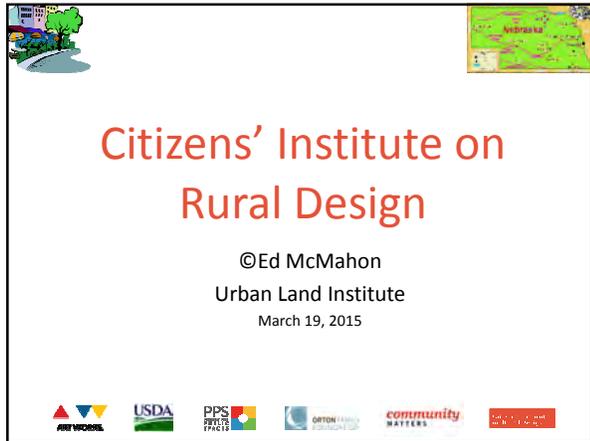


Appendix E: Workshop Presentations



Citizens' Institute on
Rural Design

©Ed McMahon
Urban Land Institute
March 19, 2015

Logos at the bottom include: ARIZONA, USDA, PPS SPACES, OYSTER, community MATTERS, and a red logo.



There two kinds of change:

- **Planned change**
- **Unplanned change**



“The best way to predict the future is to create it yourself”

Abraham Lincoln

It is about our children



It's about balance

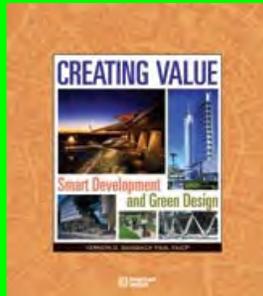


“Conservation is a state of harmony between man and nature.”

Aldo Leopold

It's About Win-Win Solutions

- Healthy Environment
- Vigorous Economy
- Vibrant Community



What is changing?

- National and global economy
- Demographics and population
- Technology
- Consumer attitudes & market trends
- Transportation modes and options
- Energy prices and sources
- The weather

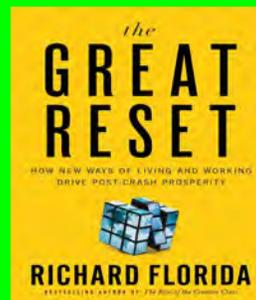
Employment Changes



- The US saw a 34% decline in manufacturing jobs between 1990 and 2010.
- During the same period the US saw a 57% increase in professional and business service jobs, and
- An 81% increase in jobs in education and health services



How will the Crash Reshape America?



- “How we live, work, shop and get around will change.”
- “Communities that embrace the future will prosper. Those that do not will decline.”

Economic Development

20th Century Model

- Public sector leadership
- Shotgun recruitment strategy
- Low cost positioning
- Cheap labor
- Focus on what you don't have
- Quality of life unimportant
- Driven by transactions
- Key Infrastructure = Roads

21st Century Model

- Public/Private Partnerships
- Laser recruitment strategy
- High value positioning
- Highly trained talent
- Focus on what you do have
- Quality of life critical
- Driven by an overall vision
- Key Infrastructure = Education

The One Big Thing Rarely Works?



Convention Centers



Festival Marketplaces

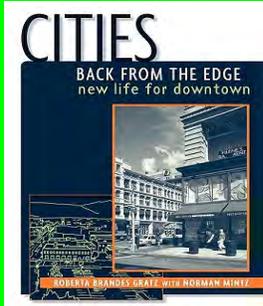


Casinos



Aquariums

What works today?



“ Successful cities and towns think small in a big way.”

Roberta Brandes Gratz

“Communities and regions are in a global competition to attract and retain a talented workforce. Increasingly these talented workers are choosing where they want to live first and figuring out their job situations later.”

CEO's for Cities, Segmentation Study, 2006

Global Competitiveness



- Communities compete in the new global economy
- Quality of life matters (cool places to live, work and play)
- Community character can differentiate
- Amenities and Affordability are both important

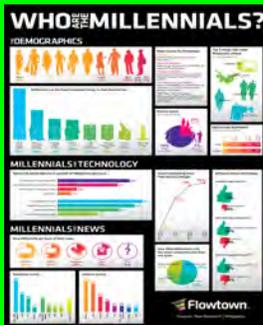
Demographic Shifts



- Baby Boomers and Retirees – 80 million
- Immigrants – 40 million
- Millennials (18 to 32 year olds) – 85 million
- 26% of US households are made up of a single person
- 75 % of American households do not have school age children



Young People



- Are getting married later or not at all
- Are postponing home ownership
- Own fewer cars and drive less
- Are concentrating in major metropolitan areas & cool towns
- Favor walkable neighborhoods
- Are adept with technology and social networking
- Are more tolerant
- Use social media to make buying decisions

Technology & Globalization

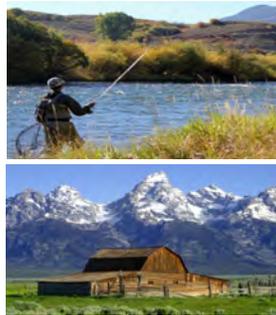


- “The Death of Distance”
- People can do business anywhere
- Most new jobs are in small and medium sized businesses
- Health care & education
- Industrial recruitment is a small part of new economy

Capital is Footloose



Foster Freiss



Jackson Hole, Wyoming



Consumer attitudes are changing



COVER STORY

Malls are like, totally uncool, say hip teens

The bigger question for retailers is, will parents follow their offspring?

By Bruce Horowitz
USA TODAY

The future of retailing in America may all come down to where Jessica Pfeiffer shops. There's one place it's not: the mall.

Anyplace but the mall. For this 18-year-old high school senior and her 15-year-old sister, Andrea, the mall has become entirely uncool.

Most malls are filled with cubicles that all sell similar stuff. And many teens get the bushes-jewelry being followed around by walkie-talkie wielding security guards and suspicious store clerks who keep flashing them evil eyes.

The Pfeiffer sisters live in Manhattan and used to take the train to the mall. Now they and their friends who like

Market Trends

- “It is becoming clear that homebuilders old one-size fits all marketing and product approach will not work for buyer groups whose interests & borrowing requirements differ widely, not only from buyers of the recent past, but also from each other.”
- Source: Builder Magazine, July 2009



Different demographics want different types of housing



Retirees and Empty Nesters



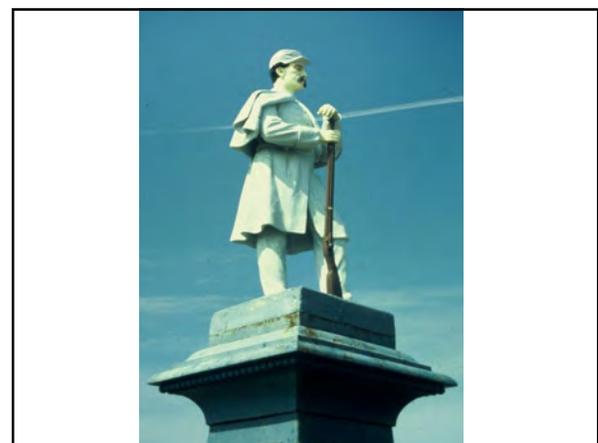
Immigrants



Gen Y



Single Women





The Patterns of Development

- Where you put development
- How you arrange development
- What development looks like



“Every community needs a long range conservation plan, just like it needs a long range transportation plan.”

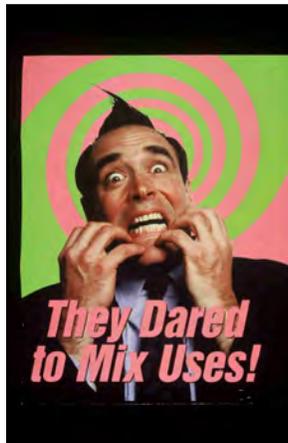


Boulder, Colorado – Greenbelt



Neighborhood Park – San Diego

When people can't see where they are going, they want to slam on the brakes



- How we arrange development

Maryland Town



Nebraska Town



Seward, Nebraska



Characteristics of a Town



- Edge & a center
- Mix of Uses and housing types
- Walkable & pedestrian friendly
- Architecturally coherent & interesting
- Strong sense of community & Place

Sprawl



Characteristics of Sprawl



- No edge & no center
- All uses are segregated
- Must drive everywhere for everything
- Architecturally chaotic & ugly
- No sense of place
- Hard to have a sense of community

Do we have any alternatives to sprawl that are more attractive, more efficient, more profitable?

Growth is About Choices

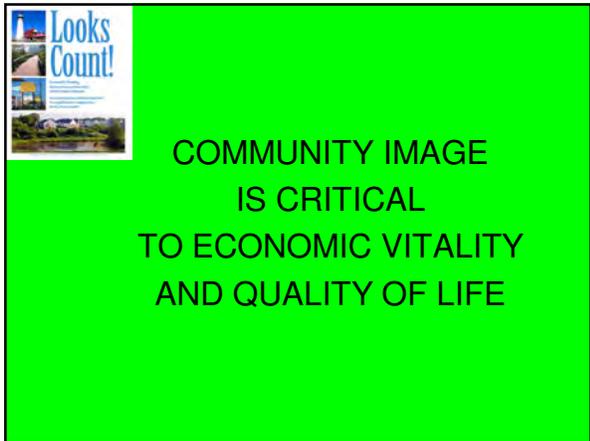
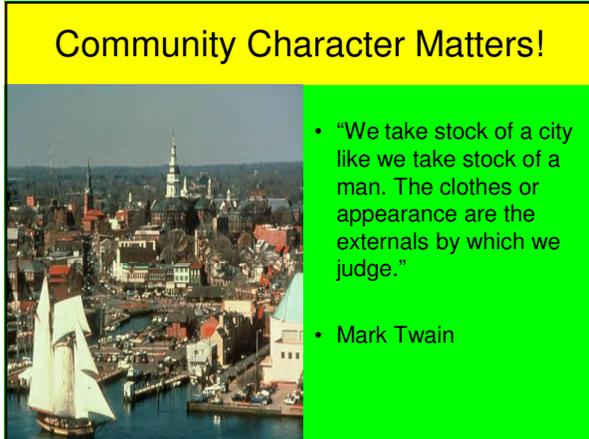


Should we invest downtown?
Should we invest on the strip?

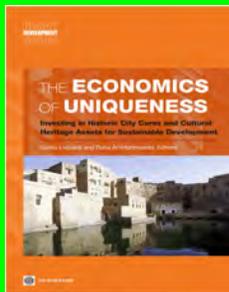
Growth is About Choices



Should we spread out?
Should we grow more compactly?



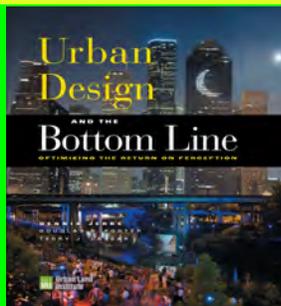
Distinctiveness has value!



- "If you can't differentiate yourself, you will have no competitive advantage."
- "Sameness is a minus, not a plus in today's world."



Green Space & Property Values



- "The relationship between rising property values and green spaces is well documented."
- "Some studies find as much as a 15 to 30 % increase in the value of properties adjacent to parks and open space."

Where is the most valuable land in NY?





Value of Open Space

- Developers build golf courses because golf courses sell real estate at premium prices
- Very expensive to design, build & maintain golf courses
- Parks and open spaces also sell real estate at premium prices at lower costs to create and maintain



What is the value of historic buildings, neighborhoods and landscapes?

It's About Value!



SECRETS OF SUCCESSFUL COMMUNITIES – Ed McMahon





Every Community Has Places Worth Preserving



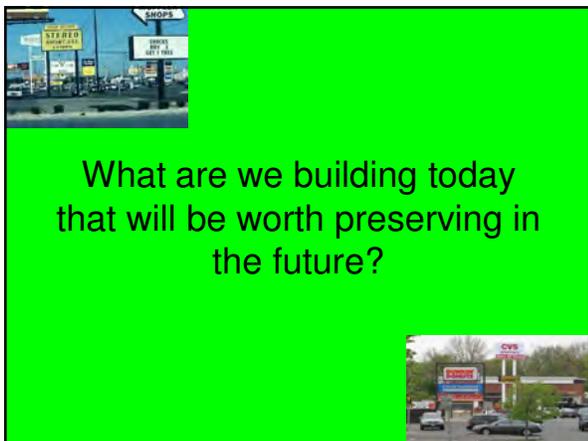
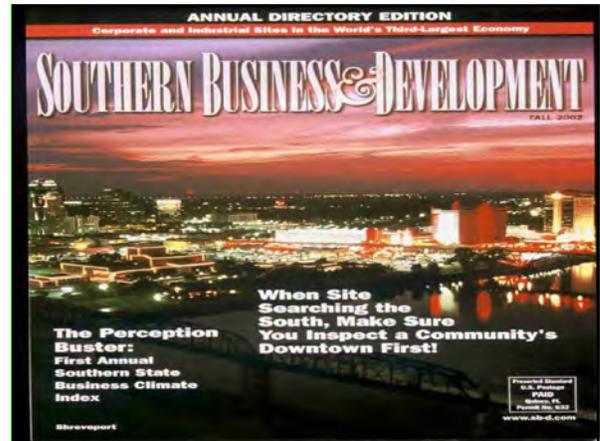
Lucy the Elephant, Margate , NJ

Willa Cather House, Red Cloud, NE

“Among cities and towns with no particular recreational appeal, those that preserve the past continue to enjoy tourism. Those that haven’t receive almost no tourism at all.

