

# Appendix A: CIRD Notebook



Citizens' Institute on Rural Design™  
My Town, Lancaster County Workshop  
March 19 - 21, 2015



# Citizens' Institute on Rural Design

Thursday, March 19th, 5:30pm  
2nd Floor Unity Room  
Jackie Gaughan Multicultural Center  
University of Nebraska Lincoln City  
Campus  
1505 S Street  
Lincoln, NE

Friday, March 20th, 2015, 8:00am  
Lancaster County Extension Offices  
44 Cherry Creek Rd  
Lincoln, NE

Saturday, March 21st, 1:00 pm:  
Spring Creek Prairie Audubon Center  
11700 Southwest 100th Street  
Denton, NE



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LINCOLN-LANCASTER COUNTY  
PLANNING DEPARTMENT  
555 South 10th Street Suite 213 Lincoln, NE 68508  
402-441-7491 fax: 402-441-6377 lincoln.ne.gov



March 19, 2015

Dear Workshop Participants,

Thank you for your participation in the My Town, Lancaster County Workshop. We hope that you are as excited to be here as we are to have you! We are able to bring this workshop to you through an award from the Citizens' Institute on Rural Design™ (CIRD) which was received by the Lincoln and Lancaster County Planning Department, Lancaster County Board of Commissioners, and Lancaster County Extension Office, and we are very grateful for that support.

The Planning Department made application for this award in 2014 under the guidance of then Director, Marvin Krout. Marvin was a community minded individual who believed in the power of design to make places special and truly improve the lives of those who live in them. Marvin had a strong desire to reach out to our fellow Lancaster County towns and bring to them tools and resources they might access to help them identify and enhance the unique aspects of each through community participation and design. Unfortunately, Marvin passed away in November of last year after a brief illness and is not here today to welcome you personally, as he would have liked.

On behalf of the Planning Department, Lancaster County Commissioners, Lancaster County Extension Office, and our partners at the Citizens Institute on Rural Design™, I want to welcome you to this workshop and encourage you to participate as fully as you can. You will be receiving a good deal of information over the next three days. I hope this will energize and inspire you to take the next steps in community development through design in each of your towns.

Sincerely,

A handwritten signature in black ink that reads "David R. Cary".

David R. Cary, Acting Director  
Lincoln and Lancaster County Planning Department





March 19, 2015

Dear My Town, Lancaster County Participants,

It is with great pleasure that I welcome you to this workshop, made possible through an award from the Citizens' Institute on Rural Design™. As small towns in a county dominated by a large city, you are familiar with the challenges posed. However, there are many advantages that, with your creativity, initiative, and determination can serve to strengthen your communities. About a year ago, the Lancaster County Commissioners, Lincoln and Lancaster County Planning Department, and Lancaster County Extension Office joined together to make application on behalf of your towns for this award. We are very pleased to be able to bring this wonderful workshop to you. The workshop is a first step in creating a toolbox of design techniques and resources to help your community recapture its sense of place, identify and build upon its unique assets, and retain the small town character you love.

Over the next three days I hope you take full advantage of the wonderful speakers that have been assembled to help you along your journey. You will probably learn more than you expected, but you may also find that you know more than you thought. These are your towns, your homes, and their future is up to you. Through this workshop we hope that you will find that there are many resources available, and people who really care about making rural places better places to live, work and play. The future is very bright for Lancaster County, and your towns are a big part of that.

Thank you in advance for spending your precious time away from work and family over these next three days. Your communities are what they are because people like you have always been willing to give of themselves.

Sincerely,

Roma Amundson, Chair

Lancaster County Board of Commissioners



## Welcome to Lancaster County's Citizens' Institute on Rural Design™ Workshop!

We are very pleased to join the City of Lincoln and Lancaster County's Department of Planning in bringing this workshop to Lincoln, NE on behalf of a cohort of 12 Lancaster County towns and villages, which were selected to receive technical assistance through a competitive national process.

For the past 22 years, the Citizens' Institute on Rural Design™ (CIRD) has been providing facilitated planning workshops to help communities generate locally driven solutions to pressing design challenges. CIRD convenes local leaders, non-profit organizations, and residents together with a team of specialists in design, planning, historic preservation, place branding, and rural community revitalization to work together with local partners to recognize their own potential and collective capacity to implement change, recapture their sense of place, identify and build upon their unique assets, and retain their small town character.

This workshop will cover a range of tools, techniques and resources to help 12 rural villages of Lancaster County define and implement small-scale, low cost, improvement projects in collaboration with Lancaster County.

Over the course of two and a half days, workshop participants will engage in discussions covering a broad array of interrelated topics, including public engagement, community planning, Placemaking, strategies for community collaboration, economic revitalization, and leadership development. Presentations will be given not only by our team of renowned community and economic development professionals, but by staff from Lancaster County and representatives from each of the participating towns. We will work together to lead discussions on how these communities can build on their assets and address their challenges.

The Resource Team Members include:

- Don Macke, Co-Founder and Director of the Entrepreneurial Communities
- Ed McMahon, Senior Fellow for Sustainable Development, Urban Land Institute
- David Nelson, Project Associate, Project for Public Spaces
- Cynthia Nikitin, Director, Citizens' Institute on Rural Design™ (CIRD), Senior Vice President Project for Public Spaces
- Milan Wall, Co-Director of the Heartland Center for Leadership Development

This notebook will provide you with background information on the 12 rural villages of Lincoln and Lancaster County, as well as articles related to the subject matter to be addressed in the workshop.

## Citizens' Institute on Rural Design

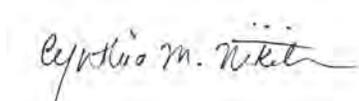
In it, you will find:

- Background on the Citizens' Institute on Rural Design™ program and our partners
- Biographies of the speakers
- Workshop agenda
- Articles on community and economic development

Please use this notebook as a guide to the workshop. We encourage you to peruse the articles, and familiarize yourselves with the background provided on each of the speakers and presenters beforehand. For more resources, we invite you to visit the Resources for Rural Communities page on the CIRD website <http://www.rural-design.org/resources>.

We are confident that with the participation and collaboration of community members like yourself, along with great professional expertise from both inside and outside the community, this workshop will move rural communities across Lancaster County forward in planning for their future while engaging their residents in the day-today life of their towns.

Thank you for participating and enjoy the workshop!



Cynthia Nikitin, Director  
Citizens' Institute on Rural Design™



## 2. My Town, Lancaster County Workshop Agenda

March 19 – 21, 2015

### Thursday, March 19

Jackie Gaughan Multicultural Center, Second Floor, Unity Room  
University of Nebraska City Campus, 1505 S Street, Lincoln, NE

Park in Larsen Building Garage at 14<sup>th</sup> and Q Street, metered on-street parking (free after 6 pm), limited handicap parking north of building on S Street.

