V(A). Planned Program (Summary)

Program # 4

1. Name of the Planned Program

Downtown Vitality and Community Placemaking

V(B). Program Knowledge Area(s)

1. Program Knowledge Areas and Percentage

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
<th>1862 Extension</th>
<th>1890 Extension</th>
<th>1862 Research</th>
<th>1890 Research</th>
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<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
<td>100%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
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</table>

V(C). Planned Program (Inputs)

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

<table>
<thead>
<tr>
<th>Year: 2009</th>
<th>Extension</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1862</td>
<td>1890</td>
</tr>
<tr>
<td>Plan</td>
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</tr>
<tr>
<td>Actual</td>
<td>5.3</td>
<td>0.0</td>
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</table>

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

<table>
<thead>
<tr>
<th></th>
<th>Extension</th>
<th>Research</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1890 Extension</td>
<td>Hatch</td>
</tr>
<tr>
<td>Smith-Lever 3b &amp; 3c</td>
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<td>0</td>
</tr>
<tr>
<td>1862 Matching</td>
<td>235780</td>
<td>1862 Matching</td>
</tr>
<tr>
<td>1862 All Other</td>
<td>0</td>
<td>1890 All Other</td>
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V(D). Planned Program (Activity)

1. Brief description of the Activity

The Downtown Vitality and Community Placemaking Team, colleagues in 72 Wisconsin counties, two tribes, the UW-Madison Center for Community and Economic Development (CCED) and Local Government Center (LGC), UW-River Falls Survey Research Center, UW-Stevens Point Center for Land Use Education, UW-Superior Northern Center for Community Economic Development and UW Colleges provide research and educational resources to help local community and business leaders, entrepreneurs, developers, and economic development professionals build on downtowns' diverse mix of uses, contributions to the local economy, promotion of sustainable development, and support for entrepreneurship.

Helping downtown districts survive the downturn and prepare for a strong recovery has been the focus of Extension's web-based educational series titled Revitalizing Wisconsin's Downtowns. Local business leaders, entrepreneurs, developers and economic development professionals learned from state and national experts about business retention, changing consumer behavior, entrepreneurship, low cost building improvements and more. The effort partnered with the Wisconsin Main Street Program and the Wisconsin Downtown Action Council: http://lgc.uwex.edu/downtowns/

CCED specialists report that small town business districts can draw on their unique competitive strengths to rebound from
the recession. They can take advantage of consumer, economic and environmental trends such as buying local to direct activity back to their central business districts. Downtowns meet important needs such as housing, health care, education, farmers' markets, government services, office and retail space, libraries and cultural events. Communities are remodeling existing buildings for creative uses with green technology. Both energy-efficient improvements and weatherization are included in the American Recovery and Reinvestment Act of 2009. Impacts of Cooperative Extension's Downtown Market Analysis services are summarized in the evaluation studies section of this report.

Supporting Inventor and Entrepreneur (I&E) Clubs: The Wisconsin Entrepreneurs' Network, a partnership of UW-Extension Economic and Entrepreneurship Development and the Wisconsin Department of Commerce, has supported development of county and multi-county I&E Clubs. Based on strong evidence that local networks of budding inventors and entrepreneurs were an essential ingredient to nurturing ideas into reality, some 40 clubs were seeded across the state. CCED specialists conducted research to assess these clubs' organizational strengths and economic outcomes. The findings helped clubs modify their approaches based on the best practices of their peers. The survey also affirmed the importance of clubs for growing the economy as more than 80 percent reported jobs had been created in their region as a result of participation in the club; 63 percent indicated that a new patent had been filed by a member; and 23 percent reported that members had received research grants to develop their business ideas. Armed with this evidence, community officials can make better informed choices about their economic and business development strategies and investments.