Tourists simply won’t go to a city or town that has lost its soul.”

Arthur Frommer



Questions

- Should new commercial buildings reflect your community and your region?

Or

- Should new commercial buildings look like "Anyplace USA"?



SECRETS OF SUCCESSFUL COMMUNITIES – Ed McMahon



You Have a Choice!

“When a chain store developer come to town they generally have three designs (A, B, or C) ranging from Anywhere USA to Unique (sensitive to local character).”

“Which one gets built depends heavily upon how much push back the company gets from local residents and officials about design & its importance.”

Source: Bob Gibbs, Retail Consultant, Birmingham, MI



Walgreens – Plan A



Walgreens – Plan B



Walgreens – Plan C



Walgreens – Plan C



Walgreens - Plan C



Better Building Techniques

- Architectural Design Review
- Corridor Overlays
- **Leverage**
- **Architectural Design Guidelines**
- **Form Based Codes**
- **Education & Awards**
- **Just Ask**

Burger King - Proposed



Burger King - Built



Super 8 Motel - Proposed



Super 8 Motel - Built



CVS - Proposed



CVS - Built



The Old Paradigm



The New Paradigm

The 2014 Great American Main Street Award Semifinalists

- The future belongs to main streets, town centers and mixed use development!
- Strip development is development for the last century!

Here is Why:

- We're overbuilt on the strip
- Retail is rediscovering cities & towns
- The suburbs are being redesigned
- Traffic congestion, fuel prices and auto-oriented (i.e. ugly design) are undermining the strip
- Consumers favor places with character
- E-commerce means fewer and smaller stores
- The economy is restructuring the retail landscape

We're Overbuilt on the Strip




- Ten fold increase in retail space from 1960-2000.
- From 4 to 38 square feet per person.
- US has more than double the retail space per person as Europe.
- There is now more than 1 billion sq. ft. of vacant retail space (mostly in empty big box stores)

Retail space grew 5x faster than retail sales



The New York Times Business

Our Love Affair With Malls Is on the Rocks



COVERING DESIGN & DEVELOPMENT OF HUMAN-SCALE NEIGHBORHOODS

NEW URBAN NEWS

The future belongs to town centers

Despite the recession, retail analyst Robert Calko predicts that commercial and residential developments will proliferate in the growth in conventional mall sites.

In recent years, one of the most prominent trends in the shopping and retail industry has been the resurgence of "digital malls," large retail centers that incorporate an open-air mall street with shops, offices, and in some cases housing. Some of these experiments — like the Hudson River Center in California — have been successful, but according to Calko, industry trend predictions have expanded credit that the model is being replicated.

Calko compares such the urban centers and suggests that conventional malls will have to adapt their sites into the New Urbanism to stay competitive.

- No new malls , since 2006
- 10% of existing malls have closed
- 30% of existing malls being repositioned
- 1 Billion square feet of vacant retail space

Mall to Town, Lakewood, CO



Villa Italia Mall

→



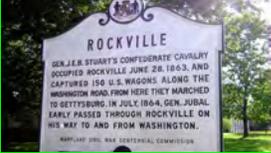


→



Belmar Town Center

Downtown Rockville, MD



• Mostly demolished in 1970



Replaced by Rockville Mall



Rockville Town Center



The New Promised Land?

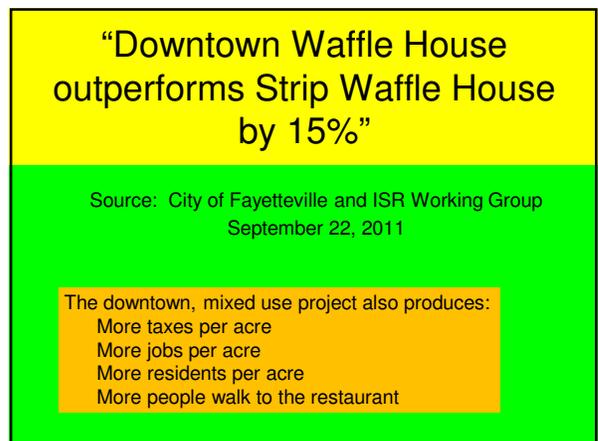
Tear Up Parking Lot, Rebuild Paradise

- Large, flat, well drained site
- Major infrastructure in place
- 4 lane highway frontage, transit ready
- Saves rural land
- Committed to mixed use
- Can turn NIMBY's into YIMBY's
- 2.8 million acres of greyfields will be available in next 15 years

We Can Have This:



Spread Out
Single Use
Drivable Only





“People stay longer, spend more money and come back more often to places that attract their affection.”

Source: Urban Design and the Bottom Line, ULI, 2009

Secrets of Successful Communities

1. Develop a shared vision for the future
2. Inventory local and regional assets
3. Build plans around the enhancement of assets
4. Use education, incentives, partnerships, and voluntary initiatives, not just regulation
5. Pick and choose among development proposals
6. Cooperate with neighbors for mutual benefit
7. Protect community character as well as ecology and economics
8. Have strong leaders and committed citizens

Most Polluted City



Model for Community Revitalization



Downtown Chattanooga Before





Tennessee River

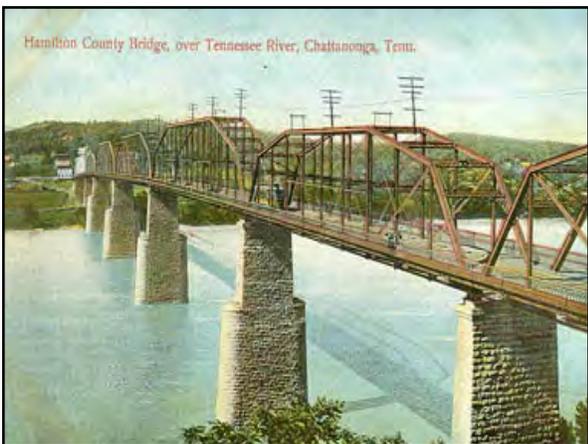


Tennessee River Gorge

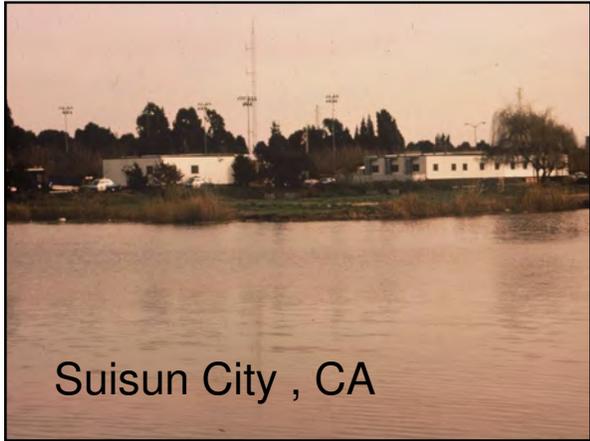


Tennessee River Park

- "The initial segment of the Tennessee River Park has become the most loved and used park in Hamilton County."
- More than 1 million people of all ages, races and economic status use the park annually."
- The 13 mile river walk has generated almost \$1 Billion in private development adjacent to the trail."
- Source: City of Chattanooga



SECRETS OF SUCCESSFUL COMMUNITIES – Ed McMahon



Suisun City , CA



SECRETS OF SUCCESSFUL COMMUNITIES – Ed McMahon





Inventory Assets

- Natural Resources
- Cultural Resources
- Human Resources
- Economic Resources
- Educational Resources

Sometimes the Assets are Obvious



Sometimes They Are Not Obvious



Columbus Riverfront - Before



Columbus Riverfront - After



WWII Torpedo Factory



Torpedo Factory Arts Center



Rapid City, SD - Before



Rapid City, SD - After



Flood Wall – Before



Flood Wall Murals



High Bridge – Poughkeepsie, NY



Rail Bridge - Before



Rail Bridge - After



Explore Beyond Regulation

- Education
- Incentives
- Partnerships
- Voluntary Initiatives

Why Do We Educate?



Why Should We Use Incentives?



Lowertown Arts District



- What do you do about crime, drugs and abandoned houses?
- In Paducah, Kentucky you sell abandoned houses to artists for \$1.
- In 10 years, Lowertown Paducah was transformed from a decaying slum to an artist District with 100 restored buildings, 70 artist studios and \$40 million in private investment.

Yazoo City - Before





SUCCESSFUL
COMMUNITIES PICK
AND CHOOSE AMONG
DEVELOPMENT
PROPOSALS

Hometown Heroes

“Never doubt that a small group of committed individuals can change the world. Indeed, it is the only thing that ever has”

-Margaret Mead



Leadership is important
But often unappreciated

“Apart from sanitation, medicine, education, wine, public order, roads, irrigation, public health and a freshwater system, what have the Romans ever done for us?”
Monty Python's, Life of Brian

A Final Thought

Vision counts, but
implementation is
priceless!

Thank You!

Ed McMahon
emcmahon@uli.org

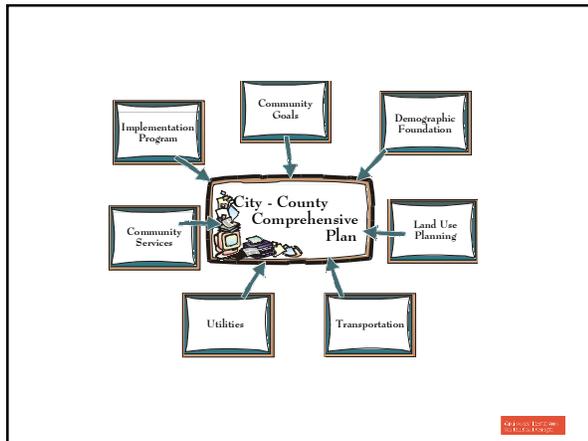


Comprehensive Plans & Zoning

Brandon Garrett & Paul Barnes
March 20, 2015

WHAT IS A COMPREHENSIVE PLAN?

- The Community's **VISION** for its future (about 30 years)
- Outlines where, how, and when the community wishes to grow
- Basis for capital programming, zoning, and subarea plans
- Defines role played by existing neighborhoods, employment centers, and institutions



... The Comp Plan reflects community's investment in ... **Public Services**

- Public Utilities (water, wastewater, storm-water, and waste materials)
- Streets, Roads, and Highways
- Other Transportation Modes
- Parks & Recreation, including Trails
- Public Safety Services
- Educational Institutions
- Environmental Resources
- Energy Services
- Libraries

... as well as the community's investment in ... **Private Growth**

- Office Development
- Shopping Centers and Retailing
- Industrial Uses
- Residential Development
- Religious Facilities
- Education
- Recreation

Long Range Transportation Plan

- Pedestrians
- Bicyclists
- Public Transit
- Streets & Highways

Why Plan?

- Protect Public Health, Safety, and Welfare
- Define Community Interest and Goals
- Encourage Economic Development
- Efficient Use of Human Resources
- Efficient Use of Financial Resources
- Proper Use of Natural & Cultural Resources
- Enhance Community Appearance
- Equitable Provision of Services
- Information for Better Decisions



What is zoning?



Zoning is...

Implementation of a comprehensive plan.
 A set of adopted regulations that separates land uses by categories.
 A set of development regulations (setbacks, height limits, minimum lot sizes, parking requirements, sign regulations etc.)
 A planning tool that considers the character of the district.
 A document that helps bring about orderly growth and change.

Zoning is not...

A building code – this governs the safety and structure of buildings.
 A subdivision ordinance – this governs how property is divided into pieces and improvements are installed.



Lincoln/Lancaster County Zoning Map

A Zoning Map is a visual representation of a jurisdiction's zoning districts (left).

An Extraterritorial Zoning Jurisdiction is land beyond an incorporated community's limits where the community has authority to enforce zoning laws (by State statute).
 Lincoln – 3 mile
 Villages – 1 mile

Lancaster County Jurisdiction:
 Everything else



Zoning Regulations

Questions you should be asking with regard to zoning

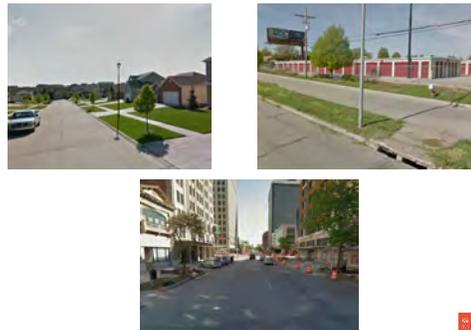
- What is the zoning district for this property and what does it mean?
- What can a person do on this property?(e.g. single family, multifamily, office, commercial, industrial, agriculture)
- How large and how tall can the buildings be?
- How far back from property lines must the buildings set?
- How much parking is required?
- What signage is permitted?

How do I find the answers to these questions?

