Regional Association all created expanded and strengthened networks. New farmers markets were started in three northeast counties. Missouri is a partner, along with USDA-RD and the SRDC in the development of Stronger Economies Together, a regional economic development training and engagement program. In two MO regions involved in SET, the regional partnership was strengthened and

some new people engaged: 1) Howard County hadn't been at the table with the Old Trails Regional Partnership prior to this year, and the OTRP expanded its engagement of people as well; and 2) many of the people that are participating in the Lake Ozarks Regional Economic Development Council had not been previously involved with the regional economic development group. New networks are being formed along the Missouri River in Missouri, Iowa, Nebraska, and Kansas around cultural heritage and local foods and the effort is moving toward formation of a formal multi-state network.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development
806	Youth Development

Outcome #8

1. Outcome Measures

Total number of businesses created.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	35	53

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Failure of traditional economic development strategies has forced rural regions to seek new ways to spur economic activity. Communities create wealth through businesses, jobs and services to sustain the population. Lack of new businesses creates loss of residents, in particular youth, and erosion of the sustainability of the community over time. Entrepreneurship can create new businesses, strengthen/expand existing businesses and generate jobs and careers essential to the vitality of the community.

What has been done

We focused on training and awareness building opportunities that encourage youth and adults to consider self-employment/entrepreneurship and engaged with Extension's Business Development Program and SBDCs for business training and counseling services. We helped communities identify existing and potential entrepreneurs.

Results

This measure continues to be a challenge to track and document. For 2010, the Extension Community Entrepreneurship and Economic Development program did not measure this impact. It will be part of the broader, long-term evaluation of the project. The Business Development program of Extension reported 53 new businesses were created in the ExCEED program counties. We anticipate an increase in the reporting in the coming years as the SET (Stronger Economies Together) communities and other new initiatives mature and begin to see impact.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #9

1. Outcome Measures

Number of jobs retained.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Condition Outcome Measure

3b. Quantitative Outcome

Year	Quantitative Target	Actual
2010	0	245

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

Failure of traditional economic development strategies has forced rural regions to seek new ways to spur economic activity. Communities create wealth through businesses, jobs and services to sustain the population. Lack of new businesses creates loss of residents, in particular youth, and erosion of the sustainability of the community over time. Entrepreneurship can create new businesses, strengthen/expand existing businesses and generate jobs and careers essential to the vitality of the community.

What has been done

We are focusing on training and awareness building opportunities that encourage youth and adults to consider self-employment/entrepreneurship and linking with Extension's Business Development Program (BDP) and SBDCs for business training and counseling services; helping communities identify existing and potential entrepreneurs.

Results

There were a total of 245 retained jobs in the ExCEED counties. In parts of the state such as Northeast Missouri, the creation of three new farmers markets may not show up as job retention but they are adding value and income for farmers and often creating additional retail business activity in conjunction with the markets.

4. Associated Knowledge Areas

KA Code	Knowledge Area
608	Community Resource Planning and Development

Outcome #10

1. Outcome Measures

Percent of new businesses created by youth.

Not Reporting on this Outcome Measure

V(H). Planned Program (External Factors)

External factors which affected outcomes

- Natural Disasters (drought, weather extremes, etc.)
- Economy
- Appropriations changes
- Public Policy changes
- Government Regulations
- Competing Public priorities
- Competing Programmatic Challenges
- Populations changes (immigration, new cultural groupings, etc.)

Brief Explanation

The economic downturn has dramatically impacted our projects, all of which are rural. Communities, local governments, businesses, nonprofits, and residents are struggling financially. Support for some of the community programs has declined at the local level. Conversely, we are seeing communities and regions that recognize that new approaches to community economic development are needed and they are requesting assistance in the exploration of options and help with planning. In addition, our initial five pilot projects have graduated and no longer actively report outcomes, and two additional projects have closed due to local issues. As we engage with new regional groups, our participation varies from short-term training and planning to longer engagements. With fewer long-term engagements, our ability to track outcomes such as jobs, new businesses and contributions is limited. We are working on a number of new offerings (e.g., regional economic development planning; tourism development) and programs (e.g., Stronger Economic Together) that will generate new partnerships but these all take time to develop. Conversations are also underway with the state economic development agency about creating a "certified entrepreneurial community" program which would also lead to long-

term engagements and would allow us to collect impact data.

V(I). Planned Program (Evaluation Studies and Data Collection)

1. Evaluation Studies Planned

- After Only (post program)
- Retrospective (post program)
- Before-After (before and after program)
- During (during program)
- Time series (multiple points before and after program)
- Case Study
- Comparisons between program participants (individuals, group, organizations) and non-participants

Evaluation Results

During the first five years of our Extension Community Entrepreneurship and Economic Development (ExCEED) program: Contributions to local foundation/endowments \$779,105, additional grants \$1,749,975,51 youth owned businesses started, 283 businesses started, 32 businesses expanded, 1,737 new jobs and 395 retained jobs. As part of the agreement with the first five pilot projects, we conducted an end-of-project evaluation to determine what happened in the communities beyond the numbers reported in their quarterly reports. We conducted semi-structured interviews with the project leaders and the leadership team in the five pilot projects (for the past three years). Some of the major findings include:

- 4 of the 5 projects reported substantial change in "attitude" within the region - both citizens belief in the future of the region and among students in their vision for their future.
- 4 of 5 projects all stated that they felt that this engagement changed their understanding and opinion of University of Missouri Extension - that this was Extension "thinking outside the box" and bringing new ideas and engagement to their communities.

In order to capture the overall impacts of the ExCEED program in the five pilot projects the responses to these two questions were combined: Was the project a success? Why? What was the most important outcome? Why? While the interviews identified a number of outcomes and impacts, the most frequently mentioned related to a change in attitude in the community among adults and youth. There was a renewed commitment to the community, a belief that there was a future for the community. Youth reported having a vision of their future - both in the community and in a career. Teachers reported seeing a distinct change in attitude among students that participated in the youth entrepreneurship programs. Interestingly, despite the large amount of money and time invested in these projects by ExCEED, it was rarely mentioned when the interviewees were asked about successes and outcomes. The funds were used to equip and empower people in these communities with knowledge and skills to be entrepreneurial. Their attitude changed and the ExCEED projects provided the spark in these communities to network which leads to the formation of social capital.

Key Items of Evaluation

Our evaluation study of ExCEED shows that formation of the human capital and the social capital is what underpins the empirical data collected about impact in terms of jobs created, businesses started, resources leveraged and generated.