

PROSPEROUS PLACES

Building Economic Competitiveness in Rural Regions and Small Communities



NADO



March 25 - 26
Salt Lake City, Utah

WORKSHOP
MATERIALS

Welcome

Thank you for joining us in Salt Lake City. This workshop is designed to build the capacity of HUD Sustainable Communities Regional Planning and Community Challenge grantees working in rural or small metropolitan regions to develop plans and partnerships to bolster their communities' economic competitiveness based on place-based strategies.

Presentations and other event materials, as well as reports, case studies, and other resources related to planning, economic development, transportation, and sustainable development issues can be accessed at www.NADO.org and www.SCLearningNetwork.org. Please be sure to fill out the evaluation form to assist us in planning future events.

About the Sustainable Communities Capacity Building Program

Through a cooperative agreement with the U.S. Department of Housing and Urban Development, the NADO Research Foundation and Envision Utah represent two of the eight teams providing capacity building and technical assistance to HUD and EPA sustainable communities award recipients. The capacity building teams are forming networks among the grantees to exchange ideas on successful strategies, lessons learned, and emerging tools. This work will strengthen the capacity of grantee communities to create more housing choices, make transportation more efficient and reliable, make more efficient investments in water and wastewater infrastructure, and build vibrant, healthy and economically prosperous neighborhoods. Grantees and their partners can access resources, network with their peers, and find information about upcoming events on the SC Learning Network, available here: <http://sclearningnetwork.org/>.

This program is a component of the Partnership for Sustainable Communities, an innovative interagency collaboration, launched by President Obama in June 2009, between HUD, EPA and DOT to lay the foundation for a 21st century economy by creating more financially, environmentally, and socially sustainable communities. More information about the Partnership and additional resources can be found here: <http://www.sustainablecommunities.gov/>.

Sponsors

This workshop was coordinated by the NADO Research Foundation and Envision Utah through cooperative agreements with the U.S. Department of Housing and Urban Development. Any opinions, findings, and conclusions or recommendations expressed at this event do not necessarily reflect the views of HUD. Special thanks to all those who assisted in the development of this workshop, including all of the speakers and facilitators lending their expertise.



About NADO and the NADO Research Foundation

The National Association of Development Organizations (NADO) is a national membership organization for the nation's 500+ regional planning and development organizations focused on strengthening local governments, communities, and economies. Regional planning and development organizations—known locally as regional planning commissions, councils of governments, area development districts, or similar terms—play a key role in regional and community economic development, business development finance, technology and telecommunications, transportation planning, workforce development, GIS analysis, disaster preparedness, and a variety of other types of services and support for member local governments.

Founded in 1988, the NADO Research Foundation is the nonprofit research affiliate of NADO. The NADO Research Foundation identifies, studies, and promotes regional solutions and approaches to improving local prosperity and services through the nationwide network of regional planning and development organizations. The Research Foundation shares best practices and offers professional development training, analyzes the impact of federal policies and programs on RDOs, and examines the latest developments and trends in small metropolitan and rural America. Most importantly, the Research Foundation is helping bridge the communications gap among practitioners, researchers, and policymakers.



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About Envision Utah

In 1997, Envision Utah launched an unprecedented public effort aimed to keep Utah beautiful, prosperous, and neighborly for future generations. As a neutral facilitator, Envision Utah brought together residents, elected officials, developers, conservationists, business leaders, and other interested parties to make informed decisions about how we should grow. Empowering people to create the communities they want is still our goal.

To understand our neighbors' hopes for the future, Envision Utah conducted public values research, held over 200 workshops, and listened to more than 20,000 residents between 1997 and 1999. We heard a common dream: safe, close-knit communities; opportunities for our children; time to do what matters most; and the security of a good job. To achieve the public's aspirations, in 1999 we created the Quality Growth Strategy, which provides voluntary, locally-implemented, market-based solutions. Simply said, it's a strategy developed by the people of Utah to make our lives better – that provides more choices for how we, and the next generation, would like to live.

Since facilitating the Quality Growth Strategy, Envision Utah has partnered with more than 100 communities in Utah. The Envision Utah approach of civic engagement has been replicated by dozens of regions around the country. How we grow will affect how we and our children will live. At Envision Utah, we don't believe in sitting back and seeing where growth will take us. We seek to be visionary and actively secure our future.



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AGENDA

MONDAY, MARCH 25

- 9:00 a.m. Registration and Networking**
Coffee and continental breakfast
- 9:30 a.m. Welcome and Introductions**
NADO and Envision Utah
- 10:00 a.m. Opening Plenary: Regional Visioning Based on Shared Values**
Robert Grow, President/Chief Executive Officer, Envision Utah
Visions should satisfy the values, hopes, and dreams of citizens, and a successful visioning process includes identifying and understanding community values to find common ground, frame issues, communicate choices, and build consensus. Visions that respond to core values can be implemented, because satisfying one's values is the foundation of personal and collective decision making. Learn from Robert about the importance of understanding values in visioning processes and explore options for smaller places and rural regions.
- 10:45 a.m. Framing Workshop Themes**
- Inclusive, Place-Based Economic Development
 - Scenarios Planning to Address Economic Competitiveness
- 11:30 a.m. Group Discussion**
Opportunity for questions; requests for topics; development of primary workshop goals
- 12:00 p.m. Luncheon Presentation: Case Studies of Project Implementation in Rural Communities**
Speakers will discuss efforts in Utah and Idaho to further regional planning and economic development in rural counties.
Jay Baker (Countywide Planner, Cache County, UT), Dave Conine (State Director for UT, USDA Rural Development), Lori Haddock (Co-Chair, Bear Lake Valley Blueprint, Bear Lake County, ID), Mitch Poulsen (Exec. Director, Bear Lake Regional Commission).
- 1:30 p.m. Peer Learning Breakout Sessions**
Choose one:
1. **Finding and Leveraging Competitive Advantage:** Participate in a facilitated discussion and hands-on group exercises to explore how regions and communities can approach bottom-up, asset-based economic development to identify their economic drivers, promote sustainable growth patterns, and attract and retain businesses and residents.
Nora Johnson, Policy Fellow, US EPA Office of Sustainable Communities
Kathy Nothstine, Associate Director, NADO
 2. **Scenarios Planning 101:** In this session, participants will learn all about gathering baseline data, developing a public involvement plan, facilitating public open houses and creating scenarios. Jay and Lori will share personal experiences with each step of the Scenarios Planning process from the perspective of local government planning and economic development.
Christie Oostema, Planning Director, Envision Utah; Jay Baker, Countywide Planner (Cache County, UT); Lori Haddock, Economic Development professional (Bear Lake County, ID); Mitch Poulsen, Executive Director (Bear Lake Regional Commission)
- 2:45 p.m. Break**

3:00 p.m. Peer Learning Breakout Sessions

Choose one:

1. **Rural Poverty and Equitable Development:** Learn about how rural and small communities are working to improve local conditions for economic inclusion by growing small businesses, coordinating infrastructure development, working with immigrant populations, partnering with local anchor institutions, and linking workforce pathways to opportunity.
Danielle Bergstrom, Program Associate, PolicyLink
Bill Vanderwall, Capacity Building Manager, Minnesota Housing Partnership
2. **Scenarios Planning, Part 2:** This session will focus on bringing together technical teams, stakeholders and media to tell a compelling story that will build public buy-in to implement your “Plan.” Topics include 1) telling compelling stories through scenarios modeling and visualizations, 2) developing long-term capacity and preparing for implementation. Jay, Lori and Mitch will be available to talk about these steps from firsthand experience in their regions.
Christie Oostema, Planning Director, Envision Utah; Jay Baker; Lori Haddock; Mitch Poulsen

4:30 p.m. Highlights of Day 1 and Goals for Day 2 (full group report outs)

Evening Group Dinners

TUESDAY, MARCH 26

9:00 a.m. Breakfast and Regional Networking

Coffee and continental breakfast

9:30 a.m. Keynote Address: Progress and Challenges in Place-Based Rural Policies

Chuck Fluharty: President & CEO, Rural Policy Research Institute

Chuck Fluharty will offer framing remarks about opportunities for integration of economic development and place-based strategies in rural America, and the challenging work facing rural stakeholders in confronting traditional orthodoxies and paradigms to undertake collaborative integration.