2. Brief description of the target audience

UW-Extension Cooperative Extension's statewide Downtown Vitality and Community Placemaking Team, Local Government and Finance Team, Entrepreneurship Team and Tourism Research Planning and Development Team, colleagues and partners work with a variety of audiences including community leaders, business owners, elected officials, economic development corporations, and chambers of commerce. Of the 17,300 adults reached through direct teaching methods in 2009, 87.3% were white, 7% were American Indian, 3.8% were of other identity, 1.6% were African American and 0.3% were Asian American; 59.2% were male and 40.8% were female. Of these, 1.7% (292) identified as Latino/a, who may be of any race. Community partners and the 315 volunteers trained made additional teaching contacts.

Extension colleagues are connected by email ListServ, online newsletters and shared resources such as statewide and national webinars and the national Extension Disaster Education Network (EDEN) to quickly address critical timely issues such as the 2008 record flooding.

Partnerships: State specialists with the UW-Madison Center for Community and Economic Development, Local Government Center and UW-Superior Northern Center for Community and Economic Development collaborate with state urban and regional planning, national and international colleagues to research and align best practices and effective stakeholder involvement in developing downtown market analysis, community placemaking and business improvement district education. Wisconsin Cooperative Extension campus and county faculty and staff also collaborate with the Wisconsin Towns Association, League of Wisconsin Municipalities, Wisconsin Counties Association, Wisconsin Department of Commerce Bureau of Downtown Development, Department of Transportation and Department of Natural Resources, the Wisconsin Downtown Action Council, Wisconsin Association of Business Improvement Districts (BIDs), and community, tribal and technical colleges.

Diverse community collaborations for First Impression teams and the Wisconsin Main Street program include a mix of men and women, young and mature, professionals and lay people, political leaders and community residents. For example, an ideal mix would be that half of the team members are professionals with knowledge of the Main Street approach and half are not, such as merchants, elected officials, residents at large, board members and volunteers from working committees.

Economic Snapshots: Expanding readership provides the means to reach a wide range of people and businesses, generating interest and comment from traditional and nontraditional audiences. For example, unemployment and the stock market were featured in December 2008 to move beyond media hysteria and provide unbiased facts and analysis to help people understand the situation and their options: http://www.uwex.edu/ces/cced/economies/economicsnapshot/index.cfm

Ultimate beneficiaries include downtown retailers, small business owners, inventors and entrepreneurs, workers, employers, residents, neighbors, consumers, visitors.

V(E). Planned Program (Outputs)

1. Standard output measures
### 2. Number of Patent Applications Submitted (Standard Research Output)

**Patent Applications Submitted**

- **Year:** 2009
- **Plan:** 0
- **Actual:** 0

**Patents listed**

### 3. Publications (Standard General Output Measure)

**Number of Peer Reviewed Publications**

<table>
<thead>
<tr>
<th>2009</th>
<th>Extension</th>
<th>Research</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Plan</td>
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<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Actual</td>
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<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>

### V(F). State Defined Outputs

**Output Target**

**Output #1**

**Output Measure**

- (No Data Entered)
V(G). State Defined Outcomes

<table>
<thead>
<tr>
<th>O. No.</th>
<th>OUTCOME NAME</th>
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<tbody>
<tr>
<td>1</td>
<td>Participants will increase awareness, knowledge and/or ability to use data or information about economic trends and conditions and community strategies to address the issue: community and regional economic development.</td>
</tr>
<tr>
<td>2</td>
<td>Participants, organizations and communities will have increased leveraged resources such as funding, in-kind service or volunteers.</td>
</tr>
<tr>
<td>3</td>
<td>Participants, organizations and communities will have increased partnerships and/or networks to address the issue: community and regional economic development.</td>
</tr>
<tr>
<td>4</td>
<td>Participants, organizations and communities will make informed decisions and commitments such as volunteering, leadership, plans adopted, strategies employed, or practices changed to address the issue: community and regional economic development.</td>
</tr>
<tr>
<td>5</td>
<td>Communities create, retain or expand sustainable economic opportunity for people.</td>
</tr>
</tbody>
</table>
Outcome #1

1. Outcome Measures

Participants will increase awareness, knowledge and/or ability to use data or information about economic trends and conditions and community strategies to address the issue: community and regional economic development.

