Background Context
Current Presidential Declared Disasters

Data as of November 4, 2015
Superstorm Sandy in New Jersey

- Very High Damage
- High Damage
- Moderate Damage

Map showing the damage distribution with color coding:
- Purple: Very High Damage
- Red: High Damage
- Yellow: Moderate Damage
Superstorm Sandy in New Jersey
Superstorm Sandy in New Jersey
Superstorm Sandy in New Jersey
National Disaster Recovery Framework

- Superstorm Sandy hit New Jersey on October 29, 2012 (2\textsuperscript{nd} most costly disaster in US history)
- New Jersey was declared a Presidential Disaster (DR-4086-NJ) on October 30, 2012, mobilizing the NDRF (1\textsuperscript{st} full deployment)
- The National Disaster Recovery Framework (NDRF) is led by FEMA and maps out a plan for immediate disaster recovery assessments and efforts following a Presidentially Declared Disaster
- NDRF efforts are divided into 6 \textit{Recovery Support Functions (RSFs)} led and coordinated by specific Federal Agencies with other agencies providing support
Recovery Support Functions

Health and Social Services

Economic

Community Planning and Capacity Building

Housing

Infrastructure

Natural and Cultural Resources
Economic RSF: Mission

• The mission of the Economic Recovery Support Function is to integrate the expertise of the Federal Government to help local, State and Tribal governments and the private sector sustain and/or rebuild businesses and employment, and development economic opportunities that result in sustainable, economically resilient communities after large-scale and catastrophic disasters (no funding to/from RSF)

• Connect and coordinate economic recovery efforts/ resources immediately after disaster
Economic RSF: In Action
Economic RSF Deliverable

• Create **Mission Scoping Assessment** Report

  • Data on economic impacts

  • **Determination and documentation of economic recovery priorities**

  • Sent to Federal Agencies and State Leadership

  • Informs deployment of federal resources (CDBG-DR) – it pays to participate!
Meeting the Economic RSF Mission

But How with No Funds + No Time?

More Partners = More Data + Resources
Economic RSF: Federal Partners

• Coordinating Agency:
  • U.S. Department of Commerce, Economic Development Administration (EDA)

• Supporting Federal Agencies:
  • Small Business Administration, Office of Disaster Assistance and State Office – economic impact and physical disaster loans for small businesses
  • Department of Agriculture, State Rural Development Office – funds for fisheries/farmers impacted by disaster
  • Department of Homeland Security/FEMA – data/mapping of storm damage and community issues
Economic RSF: Federal Partners

• Supporting Federal Agencies:

  • Department of Commerce (other sub agencies)

    • National Oceanic and Atmospheric Administration – National Marine Fisheries Service

    • International Trade Administration – Travel and Tourism an U.S. Commercial Service – expertise on tourism, marketing

  • Census and Bureau of Labor Statistics – data

  • Department of Labor – workforce data, unemployment

  • Federal Deposit Insurance Corporation (FDIC) – working with banks to open up lending
New Jersey

- Active involvement from Governor’s office, state-level agencies
- Home Rule State: over 560 INDIVIDUAL municipalities
- Local leadership engagement was sporadic
- Very little official regional collaboration or organization (minimal EDDs / CEDs)
- No State Strategic Plan for Economic Development
  - State Planning Commission was set to adopt new plan on November 13, 2012 (2 weeks after Superstorm Sandy), but was postponed indefinitely to focus on recovery
New Jersey Economic Development Authority - State’s lead for economic recovery, eventually controlled HUD Economic Recovery Funds – provided state economic leadership, granted funds to New Jersey Community Capital for microloans after disaster

New Jersey Business Action Center – survey of small businesses, 1-800 as Help Line (data)

New Jersey Department of Environmental Protection – fisheries, permitting issues

New Jersey Department of Banking and Insurance – helped with business insurance claims and data on those claims

New Jersey Travel and Tourism Division – previously funded regional marketing campaigns, knowledge of tourism related/shore businesses
Economic RSF: State Partners

- New Jersey Department of Community Affairs – eventually took the lead on HUD funds for the State, community data
- New Jersey Department of Labor and Workforce Development – unemployment insurance claims data
- Port Authority of New York/New Jersey – transportation issues
- State Board of Public Utilities – widespread power outages, needed data for insurance and understanding impacts
- Rutgers University Haskin Shellfish Research Laboratory – fisheries/aquaculture
- New Jersey State Police, Office of Emergency Management – mapping damage
- State and U.S. Representatives – supported efforts, know RSF’s priorities
Economic RSF: Local Partners