**5:30 PM Secrets of Successful Communities**

**ED MCMAHON – Urban Land Institute**

Ed McMahon, Senior Fellow at the Urban Land Institute, will provide examples of how communities can grow while also preserving what they love.

**6:30 PM Welcome** – Workshop participants adjourn to Heritage Room, UNL Student Union

**ROMA AMUNDSEN – Chairperson, Lancaster County Board of Commissioners**

**SARA HARTZELL – Lancaster County Planner**

Welcome, introductions, and a brief overview of what to expect throughout the workshop.

**6:45 PM Dinner**

**7:15 PM My Town Reports**

A representative from each town will give a 5-minute presentation introducing their town and sharing the goals they identified to discuss at the workshop

### Friday, March 20

Lancaster County Extension Offices  
444 Cherry Creek Rd, Lincoln, NE

Park in lot east and south of building

**8:00 AM Breakfast**

**8:15 AM Welcome**

Welcome and a chance for attendees to ask questions.

**8:30 AM SOAR Session**

**Lincoln-Lancaster County Planning Department Staff**

**University of Nebraska-Lincoln Extension Staff**

Towns will brainstorm their Strengths, Opportunities, Aspirations, and Results (SOAR).

**9:55 AM Break**

**10:00 AM Learning Carousel**

Participants will be divided into groups to attend three 45-minute presentations.

**1 Community Planning**

BRANDON GARRETT – Lincoln-Lancaster County Planning Department

PAUL BARNES – Lincoln-Lancaster County Planning Department

Learn the basics of community planning including comprehensive plans, zoning and subdivision regulations, and design standards.

**2 Public Engagement**

MILAN WALL – Heartland Center for Leadership Development

Learn about engaging the members of your community and how to get them involved.

**3 Placemaking**

CYNTHIA NIKITIN – Project for Public Spaces

Learn about Placemaking as an approach to community revitalization.

**12:30 PM Lunch**

**12:40 PM Nebraska Success Stories**

SHIRLEY NIEMEYER – Ashland Steering Committee

DOUG FRIEDLI – Nebraska City Community Foundation

DORIS OURECKY – Nebraska Czechs of Wilber

Speakers from 3 Nebraska towns will share the success they have experienced identifying and strengthening their community’s unique sense of identity through history, the arts, cultural celebrations, and intensive public engagement.

**2:00 PM Collaboration**

DAVID NELSON – Project for Public Spaces

Discuss possible opportunities for Lancaster County towns to form collaborative partnerships and share their resources.

**2:30 PM Break**

**2:35 PM Economic Development**

DON MACKE – Center for Rural Entrepreneurship

NICOLE SEDLACEK – Holt County Economic Development

MIKE FEEKEN – St. Paul Development Corporation

GREG PTACEK – Neligh Economic Development Corporation

Economic development strategies for improving small towns.

**3:50 PM Public & Private Resources**

DEBORAH DRBAL – USDA Rural Development

Nebraska Department of Economic Development Staff

GRETA LEACH – Nebraska Community Foundation

Learn about technical and funding tools and resources available from governmental and private sources.

**5:00 PM My Town Discussion**

Towns will come together in small groups to share their initial reactions to the day’s sessions and generate responses to three key questions.

**5:45 PM Break for the Day**

## Saturday, March 21

Spring Creek Prairie Audubon Center, Education Center  
11700 Southwest 100th Street, Denton, NE

Parking in gravel lot west of building

**8:30 AM Welcome & Breakfast**

Welcome and a chance for attendees to ask questions.

**9:00 AM Lighter, Quicker, Cheaper**

CYNTHIA NIKITIN – Project for Public Spaces

Learn low cost, low risk, high impact interventions for improving your community.

**10:00 AM Leadership Development**

MILAN WALL – Heartland Center for Leadership Development

Learn how to develop a public involvement strategy and identify and develop leaders in your community.

**11:00 AM My Town Discussion**

Towns will discuss thoughts from yesterday, any additional goals desired, and next steps.

**12:00 PM Working Lunch**

Towns will prepare materials for a poster presentation where they will share their thoughts on next steps for their community.

**1:00 PM Poster Presentation & Wrap-Up**

The public is invited to join the workshop for a presentation of the workshop results.

## 3a. Project Background: CIRD

### Citizens' Institute on Rural Design™ Announces Awards:

#### Communities from Mississippi, Missouri, Nebraska, and New Hampshire to Host Rural Design Workshops

Washington, DC (July 23, 2014) — The Citizens' Institute on Rural Design™ (CIRD) announced today the four organizations selected to host this year's rural design technical assistance workshops. CIRD workshops bring together local leaders, non-profits, community organizations, and citizens and a team of specialists in design, planning, community and economic development, and creative placemaking to address design challenges identified by the host community. Selected from a pool of 48 applicants by an advisory panel, the four 2014 workshop hosts are:

- Carl Small Town Center: Houston Community, Mississippi
- Oregon County Food Producers and Artisans Co-Op: Oregon County, Missouri
- Lincoln and Lancaster County Planning Department: Lancaster County, Nebraska
- University of New Hampshire Cooperative Extension (UNHCE): Franklin, New Hampshire

The community of Houston, Mississippi (pop. 3,562) will work with the Carl Small Town Center to generate a design for a cycling/pedestrian connection leading from their newest attraction - the Tanglefoot Trail - to the Natchez Trace Parkway, a 444-mile scenic drive and major destination for cyclists, to downtown Houston located seven miles away. The workshop in Oregon County, Missouri (pop. 10,997) will guide the renovation of one (in a series of) vacant buildings located on the town square into a multi-destination market and community center to serve as an economic incubator for artists and food producers in the county. Lancaster County, Nebraska will host a region-wide workshop gathering residents and leaders together from 12 rural villages (total pop. 7,967) to create a toolbox of design techniques and resources to help them recapture their sense of place. Franklin, New Hampshire's (pop. 8,456) workshop will address how to revitalize the downtown in keeping with the goals of ensuring affordable housing options and age-friendly design for senior citizens statewide. Each of the selected organizations applied with multiple local partners. "We were extremely impressed by the volume and high quality of the applications we received. The selected communities demonstrate rich potential for leveraging partnerships to take action on a wide range of rural design issues," said Cynthia Nikitin, CIRD Program Director and Senior Vice President of Project for Public Spaces, Inc. "Rural design is a valuable tool for citizens to use to build on existing assets and improve their community's quality of life and long-term viability."