- Review the Village Comprehensive Plan and Zoning Ordinance
- Contact your Village Clerk or Village Board member



Zoning Impacts on Development



BOARDS AND COMMISSIONS

- **Planning Commission** The Planning Commission is charged by state and local law with advising the City Council (or Village Board) and County Board on a variety of planning and development matters.
- **City Council** The Planning Commission is charged by state and local law with advising the City Council (or Village Board) and County Board on a variety of planning and development matters.
- **Village Board** The Village Board is a governing body for the local jurisdiction.
- **County Board** The County Board is represented by 5 districts with one member elected from each district.

Notes: All boards and commissions operate under the Nebraska Open Meetings Act ([Neb. Rev Stat. 84-1407 to 84-1414](#)).



Public Engagement

Milan Wall
March 20, 2015



Foundations of Public Engagement



CDS Principles of Good Practice

- Promote active participation
- Engage people in understanding issues
- Incorporate diverse interests and cultures
- Enhance leadership capacity
- Work toward sustainability



IAP2's Engagement Spectrum

- Inform: Provide you with information
- Consult: Listen to you
- Involve: Ensure that your ideas are included
- Collaborate: Work together to find solutions
- Empower: Implement what you decide



Public Engagement Experience



Think about a Public Engagement Success

What was the success?
What made it successful?



Heartland Center's Rules for Successful Public Engagement

- Seat people at round or rectangular tables
- Use small group activities extensively
- Provide space for introverts
- Display participants' input
- Report out small group contributions
- Provide food or refreshments
- Start on time and end early



Characteristics of Effective Groups

- Serious contributions are not ignored
- Members check on meaning
- Each member speaks for herself/himself
- Contributions belong to the group



Characteristics of Effective Groups

- Members participate in different ways
- The group explores what's behind difficulty in getting things done
- The group accepts responsibility for what it does
- Conflict is brought into the open and dealt with



Strategies for Maintaining Momentum



Strategies for Maintaining Momentum

- Focus on the Ultimate Objective
- Keep Communication Lines Open
- Involve Others Meaningfully
- Engender Widespread Ownership
- Recognize and Reward Efforts



Strategies for Maintaining Momentum

- Produce Visible Results
- Keep Selling Benefits
- Focus on Commonalities, Not Differences
- Practice Patience and Tolerance
- Have Some Fun

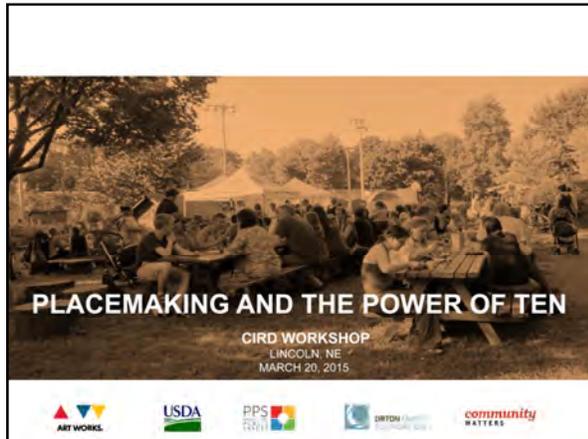


PUBLIC ENGAGEMENT – Milan Wall



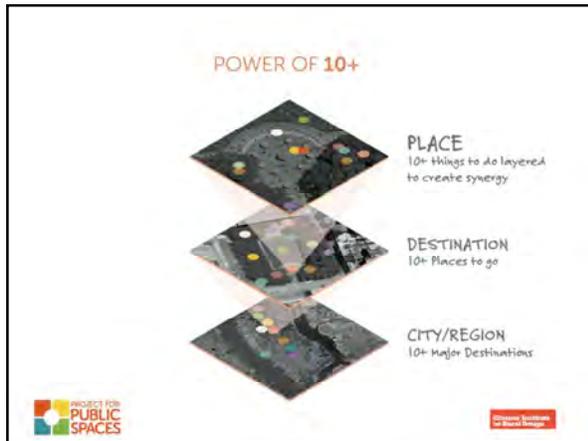
3110 N. 40th Street, Suite A
Lincoln, Nebraska 68504
www.heartlandcenter.info





WHAT IS PLACEMAKING?

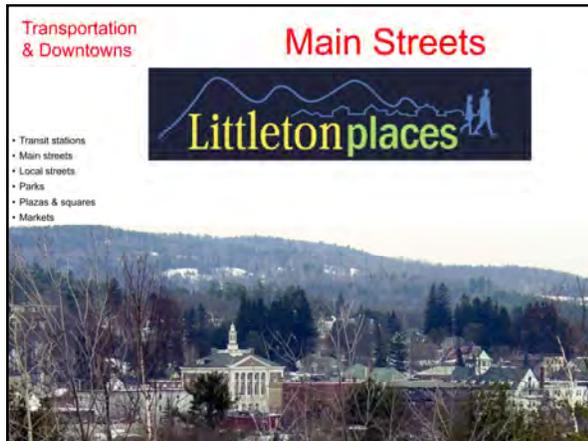
Placemaking is a movement that reimagines public space as the heart of every community. Rooted in community-based participation, Placemaking involves the planning, design, management and programming of public spaces and capitalizes on a community's assets and potential to create vibrant destinations—such as neighborhood gardens, community markets, and downtown squares. For the past 40 years, Placemaking has spurred social, economic, and environmental benefits to communities around the world.



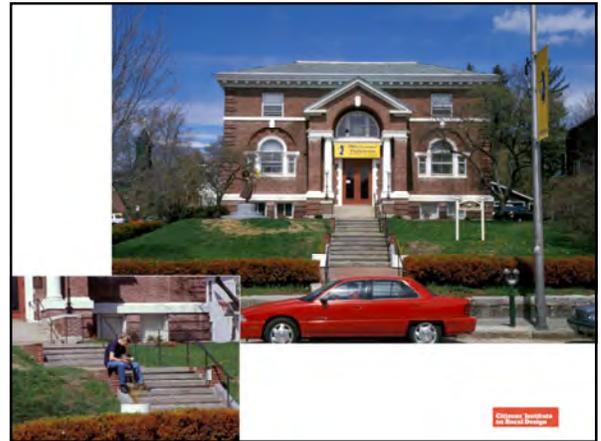


Placemaking Opportunities

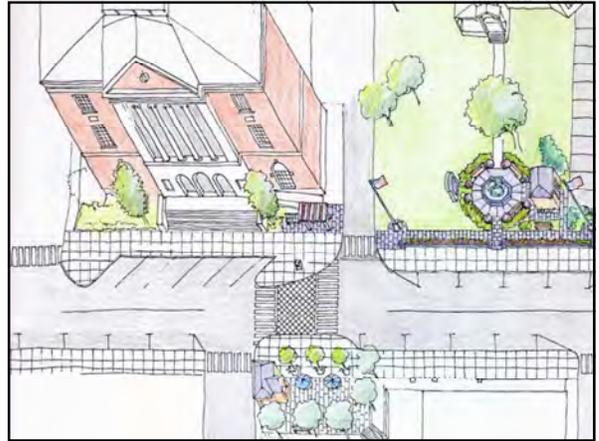
Transportation & Downtowns	<ul style="list-style-type: none"> • Bus stops/Train Stations • Main Streets (outdoor displays, streetscapes, cafés) • Local streets and roads
Parks & Squares	<ul style="list-style-type: none"> • Parks (greenways, recreation, play areas) • Plazas & squares (performances, events) • Markets • Waterfronts
Civic Institutions	<ul style="list-style-type: none"> • Libraries and hospitals • Civic buildings • Schools (universities, primary schools) • Religious institutions • Cultural institutions (theaters, museums)
Private Development	<ul style="list-style-type: none"> • Mixed-use – housing, retail and office



PLACEMAKING – Cynthia Nikitin



PLACEMAKING – Cynthia Nikitin



PLACEMAKING – Cynthia Nikitin



Parks & Squares

Parks

- Bus stations
- Main streets
- Local streets
- Parks
- Plazas & squares
- Markets
- Waterfronts
- Libraries & hospitals
- Civic buildings
- Schools
- Religious institutions
- Cultural institutions
- Mixed-use

Cynthia Nikitin
of Terra Design



PLACEMAKING – Cynthia Nikitin

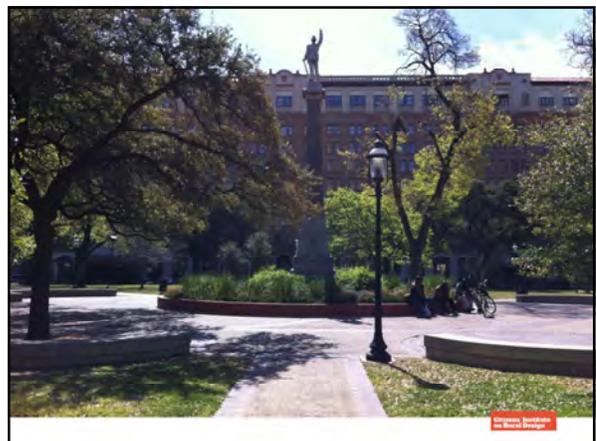


Parks & Squares

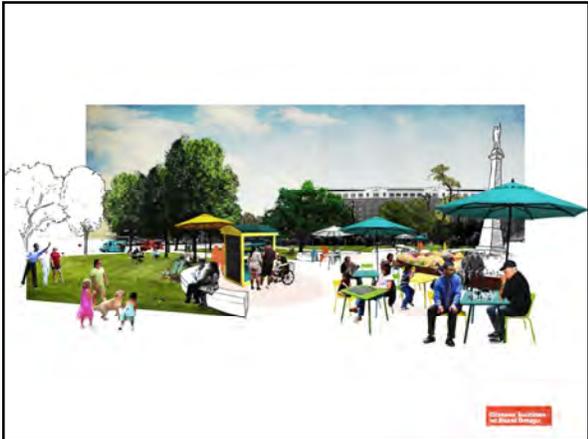
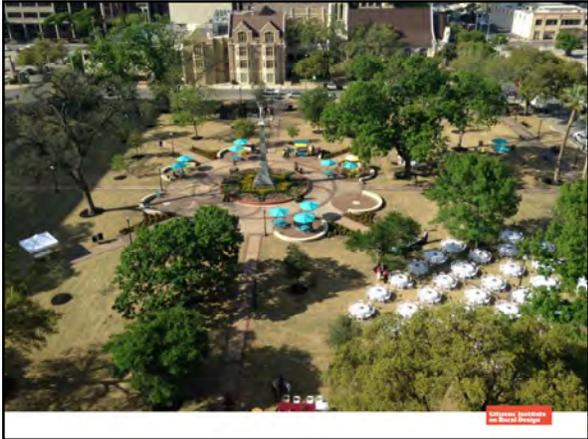
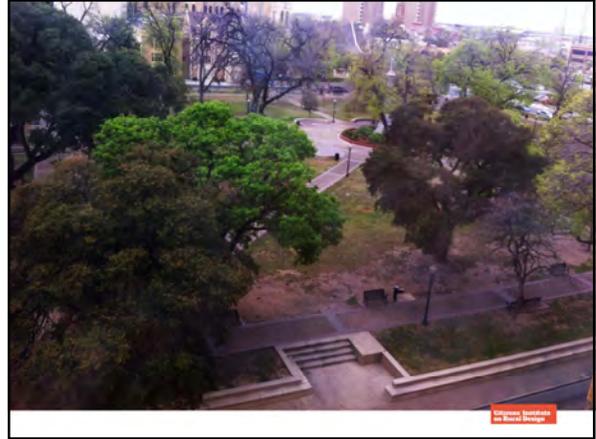
Squares

- Bus stations
- Main streets
- Local streets
- Parks
- Plazas & squares
- Waterfronts
- Libraries & hospitals
- Civic buildings
- Schools
- Religious institutions
- Cultural institutions
- Mixed-use

San Antonio: Travis Park: Lighter, Quicker, Cheaper



PLACEMAKING – Cynthia Nikitin



PLACEMAKING – Cynthia Nikitin



Detroit: Belle Isle -- Yoga Classes

Detroit: Belle Isle -- Kayak Rentals

PLACEMAKING – Cynthia Nikitin



Detroit: Belle Isle -- Info Tent

City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development



Detroit: Belle Isle – Children's Programming

City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development



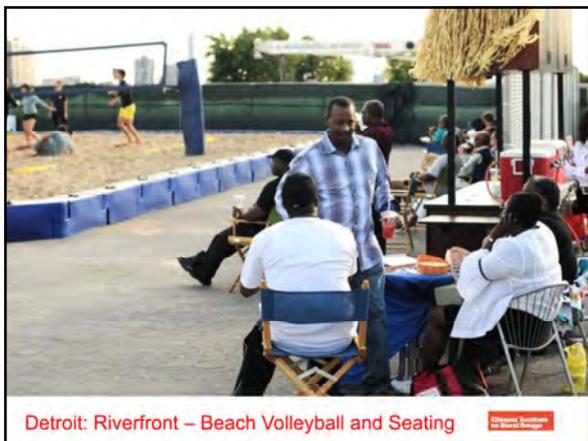
Detroit: Belle Isle -- Food Trucks and Bike Rental