10:30 a.m. Peer Learning Breakout Sessions

Choose one

1. **Best Practices in Creating Strong Regional Economic Development Strategies:** Learn about regions that are developing effective economic development strategies linked with land use, transportation, and workforce development plans, based on sound data and effective communication techniques. This session will include a discussion of the Comprehensive Economic Development Strategy (CEDs) and techniques for integrating the CEDs with other regional plans, which will be especially relevant for Economic Development Districts.
Brian Kelsey, Director of Economic Development, NADO
2. **Implementing a Regional Plan as an Over-arching Economic Development Strategy: Focus on Implementation Strategies and Toolkit:** Learn about a rural implementation toolkit that was developed based on the scenarios planning process, with a focus on economic development and innovative strategies for rural and smaller places. This session will also include a discussion of available USDA programs, and how rural places can access these resources to promote greater economic outcomes.
Dave Conine (USDA Rural Development); Scenarios Planning Team

12:00 p.m. Working Lunch in Peer Groups

Grantee-led small group discussions with capacity builders and workshop speakers about best practices, additional needs, and technical assistance

1:45 p.m. Report Outs/Key Takeaways

2:00 p.m. Adjourn

LOCATION INFORMATION

Meeting:

Salt Lake City Public Library
210 East 400 South, Salt Lake City UT 84111 | 801-524-8200
Conference Rooms B and C (Lower Level)

Accommodations:

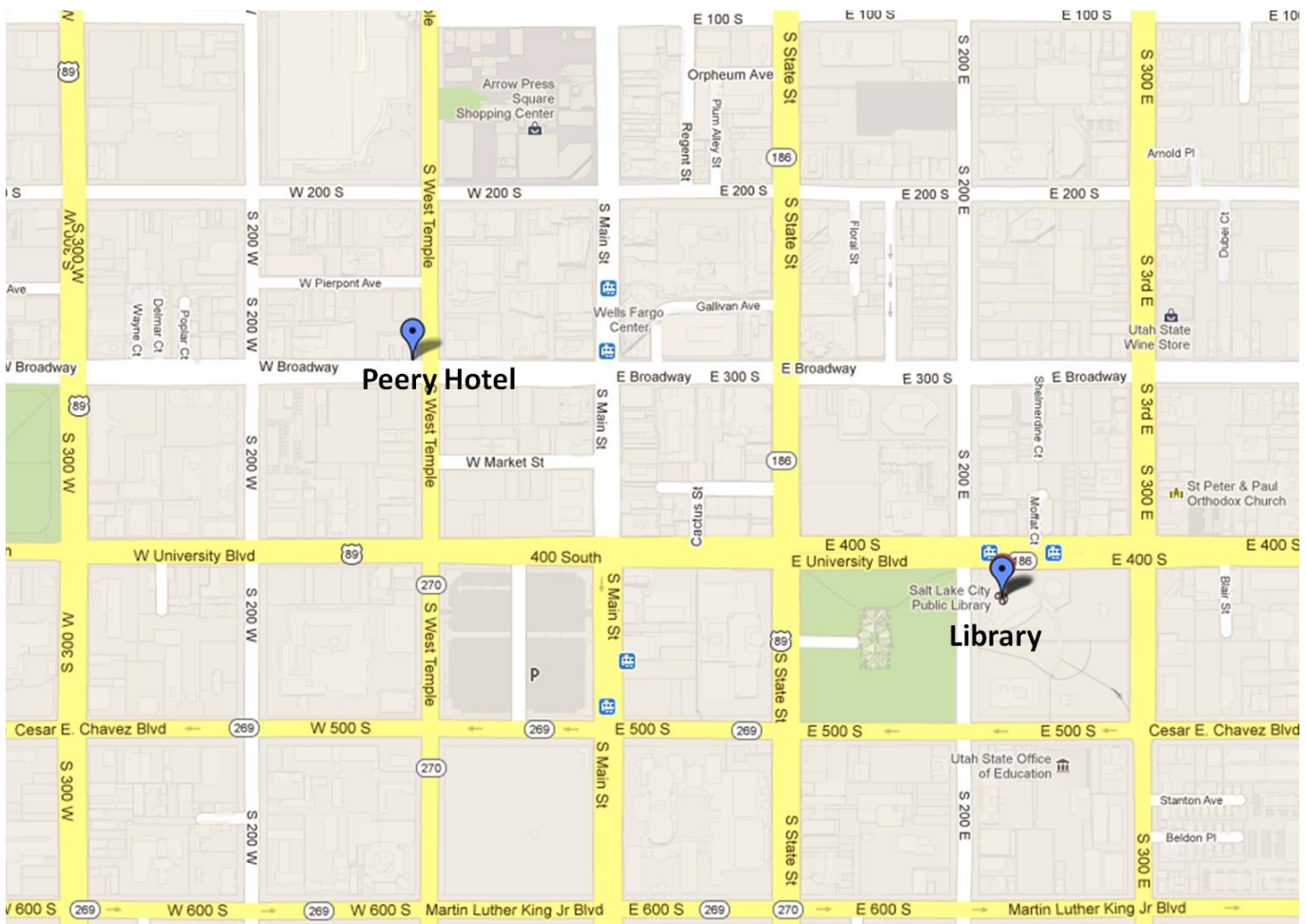
Peery Hotel
110 West Broadway (300 South), Salt Lake City, Utah 84101 | 801-521-4300
<http://www.peeryhotel.com/>

Airport:

Salt Lake City Airport is about a 15-minute cab ride from the Peery Hotel.

Attire:

Business casual



PARTICIPANT PROFILES

HEARTLAND 2060

LOCATION: Bartow region (Florida's six-county Heartland)

LEAD GRANTEE ORGANIZATION: Central Florida Regional Planning Council

PROJECT PARTNERS: University of Florida, Heartland Workforce, plus 6 counties

COUNTIES/MUNICIPALITIES SERVED: Six counties, 11 cities

PROJECT POPULATION AREA: Approximately 250,000

GRANT TYPE AND YEAR AWARDED: FY 2010 – Regional

PROJECT SCOPE: The Heartland 2060 project will generate a regional 50-year plan for a six-county region in Central Florida. Key components include:

1. Alternative Future Scenario modeling – evaluating alternatives for the future based on regional economic development plans and development of a Resiliency Plan.
2. Affordable Housing Suitability Model – examining and projecting affordable housing supply-and-demand.
3. Comprehensive Regional Energy Baseline and Greenhouse Gas Inventory – for assessing and benchmarking progress.
4. Economic Development Strategy for Alternative Fuels – examining the potential for economic development around a biofuels cluster.
5. Environmental and Natural Resources Database – used as part of the scenario modeling inputs and to provide a conservation greenprint for the region.
6. Five-Year Strategic Action Plan – Developing an action plan supported by data and analysis to implement the regional vision.

SUCCESSSES: Successes of the grant to date include:

- The development of an Affordable Housing Suitability Model for rural areas to identify and prioritize potential affordable housing sites by considering their access to job opportunities and community services and allow local governments to plan for equitable and sustainable affordable housing. The model supports neighborhood-level decisions in a regional framework and offers a means to balance and integrate diverse planning goals, allocate resources effectively, and visualize outcomes of policy alternatives. An Affordable Parcel Inventory augments the previous model by identifying local properties that are available for the development of affordable housing units.
- The Grant also provides the opportunity to conduct an Energy Baseline Inventory that will provide data for developing energy efficiency and greenhouse gas mitigation strategies. The baseline inventory will establish a measurement of the baseline carbon footprint of the region and the analysis will enable monitoring of the effectiveness of the region's strategies, policies, and programs. The Inventory will also be used to determine costs-avoided of future development scenarios, and has the potential to be replicated across the nation. By comparing the potential energy use and greenhouse gas emissions from different development scenarios, jurisdictions can transparently weigh the true costs associated with decisions.
- An Energy Resiliency Study is also being conducted in the state which will compliment the efforts of the Grant. This study will help policy makers make decisions regarding renewable energy resource investment that will be supported by reliable economic modeling. This has the potential to increase Florida's and the nations' energy security. Energy security is a critical component to encourage future innovation and prosperity in the region.

REGIONAL CHALLENGES: The challenges in planning for economic development and relevancy in a rural region are significantly different than in urban areas. Our rural nature, average lower educational achievement, higher poverty rate, and higher concentration of seniors on fixed income means that prospects for attracting new jobs to retain quality youth are fewer than in other more prosperous and populous regions.

The most significant challenges are: reaching marginalized and underrepresented populations to communicate the goals of this effort and receive their input; tying in the economic development component of scenario modeling with other goals given there is

no funding for this work in the HUD grant; and working on alternative transportation in sparsely-populated rural areas where few programs and little funding exists to support these alternatives.

IMPLEMENTATION CHALLENGES: The size and rural nature of our region means that we have had more difficulty in involving stakeholders than more compact, populated regions. The biggest challenges related to the goals of the program include reaching the underserved populations to involve them in the process, and the lack of funding to implement the strategic actions identified throughout the process.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: It is a rural region in Central Florida where the economy revolves around agriculture (ranching, citrus, and sugar cane) and phosphate mining. Compared to the state, we have lower high school graduation and academic achievement rates, higher poverty, more seniors, and higher crime. Children are moving away from the region to look for opportunity elsewhere.

SCENARIOS PLANNING GOALS: As opposed to evaluating different alternative future scenarios and then “picking” one to focus our efforts on, the Heartland 2060 project is developing a Resilient Plan. This involves consideration of alternative future scenarios using a land use conflict model. The subsequent combined model will be a probability surface that is a tool for planning regional land use and economic development. The Resilient Plan does not “pick” one future scenario to strive towards, but rather serves as an informational tool that shows how likely each piece of land is to be a certain land use depending on conflicts inherent in both past land use history and potential future economic development scenarios.

Our project goals are to convey the usefulness of the Resilient Plan to stakeholders and decision-makers, and use the scenario planning task to help catalyze meaningful decisions and commitments during the creation of the Five-Year Strategic Action Plan, and afterward during its implementation.