CIRD offers annual competitive funding to as many as four small towns and rural communities to host a two-and-a-half day rural design technical workshop. CIRD awardees receive \$7,000 to support the workshop, in-kind design expertise and technical assistance valued at \$35,000, and additional training through webinars, conference calls, and web-based resources.

CommunityMatters® and CIRD will be offering capacity building events. These quarterly calls and webinars, open to the public, are geared towards people working on issues related to rural design or planning. These instructional calls will help participants develop the skills they need to succeed, as well as provide inspiration to help them get started. More calls and registration information will be provided on the CIRD web site later this summer. [www.rural-design.org](http://www.rural-design.org)

## About the Partners

**The Citizens' Institute on Rural Design™ (CIRD)** is a National Endowment for the Arts leadership initiative in partnership with the U.S. Department of Agriculture and Project for Public Spaces, Inc., along with the Orton Family Foundation and the CommunityMatters® Partnership. Established in 1991, CIRD has convened more than 60 rural design workshops in all regions of the country, empowering residents to leverage local assets in order to build better places to live, work, and play. For more information visit [www.rural-design.org](http://www.rural-design.org).

**CommunityMatters®** is a national partnership of seven organizations with the common goal of building strong communities through the improvement of local civic infrastructure. The CommunityMatters partners aim to equip community members to strengthen their places and inspire change. The partners are: Deliberative Democracy Consortium; Grassroots Grantmakers; National Coalition for Dialogue & Deliberation; New America Foundation; Orton Family Foundation; Project for Public Spaces; and Strong Towns. CommunityMatters is a program of the Orton Family Foundation.

**The National Endowment for the Arts**, established by Congress in 1965, is an independent agency of the federal government. To date, the NEA has awarded more than \$4 billion to support artistic excellence, creativity, and innovation for the benefit of individuals and communities. Join the discussion on how art works. Visit the NEA at [arts.gov](http://arts.gov)

**USDA Rural Development** administers and manages housing, business and community infrastructure programs through a national network of state and local offices. Rural Development has an active portfolio of more than \$176 billion in loans and loan guarantees. These programs are designed to improve the economic stability of rural communities, businesses, residents, farmers and ranchers and improve the quality of life in rural America. [rurdev.usda.gov](http://rurdev.usda.gov)

**Project for Public Spaces (PPS)** is a nonprofit planning, design, and educational organization dedicated to helping people create and sustain public spaces that build stronger communities. Founded in 1975, PPS has completed projects in over 2,500 communities and all 50 US states. PPS has become an internationally recognized center for resources, tools, and inspiration about Placemaking. [pps.org](http://pps.org)

**The Orton Family Foundation**, founded in 1995, helps small cities and towns harness the inherent ability of citizens to imagine and achieve a culturally and economically vibrant future for their community. The Foundation's Heart & Soul approach supports citizens in steering their town's future by discovering the characteristics and attributes valued most in their community and, then, by placing those shared values at the center of local decision making. [orton.org](http://orton.org)

## 3b. Project Background: Lancaster County

### Rural Design Workshop Engages Local Leaders and Residents to Shape Change in Lancaster County

#### Three Day My Town, Lancaster Program Brings Design Techniques and Resources to Small Towns

LINCOLN, Ne. (March 9, 2015)—Lancaster County was selected in July 2014 to host a community workshop as part of the Citizens' Institute on Rural Design™ (CIRD), a national program sponsored by the National Endowment for the Arts. The My Town, Lancaster County workshop takes place March 19th - 21st, in Lincoln, NE, and will convene residents and stakeholders from 12 small towns around Lancaster County.

For the past 22 years, the Citizens' Institute on Rural Design™ (CIRD) has been providing facilitated planning workshops to help communities generate locally driven solutions to pressing design challenges. CIRD convenes local leaders, non-profit organizations, and residents together with a team of specialists in design, planning, historic preservation, place branding, and rural community revitalization to work together with local partners to recognize their own potential and collective capacity to implement change, recapture their sense of place, identify and build upon their unique assets, and retain their small town character .

The three-day workshop will address the challenges and opportunities afforded to small towns in Lancaster County, a County dominated by the City of Lincoln. Focusing on important aspects of community spirit and integrity, the workshop will create a toolbox of design techniques and resources to help communities recapture their sense of place and identity. The final day will include an open house and presentations to residents of the 12 participating communities.

The public is invited to join workshop participants for a presentation by Ed McMahon of the Urban Land Institute. McMahon will share his Secrets of Successful Communities and provide examples of how communities can grow while also preserving what they love. The presentation, will be followed by a reception hosted by the Nebraska Chapter of the American Planning Association. Thursday, March 19 at 5:30 p.m. at the Jackie Gaughan Multicultural Center, 1505 S Street, in the Unity Room on the 2nd floor.

The public is also invited to join workshop participants as they share results of their discussions and next steps each town will take to reach their goals and contribute to their plan of action. An open house and poster presentation will begin at 1:00 p.m. on Saturday, March 21 at the Spring Creek Prairie Audubon Center, 11700 SW 100th Street, just two miles south of Denton.

If you are interested in learning more about the My Town, Lancaster County project, please visit:

- [www.lincoln.ne.gov](http://www.lincoln.ne.gov) Keyword: My Town,
- Our Facebook page at <https://www.facebook.com/mytownlancaster>,
- or call 402-441-7491 and ask about "My Town".