City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development



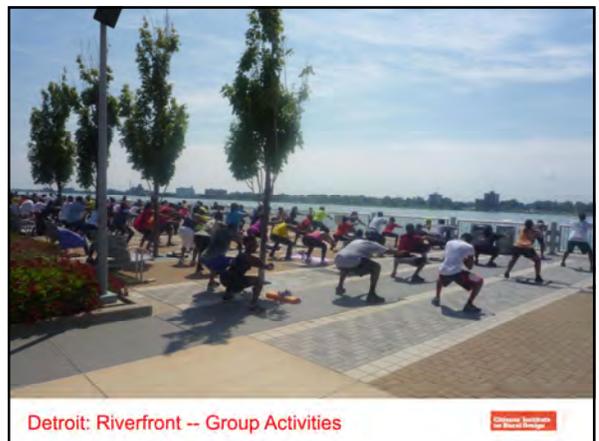
Detroit: Belle Isle – Beer Garden

City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development



Detroit: Riverfront – Beach Volleyball and Seating

City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development



Detroit: Riverfront -- Group Activities

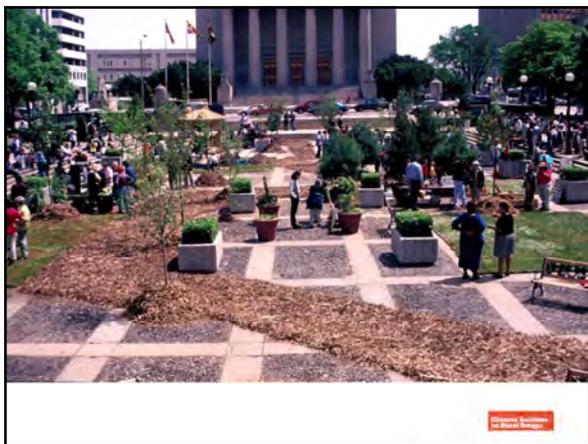
City of Detroit
Department of Public Works
Office of Urban Planning & Economic Development

PLACEMAKING – Cynthia Nikitin

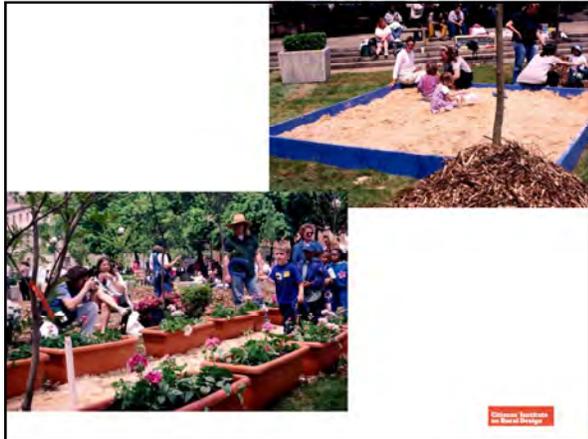


<p>Storytimes</p> <p>You Are My Sunshine, My Only Sunshine</p>	<p>Edible Book Contest</p> <p>Dr. Seuss vs. The Pokey Little Puppy</p>
<p>Musical Discovery Zones</p> <p>More than 100 in attendance</p>	<p>Symphony Previews</p> <p>Lunchtime Events For the Downtown Community</p>

<p>Civic Institutions</p> <ul style="list-style-type: none"> • Bus stations • Main streets • Local streets • Parks • Plazas & squares • Markets • Waterfronts • Libraries & hospitals • Civic buildings • Religious institutions • Cultural institutions • Mixed-use 	<p>Government Buildings</p> <p><small>Citizens' Feedback on Street Design</small></p>
---	--



PLACEMAKING – Cynthia Nikitin



Religious Institutions

- Bus stations
- Main streets
- Local streets
- Parks
- Plazas & squares
- Markets
- Waterfronts
- Libraries & hospitals
- Civic buildings
- Schools
- Religious institutions
- Cultural institutions
- Mixed-use



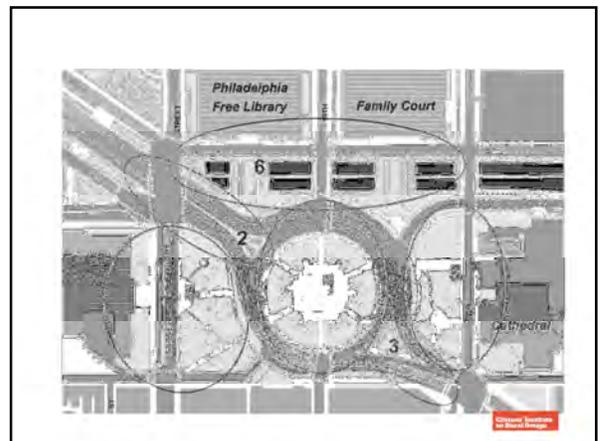


PLACEMAKING – Cynthia Nikitin



Cultural Institutions

- Bus stations
- Main streets
- Local streets
- Parks
- Plazas & squares
- Markets
- Waterfronts
- Libraries & hospitals
- Civic buildings
- Schools
- Religious institutions
- Cultural institutions
- Mixed-use



PLACEMAKING – Cynthia Nikitin



Development **Mixed-Use Districts**

- Bus stations
- Main streets
- Local streets
- Parks
- Plazas & squares
- Markets
- Waterfronts
- Libraries & hospitals
- Civic buildings
- Schools
- Religious institutions
- Cultural institutions





Power of Ten Exercise

1. Consider the public space assets in your Communities
 - Bus stops/Transit Stations
 - Main Streets
 - Parks
 - Plazas & squares
 - Markets
 - Waterfronts
 - Libraries and Hospitals
 - Civic buildings/Historic Properties
 - Schools (universities, primary schools)
 - Religious institutions
 - Cultural institutions (Theaters, museums)
 - Mixed-use developments
2. List one to three new programs or activities that would help each become a great place destination.
3. How can we link these places together visually, physically, or programmatically?

Community Squares and Shared Spaces

Stay in Touch!

PROJECT FOR PUBLIC SPACES

pps.org (read our blog, subscribe to our free newsletter)

@PPS_Placemaking

facebook.com/ProjectforPublicSpaces

PPS_Placemaking

Community Squares and Shared Spaces



Ashland ECAP Process

Shirley Niemeyer
March, 2013








Community process

1. What led to Ashland's participation in ECAP – how became involved in ECAP process
2. Getting input from residents
3. Steps have gone through
4. Building a framework for moving forward
5. Outcomes
6. Where ECAP will lead us in the future
7. Being a possibilitarian




Become a possibilitarian

- › possible – capable of making happen
- › *"Become a possibilitarian. No matter how dark things seem to be or actually are, raise your sights and see possibilities. Always see them, for they're always there."*
--Norman Vincent Peale

ASTROPHYSICIST Cory Anderson's application for the astronaut training program 15 times before being accepted and flying in Space.



Entrepreneurial Community Activation Process

- › ECAP helps communities understand . . .
 - unique characteristics
 - community assets
 - potential opportunities for growth








Program

- › ECAP –a product of University of Nebraska - Lincoln Extension Entrepreneurship Team

Charlotte Narjes, coordinator
Diane Vigna, coordinator

- Milan Wall, evaluation
- › Funded by Rural Futures Institute





Purpose of ECAP

- › Help Nebraska communities . . .
 - Visionary thinking
 - Entrepreneurial leadership
 - Build relationships
 - Increase ability to leverage resources
 - Attract & retain a working age population
 - Empower community economic growth
- › Help communities chart path to becoming more entrepreneurial




8 characteristics of communities that contribute to positive entrepreneurial community

- Community Vision ✓
- Culture of Change ✓
- Digitally Connected
- Education/Workforce IQ
- Entrepreneurial Support Systems
- Infrastructure ✓
- Leadership
- Sense of Place



Empower Nebraska
by Smart Design

UNL's Extension's role...

- UNL can . . .
 - Facilitate a deeper conversation
 - Assist with creation of **action plans**
 - Provide educational programs & workshops
 - Be involved if **community does their part**
 - **Help understand** unique characteristics, community assets, & potential opportunities

Empower Nebraska
by Smart Design

Location – Location

• Ashland benefits

- Proximity to I-80 & Omaha & Lincoln
- Railroad
- Platte River
- Retains a rural character
- Near several parks & recreation, golf
- Several historic structures, features, art and wine
- Water

Empower Nebraska
by Smart Design

Characteristics . . .

- Population – 2012 est. 2,492
- ~ About 4000 people in school district area
- 951 households
- Bedroom community
- Retail & service “pull factor” from Lincoln & Omaha



Empower Nebraska
by Smart Design

Challenges

- Former **flooding**
- **Image**
- Water & sewage **rates higher** –
 - added water tower & new sewage treatment plant
- Cities nearby wanted **dam on Platte** which would have flooded Ashland & surrounding area – proposed many times since 1930s
 - Not likely to be proposed again
- **Funding** for infrastructure & improvements
- **Lack economic development office/professional**



Empower Nebraska
by Smart Design

1. Led up to Involvement in ECAP?

- Contacted by UNL Extension – 1 of 4 pilot communities – grant & research
- 2 UNL professionals presented at **Chamber meeting & approved**
- **Chamber** asked **Rotary & Ashland Historic Society** to also “**sponsor**” & provide a vol. for **1st steering committee**. +vol. **student, teacher, business, & community** – for total of 7
- Various ages, diverse connections, not normally work together



1st Steering Committee Meeting

Empower Nebraska
by Smart Design

Involvement

- Media:
 - Ashland Gazette newspaper
 - Signs
 - Emails, Face book
 - Posters, Fliers
 - Announcements
 - Personal contacts
- Steering Committee
- Leaders at 1st community meeting...
 - Contacted most organizations, churches, fire dept., rescue squad, Am. Legion, VFW, City Council, etc.
 - Asked to send a representative to a community meeting to explain process & ask them to help invite people to join the ECAP process & fill out survey
 - Individuals – invited via email, direct, calls etc.

2. Input from community

- 4 Community Meetings: Range from ~55 to 28 people
 - sign in with email/phone
 - Variety of ages & interests
 - City council members & mayor at meetings & working with work groups
 - State Senator
- Surveys: 468 returned
 - Instrument from UNL & steering committee added questions.
 - Media: Posters, Face book, e-mail, fliers on cars, announcements, lakes, etc.
 - Hardcopy in 5 locations
 - Web based & location on-site during Stir-Up

3. Building Framework

4 Initial Meetings

- Steering committee meets monthly
 - Reports from working groups – liaison
 - Plan quarterly meetings, agenda, etc.
- Aug. 4 – Surveys due
 - UNL summarized for Aug. 11 meeting
- July 28 – Community Vision Conversation (positive)
 - What do you like about living in Ashland?
 - What do you believe are Ashland's strengths?
 - Values?
 - Input recorded in small groups – provided for all

3. Building Framework

4 Initial Meetings

- Aug. 11 – Discovery Tool Results (survey) provided – encouraged conversations
 - UNL presented results, handouts, etc.
 - 18 pgs., 79 pgs. (charts, summary comments)
 - All comments – 118 pages – could have copy pickup if needed

3. Building Framework

4 Initial Meetings

- August 25 – Prioritization short & long term goals
 - Set up working groups around 8 characteristics
 - Resulted in 5 working groups
- September 8 – Next Steps Towards Action
 - Working groups completed plans – reported plans
 - All recorded on flip charts & planning sheets
- Oct. forward – working group meetings, quarterly all member meetings
- Jan. quarterly meeting, reports from working groups

Beginning Prioritization –

- Identified short & long term goals around characteristics and refined.

Community Meetings

- Agenda planned with UNL & steering committee
- Participants requested continuing quarterly community meetings
- Broke into working groups focused on the 8 characteristics




Community Meetings

- Out of those working groups came 5 on-going working groups focused on:
 - Entrepreneur Support & Ec. Development**
 - Ec. Development Corp. Board to form a 501c3 formal organization with members & to attract funding.
 - Hire an Ec. Development professional & est. office
 - City put forth some dollars for position




ECAP Working Groups

2. Recreation & Parks

- Short-term:
 - Splash pool – meetings with City Council rep.,
 - Will meet with splash pool professional about design, costs etc.
- Long term – new city pool




ECAP Working Groups

3. Infrastructure

- Short – term: Bypass route for heavy trucks – met with state roads dept. State controls highway
- Long-term: Expanded trail routes – long term
 - Challenges: Landownership/farms
- Sidewalks





4. Culture of Change/Vision

- Short-term: Adopt vision
- Met several times to propose vision at quarterly meeting

Vision: *Ashland is a community where you want to live your life, build your business, and raise your family. We share in the vision of keeping the best of our past while striving toward a prosperous future* – ECAP & City Council rep.

- Draft of strategic plan





5. Arts & Theater working group

- Long-term: Public-private performing arts theater – school/community
- Short-term:
 - Arts & wine festival
 - Performances
 - Education





Ashland in 25 years?