2. Associated Institution Types

- 1862 Extension

3a. Outcome Type:

Change in Knowledge Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0</td>
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</table>

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)
Maintaining downtown economic vitality during the current economic downturn has been a struggle for communities. Many Wisconsin downtowns have suffered the loss of retail and other business activities. Some revitalization efforts have stalled and many downtown businesses face cash flow challenges. They feel the pinch of reduced consumer spending. Unlike large chain stores and shopping centers, downtowns often lack the research, information, and planning systems to respond to current conditions and opportunities. There are often no networks to connect one business or downtown with another. This presents a challenge: how can downtowns and their businesses work together to share ideas and explore strategies to survive and prosper after the recession?

What has been done
Cooperative Extension community resource development educators are working to revitalize Wisconsin downtowns by hosting Internet seminars that give local business leaders, entrepreneurs, developers and economic development professionals the ability to interact with experts from around the country. Campus specialists Chuck Law (LGC) and Bill Ryan (CCED) launched a monthly webinar series titled Revitalizing Wisconsin's Downtowns in collaboration with the Wisconsin Downtown Action Council (WDAC) and the Wisconsin Main Street Program. Guest experts have led discussions on the Main Street approach, retail, entrepreneurship, branding, business recruitment, design, technology, sustainability, big box retailers, and tourism. Participants have included local chamber directors, business district executives, business operators, local officials, community development professionals and consultants. About 200 brought their community’s issues, concerns and questions to each session. Much of the series success is attributed to the network of nearly 20 county educators who facilitate local follow-up discussions, helping participants explore strategies and solutions. Law and Ryan supported these site facilitators by developing a website with audiostreams of each session, links to related resources, and their e-newsletter Downtown Economics summarized selected sessions: http://lgc.uwex.edu/downtowns/

Results
Calumet County community resource development educator Mary Kohrell prepared evaluation questions for each broadcast. Based on a sample of evaluations completed, participants increased their awareness about the program topics, and used what they learned during the webinars to help improve their downtowns. For example, the City of Brillion adopted a community brand and image after participating in the webinar on that topic. Program ratings were consistently high. Participants reported that they value the partnerships and professional relationships that have developed at local sites. The local discussions helped bond the group of learners and created opportunities for peer learning. Local media often picked up on program topics such as a local television station in Rhinelander that did a story on one webinar. Recognizing the impact of this series and the strength of this collaborative effort, Revitalizing Wisconsin's Downtowns webinars continue in 2010.

4. Associated Knowledge Areas
1. Outcome Measures

Participants, organizations and communities will have increased leveraged resources such as funding, in-kind service or volunteers. Participants, organizations and communities will have increased leveraged resources such as funding, in-kind service or volunteers.

2. Associated Institution Types

- 1862 Extension

3. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
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<td>24219100</td>
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</table>

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

As base industries of manufacturing and agriculture decline throughout Wisconsin, rural Crawford and Vernon counties are being forced to seek alternatives to conventional industrial recruitment focused economic development. Small business retention and entrepreneurship development are logical strategies given the area’s strong tradition of small business ownership, unique natural resources, and diligent, hard-working, creative people. While residents demonstrate interest in starting small businesses, entrepreneurs and inventors lack both access to business development information and support from other entrepreneurs and resource providers. The 2007-2008 Cooperative Extension needs assessment identified economic development as the most critical programming need including education and preparedness, business retention and expansion, and entrepreneurship development.