EQUITY GOALS: Equity is an integral component of Sustainability. Equity means the existence of equal opportunity for people of all races and classes in a safe and healthy environment.

We have an open dialogue with our Consortium members in efforts to achieve equitable development strategies supporting balanced economic, environmental, and social equity. These components are the housed in the Core Values that guide the Heartland 2060 Visioning and development of the 5-year Strategic Plan and long-term planning.

Challenges include active engagement and participation from as many nonprofit and social equity advocacy groups as possible. Educating the political sphere and engaging the social advocacy groups continues to be challenging.

OVERALL WORKSHOP GOALS: We are seeking increased information on scenario modeling, both in conveying that information to the public and in trying to get our stakeholders to coalesce around the regional vision in a meaningful way that promotes active focus and change in the near and distant future.

We are also seeking information that will assist us in carrying out the Economic Development Strategy for Alternative Fuels task. The development of an economic development plan for such a specific, novel industry is challenging.

WORKSHOP PARTICIPANTS:

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CITY OF OPA-LOCKA SUSTAINABLE COMMUNITIES INITIATIVE: COMPREHENSIVE PLAN UPDATE

LOCATION: Opa-locka, Florida

LEAD GRANTEE ORGANIZATION: City of Opa-locka

PROJECT PARTNERS: Several including the South Florida Regional Planning Council

COUNTIES/MUNICIPALITIES SERVED: One municipality in Miami-Dade County

PROJECT POPULATION AREA: Less than 20,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Challenge

PROJECT SCOPE: The South Florida Regional Planning Council (SFRPC) received a Sustainable Communities Initiative Grant in 2010, rendering the City of Opa-locka eligible to receive Challenge Grant Funding in 2011. The City of Opa-locka has an outdated comprehensive plan that does not currently allow mixed uses. The SFRPC is rewriting the City of Opa-locka's comprehensive plan and zoning codes, conducting community engagement activities, building the capacity of the City staff, and providing general technical assistance. The resulting comprehensive plan will support the city's efforts in developing more live, work, create and play spaces in the city.

REGIONAL CHALLENGES: Poverty; Community anger and apathy towards its elected officials; Elected officials not trusting planning staff and understanding the bigger picture

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Challenges: high poverty, low tax base, poor infrastructure, limited housing diversity, large number of vacant and abandoned structures and lots; city is divided by train tracks and state road.

Opportunities: high redevelopment potential; known developer has started construction on new housing unit for seniors which may lead to interest from other developers; commuter rail station linking city to downtown Miami, two other counties and the three major airports in the region.

SCENARIOS PLANNING GOALS: Easy to understand – more visuals, limited narratives, and useful data; Being able to use images responsibly; using visuals that are culturally appropriate and representative of the community; Not present scenarios that have residents fearful that they will be pushed out of their community.

EQUITY GOALS: I define equity as everyone having access to opportunities and resources. Unfortunately, too many South Floridians are uncomfortable with the concept of equity. Some think equity is socialism others feel that it is an unrealistic concept or goal. The reality is many people in the region find it easier to blame the less fortunate for their condition instead of acknowledging how the built environment and accompanying policies have attributed to social, health, and economic disparities.

OVERALL WORKSHOP GOALS: Assistance in sustaining community engagement after the grant period; ways for City staff to continue the dialogue, and building trust with residents and elected officials.

WORKSHOP PARTICIPANTS:

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WESTERN GREATER YELLOWSTONE REGIONAL PLAN

LOCATION: Eastern Idaho and Western Wyoming

LEAD GRANTEE ORGANIZATION: Fremont County, Idaho

PROJECT PARTNERS: Fremont County, ID; Madison County, ID; Teton County, ID; Teton County, WY; St. Anthony, ID; Ashton, ID; Rexburg, ID; Driggs, ID; Victor, ID; Jackson, WY; Yellowstone Business Partnership; USFS, BLM, Idaho Department of Lands

COUNTIES/MUNICIPALITIES SERVED: Four counties

PROJECT POPULATION AREA: Approximately 83,700

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: Main goal is a regional plan for sustainable development incorporating the principles set out in the Greater Yellowstone Sustainability rating system. Primary components are a model code for sustainability, development of indicators for measuring sustainability in the region, a recycling feasibility study, a broadband infrastructure study, a workforce assessment, transportation study, etc.

SUCCESSSES: The transportation study has identified a number of issues and opportunities related to better transit access to Yellowstone National Park. It has also identified some regional trails priorities.

REGIONAL CHALLENGES: Small/slow economy resulting in limited economic opportunity for residents; High housing costs in some localities.

IMPLEMENTATION CHALLENGES: Administrative and program challenges.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Challenges: poor communities/region, isolation, lack of industry, seasonal nature of travel/tourism economy, settlement patterns, large numbers of absentee landowners, infrastructure inadequacies, etc.

Opportunities: diversity of outdoor recreation opportunities, federal lands, value-added agriculture.

SCENARIOS PLANNING GOALS: Unknown at this time.

EQUITY GOALS: Meeting the needs of today without harming the ability of future generations to provide for their own needs.

OVERALL WORKSHOP GOALS: How a regional plan for such a diverse set of stakeholder communities can be both acceptable to HUD and still useful to the communities themselves.

WORKSHOP PARTICIPANTS:

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BLUEPRINT FOR A GREEN TIME ZONE

LOCATION: Southern suburbs of Chicago, Illinois

LEAD GRANTEE ORGANIZATION: South Suburban Mayors and Managers Association (SSMMA)

PROJECT PARTNERS: Center for Neighborhood Technology, Metropolitan Planning Council

COUNTIES/MUNICIPALITIES SERVED: 42 municipalities

PROJECT POPULATION AREA: Approximately 650,000

GRANT TYPE AND YEAR AWARDED: FY 2010 – Challenge

PROJECT SCOPE: To advance the comprehensive and sustainable economic development strategy adopted by SSMMA as the south suburban region's primary economic development initiative – the *Green TIME Zone*. SSMMA's economic development and housing initiatives have joined to create regional projects around workforce, housing and job development.

Major components of the grant:

- Upgrade SSMMA's Information Management System
- Collaborative Planning and the Development of Model Plans and Ordinances
- Create a Land Bank
- Create a predevelopment/acquisition loan fund

SUCCESES:

- Build our capacity to manage site and infrastructure information through GIS databases and web interfaces
- Establish a \$6M Southland Community Development Fund which is poised to finance land acquisition and predevelopment for TOD and package COD financing
- Form the southland Financing Consortium that right now includes eight financial institutions that are prepared to consider complete financing for TOD and COD projects referred by SSMMA
- Establish the South Suburban Land Bank and Development Authority, which is ready to start taking ownership of land and preparing it for redevelopment.

REGIONAL CHALLENGES: Finding quality investors/developers willing to invest in predominately low-income communities.

IMPLEMENTATION CHALLENGES:

- Receiving loan fund guidance from HUD
- Finding quality investors/developers willing to invest in predominately low income communities

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:

Challenges: Area perceived as low income and minority (African-American). The development and retail community undervalue our area as a result of the demographics. While it is difficult to prove, we are certain that retail redlining exists. We have just completed a study that points to this, but once again it is difficult to prove.

Our area also consists of many small towns that lack the staff capacity to engage in community and economic development.

Opportunities: The region has important assets for redevelopment including 42 rail transit stations, 647 acres of vacant land in promising TOD sites, 3,300 acres of industrially zoned vacant land in sites with excellent freight transportation and 986 industrial companies.

As a result of our HUD Challenge grant the region now has:

- The capacity to manage site and infrastructure information through GIS databases and web interfaces
- A \$6M TOD land fund to finance land acquisition and predevelopment for TOD projects and package COD financing
- A consortium of 8 financing institutions that are prepared to consider complete financing for TOD and COD projects
- The South Suburban Land Bank and Development Authority which is ready to start taking ownership of land and preparing it for redvelopments

SCENARIOS PLANNING GOALS: Integrating workforce, housing and jobs.

EQUITY GOALS: In our region with many challenged neighborhoods, equity means to us to reduce the concentration of poverty and attract more middle income households.

OVERALL WORKSHOP GOALS:

- Communication techniques
- What others are doing to link workforce, housing and jobs
- How to help municipalities prepare for developers and shovel ready projects

WORKSHOP PARTICIPANTS:

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FLINT HILL FRONTIERS

LOCATION: 19 Counties of the Flint Hills Eco-region, stretching from north-central Kansas into the northern reaches of Oklahoma

LEAD GRANTEE ORGANIZATION: Flint Hills Regional Council

PROJECT PARTNERS: Flint Hills Regional Council of 21 governments and the Governor’s Flint Hills Working Group

COUNTIES/MUNICIPALITIES SERVED: 21 +

PROJECT POPULATION AREA: 400,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: The Flint Hills Frontiers project seeks to engage citizens in a sustainable regional planning process for the Flint Hills eco-region. The three Frontiers of economic vitality, natural and cultural resource preservation and national defense set the course for a regional conversation over the various challenges that confront the ecosystem. From the growing urban-rural divide the Flint Hills is faced with the challenges of the state’s fastest growing metropolitan area, the Manhattan Statistical Area and vast reaches of rural lands, which have been in decline in some areas for over a century. This unique landscape is home to America’s cattle industry, five sovereign nations and one of our nation’s greatest hidden treasures, the last stand of the tallgrass prairie. With urban growth in the region encroaching on traditional ranching lands and practices, there is an increasing threat to the tallgrass prairie and the training-space of our nation’s military at Fort Riley. These essential challenges have led a consortium to seek a regional vision and plan that will engage all those with a vested interest in the Flint Hills. The plan will include the formation of a Flint Hills Economic Development District, map the cultural and natural assets of the region while instituting a Metropolitan Planning Organization and offer communities throughout the region a coordinated plan for sustainable development.