- SBDC - Brookdale Community College
- Jersey Shore Convention and Visitors Bureau
- Meadowlands Convention and Visitors Bureau
- Long Beach Island Destination Marketing Organization – chamber of commerce function
- Casino Redevelopment Authority
- Port of Elizabeth
- Bayshore Discovery Center at Bivalve – tourism and fishermen
- Bergen, Cape May, Cumberland, Essex, Hudson, Middlesex, Monmouth, Morris, Ocean, Somerset, Union County organizations
- Many of NJ’s over 560 Townships and Cities
Economic RSF: Private Sector Partners

- Dun & Bradstreet – data on business locations/ size (if registered)
- New Jersey Marine Trades Association – data on marinas, survey
- New Jersey Restaurant Association
- New Jersey Amusement Association
- UCEDC (non-profit micro-lender)
- New Jersey Community Capital (micro-lender, received funds from NJEDA after hurricane)
- The Intersect Fund (micro-lender)
- Sun National Bank
- TD Bank
Economic RSF: Partnership

Mission: Connect and coordinate economic recovery efforts immediately after disaster

• Organization:
  • Dedicated Point(s) of Contact from Federal and State agencies
  • Weekly RSF meetings (in person and over the phone)

• Combined Efforts:
  • Surveys, outreach, events/community meetings, messaging
  • Share data and qualitative information
Economic RSF: Identifying Priorities

1. Shared Data and Information

2. Held Economic Impact Assessment Meetings in the hardest hit counties
   • Panel style listening/information sessions with members from key federal and state agencies (minimum of EDA, SBA, NJ BAC at every meeting)
   • Event outreach and space provided by local partners

3. Common issues emerged from Impact Assessment Meetings and shared data

4. Working subgroups formed around Economic Recovery Priorities that were identified
   • Entire Economic RSF aligned, invested in, updated on priority issues

5. Economic Recovery Priorities documented and described in Mission Scoping Assessment
Economic Recovery Priorities

Access to Capital

Tourism

Marine Trades
Access to Capital

What was available:

• SBA Disaster loans, Business/Personal Savings/Credit, Micro loans, Traditional lending

What we heard:

• Many businesses struggling before the storm from Recession cannot take on more debt

• Flooding, Storm Surge, Wind, Power Outages caused high levels of damage
  • Landlords struggled or were slow to repair business facilities due to lack of capital and confusion over building code requirements
  • Customers, suppliers, employees blocked facilities due to flooding, downed trees, infrastructure damage throughout the state
  • Inventories (perishable and non-perishable) destroyed
Access to Capital: Recovery Response

Immediate Response: Economic RSF organized Access to Capital Open Houses

• SBA, local banks, micro-lenders pitch business recovery loans to business owners
• Tables to answer questions and help with applications
• After working hours, hosted by local partners in centralized locations
Access to Capital: Recovery Response

HUD CDBG-DR Funding: Stronger NJ Business Grant and Loan Programs

- NJEDA used the majority of its HUD funds to provide access to capital for small businesses
- Grants up to $50,000 and 0% - low interest Loans up to $5 million to small businesses demonstrating unmet need and storm damage
Tourism

Prior to the storm:

• Each region received funds from state for individual marketing campaigns

• State’s 3rd Largest Industry ($43.4 billion in 2010) and 24.5% private sector jobs (2011)

• Many shore businesses are seasonal and have limited time to make revenue/pay wages

What we heard:

• Majority of tourism-related businesses and jobs located in hardest hit counties (where tourism is a higher % of economy)

• Visual: NJ Closed for Business
Tourism: Recovery Response

HUD CDBG-DR Funds used for Stronger than the Storm (#STTS) Marketing Campaign

• Data from Economic RSF participation helped to inform the need for this program & its urgency
• Launched at start of Summer Season 2013 – awareness that (some) small businesses are open
• Unified message to drive tourism back to New Jersey (focus on Jersey Shore and NYC metro)
Marine Trades

• NJ’s coast line was heavily impacted – including fishing, working/recreational marinas

• Small businesses – mom & pop marina owners, recreational boat tours/rentals, fishing boats, oyster farms, waterfront restaurants, tack shops – wiped out
Marine Trades: Recovery Response

HUD CDBG-DR Funding for NJ’s Stronger NJ Small Business Programs allowed to fund Marinas