What has been done

Crawford County community resource development educator Laura Brown partnered with Vernon County Economic Development Corporation to initiate a new Inventors and Entrepreneurs (I&E) Club with the goals of making appropriate educational resources available to new business owners and inventors, facilitating peer learning, and growing a supportive network for new business development. As co-facilitators of monthly club meetings, Brown and Susan Noble plan and facilitate monthly club meetings, book speakers on appropriate business related topics, research and distribute appropriate educational materials, facilitate networking, coordinate logistics and communications to the public, and gather feedback. Meetings include time for announcements, a 40-minute topical speaker, introductions, peer networking and information gathering. In October 2009 Brown initiated a second I&E Club in Prairie du Chien. Brown also participates in a regional southwest Wisconsin I&E Club network for facilitators to share best practices and coordinate schedules.

Results

Statewide in 2009, business development plans adopted through Cooperative Extension facilitation valued more than $24 million. Viroqua and Prairie du Chien I&E Clubs have become known as successful, effective forums for new business education, networking, and development. Members serve as a source for business counseling referrals for Brown and informed development of her new business education packet So You're Thinking of Starting a Business, to facilitate early stage business counseling.

A 2009 survey found that 64% of participants attended two or more club meetings to "learn from speakers," "get to know other business owners," and "get support from peers." 72% said they made use of people they met at the meeting, 71% used speaker information, and 50% used technical resources in developing a new or existing business. Respondents commented that as a result of the club they have: "taken business classes, used Couleecap's program for funding and tapped into the SBDC's counseling," "...hired designers/machinists/welders..."
from resources I met at the I&E club and located fiberglass molding resources through I&E contacts...gained a wealth of knowledge and inspired ideas from speakers," "used information from a presentation to form a new cooperative and incorporate ideas from people I met at the meeting," "was introduced to a grant opportunity and have been accepted into the final round."

4. Associated Knowledge Areas

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
</tr>
</tbody>
</table>

Outcome #3

1. Outcome Measures

Participants, organizations and communities will have increased partnerships and/or networks to address the issue: community and regional economic development.

2. Associated Institution Types

● 1862 Extension

3a. Outcome Type:

Change in Action Outcome Measure

3b. Quantitative Outcome

<table>
<thead>
<tr>
<th>Year</th>
<th>Quantitative Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0</td>
<td>137</td>
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</tbody>
</table>

3c. Qualitative Outcome or Impact Statement

Issue (Who cares and Why)

A 2002 social capital survey done in the Superior-Duluth area revealed some alarming results: The region has a shortage of people in the 25-34 year old age group, and those remaining are less connected to the rest of the community than other age groups. Since 1990, even though the number of college students has grown by 50%, Duluth and Superior have seen roughly a 15% decline in the number of households headed by 25-34 year olds. The data indicates that the exodus of this age group is motivated by economic reasons as well as a lack of connection to the community. As a result, a Duluth Superior Community Foundation Task Force was created.

What has been done

Douglas County community resource development educator Fariba Pendleton assisted with conducting research, gathering existing data, and suggesting recommendations for elected public officials, private sector leaders, public sector leaders, and the general public. Specifically, grants would fund leadership skills, civic engagement, special events and entrepreneurship.

Creating a better way to share information: The region needed a one-stop shop website for information on living and working in the Twin Ports geared to the 18-35 year old age group. An advisory group formed and the new website launched.

Raise awareness of career and economic opportunities: As the Baby Boomers retire, an estimated 75,000 job opportunities will open up in the region. The biggest job issue is going to be matching people with the right jobs and encouraging young adults to get the right training in job categories that will be open in the area. The task force has partnered with several organizations to make this a reality.

Increase connections between college and university students and the community: Encourage and support internships, mentoring, job shadowing and networking. Universities, colleges, technical schools, and K-12 institutions have been contacted to take the young adult issue seriously and increase civic engagement and service learning opportunities for students. Many of these projects are already underway.
Results
Key community stakeholders and organizations have adopted resolutions and positive practices, and have increased resources and networking in support of retaining and attracting young professionals living and working in the Twin Ports region. For example:

Giving young adults a chance to lead: A young leaders advisory committee and fund now allow young adults to make decisions about projects to fund while giving them practical leadership experience.