SUCCESSES: Initiated the formation of the Flint Hills Economic Development District.

REGIONAL CHALLENGES: Size of region is a challenge to engagement. Loss of population and changing face of rural America is at the core of our work. The loss of habitat due to changing land management patterns and practices is also threatening the training mission of our largest employer, Fort Riley, and also threatening the last stand of the tallgrass prairie and ranching practices.

IMPLEMENTATION CHALLENGES: Reach of project and staffing levels.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: We have a metro region that is beginning to understand from an economic development perspective what can be achieved from regionalism, but that doesn’t necessarily equate to the same understanding among regional elected officials or throughout the region.

SCENARIOS PLANNING GOALS: We hope to give our citizens a spectrum of choices from policies and plans to implementable projects.

EQUITY GOALS: Equity is actively engaging as broad a mix of citizens in the planning process as possible, while empowering voices often disenfranchised from the process in seeking their fair place at the table. How this is done should be essential to any sustainable planning process and should be as transparent as possible. If the SCI can achieve one thing, it should be in making engagement metrics an essential part of the planning, funding, implementation and tracking process.

OVERALL WORKSHOP GOALS: Better understanding of the nexus between our EDD work and the SCI. Better understanding of what support is available for EDD work and for FHEA/RAI.

WORKSHOP PARTICIPANTS:

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SOUTH CENTRAL KANSAS REGIONAL SUSTAINABLE COMMUNITIES PLAN

LOCATION: South Central Kansas

LEAD GRANTEE ORGANIZATION: Regional Economic Area Partnership (REAP)

PROJECT PARTNERS: Wichita State University

COUNTIES/MUNICIPALITIES SERVED: Five counties

PROJECT POPULATION AREA: 800,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: A study of local government policies conducted by Tufts University concluded that out of 55 of the largest cities in America, Wichita, the largest city in the South Central Kansas region, was ranked 55th in sustainability policies. The 2011 South-central Kansas Regional Prosperity Plan will provide the region with a framework to address economic competitiveness, social equality, and the public health and environment in a cooperative manner and develop an integrated policy that addresses housing, land use, economic and workforce development, transportation, and infrastructure investments. Being good stewards of public resources is being able to look beyond political boundaries and develop regionally and ensuring the next generation does not inherit a financial burden that impedes their future.

Local jurisdictions in South-Central Kansas are no longer competing against each other for jobs and economic development, and must work cooperatively to be economically competitive in a world marketplace. The Regional Plan for Prosperity will include a coordinated plan to foster long-term job creation with adequate infrastructure to affordably access employment and services. The plan will provide a framework to ensure our region's economic competitiveness.

In addition, sustainable planning must incorporate our heritage and culture for all communities, urban and rural, that preserves our quality of life to attract and retain future generations. In essence, a coordinated effort to define how we will be stewards for all that we have inherited from the past...economics, culture, and resources...to ensure the next generation has access to affordable housing, transportation, and economic opportunity is the goal of our initiative.

For 14 years, the Regional Economic Area Partnership (REAP) has been guiding stakeholders to think and act regionally. The 37 city and county local governments that make up REAP have come together to create a regional vision for economic development, engage partnerships in inter-jurisdictional planning efforts, and advocate for state and national policies that impact the region. Since the inception of REAP, local leaders have advocated regional cooperation for economic prosperity can be made by working across boundaries, and REAP has been providing a forum to continue making that dialogue a reality.

This grant will allow the region to:

- *Align federal planning and investment resources that mirror the local and regional strategies for achieving sustainable communities*

- *Create a shared elements plan in regional transportation, housing, water, and air quality plans tied to local comprehensive land use*
- *Reduce social and economic disparities for the low-income, minority communities and other disadvantaged populations within the region*
- *Decrease in per capita VMT and transportation-related emissions for the region.*
- *Decrease in combined housing and transportation costs per household*
- *Increase participation and decision-making in developing and implementing a long range vision for the region by populations traditionally marginalized in public planning processes*
- *Improve public health outcomes that result from creating safer, more walkable neighborhoods*
- *Increase proportion of the local population adequately prepared to participate in core economic growth sectors of the region.*

SUCCESES: We have been successful in bringing together a large number of partners and stakeholders to participate on our Work Teams. Many of the partners represent organizations, associations, and community entities not traditionally engaged in planning. Recently, we had 120 participants attend a project kick-off event- a very large turnout for our region. We have a strong and supportive leadership team that continues to champion the regional planning effort, an effort that has never been done in South Central Kansas.

REGIONAL CHALLENGES: The biggest challenge addressing our region is the equitable share of the cost of new and maintenance of existing infrastructure while continuing to foster a “low cost of living” economic environment. In recent years, new development of infrastructure has been traditionally paid for with special assessments and with dispersed development patterns throughout the region. These dispersed development patterns over time have put a financial strain on local governments when paying for more maintenance of new infrastructure with less tax base per developed acre. A large portion of our planning area is made up of rural areas and very small municipalities. Their ability to compete economically is difficult and they are concerned about population reduction. As a result, our planning effort will need to address strategies and options for rural areas, which are equally important to the success of our region.

IMPLEMENTATION CHALLENGES: The biggest challenge is the concern some citizens have regarding sustainable development/planning and its perceived connection to UN Agenda 21. We have elected officials in the region who are champions against our effort and they rally citizens. As we begin our engagement efforts, we will need to be prepared to embrace their concerns and ensure that we listen to their planning priorities.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Our region has traditionally been defined by a single manufacturing industry. As that industry has been reduced we have struggled to replace it. Reductions in the industry resulted in job loss, hitting our economy. We have been late to embrace a regional approach in marketing and identification to attract new industries and promote small businesses. We also, in large part, are rural, which has its own challenges to business development and attracting population. However, that same single manufacturing industry supports a large portion of the regional economic base and many small businesses. We also have numerous education institutions, including a large state university, which has impacted the economy and developed a workforce that can support other industries.

SCENARIOS PLANNING GOALS: I want scenario development to reflect the community values and be able to visually show partners, stakeholders, and citizens how their visions would change the face of the region. It is one thing to say it, and quite another to see it. The goal is ensure that individuals can see a part of themselves reflected in the plan.

EQUITY GOALS: Our region has never used equity as a consideration in its development strategies. There will need to be a great deal of education on this topic in order to include equity policies and consideration in our regional plan. Equity for me is considering the needs of all citizens that make up the region and ensuring that we are all inclusive in our investments and planning efforts.

OVERALL WORKSHOP GOALS: I hope to gain insight into place-based economic development and learned more about successful scenario development. I’m hoping that these topics will be geared toward rural regions and small localities, which is an area that I need a better understanding of.

WORKSHOP PARTICIPANTS:

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REAP

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VIBRANT FUTURES

LOCATION: Havre region (North Central Montana)

LEAD GRANTEE ORGANIZATION: Opportunity Link, Inc.

PROJECT PARTNERS: Aaniih Nakoda College, Bear Paw Development Corp., Blackfeet Tribal Business Council, Blaine County Commission, Cascade County Commission, Chippewa Cree Business Committee, Chouteau County Commission, City of Harlem, City of Havre, District Iv Human Resource Development Corp., Fort Belknap Indian Community Council, Glacier County Commission, Great Falls Metropolitan Planning Organization, Hill County Commission, Montana Department of Health and Human Services, Montana State University – Northern, Neighborworks Montana, North Central Montana Transit, Northwest Area Foundation, Stone Child College, Toole County Commission, Triangle Communications, United State Senate offices of Baucus and Tester

COUNTIES/MUNICIPALITIES SERVED: 11 counties, four Native American Tribes, and three Native American reservations

PROJECT POPULATION AREA: 150,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: The scope of work for the Northcentral Montana Regional Planning Grant is to enable the communities of Northcentral Montana to complete a region-wide visioning, planning, capacity building, and information exchange system. This will help coordinate and develop existing local plans to create a comprehensive response to needs and opportunities for economically and environmentally sustainable development. The main goals of the project are to coordinate local planning policies, develop catalytic projects, and make a lasting Northcentral Montana regional plan. Components are extensive community outreach process, developing regional GIS dataset, scenario planning workshops, plan writing, and catalytic project support.

SUCCESSSES: At this time, some measurable successes include creating a comprehensive regional ‘growth policy’ review document that connects the entire region’s planning processes; identifying community needs in traditionally neglected towns and with neglected groups; completing the region’s first scenario planning workshops; collecting the most robust GIS dataset in Montana; identifying and applying for new grants that will leverage the Regional Planning project into local projects.