## 3c. Project Background: Area Demographics

	Small Towns				
	Total	Bennet	Davey	Denton	Firth
<b>2010 Population</b>	<b>7967</b>	<b>719</b>	<b>154</b>	<b>190</b>	<b>590</b>
Under 18	2,491(31.3)	191(26.6)	40(26)	57(30)	190(32.2)
65 or over	794(10)	83(11.5)	24(15.6)	28(14.7)	108(18.3)
<b>One Race</b>	<b>7,886(99)</b>	<b>712(99)</b>	<b>150(97.4)</b>	<b>189(99.5)</b>	<b>582(98.6)</b>
White	7,758(98.4)	711(99.8)	149(99.3)	185(97.9)	530(91)
Asian	30(0.4)	1(.2)	0	2(1)	4(.7)
African American	21(0.3)	0	0	2(1)	1(.2)
Am. Indian& Alaskan Nat.	16(0.2)	0	0	0	7(1.2)
Native Hawaiian or Pacific Islander	1(0)	0	1(.6)	0	0
Some other Race	60(0.7)	0	0	0	40(6.9)
<b>Two or more races</b>	<b>79(1.0)</b>	<b>7(1)</b>	<b>3(1.9)</b>	<b>1(.5)</b>	<b>8(1.4)</b>
White & Am. Indian and Alaskan Native	19(24.0)	2(28.6)	2(66.7)	0	1(12.5)
White and Asian	19(24.0)	0	0	0	3(37.5)
White & African Am	33(41.8)	5(71.4)	0	0	4(50)
White & Some Other Race	7(8.8)	0	1(33.3)	0	0
<b>Hispanic</b>	<b>137(1.7)</b>	<b>2(.3)</b>	<b>2(1.3)</b>	<b>3(1.6)</b>	<b>53(9)</b>
<b>Households – Total units</b>	<b>2,962</b>	<b>286</b>	<b>66</b>	<b>86</b>	<b>218*</b>
<b>Average Household Size</b>	<b>2.62</b>	<b>2.51</b>	<b>2.52</b>	<b>2.32</b>	<b>2.73</b>
Occupied	2,877(97.1)	306(93.5)	61(92.4)	82(95.3)	204(93.6)
Owner	2,335(81.2)	260(85)	52(85.2)	57(72)	141(69.1)
Renter	542(18.8)	46(15)	9(14.8)	25(28)	63(30.9)
Rental Vacancy	5.9% Avg	0	0	0	0.031
<b>Family Households - Tot</b>	<b>2,185(75.9)</b>	<b>199(69.6)</b>	<b>40(65.6)</b>	<b>51(62.2)</b>	<b>147(72)</b>
<b>Average Family Size</b>	<b>3.08</b>	<b>2.99</b>	<b>3.18</b>	<b>2.96</b>	<b>3.31</b>
W/Children <18	1,214(55.6)	101(50.8)	18(45)	21(52.5)	90(61)
Husband & Wife	1,827(83.6)	163(81.9)	33(82.5)	40(78.4)	120(81.6)
W/Children <18	962(52.7)	82(50.3)	12(36.4)	16(40)	73(60.8)
Male, no wife	115(5.3)	12(6)	3(7.5)	2(3.9)	8(6.7)
W/Children <18	78(67.8)	4(33.3)	2(66.7)	0	4(50)
Female, no husband	242(11.1)	24(12)	4(10)	9(17.6)	19(15.8)
W/Children <18	172(71.1)	15(62.5)	2(50)	5(55.6)	13(68.4)

Data shown as number and (percent)

Data based on 2010 US Census Summary File

\*Firth has 44(7.5) people in group quarters (nursing home)

\*\*Waverly has 50(1.5) people in group quarters

Hallam	Hickman	Malcolm	Panama	Raymond	Roca	Sprague	Waverly
<b>213</b>	<b>1657</b>	<b>382</b>	<b>256</b>	<b>167</b>	<b>220</b>	<b>142</b>	<b>3,277</b>
52(24.4)	550(33.2)	102(26.7)	83(32.4)	36(21.6)	65(29.5)	32(22.5)	1,093(33.4)
15(7)	128(7.7)	29(7.6)	29(11.3)	14(8.4)	12(5.4)	23(16.2)	301(9.2)
<b>212(99.3)</b>	<b>1,642(99.1)</b>	<b>379(99.2)</b>	<b>255(99.6)</b>	<b>163(97.6)</b>	<b>214(97.2)</b>	<b>139(97.9)</b>	<b>3,249(99.1)</b>
203(95.7)	1,628(99.1)	372(98.2)	252(98.8)	160(98.2)	213(99.5)	138(99.3)	3,217(99)
7(3.3)	3(.2)	0	1(.4)	2(1.2)	1(.5)	0	9(0.3)
0	6(.4)	4(1)	2(.8)	1(.6)	0	0	5(0.2)
2(.9)	0	2(.5)	0	0	0	0	5(0.2)
0	0	0	0	0	0	0	0
0	5(.3)	1(.3)	0	0	0	1(0.7)	13(0.4)
<b>1(.5)</b>	<b>15(.9)</b>	<b>3(.8)</b>	<b>1(.4)</b>	<b>4(2.4)</b>	<b>5(2.3)</b>	<b>3(2.0)</b>	<b>28(0.9)</b>
1(100)	4(26.7)	0	0	1(25)	0	0	8(28.6)
0	5(33.3)	0	0	2(50)	4(1.8)	0	5(17.9)
0	6(40)	3(100)	0	1(25)	2(0.9)	2(66.7)	10(35.7)
0	0	0	0	0	0	1(33.3)	5(17.9)
<b>0</b>	<b>27(1.6)</b>	<b>1(.3)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2(1.4)</b>	<b>47(1.4)</b>
<b>81</b>	<b>587</b>	<b>164</b>	<b>100</b>	<b>76</b>	<b>83</b>	<b>63</b>	<b>1152**</b>
<b>2.73</b>	<b>2.82</b>	<b>2.67</b>	<b>2.84</b>	<b>2.35</b>	<b>2.72</b>	<b>2.33</b>	<b>2.9</b>
78(96.3)	587(96.4)	143(87.2)	90(90)	71(93.4)	81(97.6)	61(96.8)	1,113(96.6)
68(87.2)	473(80.6)	114(79.7)	76(84.4)	63(88.7)	70(86.4)	51(83.6)	910(81.8)
10(12.8)	114(19.4)	29(20.3)	14(15.6)	8(11.3)	11(13.6)	10(16.4)	203(18.2)
0	0.065	0.354	0	0.2	0	0	0.056
63(80.8)	463(78.9)	106(74.1)	66(73.3)	45(63.4)	61(75.3)	41(67.2)	903((81.1)
<b>2.95</b>	<b>3.22</b>	<b>3.04</b>	<b>3.36</b>	<b>2.93</b>	<b>3.07</b>	<b>2.68</b>	<b>3.24</b>
30(47.6)	268(57.9)	51(48.1)	33(50)	17(37.8)	33(54.1)	15(36.6)	537(59.4)
51(80.9)	387(83.6)	92(86.8)	60(90.9)	39(86.7)	53(86.9)	35 (85.4)	754(83.5)
21(41.2)	212(54.8)	42(45.7)	28(46.7)	15(38.5)	27(50.9)	10(24.4)	424(56.2)
4(6.3)	24(6.2)	4(3.8)	4(6.1)	2(4.4)	1(1.9)	3(7.3)	48(5.3)
4(100)	17(70.8)	3(75)	3(75)	1(50)	1(100)	3(100)	36(75)
8(12.7)	52(13.4)	10(9.4)	2(3)	3(6.7)	7(13.2)	3(7.3)	101(11.2)
5(62.5)	39(75)	6(60)	2(100)	1(33.3)	5(71.4)	2(66.7)	77(76.2)

Data shown as number and (percent)

Data based on 2010 US Census Summary File

\*Firth has 44(7.5) people in group quarters (nursing home)