By 2039

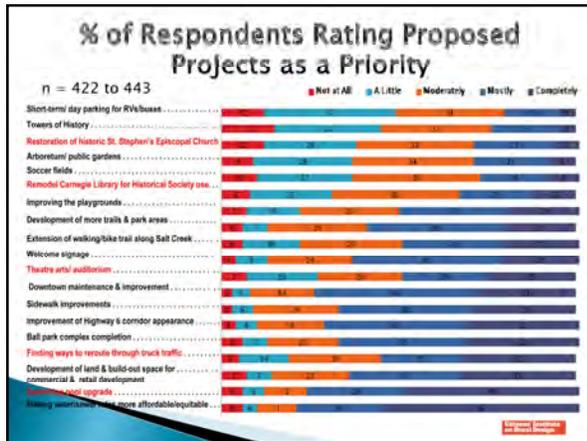
- Card 1: Ashland in 25 years**
 - Performance Art District
 - More opportunities for students
 - Historic renovation
 - 11th, 12th St
 - Expanded parking
 - Expanded park
 - Subsidies for new housing
 - and other changes to support
 - Visual history community
 - Industrial work opportunities
 - More community
 - Historic preservation
 - Historic preservation
 - Historic preservation
 - Leadership training
- Card 2: Ashland 2039**
 - Population ~12,000!
 - Expanded & strong trails and walk & bike
 - New schools for other parts
 - City & business of other things
 - When I see the old town
 - Suburban/land park in north and west
- Card 3: Family Oriented**
 - Revolve around downtown core - stay
 - Arts Hovers
 - Tourist Destinations
 - Keep beauty of town
 - Improve parking
 - Economic development
 - Ashland will have what you need - would not have to travel for needs

Priorities & plans based on survey results, working groups, & community meeting input

Community Involvement Over 4 in 10 respondents (41%) would like to become more involved in community as volunteer, elected leader or serving on a community org.

Ages:

Younger than 35	28%
35 - 50	29%
51 - 64	23%
65 +	20%



Ashland Projects & Business Opportunities

- More than one-half (56%) of respondents rated making water/sewer rates more affordable & equitable as a high priority
- Almost one-half (49%) rated swimming pool upgrade as a high priority
- Most projects listed were rated as high or medium priority by at least one-half of respondents

Percent Rating Items as High Priority by Age

% rating each as high priority	Total	Under 21	21-39	40-64	65+
Making water/sewer rates more affordable	56%	20%	51%	57%	69%
Swimming pool upgrade	49	23	55	53	45
Development of land & build-out space for commercial & retail development	33	7	28	37	42
Finding ways to reroute through truck traffic	32	7	30	31	56
Ball park complex completion	32	50	34	32	27
Improvement of Highway 6 corridor appearance	31	7	27	37	34
Sidewalk improvements	29	17	28	27	37
Downtown maintenance & improvement	28	0	21	35	33
Theatre arts/ auditorium	25	67	18	26	16
Welcome signage on Highway 6	22	7	13	28	29
Extension of walking/bike trail along Salt Creek	22	17	32	23	9
Development of more trails & park areas	20	7	31	21	9
Improving the playgrounds	20	14	24	17	22
Remodel old Carnegie Library for Ashland Area Historic Society	12	23	8	9	19
Soccer fields	9	17	8	8	6
Arboretum/ public gardens	8	10	11	7	6
Restoration of historic St. Stephen's Church	7	10	4	6	12
Towers of History	5	3	4	3	16
Short-term/day parking for RVs/buses	5	0	6	4	7

Differences by Age Statistically significant

- Older persons more likely than younger to rate following projects as high priority
 - Welcome signage
 - Improve Hwy 6 appearance
 - Downtown maintenance & improvement
 - Restoration of historic St. Stephen's Church
 - Towers of History
 - Parking for RVs/buses.
 - Development of land & space for commercial & retail dev.
 - Making water/sewer rates more affordable
 - Reroute through truck traffic.
- Persons age 21 to 64 more likely than younger & older persons to rate swimming pool upgrade & development of more trails & parks as high priority



Differences by Age Statistically significant

- Persons age 21–39 most likely to rate improving the playgrounds as high priority.
- Young persons (under the age of 21) are more likely than older persons to rate these items as high priority:
 - Soccer fields
 - Theatre arts/auditorium
 - Ball park complex completion
 - Remodel Carnegie Library for Ashland Area
 - Historic Society



What is happening? Outcomes

- Working groups continue to meet
- Working with City & Chamber to purchase equipment for business district free WiFi
- City & Chamber budgeted partial dollars to obtain half or full time Ec. Dev. Professional – City put forth ~ ¼ time new hire.
- Legal papers being developed to move forward on an Ec. Dev. Corporation
- Meeting with professional about costs & ideas for splash pad, developing a donor marketing flyer
- Historical Society org. volunteers to scrape & paint historic St. Stephens Church



What is happening – Outcomes

- City approved Historical Soc. moving to old historic Carnegie Library
- Community, Chamber & City Council moving forward as one entity – more communication
 - Chamber & City working on new Ashland Website
- Sense of we can do – understanding of what community has & what may need for future.
- Different, new, & young people involved in working groups
- Conversations – asking about projects, ECAP etc.



Evaluation

"I have seen a handful of different projects that have taken place in Ashland over the years, but nothing like ECAP. ...this process brought some of the same players who are always involved in community projects, but also new people to the table. That was refreshing ...it seemed in the past that it is always the same people involved in projects, sometimes just because no one else will. New people bring fresh ideas & perspective.

I also see a new sense of excitement in those "old guard" people, the ones who are always involved. Their interest & involvement in the community seems to be renewed by the ECAP process.

The ECAP process seems to be sparking movement in Ashland towards a positive end. I see people who are invested in moving the community forward in terms of economic development, attracting new residents to the community, providing support for existing businesses & expanding the present arts community in new & exciting ways. I definitely think the ECAP process will bring results to Ashland."



Evaluation

"I was new to Ashland when the ECAP process began, & I frankly can't imagine a better way to get to know a community in a hurry. To be able to hear collective opinions about the town's identity, the entrepreneurial opportunities available, & the community's vision for change & growth was extremely instructive.

I feel a sense of connection to & investment in Ashland that it might have taken me months or years to achieve without this process.

I highly recommend it as a way to assess aspects of your community & join with others toward proactive change, whether you are a life-long resident or the new kid on the block. Many thanks to UNI Extension!"



Observations for Similar Strategy

- › Process sponsored by multiple org./groups
- › Diverse steering committee
 - One person liaison for each working group
- › Ask rep. of groups in community to introductory meeting
- › Organizer – for meetings & for media
- › Marketing essential – multiple ways
- › Get youth involved
- › Survey – include some of own questions
 - Market survey & vol. or hire compiling results



Observations for Similar Strategy

- › 4 – 6 initial community meetings – fairly close together. Then continue.
- › Working groups report back at each community meeting – accountability
- › Outside coordinator? for meetings that encourages conversation
- › Record ALL input from meetings – charts, give summary back
- › Start positive with strengths of community.
- › Go beyond city limits for inclusion




**General
ECAP
MEETS MON.
Jan. 19
6:30 pm
ACRC/
Library
Keeping
Momentum**



Be a Possibilitarian...



Charlotte Narjes, 402-472-1724 cnarjes1@unl.edu
 UNL CARI Special Projects Coordinator
 Ag. Economics Dept. UNL
 102 H.C. Filley Hall, East Campus Lincoln 68583-0922




ASHLAND
 OFFERING THE BEST OF
 PLAY DISCOVER RELAX
 ASHLAND

Thank You



Attractions & Opportunities

- › Mahoney State Park
- › Strategic Air & Space Museum
- › Lee G. Simmons Conservation Park & Wildlife Safari




Recreation

- ▶ 4 nearby golf courses:
 - Ashland Golf Club, Quarry Oaks,
 - Iron Horse, & North 40 Golf Club
- ▶ Golf Frisbee course
- ▶ Trails
- ▶ Rivers
- ▶ Fishing
- ▶ Ice skating



The collage contains four images: a close-up of a golf course green and fairway; a modern golf clubhouse with a sign; a fishing pier extending into a body of water with several people; and a golf course green with a prominent willow tree in the foreground. A small red logo is visible in the bottom right corner of the collage.



Virtual Tour

March 20, 2015
by Doug Friedli



Transportation



Tourism



Arbor Lodge & Arbor Day Farms



Lied Lodge & Conference Center



Recreation



Education



Success Stories
Doug Friedli

Economic Development



Success Stories
Doug Friedli

Regional Trade Center



Success Stories
Doug Friedli

Sustainability

- Protect the Environment
- Leadership Development
- Diverse Tax Base
- Endowments. Giving Back...Paying Forward
Kimmel, Wirth, Nelson, Steinhart, Kropp
- Nebraska City Community Foundation Fund
Investing in People. Creating Culture of Giving



Success Stories
Doug Friedli

TREES

- Traffic. Tourism
- Recreation. Retail
- Education
- Economic Development
- Sustainability



Success Stories
Doug Friedli

First Impression, Lasting Memory



Success Stories
Doug Friedli

NEBRASKA SUCCESS STORIES – Doug Friedli

Contact Info

- City of Nebraska City www.nebraskacityne.gov
- Nebraska City Tourism and Commerce www.gonebraskacity.com
- Nebraska City Museum Association www.nebraskacitymuseums.org
- Nebraska City Area Economic Development www.nebraskacityareaedc.com
- Nebraska City Community Foundation Fund www.nebraskacityfoundation.org
- Doug Friedli dougfriedli@gmail.com



Tips for using this template

- Select either the white or black layout for your **entire** PPT by right clicking on the slide in the left hand column and scrolling down to **Layout**.
- A variety of templates for title slides, text slides, image slides, and blank slides are available to choose from.
- Any questions? Please email ppatel@pps.org



Citizen's Institute on Rural Design

Economic Development Panel
CIRD Workshop – 2:35 to 3:50 PM
March 20, 2015
Lancaster County, Nebraska

02.23.15 Version



Center for Rural Entrepreneurship
energizing entrepreneurial communities

Growing Successful Communities

March 20, 2015

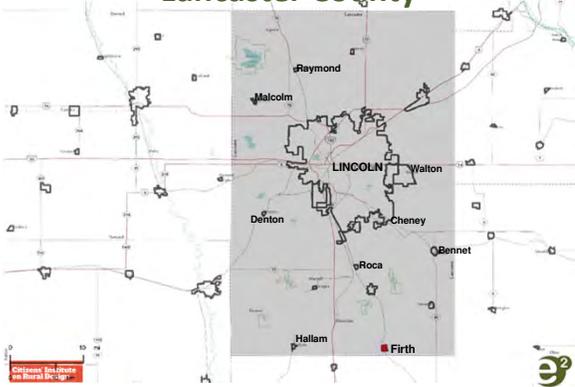


Introduction

- Firth Illustration
- Firth or Zip Code 68358
- Research – How the Outside World May View Firth and Lancaster County
- Lessons from Other Related Communities



Lancaster County



Five Foundational Questions

1. Who Lives in Firth?
2. How are the Residents Doing?
3. How is the Economy Doing?
4. How is the Community Doing?
5. What are Firth's Development Opportunities?



Firth, Nebraska

Center for Rural Entrepreneurship
energizing entrepreneurial communities

Who Lives in Firth?

Question 1




Quick Profile of Firth - 2014

- Population – 1,969
- Median Age – 38.3 Years
- Households – 627
- Average Size – 3.05
- 2014-19 Growth Rate: 1.02%
- Predominately White
- Mostly Families
- Most Owner-Occupied Homes




Generational Profile

- Youth (18 & Under) – 35%
- Starting Up (20-34) – 12.3%
- Career Builders (35-54) – 31.1%
- Peaking (55-64) – 8.9%

Working Age: 52.3%

- Early Retirees (65-74) – 5.9%
- Mid-Retirees (75-84) – 4.3%
- Late-Retirees (85+) – 2.4%




Two Households Types

Soccer Moms

- 79.6% of all Households
- Average Size – 3.96 Persons
- Median Age – 36.6 Years

Green Acres

- 20.4% of all Households
- Average Size – 2.69 Persons
- Median Age – 43.0 Years





Soccer Moms Households

- Affluent
- Family-Oriented
- Country Flavor
- Suburban Wilderness
- Two Workers & Children
- Educated
- Connected
- Well-Insured
- Invested
- Paying Off Debt




Green Acres Households

- Country Living Preferences
- Exercise
- Self-Reliance – Do It Yourselfers
- Sports & Gardening
- Conservative & Pessimistic
- Yet Working Hard & Investing
- 60% College Educated
- Self-Employment
- Paying Off Debt
- Home Owners




Center for Rural Entrepreneurship
energizing entrepreneurial communities

How are the Residents Doing?

Question 2




Disposable Incomes

Median	\$53,172
Mean	\$62,892
Ratio	1.18x

Higher incomes when compared to Lancaster County and Nebraska averages.




Household Wealth

Median	\$166,067
Mean	\$618,904
Ratio	3.7x

Total household current net worth in 2014 is estimated at \$388 million.




Center for Rural Entrepreneurship
energizing entrepreneurial communities

How is the Economy Doing?