REGIONAL CHALLENGES: Population and economic decline: small Anglo towns, cities and villages have a high percentage of aging resident population. Many small rural settings have lost the critical mass to keep their small towns operating effectively. Vast distances between towns mean increased dependency on automobiles for mobility; meanwhile, increasing fuel costs debilitate many residents.

IMPLEMENTATION CHALLENGES: The most daunting challenges have been to coordinate economic development and planning efforts in a meaningful way, overcome political obstacles, and get local buy-in. Other challenges include the geographical vastness, limited population, and lack of a strong planning presence.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Economic development is the primary ‘planning’ that occurs in the Northcentral Montana region. In many ways these professionals are more project-oriented than traditional planning agencies and are able to easily translate their planning efforts into community action. They often, however, lack the expertise or manpower that can help unify a region with long-term guidance and planning.

SCENARIOS PLANNING GOALS: We are using scenario planning as a means to drive our regional planning process into something tangibly useful for our local communities. Our regional planning project depends on the data projected from scenario planning to guide local planners and decision makers into more sustainable methods of growth and development. We will take workshop participant input and create scenario plans that inform the regional plan.

EQUITY GOALS: Equitable development for the Northcentral Montana region means identifying common themes throughout the diverse region and addressing them. These community-driven themes act as the substantive policy suggestions for long-term planning at the local level.

OVERALL WORKSHOP GOALS: Specific, concrete implementation strategies that work in a regional, city, urban, community planning vacuum. Additional professional contacts with similar rural-based HUD grantees would also be a great addition to the takeaway toolkit.

WORKSHOP PARTICIPANTS:

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HEARTLAND 2050

LOCATION: Omaha-Council Bluffs (Nebraska-Iowa)

LEAD GRANTEE ORGANIZATION: Omaha-Council Bluffs Metropolitan Area Planning Agency

PROJECT PARTNERS: 75 North Revitalization, Inc.; Alegent Health Systems; Avenue Scholars Foundation; Boys Town, Nebraska; Cass County, Nebraska; City of Bellevue, Nebraska; City of Council Bluffs, Iowa; City of La Vista, Nebraska; City of Omaha, Nebraska; Douglas County, Nebraska; First National Bank of Wahoo; First National Bank of Omaha; Glenwood Area Chamber of Commerce; Greater Omaha Chamber of Commerce; Harrison County, Iowa; Iowa Transportation Commission; Iowa West Foundation; Iowa Western Community College; Latino Center of the Midlands; Metro Transit; Metropolitan Community College; Metropolitan Omaha Education Consortium; Metropolitan Utilities District; Mid-American Energy; Mills County, Iowa; Offutt Air Force Base; Omaha by Design; Omaha Housing Authority; Omaha Public Power District; Pottawattamie County, Iowa; Sarpy County, Nebraska; Saunders County, Nebraska; University of Nebraska at Omaha; Washington County, Nebraska

COUNTIES/MUNICIPALITIES SERVED: Eight counties, 36 municipalities

PROJECT POPULATION AREA: 865,530

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: Heartland 2050 is funded by a Category 1 Sustainable Communities Regional Planning Grant, Fiscal Year 2011 cohort. The main goal of the project is to develop a vision, based in shared community values, for how the Omaha-Council Bluffs metropolitan area should grow through mid-century. Heartland 2050 is based on three pillars – citizen engagement, stakeholder collaboration, and scenario planning – and the process designed by the project team clearly reflects these values. The process unfolds in four basic phases. The first phase, currently in progress, is focused on community values and issues/opportunities research, as well as a baseline assessment of current conditions in the region. It will culminate in a daylong workshop where elected representatives from community forums interact with stakeholder committee members for a knowledge exchange and indicator development exercise.

The second phase shifts to scenario development, which will feature workshops where citizens build alternative futures for their communities and region, and grapple with the trade-offs associated with pursuing these futures. The third phase pulls the work done to date into a final set of growth scenarios, which will be presented at a culminating regional town hall event in late spring of 2014. The fourth phase develops the regionally preferred vision for future growth into a blueprint plan through stakeholder deliberation.

SUCCESSSES: Our biggest success thus far is achieving buy-in to our process from a wide and diverse range of stakeholders. The Steering Committee we assembled represents the region’s decision-making structure well, and its work thus far is fostering conversations between actors who have never spoken, much less collaborated on anything of the scale we’re tackling with the project.

REGIONAL CHALLENGES: The principal challenges facing the region include the existence of pockets of extreme and persistent socioeconomic distress, fiscal stress due to sprawl, and ecosystem vulnerability in the face of a volatile climate. The absence of an institutional framework for regional management of key resources and infrastructures compounds these challenges further.

IMPLEMENTATION CHALLENGES: The most significant challenge we have encountered is related to community capacity and attention span. Our project faces stiff competition for the attention of a large volume of organizations with limited individual bandwidth. This has forced us to consider how to access communities and organizations with the lowest material and time footprint possible, and build a sense of value around engagement in this process. The other challenge is narrowness in the interests and agendas of many of our consortium members, and the difficulty of creating a genuine ethos of collaboration and compromise.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: The principal challenge to economic development centers on workforce talent cultivation and retention. This is a common concern for urban and rural communities in the region. Another major

challenge is intra-regional competition for economic development opportunities, which frequently results in overly generous financial incentives and tax breaks that communities can ill afford, particularly when factoring in the kinds of jobs being created.

Opportunities for economic development are in transportation and logistics, sustainable energy and food production, and advanced manufacturing and biotech. Each sector has either a strong basis for continued growth and expansion, or large investments of capital and time in developing and organizing assets.

SCENARIOS PLANNING GOALS: We are using scenario planning to indicate the region's preferred vision for future growth, so it is instrumental to the central goal of the project. The scenario planning process will be built upon a solid foundation of community values research and baseline conditions assessment, which also inform the performance measures framework for scenarios.

EQUITY GOALS: "Equity" has many dimensions to us and our partners. At the most basic level, equity means balance in the flow of resources between established communities and new communities. This is closely tied to socioeconomic indicators of "equity," as community maturity is closely correlated to the distribution of population by race, class, and/or age. The biggest challenge here is fostering an honest conversation between the immense array of interests aligned to facilitate flow of resources to new areas and the populations in the region with the lowest degree of political power and voice to influence these decisions. Anger and prejudices are high on both sides of this divide, which has frequently stymied progress on initiatives to address our region's core issues.

OVERALL WORKSHOP GOALS: Our region encompasses a wide range of community types and conditions. We hope to learn from other regions with similar dynamics, specifically which strategies for networking urban and rural interests in regional planning processes have worked.

WORKSHOP PARTICIPANTS:

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VISION WEST ND

LOCATION: Minot, North Dakota

LEAD GRANTEE ORGANIZATION: Rural Economic Area Partnership Investment Fund, Inc.

PROJECT PARTNERS: SW REAP, North Dakota Association of Oil & Gas Producing Counties

COUNTIES/MUNICIPALITIES SERVED: 19 Counties, Fort Berthold Indian Reservation

PROJECT POPULATION AREA: 172,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: SW Rural Economic Area Partnership (REAP) and the North Dakota Association of Oil and Gas Producing Counties have partnered with the REAP Investment Fund to secure funding from U.S. Housing and Urban Development (HUD) to create a 20-year Regional Plan for Sustainable Development. The North Dakota Department of Trust Lands provided matching funds in order that the 19 counties could create local plans and an overall Regional Plan. North Dakota is experiencing rapid growth due to oil exploration and extraction.

Project Goals and Milestones:

Completed 2012

21 Economic Development Strategic Plans
26 Infrastructure Assessments
2 Planning and Zoning Workshops
7 New Webinars on Managing Growth

Planned for 2013

20 Project Schematics
1 Regional Plan

SUCCESES: The 26 infrastructure assessments were intended to help communities with growth planning for water, sewer and streets. All communities in the project area are experiencing growth from 3% to 8% due to oil exploration and extraction. Most are using the assessments to plan for expansion of services and to apply for ND Energy Impact Funding. Several used the Infrastructure Assessment to prove their needs to the North Dakota Legislature. Since the Legislature meets every two years, it was imperative communities showed the need for changes in the current oil impact tax distribution formula. Additional funding to oil impact areas is needed to address needs created by the influx of companies and workers. At this point, the Legislature is still in session but it is expected a new formula will pass. This will likely be hundreds of millions of dollars to counties and cities in the region.

REGIONAL CHALLENGES: Rapid growth creates significant pressure on all infrastructure and services available. The region is now experiencing crowding out from the energy industry as they can pay higher prices for workforce, housing, land, etc. Marginal households are being displaced and the limited number of affordable housing certificates we have now are being diminished because even the market rents paid by housing programs can no longer compete. This means there are funds for affordable housing but no landlords that will participate. Child care is at a crisis level as employees can easily find better paying jobs. The lack of child care workers and the increasing number of facilities needed for the expanded workforce has further impacted the limited workforce we do have.

IMPLEMENTATION CHALLENGES: Implementation has been going as expected since we stuck to the script of what we planned to do in Year One. We have found it difficult to get public engagement in areas where none of the grant partners had a presence or solid contacts. This is somewhat related to planning fatigue as many groups and planning contractors are working here.