\*\*Waverly has 50(1.5) people in group quarters

## 3c. Area Demographics Continued

	Lancaster	Lincoln	Small Towns Total
<b>2010 Population</b>	<b>285,407</b>	<b>258,379</b>	<b>7967</b>
Under 18	65,901(23.1)	58,702(22.7)	2,491(31.3)
65 or over	31,101(10.9)	27,733(10.7)	794(10)
<b>One Race</b>	<b>277,522(97.2)</b>	<b>250,717(97)</b>	<b>7,886(99)</b>
White	248,615(89.6)	222,331(88.7)	7,758(98.4)
Asian	9,961(3.6)	9,773(3.9)	30(0.4)
African American	9,920(3.6)	9,824(3.9)	21(0.3)
Am. Indian & Alaskan Nat.	2,140(0.8)	2,073(0.8)	16(0.2)
Native Hawaiian or Pacific Islander	150(0.05)	147(0.06)	1(0)
Some other Race	6,736(2.4)	6,569(2.6)	60(0.7)
<b>Two or more races</b>	<b>7,885(2.8)</b>	<b>7,662(3.0)</b>	<b>79(1.0)</b>
White & Am. Indian and Alaskan Native	1,312(16.6)	1,251(16.3)	19(24.0)
White and Asian	1,391(17.6)	1,338(17.5)	19(24.0)
White & African Am	2,884(36.6)	2,817(36.8)	33(41.8)
White & Some Other Race	834(10.6)	811(10.6)	7(8.8)
<b>Hispanic</b>	<b>16,685(5.8)</b>	<b>16,182(6.3)</b>	<b>137(1.7)</b>
<b>Households – Total units</b>	<b>120,875</b>	<b>110,546</b>	<b>2,962</b>
<b>Average Household Size</b>	<b>2.4</b>	<b>2.36</b>	<b>2.62</b>
Occupied	113,373(93.8)	103,546(93.7)	2,877(97.1)
Owner	69,309(61)	60,664(58.6)	2,335(81.2)
Renter	44,064 (38.9)	42,882(41.1)	542(18.8)
Rental Vacancy	7.50%	7.50%	5.9% Avg
<b>Family Households - Tot</b>	<b>68,210(60.2)</b>	<b>60,300(58.2)</b>	<b>2,185(75.9)</b>
<b>Average Family Size</b>	<b>3.01</b>	<b>3.01</b>	<b>3.08</b>
W/Children <18	32,121(47.1)	28,725(47.6)	1,214(55.6)
Husband & Wife	52,693(77.3)	45,567(75.6)	1,827(83.6)
W/Children <18	22,747(43.2)	19,826(43.5)	962(52.7)
Male, no wife	4,492(6.6)	4,197(7.0)	115(5.3)
W/Children <18	2,306(51.3)	2,141(51)	78(67.8)
Female, no husband	11,025(16.2)	10,536(17.5)	242(11.1)
W/Children <18	7,068(64.1)	6,758(64.1)	172(71.1)

## 4. Resource Team Members



**Paul Barnes**  
Development Review Planner

Paul Barnes has been in City government for the past 10 years. He began his career working for the City of Sioux City as a Planner. Paul was then promoted to the position of Neighborhood Services Supervisor where he supervised housing rehab and neighborhood improvement projects in low and moderate-income neighborhoods. Paul began employment with the Lincoln/Lancaster County Planning Department in 2012. He is a Development Review Planner and also works on long-range plans such as the South Haymarket Neighborhood Study. Paul obtained his B.S. in Community and Regional Planning from Iowa State University in 2004 and an M.B.A. from the University of South Dakota in 2008. Paul is a member of the American Institute for Certified Planners.



**David Cary**  
Long Range Planning Manager, the Lincoln/Lancaster County Planning Department

David Cary is the Long Range Planning Manager with the Lincoln/Lancaster County Planning Department and is currently serving as the Acting Director of the department. David has 21 years of experience in the planning field having worked multiple years in the Chicago area, five years for the City of Omaha, and 12 years for Lincoln/Lancaster County. David's expertise includes transportation planning, land use planning, and long range planning. He earned his Masters in Regional Planning from the University of Massachusetts-Amherst and has a BA from the University of Notre Dame. When he is not at work keeping the Planning Department running smoothly, David enjoys spending time with his wife and two children and exercising on Lincoln's great trail network.

**Deborah Drbal**  
Business and Cooperative Specialist, USDA Rural Development, Lincoln, NE

Deborah D. Drbal, Business and Cooperative Specialist, USDA Rural Development, Lincoln has been employed by Rural Development since March 1989. As a Business and Cooperative Specialist Deborah's primary responsibility is for Specialty Lending loans and grants: the Rural Microentrepreneur Assistance Program (RMAP), Intermediary Relending Program (IRP), Rural Business Enterprise Grant (RBEG) and Rural Business Opportunity

Grant (RBOG). Deborah has been a Federal employee for 29 years. Prior to joining the Nebraska Rural Development staff she was employed at the Veteran's Administration Hospital in San Diego, California. A native of Lincoln, Deborah's most enjoyable role is that of "Aunt Debbie" to a niece and three nephews.



## Mike Feeken

Executive Director of the St Paul Development Corporation

Mike Feeken is a jack of all trades, master of some. Having grown up in the nearby Crete/Dorchester area and now living in St Paul, Nebraska – Mike knows about small town success and struggle. Mike has been the Executive Director of the St Paul Development Corporation since June 2005, is a member of way too many Boards, and has a very understanding wife and two boys.



## Doug Friedli

Executive Director of the Missouri River Basin Lewis & Clark Interpretive Trail and Visitor Center

Doug was hired as the first full-time Executive Director of the Missouri River Basin Lewis & Clark Interpretive Trail and Visitor Center in October 2012. Prior to that he worked as a volunteer for over 15 years to help take the Center from vision to reality. He was instrumental in raising the \$6.5 million in public and private funds to develop and construct the facility and exhibits. In his current position, Doug is responsible for fundraising and program development. He oversees the five-year strategic plan developed by the board in 2013.

Doug was a community banker for 34 years, including serving as President and CEO of the First National Bank Northeast based in Lyons, Nebraska and President and CEO of the former Otoe County Bank, now known as Arbor Bank, in Nebraska City. He continues to serve on the Board of Arbor Bank.

Doug was Director of Community Fund Development for the Nebraska Community Foundation for 10 years. He worked with community decision-makers in rural communities to strategize how charitable gifts can be used to improve quality of life, enhance economic development, and build community capacity.

Doug has a wide range of experiences having served as a volunteer on numerous community non-profit, economic development, and historic preservation committees. Born and raised in the rural community of Milford, Nebraska, Doug is a lifelong Nebraskan. He is a graduate of the University of Nebraska at Lincoln. He and his wife Pat live in Nebraska City.