Question 3




Firth's Economy Profiled

Profile

- Historic Farming Village
- Village Trade Center
- Increasingly Suburban Community

Economic Drivers

- Retirees
- Commuters
- Some Local Businesses
- Farming




Business & Occupation Profile	Top Businesses by Sector
158 Businesses	1. Services - 55
80 Businesses Per 1,000 Residents	2. Agriculture - 29
419 Employees	3. Construction - 17
212 Employees Per 1,000 Residents	4. Retail Trade - 12
Wage & Salary - 686	5. Finances & Insurance - 11
Government - 171	6. Transportation - 8
Self-Employed - 51	7. Real Estate - 6
Retired - 240	8. Manufacturing - 3
	9. Wholesale Trade - 3
	Retail Trade Capture
	• Retail Demand - \$20.895 million
	• Retail Supply - \$2.652 million
	• Retail Gap - \$18.243 million or 87%



Center for Rural Entrepreneurship
energizing entrepreneurial communities

How is the Community Doing?

Question 4




You Need to Answer...

Every community must answer this question. The numbers provide only a partial answer. We recommend the use of community survey's, focus groups and town hall meetings to create a more subjective view of how residents feel their community is doing and where there is need for improvement.




Center for Rural Entrepreneurship
energizing entrepreneurial communities

What are Firth's Development Opportunities?

Question 5




Lincoln – Growth Will Happen

- Lincoln/Omaha Metro
- Right Sized Metros
- 1970-2013 = 1.43% Growth/Year
- 168,776 to 297,036 Residents
- Adding 3,417 Residents Each Year
- 2,298 from Births over Deaths
- 1,246 from Migration
- By 2066 – Over one-half million!




Development Considerations

- Massive Opportunities
- Firth has Choices
- Firth Can Influence these Choices
- Explore Kinds of Growth
- Grow a Development Vision
- Public-Private Partnerships
- Right Development Partners




Sahuarita, Arizona

Situation:
 South Tucson – Bedroom Community
 Explosive Suburban Growth
 Midland Crowd – IT & Aviation
 Great Recession Slowdown
 Desire for a Domestic Base Economy

Response:
 Stay at Home Spouses
 800 Educated Home-Based Workers
 Cluster Spin-Off Opportunities
 System Support & Coaching




Pottawattamie County, IA

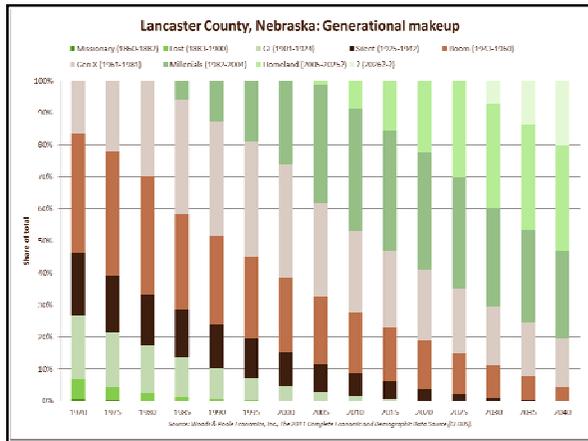
- Omaha & Council Bluffs Metro
- Western IA Development Assoc.
- Rural Villages in Pott County
- HomeTown Prosperity Framework:
 - Leadership
 - Philanthropy
 - Youth
 - Entrepreneurship
- Entrepreneur Coaching Program
- Stories Available




Douglas County, KS

- NetWork Kansas
- Entrepreneurial Communities
- Lawrence KS Area
- Kansas City Foot Print
- Communities:
 - Eudora,
 - Lecompton
 - Baldwin City
- Community Opportunity Assessment





Questions & Discussion


Center for Rural Entrepreneurship
 energizing entrepreneurial communities

Don Macke
 don@e2mail.org
www.energizingentrepreneurs.org



Hello, I'm Mike

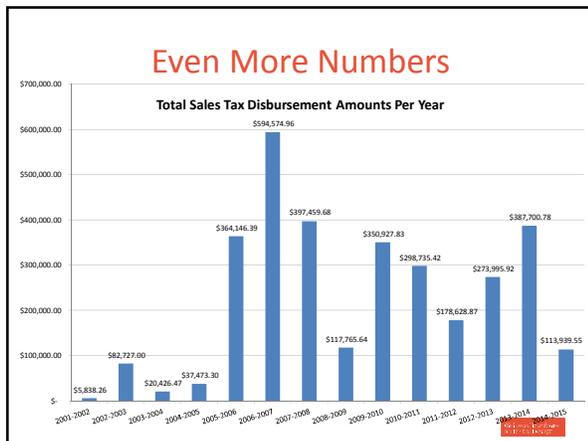
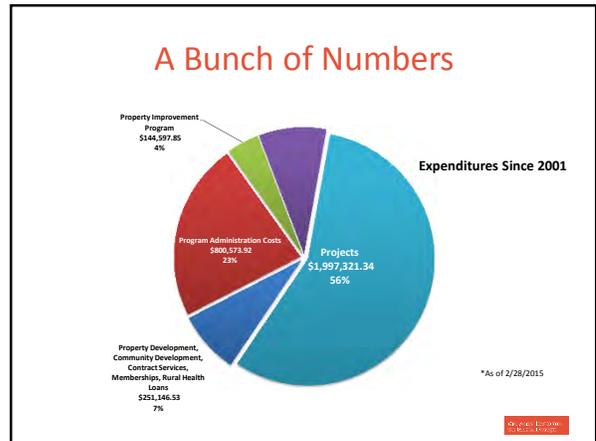
St Paul Development Corporation
March 20, 2015

Economic Development in St Paul

- St Paul, Nebraska – Pop. 2,290
- 25 Minutes North of Grand Island, NE
- ED Program started in 2001 with the passage of LB840 – 1% Sales Tax
- Renewed in 2014
- Mike Feeken hired June 2005

St Paul Development Corporation

- Created in 1985
- 11 Member Board of Directors
- 26 Members
- Appointed administrator of City's ED Program



So What?

- 104 Jobs Created
- \$4.5 Million in new valuation
- Over \$80,000 annual property tax added
- Curbed retail leakage to Grand Island

Things I've Learned



I AM A USED CAR SALESMAN



YOUR COMMUNITY IS A PRODUCT

- How Good is Your Product?
- Would you buy it?
- What makes your Product better than the others?
 - Don't Say It's the People



A Home is Where Jobs Sleep

- What kind of housing stock do you have?
- Nuisance Property Procedure?
 - AND it is being enforced?



Other Things

- Not everyone will be happy.
- Success begets Success
- Bankers vs Farmers mindset
- Just Do It
- 50 Jobs



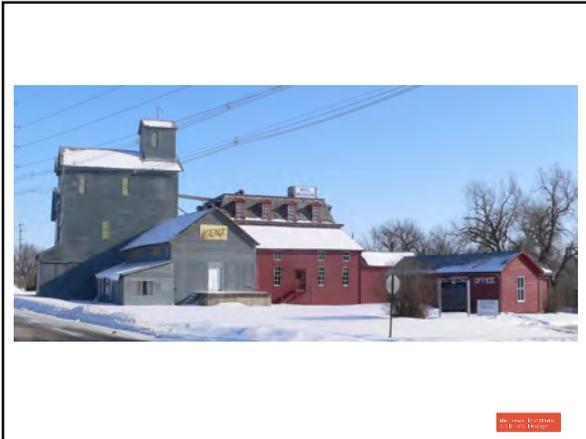
Questions?

Thank You
Mike Feeken
308.754.4661 or spdc@qwestoffice.net



Neligh, not too small to have it all!

Greg Ptacek
March, 20, 2015



NELIGH, NEBRASKA

CITY GOVERNMENT
ANTHROPOLOGY
PUBLIC LIBRARY
ANTHROPOLOGY JAM MUSEUM
PETROLOGY MUSEUM

WEATHER & FORECAST

While Neligh's outstanding park system, museums and historic sites make it an attractive tourist destination, it is a modern community in which to work and live. Two physicians, a dentist and an outstanding hospital provide health care. The town has a fine modern library, both downtown and **globe** movie, hotels, restaurants, light manufacturing, **K-12** schools, and is the headquarters of **Educational Service Unit #8**.

The **Cowboy Trail** goes right past the park and downtown Main Street. It provides a delightful hiking/biking experience. Explore our Web site and see the many things Neligh has to offer.



ECONOMIC DEVELOPMENT – Greg Ptacek

NELIGH, NEBRASKA

CITY GOVERNMENT
ANTHROPOLOGY MUSEUM
ARTS & CRAFTS MUSEUM
PERSONAL WILDLIFE MUSEUM

WEATHER & FORECAST

Neligh is the county seat of Antelope County. The town was established in 1873 along the Elkhorn river by John D. Neligh. The water powered flour mill which was the economic anchor of the community for many years remains virtually intact as a State historic site.

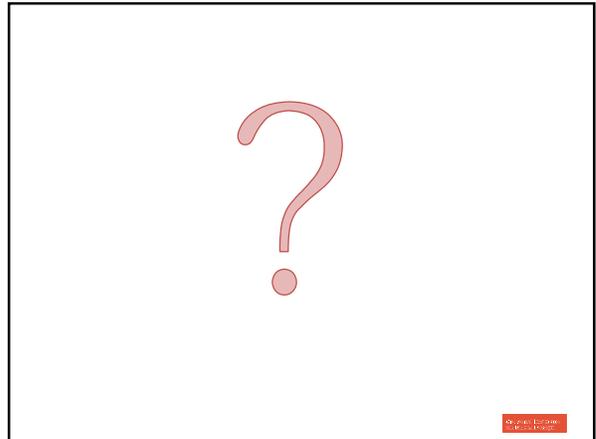
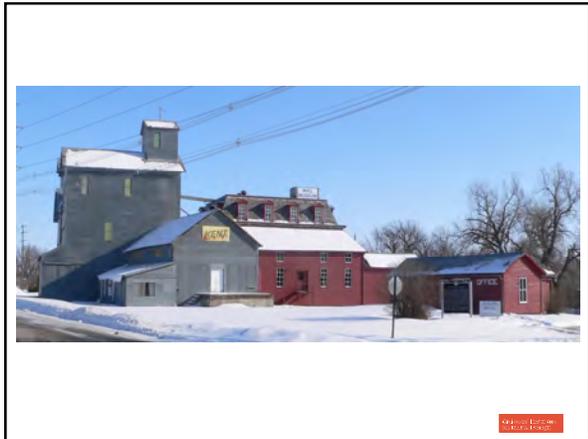
While Neligh's outstanding park system, museums and historic sites make it an attractive tourist destination, it is a modern community in which to work and live. Two physicians, a dentist and an outstanding hospital provide health care. The town has a fine modern library, both **bowling** and **golf** courses, movies, motels, restaurants, light manufacturing, **6-12 schools**, and is the headquarters of Educational Service Unit #85.

The **Cowboy Trail** goes right past the park and downtown Main Street. It provides a delightful hiking/biking experience.

Explore our Web site and see the many things Neligh has to offer.








NELIGH
 NOT TOO SMALL TO HAVE IT ALL

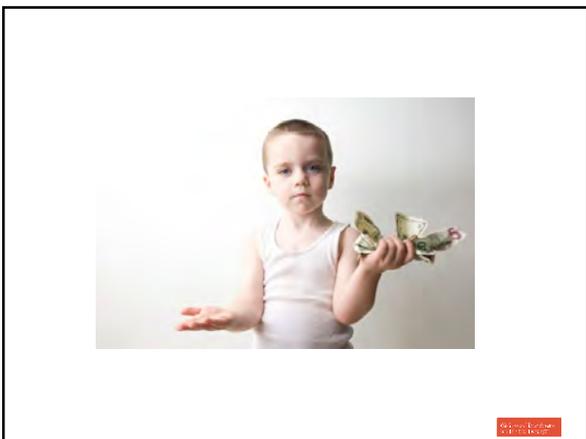
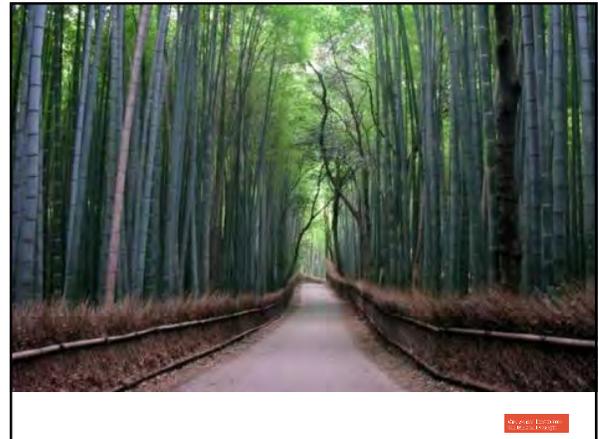
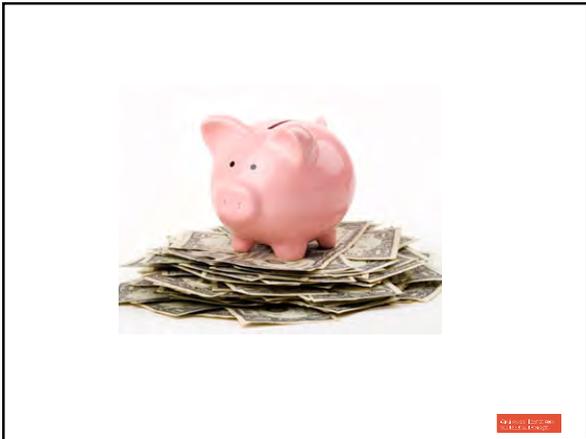



12



ECONOMIC DEVELOPMENT – Greg Ptacek





INDIFFERENCE

“The opposite of love is not hate ... it is indifference.”