Support projects that foster Duluth/Superior as a more vibrant place for young adults to live and work: the Duluth Superior Community Foundation Task Force and Pendleton are communicating with people of all abilities and ages to promote related resources and supporting organizations. Superior, Duluth, Douglas County, and St. Louis County, Minnesota all approved resolutions co-written by Pendleton and Duluth Mayor Don Ness in support of task force recommendations.

Impacts of Wisconsin Cooperative Extension's Downtown Market Analyses (DMA) services in Superior are summarized in the evaluation studies section of this report.

4. Associated Knowledge Areas

<table>
<thead>
<tr>
<th>KA Code</th>
<th>Knowledge Area</th>
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<tbody>
<tr>
<td>608</td>
<td>Community Resource Planning and Development</td>
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</table>

Outcome #4

1. Outcome Measures

Participants, organizations and communities will make informed decisions and commitments such as volunteering, leadership, plans adopted, strategies employed, or practices changed to address the issue: community and regional economic development.

Not Reporting on this Outcome Measure

Outcome #5

1. Outcome Measures

Communities create, retain or expand sustainable economic opportunity for people.

Not Reporting on this Outcome Measure

V(H). Planned Program (External Factors)

External factors which affected outcomes
- Natural Disasters (drought, weather extremes, etc.)
- Economy

Brief Explanation

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

1. Evaluation Studies Planned
   - After Only (post program)
Evaluation Results

Issue
Downtown Market Analysis Study: Campus specialists and county CRD educators provide research and educational resources to help local business leaders, entrepreneurs, developers, and economic development professionals identify sensible, realistic opportunities for revitalizing downtowns. They work with downtown business districts to assess the local market and offer ideas for growth and profitability. The Center for Community and Economic Development supports Wisconsin Department of Commerce's Main Street Program communities to conduct these analyses, and recently completed 8 downtown market analyses. This report highlights DMA study results for LaCrosse, Milwaukee, New Richmond, Sauk Prairie, and Superior.

Response
University of Wisconsin-Madison students in a graduate level community development class conducted an independent evaluation of Cooperative Extension's Downtown Market Analyses (DMA) services. Using the logic model, class members examined DMA services performed in 8 Wisconsin communities since 2003 to determine outcomes.

The student evaluations of DMA services offer useful guidance for Cooperative Extension programming in downtown revitalization. First, building local involvement and capacity related to DMA activities should be a priority. Second, while the analytical tools, research and findings are highly valued by the participating communities, there is a need to help communities update the research. Third, the recommendations, while highly valued, should be accompanied by an action plan with timetables, assigned responsibilities and a commitment to evaluate progress and redirect efforts. The findings are both affirming of the work being done and constructive in illustrating ways to improve the process. With some modifications and changes in emphasis, the DMA can help communities realize more sustainable and consequential outcomes.

Results
La Crosse: The DMA was used to examine the market potential of a grocery store (eventually built near downtown). The research also helped communicate growth potential that contributed to various business expansions and openings.

Milwaukee: As a result of the DMA, the Downtown Milwaukee Business Improvement District (BID#21) was equipped with detailed market information to guide business retention, expansion and recruitment efforts. The BID #21 has since hired a retail recruiter who is using the analysis to attract investment and create a dynamic retail atmosphere downtown.

New Richmond: A local business mentor group was formed following the market analysis. This group helped an entrepreneur open a bistro. Also a home décor boutique moved downtown.

Sauk Prairie: The DMA provided an information-rich document that immediately improved communication, organization and focus in the community's economic development activities. The analysis is being used to further develop a vision for the community's two downtowns.

Superior: The DMA provided downtown business leaders with clear and focused economic development objectives. The study's recommendations are being implemented as new restaurants, housing units, and a downtown farmers' market have subsequently been added to this business district.

Key Items of Evaluation