We have had more success in those counties that have a paid county economic developer or planner. These folks are leading the efforts in those counties. Our challenge is to monitor and support implementation of the local plans while working on the Regional Plan.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Economic development needs includes housing, child care, and meeting infrastructure needs.

SCENARIOS PLANNING GOALS: To better understand the process of scenario planning.

EQUITY GOALS: Equity means the ability of all to access and accommodation in housing, information, education, recreation, workforce and services and the ability of all to participate in that planning. I would really like to say equity is our very top priority but it is not. Due to the boom economy we are living in, retaining and building what we have and need has consumed our attention and actions. It all happens so fast – thousands of jobs, then no housing, no childcare, sky rocketing rents, services reduced for lack of workers, schools impacted with kids and kids who don't speak English, deadly highways, crowding out existing businesses or poor people and working poor, homelessness of working people, unprecedented growth, massive construction and demands on infrastructure.

It is difficult for outsiders to understand how over-worked existing workers are in all segments. We can be equitable in our planning but we cannot deal with cost of equity and the manpower needed for equity. North Dakota has seen declines in population over the last 80 years. We were unprepared and had little knowledge of how to handle growth. Great strides have been taken and we are getting there but it will take at least a few more years before we can get ahead of this and be proactive rather the reactive.

However, even with this said, North Dakota is a place of great opportunity. Wages are at a premium in all sectors. Schools and housing are being built. Increases in crime are not evident. Health care services are improving. People are identifying challenges and providing solutions.

OVERALL WORKSHOP GOALS: As we move into our regional planning, we believe scenario planning will be important to moving deliberately from planning to implementation. We need to have long term commitments from the creation of the plan to implementation of the plan.

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GRANITE STATE FUTURE

LOCATION: State of New Hampshire (statewide)

LEAD GRANTEE ORGANIZATION: Nashua Regional Planning Commission

PROJECT PARTNERS: Eight Regional Planning Commissions, plus numerous state agencies and nonprofit partners (around 100)

COUNTIES/MUNICIPALITIES SERVED: 10 counties, most NH municipalities

PROJECT POPULATION AREA: 1.3 million total. NH is made up of mostly rural communities and central cities.

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: The main goal of the project is to develop sustainable regional plans in each of the nine regions, as well as a statewide snapshot of priorities, strategies and values. There will be a number of statewide products such as a data base/repository for performance indicators, as well as a comprehensive framework of resources for sustainable regional plans.

SUCCESSES: Phase 1 completed – developed statewide framework for sustainable regional plans, common website and data framework. Beginning Phase 2 – regional plan development.

REGIONAL CHALLENGES: Changing demographics – aging population. Lack of public transportation.

IMPLEMENTATION CHALLENGES: Dealing with vocal opponents to planning and sustainable communities.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Connections between main central cities and rural surrounding areas, transportation to jobs (transit).

SCENARIOS PLANNING GOALS: We are still determining what kind of scenario planning we are going to do.

EQUITY GOALS: Equity means opportunity for all in all aspects of planning: housing, transportation, economic development, environment, etc. Challenges include income disparity leading to disparity in education, access to healthy food and communities, and safe affordable housing.

OVERALL WORKSHOP GOALS: Strategies and tools for rural development; how to use CEDS and integrate into regional plan.

WORKSHOP PARTICIPANTS:

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CAMINO REAL REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

LOCATION: Doña Ana County, New Mexico

LEAD GRANTEE ORGANIZATION: Doña Ana County

PROJECT PARTNERS: City of Las Cruces, New Mexico State University, South Central Council of Governments, Las Cruces Metropolitan Planning Organization, El Paso Metropolitan Planning Organization, South Central Regional Transit District, Colonias Development Council, Tierra Del Sol (affordable housing)

COUNTIES/MUNICIPALITIES SERVED: One county, five municipalities

PROJECT POPULATION AREA: 209,000

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: The goal of our Regional Plan for Sustainable Development is scalable, replicable models of sustainable communities and the tools to implement those models across the intertwined valley settlements of Doña Ana County. Our project is focused on bringing new economic development opportunities to the area while preserving the historical settlement patterns of the Camino Real, which continues to serve as a trade and travel route supporting agriculture and population centers. The best way to address our regional challenges is through a Regional Plan for Sustainable Development.

Projects include the following:

- Comprehensive Plan for Sustainable Development
- Model Corridor Management Plan
- Model Colonias Master Plan
- Binational Border Plan
- Unified Development Code
- Engagement and Education
- Regional Capital Needs Plan

The plan(s) will integrate housing and transportation planning to minimize vehicle miles traveled and explore innovative ride-sharing and public transit options. The plan will provide a rationale for capital spending decisions so that infrastructure resources that permit higher residential densities are combined in ways that protect existing traditional communities and agricultural lands while encourage growth patterns that support public transit options. This project itself will build local capacity to plan to promote community engagement and to make the right choices in the right way for the future.

SUCCESSSES: We held an introductory summit in August 2012. As of two weeks ago, we have finally hired all of the consultants for the various projects and this past weekend had our first round of mobile workshops. We are currently assembling support groups for all of the projects.

REGIONAL CHALLENGES: Extreme poverty, low education, high teenage pregnancy, lack of employment opportunities, poor public transportation, and 37 colonias, worker "villages" that were built without any infrastructure.

IMPLEMENTATION CHALLENGES: Big changes in the county planning staff, too many projects that have taken too much time to find and hire consultants, a lack of understanding in terms of the relationship between planners and those on the Regional Leadership Consortium (RLC), and too little discussion on whether or not we are moving toward a regional planning entity.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Large land owners are pecan, cotton, and chile growers. They continue to mechanize production and move operations to Mexico and want to be able to sell their land holdings to developers. Hundreds of part-time agricultural workers who are increasingly desperate for employment. An entire "hidden" economy that operates among the undocumented people who live in our county. Fast growing economic development on our southern border with Mexico where Union Pacific is building a \$400M rail facility, partially in response to a huge Fox Conn complex on the Mexican side of the border where workers are paid \$10 a day. Lack of public transportation choices for workers who cannot get to educational centers, medical services, community centers, jobs, etc. Economic development that focuses solely on "attracting" businesses to our area. On the other hand, our transit district is beginning to get legs and we recently were able to fund some Economic Gardening pilot projects.

SCENARIOS PLANNING GOALS: At least two of our consultants (Dekker/Perrich/Sabatini and Placemakers) are familiar with scenario planning. Not sure how well much our Engagement and Education consultant (AECOM) knows about or uses scenario planning.

EQUITY GOALS: In this case, "equity" to me means equal opportunity to be included in the development decisions made in my community. In our community, we have a small group of land owners, bankers, developers, and business owners who think that they are in charge of development decisions. They have opposed, among other efforts, impact fees, the dust ordinance, a raise in the minimum wage, a smart code, and regional planning. On the other hand, we have passed the regional plan and the dust ordinance, pledged support for efforts to bring about a living wage for our working poor, are developing a form based unified development code, and are working on impact fees.

OVERALL WORKSHOP GOALS: Learn more about values-based scenario planning and how we can use that strategy in our work in New Mexico. Greater understanding of economic development possibilities in rural areas.

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ONE REGION FORWARD

LOCATION: Erie and Niagara Counties, New York (Buffalo-Niagara Falls MSA)

LEAD GRANTEE ORGANIZATION: Greater Buffalo Niagara Regional Transportation Council

PROJECT PARTNERS: Niagara Frontier Transportation Authority (Fiscal Agent), University at Buffalo Regional Institute (sub-grantee), and the Buffalo Niagara Partnership (sub-grantee), plus 19 other steering committee members.

COUNTIES/MUNICIPALITIES SERVED: 64

PROJECT POPULATION AREA: 1,134,039 (2011 US Census Estimate)

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: To build on the region's momentum toward sustainable development and set the stage for a more vibrant future for Buffalo Niagara, our regional planning grant includes the following key components:

Activity 1: Forging a Partnership

Overcoming barriers to regional stewardship and achieving coordination in how we plan and invest will require a strong, sustained partnership of public, private and nonprofit stakeholders in the region. Tasks that will advance us toward this goal include convening a Steering Committee of key decision makers to guide the development of the plan, expanding that group to meet any identified deficiencies, providing updates to the Policy Committee of our Metropolitan Planning Organization and convening three groups of key stakeholders – local elected officials, private sector leaders, and organizational representatives from nonprofit, faith-based and community groups – at strategic points in the planning process.

Activity 2: Understanding Our Situation

Objective analysis of how policy and investment trends are shaping growth in the region will establish a baseline of existing conditions here. This analysis will include qualitative and quantitative assessment of the common goals in the body of local and regional plans, identifying areas where our planning processes fall short in advancing sustainability, mapping out existing investment trends and assessing them based on criteria of the Livability Principles.

Activity 3: Engaging the Public

The Buffalo Niagara Regional Plan for Sustainable Development will be shaped by a broad cross-section of stakeholders and communities, including populations that are traditionally excluded or disadvantaged. Tasks involved in our engagement strategy involve developing a comprehensive communications strategy with a brand, interactive website and other materials; launching the project to the public via a series of meetings to agree together on a vision and set the stage for further engagement; creating a citizen-planning school to train "citizen champions" to talk about planning and development in their home communities; a comprehensive public education campaign around sustainability using multimedia methods; and a series of additional large public meetings that afford citizens the ability to provide input and guidance on the overall plan.