## Brandon Garrett

City Planner, Long Range Division of the Planning Department

Brandon Garrett is originally from Great Bend in central Kansas. After receiving his Bachelor's degree from Kansas State University, he moved to Lincoln with his wife in 2002 to obtain his Master of Community and Regional Planning at UNL (2004). He has been a member of the American Institute of Certified Planners since 2006. He has also worked for the City of Lincoln since 2006 after a two year stint in the private and non-profit sectors. He is currently a city planner in the Long Range Division of the Planning Department where he works on data, land use, and urban design. His hobbies include bike riding, watching Husker sports, anthropology, travelling, playing Legos with his son, gardening, brewing beer, and raising backyard chickens.



## Stacey Groshong Hageman

Community Planner

Stacey Groshong Hageman is a professional community planner with 4 years experience. She received a bachelor's degree in Architecture with an emphasis in Landscape Architecture, a master's in Architecture, and a master's in Community and Regional Planning from the University of Nebraska. Stacey has extensive experience in design and 3D visualization, with the ability to produce photorealistic renderings of proposed scenarios. Stacey has been involved in the development of design standards and subarea plans for the City of Lincoln. She works closely with the Historic Preservation Planner in historical research and design standards review and helps staff the cities three design review boards.



## Sara Hartzell

County Planner, Lincoln and Lancaster County Planning Department and Workshop Coordinator

Sara Hartzell has been a planner for the Lincoln and Lancaster County Planning Department for the past five years, with a 3½ year term in the same department before that. She took over the job of County Planner in 2011 with the retirement of her predecessor. Sara acts as the primary contact for County issues, as well as the department's lead environmental planner. Sara is a dual graduate of the University of Nebraska Lincoln with a BSEd in Secondary Education - Natural Sciences, and a Master of Community and Regional Planning. Sara had a prior career as a high school science

teacher before returning to graduate school, and has worked in the fields of emergency management, cosmetology, environmental health and is a grocery store owner. She also served on the Planning Commission for the Village of Hallam for 10 years, ending when she and her husband moved to Lincoln after 24 years in Hallam. Sara has two grown children who have flown the nest, and three dogs with whom she is trying to replace them.



## Greta Leach

### Affiliated Fund Development Coordinator – Eastern Nebraska

Greta Leach provides technical assistance and support for NCF affiliated funds in eastern Nebraska. Her professional experience includes nonprofit fundraising, grant administration, volunteer coordination and accounting.

Greta is a native of Aurora, Nebraska and now lives and offices in Lincoln. Prior to joining NCF in 2012, she directed fundraising and development programs for the Colorado Anti-Violence Program and The Gathering Place in Denver. She also has served as associate pastor for the First United Methodist Church in North Platte and as a senior auditor for an accounting firm in Denver. Greta received a bachelor's degree in business administration from the University of Nebraska-Lincoln, and a master's of theological studies from the Iliff School of Theology.

Greta enjoys camping, hiking, and spending time with friends and family. She says the best thing about working at NCF is meeting so many interesting people across Nebraska and seeing people come together to make a difference in the communities they love.



## Don Macke

### Co-Founder and Co-Director of the Center for Rural Entrepreneurship

Don Macke is a Co-Founder and Co-Director of the Center for Rural Entrepreneurship. The Center works throughout the United States and Canada supporting research, outreach, professional development and policy work related to rural entrepreneurship.

Don has over 40 years of experience in the field of community economic development. He has served on the staff of the Nebraska Legislature, the Cabinet of the Nelson Administration in Nebraska, worked as a consultant in 45 states, Canada and the Caribbean. Since joining the Center, Don and the Center team has logged over 1 million miles travelling throughout rural North America.

Don leads the Center's entrepreneurial communities' solution area. E Communities helps communities and regions grow more effective, efficient and impactful systems of support for entrepreneurs as a way to strengthen local economies. The E Communities framework and process is proving valuable to communities and regions.

Another part of Don's work focuses on community development philanthropy and America's transfer of wealth (TOW) opportunity. The Center's TOW team has completed over 40 studies, covering over one-half of the counties and communities across the nation. Don is a co-founder of the Nebraska Community Foundation and served as its first Executive Director.

Don has a MA in Regional Economics and a BS in Environmental Science from the University of Nebraska at Lincoln. Lincoln Nebraska is Don's home. He is married to Jenny Carver, a Pre-School Special Education Teacher and they have two sons - Sam and Eric.



## Ed McMahon

### Senior Fellow for Sustainable Development, Urban Land Institute

As the Senior Fellow for Sustainable Development, Ed McMahon leads ULI's worldwide efforts to conduct research and educational activities related to environmentally sensitive development policies and practices. He is also a senior staff adviser for ULI's Building Healthy Places Initiative, and is a sought-after speaker and thinker on health and real estate. He is currently at work on a major new report, Active Transportation and Real Estate: New Frontiers in Development, which will be released at ULI's Spring Meeting in Houston in May 2015.

Before joining the Institute in 2004, McMahon spent 14 years as the vice president and director of land use planning for the Conservation Fund in Arlington County, Virginia, where he helped protect more than 5 million acres of land of historic or natural significance. McMahon is also the cofounder and former president of Scenic America, a national nonprofit organization devoted to protecting America's scenic landscapes. Before that, he taught law and public policy at Georgetown University Law Center for nine years, and served in the U.S. Army, both at home and abroad.

McMahon is the author or coauthor of 15 books, including Conservation Communities: Creating Value with Nature, Open Space, and Agriculture; Better Models for Development in Virginia; Developing Sustainable Planned Communities; Green Infrastructure: Connecting Landscape and Communities; Land Conservation Finance; and Balancing Nature and Commerce in Gateway Communities.

He also writes regularly for Urban Land magazine, Citiwire, Planning Commissioners Journal, and other periodicals.

Over the past 25 years, McMahon has helped communities in all 50 states with a wide variety of community planning and economic development issues. He serves on several advisory boards and commissions, including the National Trust for Historic Preservation, Preservation Maryland, the Governor's Institute for Community Design, the Doris Duke Charitable Fund, and the Orton Family Foundation.

McMahon has an MA in urban studies from the University of Alabama at Birmingham and a JD from Georgetown University Law School. He and his wife live in Takoma Park, Maryland.



## Krista K. Mettscher

Single Family Housing Specialist, USDA Rural Development

After three years with the VA, Krista joined Rural Development in 1997, working in the Beatrice and Lincoln Area Office's directly with the public processing, underwriting, and approving, loans and grants. She became a member of the State Office Housing Staff in the downtown Lincoln Federal Building in September 2008 and recently celebrated her 20 year Federal anniversary. Although no longer directly involved with loan processing, Krista works extensively with regulation, delivery, oversight and outreach of the Single Family Housing Programs including the home purchase and repair programs.