- Elie Wiesel
(Nobel Laureate & Holocaust survivor)



Rural Development

My Town, Lancaster County

Deborah Drbal, Business Programs Specialist
 Krista Mettscher, Single Family Housing Specialist
 March, 20, 2015

"USDA Rural Development is an Equal Opportunity Provider and Employer."

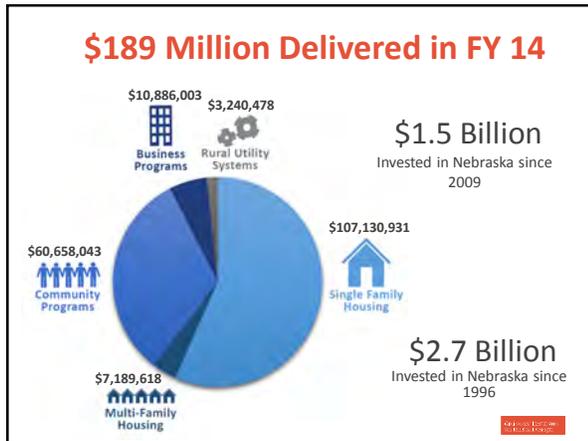


USDA Rural Development's Mission

Increase Economic Opportunity	Create and Maintain Jobs	Enhance Quality of Life
-------------------------------------	--------------------------------	-------------------------------

In Our Rural Communities





What Services Does Rural Development Provide in Nebraska?



Housing Programs	Business, Cooperative and Energy Programs	Community Programs
<ul style="list-style-type: none"> • Single Family • Multi-Family 		



Community Programs

Community Facilities Loans Direct or Guaranteed and Grants

- Fire & rescue buildings and equipment
- Emergency sirens
- Community centers
- Libraries
- Senior citizen centers
- Day-cares
- Hospitals, clinics, medical records
- Nursing homes
- Assisted living facilities



Orchard Volunteer Fire Department



Community Memorial Hospital Syracuse



Community Facilities Project



Prairie Hills Learning Center
Roca, Nebraska

Funds constructed a 2,940 square foot green building, purchased electric wind generation equipment and refinanced existing debt.
 50 additional students; 1 additional teacher

The green facility features solar day lighting and heating, photo voltaic panels, wind energy generation, rain water collective from the roof, a 'cool roof' energy saving construction including straw bales, and an energy efficient heat pump system. The temperature remains constant at a comfortable 65 degrees in the building, eliminating the need for air conditioning and minimal use of the heat pump. The 10 kilowatt wind turbine brings the facility to 'Net Zero' on electricity thereby limiting the need for outside energy sources.



Community Facilities Projects

Auburn Memorial Library

- Added 1340 sq. ft.
- Average 125 patrons each day, expansion enables library to accommodate additional computer services, expand reading programs and other services.




Weeping Water Multi-Purpose Facility

- Community renovated an old abandoned building constructed in 1935 for the use of a multi-purpose facility.
- The building is used for city offices and community functions, has a large social hall for gatherings and receptions.
- The local library is also located in the facility.





Community Programs

Water and Environmental (WEP) Loans and Grants

Water & Waste Disposal Projects



Equipment Building



Water Pumps



Water Storage



Waste Treatment



Water and Environmental Projects

City of Atkinson

- Original wastewater treatment plant was constructed in 1967.
- The disinfection system did not comply with the regulations.
- After extensive research looking at options of a lagoon system vs. a mechanical plant, soil testing and environmental studies, it was determined that a lagoon system was not feasible.




City of Stromsburg

- Drinking water standards were met by installing arsenic removal equipment for the water supply.
- Well house was rehabilitated and selected water mains and lines were replaced to accommodate higher flows.





Distance Learning and Telemedicine Grants

FY 14 Nebraska Awards Total = \$746,778

Purpose – to meet the educational and health care needs of rural Nebraska

<p>Educational Service Unit #2 (Fremont) Distance Learning</p> <p style="text-align: center;">\$283,248</p> <p>Increase educational offerings for high school students and adults</p>	<p>Educational Service Unit #10 (Kearney) Distance Learning</p> <p style="text-align: center;">\$126,989</p> <p>Increase educational offerings for rural Nebraskans in remote isolated communities</p>
<p>Good Samaritan Hospital (Kearney) Telemedicine</p> <p style="text-align: center;">\$155,041</p> <p>Provide a wide range of healthcare services for patients in rural Nebraska & north central Kansas</p>	<p>KVC Health Systems, Inc. Telemedicine</p> <p style="text-align: center;">\$181,500</p> <p>Serve children in foster care and their foster parents across the state of Nebraska</p>



Business, Cooperative and Energy Programs

13 active programs are delivered and serviced in Nebraska

- Business & Industry Guaranteed Loan Program

<p>4 Energy</p> <ul style="list-style-type: none"> • Rural Energy for America Program (REAP) • Biorefinery Assistance • Repowering Assistance • Advanced Biofuel Repayment 	<p>4 Cooperative Programs</p> <ul style="list-style-type: none"> • Value Added Producer Grants (VAPG) • Rural Business Opportunity Grants (RBOG) • Small Socially-Disadvantaged Producer Grants (SSDPG) • Rural Cooperative Development Grants (RCDG)
---	--

4 Specialty Lending Loans and Grants

- Rural Business Enterprise Grant (RBEG)
- Intermediary Relending Program (IRP)
- Rural Microentrepreneur Assistance Program (RMAP)
- Rural Economic Development Loan and Grant Program (REDLG)



Business & Industry (B&I) Guaranteed Loans

<p>Clark Specialty Grains, LLC Gothenburg, Nebraska</p> <p>This is a corn cleaning facility, specializing in food grain corn both organic and non-GMO, including blue corn. Funds were used to refinance existing real estate/facility debt, and pay off the loan balance of an investor for the start up of the facility.</p> <p>Jobs retained – 5 Jobs created - 1</p> 	<p>AARNA Hospitality, LLC Scottsbluff, Nebraska</p>  <p>Purchase of an existing motel, updated modern rooms and additional remodeling. Through this project, a small community has an affordable Motel 6 upgraded to the most current standards, which also offers amenities (i.e. conference room) that many economy motels do not offer.</p> <p>Jobs retained – 2 Jobs created - 3</p> 
---	---

Rural Energy For America Program (REAP)



Gewecke Family Farms, Inc., Wood River, Nebraska

- Funds were used to replace an inefficient grain dryer.
- Projected annual energy savings is 73%.

William Keep, Elm Creek, Nebraska

- Funds were used to convert gravity irrigation to pivots, for well rebowls, and to add underground wire.
- This project provided funding to an underserved area as the business is co-owned by a woman.
- Projected annual energy savings is 48.74%.



Colin Schwenka, Heartwell, Nebraska

- Funds were used convert a diesel engine to an electric motor, adding underground wire.
- This project provides funding to an underserved area as the business is co-owned by a woman.
- Projected annual energy savings is 65.58%.



Rural Energy For America Program (REAP)

Foster's Family Foods, Inc. Elm Creek, Nebraska

- Funds were used to replace coolers in a grocery store.
- Projected annual energy savings is 83.8%.



John Johnson dba Elite Sports & Promotions Keith County, Nebraska

- Funds were used to assist in the replacement of a corn-burning stove with a 5 ton, 14 seer heat pump and a 95% natural gas backup furnace.
- project annual energy savings is 41%.



Value Added Producer Grant (VAPG)



Gregory Nollette, Nenzel, Nebraska

VAPG funds were used for marketing and operating costs to process Sandhill grapes into wine, selling into local markets.
Jobs retained – 1 Jobs created - 1



Burbach Countryside Dairy, Hartington, NE

VAPG funds were used to help market and promote milk and cheese from Dean and Lisa Burbach's dairy. The Burbach's have a small family owned dairy that uses their milk for bottling. The milk is sold in glass bottles and shipped to over 75 stores in Nebraska.
Jobs retained – 4 Jobs created – 4 to 5



Rural Business Opportunity Grant (RBOG) & Rural Business Enterprise Grant (RBEG) combined into one program beginning FY 2015 Rural Business Development Grant (RBDG)

Village of Walthill Walthill, Nebraska



RBOG funds were used to complete a renewable energy feasibility study and a library strategic plan. The study and plan will allow the Village to determine the next phase of their economic development plan for an energy park and library expansion.
Jobs retained - 0
Jobs created - 5



Loup Basin RC&D Council Burwell, Nebraska

RBEG funds were used to provide technical assistance and training to farm businesses selling fresh foods to schools in the Loup Basin nine county service area.
Jobs retained – 0
Jobs created - 5

Potter Historical Society Potter, Nebraska

RBEG funds were used to purchase the vacant grocery store in Potter, Nebraska. The Potter Foundation repaired the building and leased it to a newly formed cooperative to reopen the grocery store and serve customers in Cheyenne, Banner and Kimball counties in Nebraska and Weld and Logan counties in Colorado.
Jobs retained – 3
Jobs created - 0



Center for Rural Affairs Lyons, Nebraska



RBEG funds were used to provide training and technical assistance resulting in;
•the development of an organic community garden,
•the development of a Farm to School project,
•the development of a Farmers Market,
•the development of small businesses for local artists and artisans.
Jobs retained – 0
Jobs created - 6

First Ponca Financial, Inc. Grand Island, Nebraska

RBEG funds were used to provide technical assistance, education and financial assistance through the establishment of a revolving loan fund to assist entrepreneurs in business development.
•Jobs retained – 14
•Jobs created - 6



Intermediary Relending Program (IRP)

IRP is a loan - 1% interest, 30 year term funds are used to establish a revolving loan fund – Nebraska currently has 6 IRP Intermediaries administering 9 IRP loans - none serve Lancaster county.
Eligible IRP Intermediaries are non-profits, public agencies, Indian groups & cooperatives.



Rural Microentrepreneur Assistance Program (RMAP)

RMAP is a loan – 2% interest, 20 year term funds are used to establish a revolving loan fund – Nebraska currently has 5 RMAP Microentrepreneur Development Organizations (MDO) administering 7 RMAP loans. The Center for Rural Affairs and the Nebraska Enterprise Fund serve Lancaster County. Loan funds provide automatic eligibility for grant funds calculated at 25% of loan amount up to \$400,000/\$100,000. Grant funds must be used to provide technical assistance to entrepreneurs seeking loan funds. Eligible RMAP MDOs are non-profits, Indian tribes & public institutions of higher education.

Rural Economic Development Loan and Grant (REDLG)

Public Power Districts & Municipalities eligible for grant funds only; telephone companies & other electric utilities eligible for loan or grant funds

**City of Gering (Intermediary)
Legacy of the Plains (Ultimate Recipient)**



The City of Gering will loan the funds to Legacy of the Plains to construct two additions to their existing facility and construct a new building. Legacy of the Plains is a historical museum depicting the development of the North Platte Valley along the Oregon Trail. As the loan is paid back to the City of Gering, a revolving loan fund will be established to assist new and expanding businesses. Jobs retained-1 Jobs created-15

**City of Gothenburg (Intermediary)
Gothenburg Improvement Company (Ultimate Recipient)**



This project will allow the City of Gothenburg to obtain funds to relend to Gothenburg Improvement Company at zero percent interest for 10 years to complete the needed infrastructure for an Industrial Tract for new businesses. Jobs retained-0 Jobs created-17

Rural Economic Development Loan and Grant (REDLG)

**City of Cozad (Intermediary)
Cozad Development Corporation (Ultimate Recipient)**

This project will allow City of Cozad to obtain funds to relend to Cozad Development Corporation at 0% interest for 10 years for the purchase and renovation of a Spec Building.
Jobs retained-0 Jobs created-10



**Nebraska Central Telephone Company (Intermediary)
Popcorn County USA (Ultimate Recipient) Gibbon, Nebraska**



Rural Development funds were used to construct a new popcorn processing facility, replacing an existing facility, and making necessary equipment upgrades.
Jobs Retained – 11 Jobs Created – 0

Housing Programs

Multi-Family
Single Family

Multi-Family Housing

Guaranteed Rural Rental Housing Loans
- new construction and acquisition with rehabilitation

Direct Rural Rental Housing Loans
- construct new or rehabilitate or convert existing buildings into apartments

Direct Farm Labor Housing Loans and Grants



Guaranteed Rural Rental Housing Loan






**Independence Court Apartments
Seward, Nebraska**

**Kelley Creek Apartments
McCook, Nebraska**

Guaranteed Rural Rental Housing Loan

East Ward Village, McCook, NE

- Converted former Eastward School Building into 15 apartments.
- Constructed six new duplexes.
- Resulting in 27 units for elderly and handicapped residents.