Activity 4: Charting the Course

The process for developing an RPSD will involve producing component plans around housing, climate change and food access and aligning these with our Long Range Transportation Plan and regional economic development strategies. Major tasks involve:

developing a unified vision for our region that builds on the public engagement process and other major regional planning initiatives; convening Working Teams around Land Use & Economic Development, Climate Change, Food Access, Transportation, and Housing & Neighborhoods to fine-tune indicators, set goals for the future and produce implementation strategies for meeting those goals; perform a series of technical planning studies around food and climate change, as well as a housing strategy that also meets HUD's FHEA/ Regional AI requirement; and compiling this information in a document for the public to respond to and for the region's MPO to adopt.

Activity 5: Taking Action

Supplementing the planning process will be some key implementation and capacity building activities involving project-specific implementation management, inter-agency plan coordination, technical assistance, data for decision-support, staff training and stakeholder education. Specific tasks include: creating a project selection/ prioritization scorecard that captures the Livability Principles; providing targeted planning support and scenario-planning for a series of demonstration projects through "implementation council" facilitation; integration of the planning process and sustainability criteria into the Transportation Program Development Process; delivering a series of smart growth development forums and technical assistance webinars/workshops to public and private sector stakeholders; making enhancements to the current Erie-Niagara GIS website; and developing an instructive using scenario-modeling guidebook for various types of development in the region.

SUCCESSES:

- Incorporating some new faces in the regional planning participation process
- Creating awareness and putting some initial numbers behind the costs of sprawl in our region

REGIONAL CHALLENGES: The by-products of home rule:

- Since 1970, our developed land has grown by 78% and we have lost 16% of our population
- Since 1990, we have constructed 525 more land miles of roadways that need we need to maintain with a declining tax base
- Vacant dwellings in the region have more than tripled in the past 40 years and we still managed to build 150,000 new homes

IMPLEMENTATION CHALLENGES: We are just moving in to the real working phase of the grant with our working teams set to convene in April. While we are confident we can develop a good plan, the governance structure for how the plan will be implemented and who will be the implementing body has yet to be determined (we are the only urban region in Upstate New York without a regional planning council).

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: In part to decades of population loss and disinvestment, municipalities in our region are often vulnerable to the silver bullet concept of economic development (or any kind of development is good development). We see the One Region Forward initiative, including the data stories we are beginning to tell and scenario planning tools we intend to deploy as an opportunity to demonstrate to the real impacts on the community that various types of development have.

SCENARIOS PLANNING GOALS: The RPSD produced through One Region Forward will, in part, advance the Erie Niagara Framework for Regional Growth Plan. The Framework, which was completed in 2006, provided a compelling explanation of some of the problems we face in regard to sprawl without growth. The Framework established basic policies and principles to guide the future growth and development of our region. While this was a good first step, the articulated areas of development, growth centers and corridors in the two-county area were very general (see attached maps from the Framework). Through scenario planning as part of One Region Forward, we hope to drill down and get more specific about where it makes sense for future growth and development to take place in our region.

EQUITY GOALS: In the midst of losing population, we have subsidized the growth of the suburbs and exurbs in our region. The centers of our cities and Main Streets of our towns and villages have largely paid the price. Equity in my option would be the implementation of the HUD livability principles by directing reinvestment back into these current centers that have existing infrastructure that are located closer to transportation options. Like the true costs of owning and operating an automobile, many of the costs associated with sprawl are hidden. Therefore, telling this story and making the case for more equitable development has largely been a challenge to date.

OVERALL WORKSHOP GOALS: Learning from some best practices in scenario planning from fellow grantees and how we might apply some of these approaches in a slow growth region.

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HEART OF TEXAS EFFICIENT TOWNS AND COUNTIES CO-OP (HOTETC)

LOCATION: Bosque, Falls, Freestone, Hill and Limestone Counties

LEAD GRANTEE ORGANIZATION: Heart of Texas Council of Governments

PROJECT PARTNERS: Bosque County Emergency Management Coordinator, Falls County Emergency Management Coordinator, Freestone County Emergency Management Coordinator, Goodall-Witcher Healthcare Foundation, Heart of Texas Economic Development District, Inc., Heart of Texas Goodwill Industries, Inc., Heart of Texas Regional Advisory Council (HOTRAC), Heart of Texas Regional Planning Organization (HOTRPO), Heart of Texas Workforce Development Board, Inc./Heart of Texas Workforce Solutions, Hill College, Hill County Emergency Management Coordinator, Limestone County Emergency Management Coordinator, McLennan Community College, Navarro College, Navarro College Small Business Development Center, NeighborWorks Waco, Prairielands Ground Water Conservation District, Prairie Hill Water Supply Corporation, Texas Center for Rural Entrepreneurship, Texas Department of Transportation (TX-DOT)-Waco District Office, Waco Metropolitan Planning Organization, as well as six cities and five counties.

COUNTIES/MUNICIPALITIES SERVED: Five counties; 33 communities

PROJECT POPULATION AREA: 114,347

GRANT TYPE AND YEAR AWARDED: FY 2011 – Regional

PROJECT SCOPE: The Heart of Texas Efficient Towns and Counties Co-Op (HOTETC) Project will produce a Regional Plan for Sustainable Development that has community engagement at its core and focuses primarily on gathering and integrating data and recommendations for three key areas: community, economy, and environment. The Regional Plan for Sustainable Development will include assessment and mapping of existing conditions as well as analysis and recommendations in the following areas: housing; transportation; water; infrastructure; air quality; solid waste; community engagement and engagement resources; entrepreneurship and small business; community priorities, needs, and concerns; issues creating disparities in access; economic vulnerability points, both for physical communities and for characteristic communities; and climate vulnerability points, especially drought and subsequent flooding.

SUCCESSES:

- Final planning and securing of signage and supplies for Kick-Off Meeting; securing RSVP's for Kick-Off Meeting from members, the media, and the public. Facilitating a successful and well-attended Kick-off Meeting on July 27, 2012.
- Successful GIS infrastructure mapping pilot in Valley Mills, Texas. Project will go more quickly and be slightly less expensive than anticipated.

REGIONAL CHALLENGES: Water, Housing, Air Quality, Sustaining rural communities.

IMPLEMENTATION CHALLENGES: Staff transition.

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Dwindling populations and housing quality in rural communities; crumbling water and transportation infrastructure.

SCENARIOS PLANNING GOALS: The consortium will use scenarios planning to determine the community's vision for a sustainable future and to identify the current trends and barriers that may stand in the way of achieving it. The scenario planning will begin with an explanation of land use patterns and current issues and trends in the region. Community members will engage with these issues and identify their ideas for resolution. Communities will be able to identify the relationships between removal of barriers and the achievement of their preferred scenarios. This will build enthusiasm for implementation of the plan.

EQUITY GOALS: Increasing/improving access and removing barriers. Being an entirely rural region, we lack the data often required/requested that urban locations have ready access to prove the needs of our citizens, thus gaining access to the resources needed.

OVERALL WORKSHOP GOALS: An expanded community of practice (network) for scenarios planning, the good, bad ugly: mistakes not to make, best practices. Leave well-equipped to facilitate and manage a successful process.

WORKSHOP PARTICIPANTS:

Damaris Neelley, Steering Committee Representative
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Kathy Trimmer, Manager, Regional Planning and Development Services
Heart of Texas Council of Governments, Waco, TX
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WASATCH CHOICE FOR 2040

LOCATION: Salt Lake City, Utah

LEAD GRANTEE ORGANIZATION: Salt Lake County

PROJECT PARTNERS: Wasatch Front Regional Council, Envision Utah, University of Utah, Salt Lake City, UTA, UDOT, Mountainland Association of Governments, HUD, American Planning Association, Bureau of Business and Economic Research.

COUNTIES/MUNICIPALITIES SERVED: Salt Lake County, Davis County, Utah County, Sandy City, Salt Lake City, Orem/Provo City, Farmington City, Ogden City

PROJECT POPULATION AREA: Approximately two million

GRANT TYPE AND YEAR AWARDED: FY 2010 – Regional

PROJECT SCOPE: The Wasatch Choice for 2040 points the way forward for us to focus growth in a variety of activity centers across the region, many of which are coordinated with our existing and near-term transportation system: freeways, rail lines, rapid busways, and key boulevards. While these centers are coordinated with today's transportation system, tomorrow's new transportation investments will be planned to serve these activity centers, areas of growth, and our region's special districts – like the airports and the universities. The Wasatch Choice's centers are located where regional destinations have grown, where economic activity has clustered, or in strategic locations that are pointed in this direction. The Vision suggests that these centers should expand to provide ever-broadening choices for residents to live, work, shop and play; a mix of all of these activities is welcome. The grant has given our region the ability to create a toolbox of implementation resources. The partners in the Wasatch Choice for 2040 are developing tools to implement the growth principles at the catalytic sites. These tools include the Envision Tomorrow Plus scenario planning software, a Regional Housing Analysis, a model handbook for creating Form Based Codes, and a business plan for building transit-oriented development at the catalytic sites.