## David Nelson

Project Associate, Project for Public Spaces

David is a transportation professional, physical planner, and urban designer from Nebraska. His focus is on how legible patterns of public space and transportation networks influence the cognitive image of place and on how the design of pedestrian facilities legitimizes or undermines normative behavior.

At PPS, David works on projects ranging from street typologies to form based codes to public space programming and design. As project manager for the Federal Highway Administration's Context Sensitive Solutions Clearinghouse, he uses communication best practices to connect transportation practitioners and citizens with emerging innovations in the discipline and supporting evidence on the benefits of contextuality.

Before joining PPS, David worked at the Voorhees Transportation Center at Rutgers University as a transit and bikeped researcher and graphic designer for the New Jersey Bicycle and Pedestrian Research Center and the New Jersey Safe Routes to School Resource Center.

While at the City of Omaha Planning Department, David cultivated walkability and bikeability through data and design projects. His wide array of initiatives included siting bicycle parking, designing signage, and coordinating the city's inaugural bicycle and pedestrian traffic counts.

## Shirley Niemeyer

Professor Emeritus, Extension Specialist/Research, Housing & Environment, University of Nebraska Lincoln

Shirley Niemeyer was an Extension Specialist in housing and environment at the University of Nebraska-Lincoln, has been in leadership positions in state and national professional organizations serving as president of the national Housing Education and Research Association and receiving their 2006 Distinguished Service Award for education and research. She provided educational programs to 1000's of consumers and professionals and conducted research focusing on housing and the environment issues.

Currently, she is a volunteer with the American Lutheran Church for the Kids Kitchen and Clothes Closet in Ashland, serves on the Ashland Area Chamber of Commerce Board as the Education Chair, and the City Historic Business committee. She helped to initiate the UNL Extension Entrepreneur Community Activation Process funded in the NE Rural Futures.



## Cynthia Nikitin

Director, Citizens' Institute on Rural Design™, Senior Vice President, Project for Public Spaces

Cynthia Nikitin has led numerous large-scale multi-sectoral projects during her twenty three years with Project for Public Spaces. Cynthia's technical expertise stretches from the development of downtown master plans, transit facility and station area enhancement projects, to the creation of corridor-wide transportation and land use strategies, to the development of public art master plans for major cities, and the coalescing of government buildings, libraries and cultural institutions into civic centers. Cynthia is currently directing the Citizens' Institute on Rural Design, a leadership initiative of the National Endowment for the Arts focused on providing technical design assistance to

rural communities and small towns across the United States. She is also a regular keynote speaker at public forums, training sessions, and public workshops around the world. Cynthia is an expert in using placemaking to create safer cities and upgrade informal settlements in the developing world. She is currently spearheading PPS's alliance with UN-HABITAT and the Ax:son Johnson Foundation to create 300 great public spaces in cities across the developing world in fulfillment of a UN Habitat General Resolution that seeks to incorporate public space planning and programming as part of slum upgrading, gender mainstreaming, and urban regeneration projects. She has lead placemaking training initiatives for the City Council of Nairobi and the City of Johannesburg. Cynthia is also PPS's representative on the UN Habitat's Global Network for Safer Cities.

Cynthia is also a leader on using investments in walking and transit to leverage livability goals. She authored one of the first books on transportation and livable communities, has run more than 30 comprehensive transit and corridor planning projects, and recently completed a research project for the US Federal Transit Administration aimed at developing evaluation and engagement tools to assist low-income communities in becoming involved in the transportation planning process. Under contract to NYS DOT, she managed a three year TOD education and planning initiative for 8 communities along the Tappan Zee Bridge Corridor. Currently she is working to help revitalize two of New Jersey's most distressed cities using safer places and creative placemaking techniques.

Cynthia has delivered keynote addresses at many US and Canadian Library Association events and the Alberta Museum and Americans for the Arts annual conferences. She is an adjunct faculty member of Clark University in Worcester, MA and guest lectures at universities across North America, in Moscow, Russia, and South Korea.



## Doris Ourecky

Chairman of the Hotel Wilber Board of Directors and President of the Wilber Czech Museum

Doris was born in Lincoln, NE, and attended most of her school years in Lincoln until her father bought the John Deere Implement store in Wilber during her junior year in high school- thus her "transplant" to Wilber. She attended the University of Nebraska, Lincoln then married her high school sweetheart who was a farmer and she was his partner for 45 years until they retired in 2000. They have 2 daughters and a son and seven grandchildren.

Doris was selected as one of the 12 "movers and shakers" committee in Wilber and has been VERY active in the Nebraska Czechs of Wilber. She served as chairman of the local Czech Queen committee from 1966 to 2007. She was co-founder and chairman of the

National Czech Queen Pageant from 1986 to 2006.

Doris has served as an officer in the following organizations: Women Involved in Farm Economics "WIFE", Order of the Eastern Star, NE Czechs of Wilber, Selective Services Board, PEO, Rotary, Southeast NE Farm Safety Board. She is presently chairman of the Hotel Wilber Board of Directors and President of the Wilber Czech Museum and gives town walking tours of Wilber besides being very active in her Lutheran Church.



## Greg Ptacek

Director of Economic Development for the City of Neligh

Greg Ptacek is the Director of Economic Development for the City of Neligh. He is a graduate of Wayne State College with a dual degree in Political Science and History. He went on to the University of Nebraska at Omaha's Master of Public Administration program but real life got in the way and he is two classes shy of his Master's. Greg's passion for rural Nebraska drove him to his current position where he promotes the growth of Neligh. Ptacek is heavily involved with several local organizations and has developed strong relations with UNL's Rural Futures Institute and the Engler Agribusiness College. Greg has a wonderful wife, who he believes is slightly blind, and two children under three.



## David Taladay

Executive Director of the Southeast Nebraska Development District (SENDD)

David Taladay has been the Executive Director of the Southeast Nebraska Development District (SENDD) since 2009. David reorganized the organization in July, 2010 into an Economic Development District consisting of 15-dues paying counties and 139- member communities and "certified" by the Economic Development Administration (EDA). Responsible to the Board of Directors for developing and implementing an annual Work Plan. Responsible for the day-to-day organization and management of all staff.

Prior to 2009, David worked at Southeast Nebraska Development District (SENDD) in Lincoln, Nebraska. After joining the organization to fill a "Shared Engineer" position for smaller communities, he became a lead staff member in development for numerous continuing programs in the District:

1. Region wide and Community "Housing Rehabilitation Programs"
2. "Micro-business Lending Program"
3. Community Development Block Grant (CDBG)-Economic Development Financial Packager Program
4. Multi-community Interlocal Agreement for "Shared Services/Personnel"
5. Program Coordinator for the Southeast Nebraska Affordable Housing Council, Inc. (SENAHC).
6. Design and development of the Award winning "Community Development Strategic Planning Initiative" (CD&SPI) for the Southeast Regional Group (17-counties)
7. Management of Local Revolving Loan Programs

David is deeply involved in Community Development, Economic Development and Housing Development activities for the District, numerous grant programs have been accessed through my leadership at the District; public works infrastructure, planning programs, business financing programs and housing development programs.