Direct Rural Rental Housing Loan

<p>Northland Waverly Waverly, NE</p> <ul style="list-style-type: none"> • Began operation January 1996 • 25 Units • Project designated as a family project 	<p>North Meadows Apartments Waverly, NE</p> <ul style="list-style-type: none"> • Began operation February 1979 • 24 Units • Project designated an elderly project 	<p>Gracemont Apartments Firth, NE</p> <ul style="list-style-type: none"> • Began operation July 1981 • 8 Units • Project is designated as a family project 
---	---	--



Farm Labor Housing

Purpose

- To provide housing and related facilities for domestic farm laborers including processing plant workers
- To increase the supply of affordable housing for farm laborers
- To attract farm laborers by providing housing which is affordable, safe, sound and sanitary
- Housing can be off-farm or on the farm

Eligible Applicants

- Broad-based nonprofit organizations, nonprofit organizations of farm workers, Federally recognized Indian Tribes, agencies or political subdivisions of state or local government, individual farmers, family farm partnerships or corporation and farmer associations



Picture attributed to Ruralhousingcoalition.org



Farm Labor Housing

Two Forms of Assistance

- Loans available to all applicants
- Loan term is 33 years
- Loan interest rate from 1% to current Agency market rate depending if the applicant can obtain credit elsewhere
- Grants available to nonprofits for political subdivisions only
- Grant can be up to 90% of total development cost

Location of the project is not restricted by population limits, can be built in an urban area



Picture attributed to Ruralhousingcoalition.org



Affordable Single Family Housing Through USDA Programs

RESPONSIBLE LENDING

Home Ownership Opportunities – Two distinctly different programs:

- Direct
- Guarantee
- 100% Financing
- Fixed rates & terms
- Home Repairs - Loans and Grants




"Investing in Rural Nebraska Communities ...One Relationship at a Time"



Direct Home Ownership Loan Program

Primary goal is to provide affordable quality housing to low and very low income households. (Existing or New Construction)

- 100% financing
- Low interest rates - 3.00% (March 2015)
- Payment assistance can reduce interest rate to as low as 1% (subject to recapture)
- Mortgage limits by county (\$145-170,000)
- Modest housing = 1,800 Sq. Ft.
- Finance repairs & closing costs (per appraised value)
- Centralized processing by RD Housing Staff
- FREE pre-qualifications available




Guaranteed Homeownership Loan Program

- Loans processed & underwritten through approved lenders
- Generous income limits-moderate income
- 100% financing- Up to 102% with GRH fee financed
- No maximum purchase price
- Loans are at a 30 year fixed interest rate negotiated between lender and applicant (RD does cap maximum rate)
- Finance repairs & eligible closing costs (per appraisal)
- Low .4% annual fee
- Participation with NIFA available
- NOT just for first time homebuyers



Rural Home Repair Loans/Grants



Rural Home Repair Loan Program

- Loan funds can be used to improve or modernize dwelling as well as removal of health and safety hazards (must be primary residence)
- Very low income household
- Fund Uses: Repairs to improve or modernize home, make it safer or more sanitary, or remove health and safety hazards
- Loans - 1% interest rate - Up to 20 year term
- Maximum amount - \$20,000
- A deed of trust is required on loans exceeding \$7,500
- Leverage with partners to provide maximum utilization of funds



Rural Home Repair Grant Program

- Applicants must own their own home and are very-low income households (50% of median household adjusted income for the county)
- Grants are only available to homeowners 62 years of age or older
- Requires lack of repayment ability for a loan
- Grant funds can only be used to remove health or safety hazards, or remodel dwellings to make them accessible to household members with disabilities
- Maximum lifetime grant is \$7,500
- Requires 3 year Grant Agreement



Rural Home Repair Grant



USDA Rural Development provided \$7,500 through its Rural Home Repair Grant program that was leveraged with HOME funds of \$5,853 contributed by the Community Action Partnership of Mid Nebraska in Kearney, property located in Holbrook



Home Ownership Opportunities



https://www.youtube.com/watch?v=Oq95tIi6_dI
(English)

<https://www.youtube.com/watch?v=all0QLaWNXI>
(Spanish)

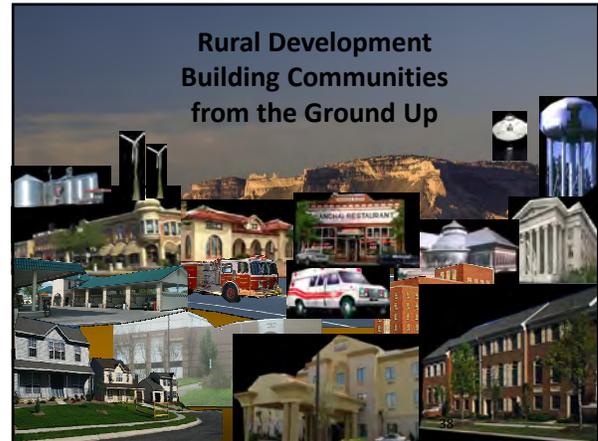


The USDA Rural Development Website for Nebraska

<http://www.rd.usda.gov/ne>

Contacts for Lancaster County

- Community Programs – Janice Stopak 402-437-5743
janice.stopak@ne.usda.gov
- Business Programs – Bill Sheppard 402-371-5350 extension 1004
bill.sheppard@ne.usda.gov
- Multi-family Housing – Terri Kostal 402-437-5557
terri.kostal@ne.usda.gov
- Single Family Housing – Rebecca Adams 402-437-5748
rebecca.adams@ne.usda.gov



Lighter, Quicker, Cheaper

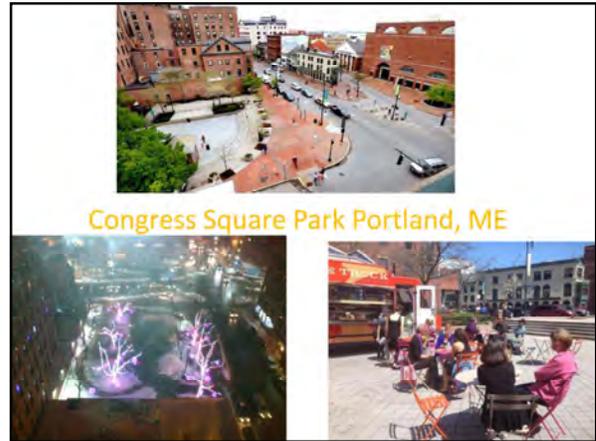
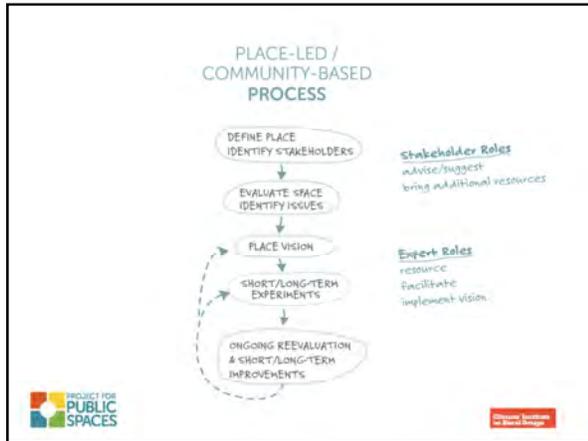
- Comfort, Amenities & Public Art
- Activation Events
- Interim Public Spaces
- Light Development



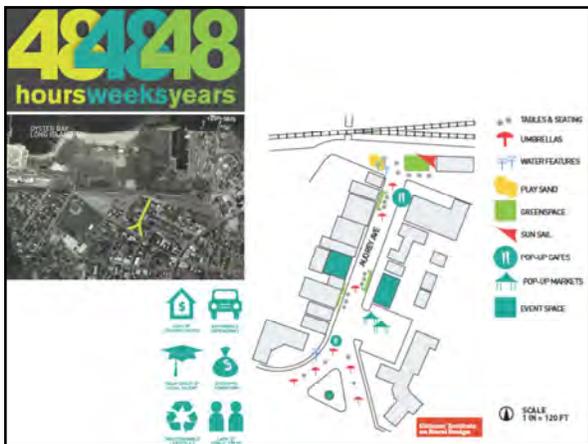
43 countries, 6 continents,
50 US states, 7 Canadian provinces,
110 major cities, 3,000 communities

40 Years of Placemaking!

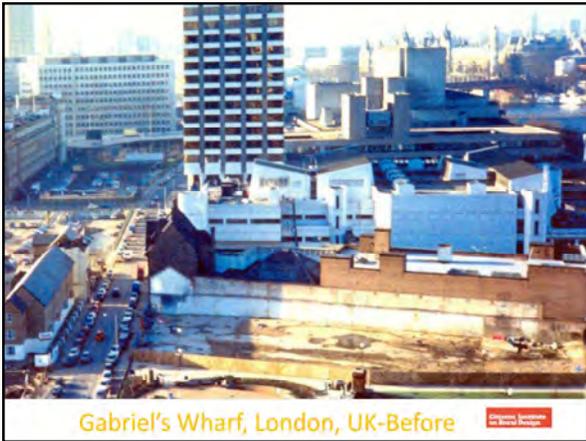
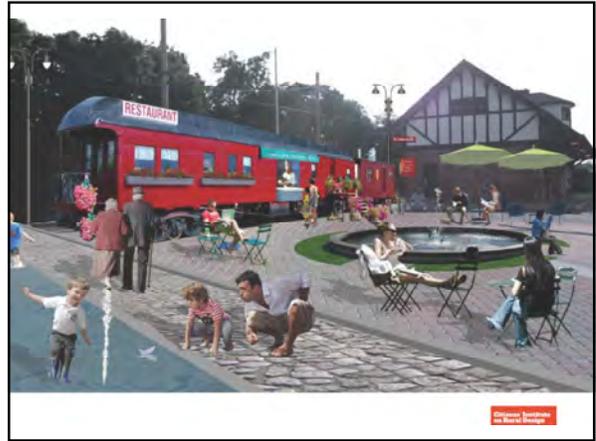




LIGHTER, QUICKER, CHEAPER – Cynthia Nikitin



LIGHTER, QUICKER, CHEAPER – Cynthia Nikitin



Gabriel's Wharf, London, UK-Before



Gabriel's Wharf, London, UK-After



Gabriel's Wharf



Uses:
Market, A3, Performance Space
Area: 20,000 sq.ft (1,858 sq.m)
(internal and external)
Jobs Created: 60
USM Investment: £78,000

Gabriel's Wharf



RENEW AUSTRALIA

Renew Australia is a new national social enterprise designed to catalyse community renewal, economic development, the arts and creative industries across Australia.

Renew Australia works with communities and property owners to take otherwise empty shops, offices, commercial and public buildings and use them available to incubate short-term use by artists, creative projects and community initiatives.








Westbury's Keys to Achieving Successful Revitalization via LQC Interventions

- ✓ Find ways to create dynamics that foster experimentation rather than expecting solutions to arrive fully formed. Interventions born of this process build lasting value.
- ✓ Don't overlook large, private property companies: they can be essential partners and, because they often own a lot of land, can provide access to the critical mass of places necessary to revitalize a whole district.
- ✓ Healthy, dynamic public spaces are very important for healthy cities. However, you need to be careful to get beyond the idea of cosmetic improvements and actually create new dynamic that generates more interesting and engaging public spaces.
- ✓ A "network of networks" approach to outreach is a really effective way to recruit the merchants and artists necessary to enliven a district. Use multiple means to reach a broad group of people: Facebook, the local media, public meetings, and Etsy.



Stay in Touch!



pps.org (read our blog, subscribe to our free newsletter)

 [@PPS_Placemaking](https://twitter.com/PPS_Placemaking)

 facebook.com/ProjectforPublicSpaces

 [PPS_Placemaking](https://www.instagram.com/PPS_Placemaking)



Leadership Development

Milan Wall
March 21, 2015



Leadership Skills

Vision Builder
Team Facilitator
Consensus Maker



Leadership Roles

Coach
Orchestra Conductor
Film Director



Stages of Leadership

Trouble Makers
Movement Organizers
Power Brokers



Static vs. Innovative Communities

Static	Innovative
<ul style="list-style-type: none">• Rigid• Hierarchical• Task Oriented• Cautious• Closed• One-Way Communication• Feelings Repressed	<ul style="list-style-type: none">• Flexible• Collaborative• People Oriented• Experimental• Open• Multi-Directional Communication• Feelings Expressed



Management is about coping with complexity...

- Leadership is about coping with change.



How Were You Recruited?



Source: Heartland Center for Leadership Development

Think of a Time When You Were Recruited for a Volunteer Role

Who recruited you and what did they say?

Source: Heartland Center for Leadership Development

Ten Ideas for Recruiting New Leaders

Source: Heartland Center for Leadership Development

Ten Ideas for Recruiting New Leaders

1. Ask the Question, “Who’s Not Here?”
2. Look for Skills, Not Names
3. Try Involvement by Degrees
4. Appeal to Self-Interests
5. Use a Wide-Angle Lens

Source: Heartland Center for Leadership Development

Ten Ideas for Recruiting New Leaders

6. Define the Task
7. Use Current Leaders to Recruit New Leaders
8. Create a History of Efficient Use of People’s Time
9. Offer Membership “Premiums”
10. Market Your Wares

Source: Heartland Center for Leadership Development



3110 N. 40th Street, Suite A
Lincoln, Nebraska 68504
www.heartlandcenter.info

Source: Heartland Center for Leadership Development