SUCCESSSES: The support of the public has been great; we have many people and organizations from both the public and private sector who have joined in the effort of Wasatch Choice 2040. Also, tools to help us are being created such as a form based code tool kit and the ET+ modeling tool, for example.

REGIONAL CHALLENGES: The most significant challenge that our region faces is the dramatic population growth that we will have in the next 15-20 years. Our region is built within a corridor that does not allow us to grow geographically and so we must make hard decisions now about design, conservation, and development in order to accommodate more people, more cars, more jobs, more everything. Other challenges:

- Addressing affordable housing issues
- Overall planning for growth of over one million new residents during the next 20 years
- Money, financing
- Addressing infrastructure needs; both repair to existing and new
- Connectivity and growth of our transportation network
- Accommodating the need for multi-modal opportunities
- Growing without negatively impacting the environment any further. (e.g. poor air quality, efficient use of our road network as we plan for substantial job creation, and overall population growth, etc.)

IMPLEMENTATION CHALLENGES: Keeping all of the partners in tune, on track, and motivated to complete the project successfully and on time.

- Encouraging feedback and input from the communities
- Identifying the best possible solutions for the community
- Not only searching for the best possible use of our available funding, but how to search for additional funding sources and creating an overall implementation plan
- Identifying all potential stakeholders

OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT: Challenges: We have a very diverse region, economically, from very urban cities to very rural communities. Some markets and industries are thriving and some are barely surviving. Our rural areas do not have the human capital or the expertise to devote to economic development activities.

Opportunities: Educated and diverse workforce; large number of younger educated and multi-lingual workforce. Low unemployment rates. Great quality of life with lots of opportunities for different interests and hobbies. We are known for our great natural resources, large recreation and tourism sector along with manufacturing, aerospace and aviation, technology, biosciences and green energy. Great collaboration among cities and counties.

SCENARIOS PLANNING GOALS: Making it as easy as possible to understand and to ensure continued use by local governments.

EQUITY GOALS: Equity is when everyone has equal opportunity. It means we can live, play, and work where we want no matter our income, family, race, etc. One significant challenge is getting people, often elected officials, to understand that creating a place for everyone is beneficial and getting them to recognize that they do have homeless people or people at risk of being homeless, that there are disabled people who live there, that low income families live there, that different races live there and all of these people should be considered when making long term planning decisions.

OVERALL WORKSHOP GOALS:

- Expanding our economic tool box that will help us implement project
- Ideas to invigorate community interest and support and financing to help us realize the interest that is generated
- Obtain additional funding sources
- How to consider and implement economic development activities while also considering land use and transportation activities

WORKSHOP PARTICIPANTS:

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PARTICIPANT LIST

Grant Type	Year Awarded	Project Name	First Name	Last Name	Job Title	Organization	City	State	Email	Phone
Regional Planning	2010	Heartland 2060 (Central Florida)	Colleen	Burton	Community Engagement Manager	Central Florida Regional Planning Council	Bartow	FL	cburton@cfrpc.org	863-534-7130
Regional Planning	2010	Heartland 2060 (Central Florida)	Jay	McLeod	Planner	Central Florida Regional Planning Council	Bartow	FL	jmcleod@cfrpc.org	863-534-7130
Regional Planning & Community Challenge	2010 & 2011	Southeast Florida Regional Partnership and City of Opa-Locka Comprehensive Plan Update	Karen	Hamilton	Regional Planner	South Florida Regional Planning Council	Hollywood	FL	khamilton@sfrpc.com	954-985-4416
Regional Planning	2011	Western Greater Yellowstone Regional Plan	Teddy	Stronks	Mayor	City of Ashton, Idaho	Ashton	ID	Teddystronks@gmail.com	208-351-5653
Regional Planning	2011	Western Greater Yellowstone Regional Plan	Thomas	Cluff	Planning & Building Administrator	Fremont County, Idaho	St. Anthony	ID	tcluff@co.fremont.id.us	208-624-4643
Community Challenge	2010	Blueprint for a Green TIME Zone	Janice	Morrissy	Deputy Executive Director of Housing	South Suburban Mayors and Managers Association	East Hazel Crest	IL	janice.morrissy@ssmma.org	708-932-6360
Regional Planning	2011	Flint Hills Frontiers	Jeff	Adams	Regional Planner	Flint Hills Regional Council	Fort Riley	KS	jeff@flinthillsregion.org	208-313-2070
Regional Planning	2011	South Central Kansas Regional Sustainable Communities Plan	Paula	Downs	Project Director	REAP	Wichita	KS	paula.downs@wichita.edu	316-978-6678
Regional Planning	2011	Vibrant Futures	Jonathan	Sampson	Development Manager	Opportunity Link, Inc.	Havre	MT	JSampson@Vibrantfuturesmt.org	406-265-3699
Regional Planning	2011	Vibrant Futures	Michael	Stone	Americorps VISTA Volunteer	Opportunity Link, Inc.	Havre	MT	mstone@vibrantfuturesmt.org	406-265-3699
Regional Planning	2011	Vision West ND	Karalea	Cox	Plan Facilitator	Building Communities, Inc.	Eagar	AZ	kc@buildingcommunities.us	928-245-1998
Regional Planning	2011	Vision West ND	Shirley	Brentrup	Project Director	Vision West ND	Dickinson	ND	brentrup@ndsupernet.com	701-483-1447

Regional Planning	2011	Vision West ND	Ray Ann	Kilen	Regional Director	ND Small Business Development Center/Dickinson State University	Dickinson	ND	rayann.kilen@dickinsonstate.edu	701-483-2470
Regional Planning	2011	VisionWest ND	Melanie	Bauer-Dukart	Steering Committee	Stark County	Dickinson	ND	melanie.bauerdukart@nd.usda.gov	800-688-2251 x4
Regional Planning	2011	VisionWest ND	Debra	Walworth	Executive Director	Golden Valley County	Beach	ND	prairiewest@midstate.net	701-872-3121
Regional Planning	2011	Heartland 2050 (Omaha Region)	Sarah	Skarka	Communications Coordinator	Metropolitan Area Planning Agency	Omaha	NE	sskarka@mapacog.org	402-444-6866 x214
Regional Planning	2011	Granite State Future	Kerrie	Diers	Executive Director	Nashua Regional Planning Commission	Merrimack	NH	kerried@nashuarpc.org	603-424-2240
Regional Planning	2011	Granite State Future	Matt	Monahan	Principal Planner	Central New Hampshire Regional Planning Commission	Concord	NH	mmonahan@cnhrpc.org	603-226-6020
Regional Planning	2011	Camino Real Regional Plan for Sustainable Development	Rose	Garcia	Executive Director	Tierra del Sol	Las Cruces	NM	rgarcia@tierradelsohousing.org	575-649-2395
Regional Planning	2011	Camino Real Regional Plan for Sustainable Development	Sharon	Thomas	Mayor Pro Tem	City of Las Cruces	Las Cruces	NM	stthomas@las-cruces.org	575 644 2517
Regional Planning	2011	One Region Forward	Brian	Conley	GIS Analyst	University at Buffalo Regional Institute	Buffalo	NY	bwconley@buffalo.edu	716-946-5022
Regional Planning	2011	One Region Forward	Kelly	Dixon	Transportation Planner	Greater Buffalo-Niagara Regional Transportation Council	Buffalo	NY	kdixon@gbnrtc.org	716-856-2026 x315
Regional Planning	2011	Heart of Texas	Damaris	Neelley	Steering Committee Representative /Citizen	City of Clifton, Texas	Clifton	TX	damaris.neelley@gmail.com	254-749-6292
Regional Planning	2011	Heart of Texas	Kathy	Trimmer	Manger, Regional Planning and Development Services	Heart of Texas Council of Governments	Waco	TX	kathy.trimmer@hot.cog.tx.us	254-299-7187

Regional Planning	2010	Wasatch Choice for 2040	LaNiece	Davenport	Regional Planner	Wasatch Front Regional Council	Salt Lake City	UT	Ldavenport@wfrfc.org	801-363-4250
Regional Planning	2010	Wasatch Choice for 2040	Max	Johnson	Planning Manager	Salt Lake County Planning and Development Services	Salt Lake City	UT	mrjohnson@slco.org	385-468-6699
Regional Planning	2010	Wasatch Choice for 2040	Nancy	Moorman	Planner	Salt Lake County Planning and Development Services	Salt Lake City	UT	nmoorman@slco.org	385-468-6704

WORKSHOP SPEAKERS AND STAFF

First Name	Last Name	Job Title	Organization	City	State	Email	Phone
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Chuck	Fluharty	President & CEO	Rural Policy Research Institute	Columbia	MO	cfluharty@rupri.org	573-882-0316
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Nora	Johnson	Policy Fellow	U.S. EPA, Office of Sustainable Communities	Washington	DC	Johnson.Nora@epa.gov	202-566-1959
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Bill	Vanderwall	Capacity Building Manager	Minnesota Housing Partnership	Saint Paul	MN	bill.vanderwall@mhponline.org	651-925-5541

HUD Sustainable Communities Grantees, FY2010 - FY2011