## Milan Wall

### Co-Director of the Heartland Center for Leadership Development

Milan Wall, Co-Director of the Heartland Center for Leadership Development, is a management and communications expert with more than 40 years' experience in dealing with the critical issues facing American society and culture. Mr. Wall has been a newspaper reporter and editorial columnist, a university lecturer and a speaker at regional and national conferences on such topics as educational leadership, economic development and uses of technology in education. Before he helped found the Heartland Center, he was Executive Vice President of the University of Mid-America, a multi-state consortium that was recognized internationally for its imaginative approaches to adult education. With Dr. Vicki Luther, he is co-author of a number of publications on leadership and community development, including *The Entrepreneurial Community: A Strategic Leadership Approach to Community Survival*, *Clues to Rural Community Survival* and *Schools as Entrepreneurs: Helping Small Towns Survive*. Previously, he served as editor of the *Nebraska School Leader*, which won three national awards for excellence among state publications on education during his tenure. In 1993, Mr. Wall was honored with the Award of Excellence, the distinguished alumni recognition of the University of Nebraska-Lincoln Teachers College. In addition to airports and airplanes, Milan spends as much time as possible trout fishing at a secret location in Wyoming he refuses to divulge!

## 5. Supplemental Readings & Resources

### The Secrets of Successful Communities

by Edward T. McMahon

From coast to coast, communities are struggling to answer these questions. After working in hundreds of communities in all regions of the country, I have come to some conclusions about why some communities succeed and others fail. There are many communities that have found ways to retain their small town values, historic character, scenic beauty and sense of community, yet sustain a prosperous economy. And they've done it without accepting the kind of cookie-cutter development that has turned many communities into faceless places that young people flee, tourists avoid and which no longer instill a sense of pride in residents.

Every "successful" community has its own strengths and weaknesses, but they all share some common characteristics. It's clear for instance that successful communities involve a broad cross-section of residents in determining and planning the future. They also capitalize on their distinctive assets — their architecture, history, natural surroundings, and home grown businesses — rather than trying to adopt a new and different identity.

Read More: [http://rural-design.org/sites/default/files/images/article\\_-\\_secrets\\_of\\_successful\\_communities\\_pcj\\_1.pdf](http://rural-design.org/sites/default/files/images/article_-_secrets_of_successful_communities_pcj_1.pdf)

### Variety in building size and age yields vibrant communities

Neighborhoods with small-scale historic buildings can be economic and cultural powerhouses when given a chance to survive and evolve.

by Edward T. McMahon

Why is it that neighborhoods with older, smaller buildings often seem more vibrant than those with larger, newer ones? Historic preservationists have long argued that older structures play a crucial role in contributing to the livability of cities and the health of local economies. Most preservationists are familiar with Jane Jacobs's book *The Death and Life of Great American Cities*, in which she argues that large-scale demolition and replacement of older, smaller buildings with large new structures drains the life and vitality from urban neighborhoods.

Read more: [http://rural-design.org/sites/default/files/images/article\\_-\\_vibrant\\_communities\\_2014\\_1.pdf](http://rural-design.org/sites/default/files/images/article_-_vibrant_communities_2014_1.pdf)

## IAP2's Public Participation Toolbox

International Association for Public Participation (2006)

'Public participation' means to involve those who are affected by a decision in the decision-making process. It promotes sustainable decisions by providing participants with the information they need to be involved in a meaningful way, and it communicates to participants how their input affects the decision.

The practice of public participation might involve public meetings, surveys, open houses, workshops, polling, citizen's advisory committees and other forms of direct involvement with the public.

The International Association for Public Participation's (IAP2) mission is to advance and extend the practice of public participation.

IAP2 advocates on behalf of members and is building an international reputation for the public participation practice and profession. It supports international research and offers professional development training and services.

IAP2 members work in industry, civil society organisations, universities, government and more. They are involved in the public participation process by supporting clients, colleagues and citizens for improved decision-making.

Access the Toolbox: [http://rural-design.org/sites/default/files/images/iap2s\\_public\\_participation\\_toolbox.pdf](http://rural-design.org/sites/default/files/images/iap2s_public_participation_toolbox.pdf)

## An analysis of the effects of community leadership education program content on six outcome indices of community leadership

Godwin Apaliyaha & Kenneth E. Martin

This study examined the relationships between community leadership education program design and structure (contact hours and content) and six leadership outcome indices including personal growth and efficacy, community commitment, shared future and purpose, community knowledge, civic engagement, and social cohesion. Two different data-sets were used, one from an online study of participants of leadership programs in 20 counties in 5 states, and the other data-set came from an analysis of the leadership program design and curricula for the leadership programs. The results showed that more training contact hours in two of four content areas led to statistically significant gains in leadership outcome variables after controlling for the effects of other socio-demographic variables. Training content on individual leadership skills and knowledge had significant positive impacts on all six indices. The amount of time spent on public policy processes showed statistically significant gains for both shared future and purpose and community knowledge. However, hours spent on training participants on content areas related to community and community development processes had significant negative impacts on shared future and purpose and community knowledge. Group and teamwork did not produce significant results on any of the outcome indices.

Read More: [http://rural-design.org/sites/default/files/images/cds\\_journal\\_article\\_by\\_ken\\_martin\\_2013.pdf](http://rural-design.org/sites/default/files/images/cds_journal_article_by_ken_martin_2013.pdf)

## 6. Citizens' Institute on Rural Design™ Resources

### Resource Guide for Rural Planning and Design

The Resource Guide for Rural Planning and Design is a list of organizations in planning, housing, land use and natural resources, design, historic preservation, rural development, and funding that all serve as strong resources for communities and projects addressing development, design, and planning challenges. The document includes the contact information and website for each organization so that you can learn more about the resources they offer, and how these organizations may be able to help assist your community or design project.

**Read More:** <http://rural-design.org/resource/resource-guide-rural-planning-and-design>

### Glossary of Planning and Design Terms

The Citizens' Institute on Rural Design™ distributes this list of planning and design terms at our workshops so that community members of all backgrounds can understand the terms often used in design charrettes, and by architects, planners and designers. This glossary is helpful not only for participants at a workshop or charrette, but also for approaching any issue that affects the built environment.

**Read More:** <http://rural-design.org/resource/glossary-planning-design-terms>