• HUD had not previously allowed marinas to receive CDBG-DR Funds (marinas = luxury)
• Data and stakeholder engagement from Economic RSF provided justification for NJEDA Grants
• NJEDA provided workshops specifically to outreach to marine-related businesses
Preparedness for Economic Recovery

• Build partnerships and identify points of contact before (the next) disaster hits

• Develop Programs or Projects around critical economic priorities *in anticipation* of a disaster
  • Engage a stakeholder working group
  • Document these projects/programs (e.g. Gulf Coast EDDs’ CEDs)

• Organize and make easily accessible economic data on your jurisdiction

• Educate and outreach to Small Businesses before (the next) disaster hits:
  • Provide Technical Assistance on Best practices:
    • Keep accurate financial records, web-based back-up, separate business and personal expenses – help businesses have the documentation they will need to apply for disaster recovery funds
Thank you!

SARA MAFFEY DUNCAN
sara@edgewoodstrategies.com
+1 (404) 666-8902

EDGECOOD STRATEGIES

sara@edgewoodstrategies.com
+1 (404) 666-8902
FEDERAL TO REGIONAL TRANSITION IN POST DISASTER RECOVERY & THE STORY OF MAYFLOWER AND VILONIA

DEVIN HOWLAND, CENTRAL ARKANSAS PLANNING AND DEVELOPMENT DISTRICT
“WHEN 77% OF YOUR ECONOMY VANISHES IN A MATTER OF MINUTES, DISASTER RECOVERY IS ECONOMIC DEVELOPMENT”
FEDERAL TO REGIONAL TRANSITION: BACKGROUND

• Presidential Disaster Declaration- National Disaster Recovery Framework

• Two Recovery Support Functions:
  • Community Planning and Capacity Building: FEMA (Led by Charlie Cook)
    • [deactivated April of 2015]
  • Economic RSF: EDA (Led by Josh Barnes)
    • [deactivated October of 2014]

• Culmination of their work:
  • http://faulknerarresilience.org/index.php/support-document

• EDA awarded a $300,000 grant to hire a Local Disaster Recovery Manager to support the ongoing recovery efforts
FEDERAL TO REGIONAL TRANSITION

• Coordination Committee: Federal, State, Regional, County, private sector, and Local partners meeting on a bi-weekly basis.

• CAPDD took the reigns when the LDRM was hired in November of 2014.

• State played a very minor role in this recovery, post response.
MULTI-DISCIPLINARY COLLABORATIVE INITIATIVE

• Initial $300,000 investment by EDA

• Results:
  • $200,000,000+ Economic Activity between the two cities (new investment, rebuilding, infrastructure)
  • $10,000,000 Federal and local grants
  • Plans, Designs, Codes, Implementation, Infrastructure Funding, & Construction = 10 MONTHS!!!
  • Copious amounts of Economic Development capacity injected into cities
  • School Attendance up prior to storm impact
  • Civic engagement at an all time high
  • Two Economic Development Organizations established

• For the first time in decades they are planning for their future
THE EVOLUTION OF OUR REGIONAL INVOLVEMENT

• CAPDD Awarded three grants from EDA pertaining to this storm, involved in dozens of other grants to aid in the recovery:
  • Interstate Drive Utility extension (Mayflower)
  • Industrial Drive Road extension (Vilonia)
  • LDRM and Secretary Support Staff

• Prior to being named LDRM I was working with the Institute for Economic Advancement, where I contracted with the Economic Recovery Support Function from June 2014- October 2014.

• Began role as Disaster Recovery Manager in November 2014.
A TALE OF TWO CITIES

• Vilonia, AR
  • Population: 3,848
  • 86% population growth 00’-10’
  • Median Income $72,404
  • Retail Leakage 28/30 sectors
    • 1% decrease 04-14
    • 41% below national average
  • Located between two major travel corridors
  • Local grass roots organization: Rebuild Vilonia
  • Hit with an EF-4 in 2011

• Mayflower, AR
  • Population: 2,234
  • 37% population growth 00’-10’
  • Median Income $46,528
  • Retail Leakage 25/30 sectors
    • 14.4% growth 04-14
    • 114% above national average
  • Located on I-40 5 miles south of Conway
  • Mayor’s Recovery Steering Committee
  • Hit with an EF-4 in 2011, Exxon Oil Spill, Flooding (in four years).
SETTING THE STAGE FOR MAXIMUM IMPACT

• FEMA Community Planning and Capacity Building Recovery Support Function (RSF) CAPDD had the full support and backing of FEMA.

• Continuation of Economic RSF activities- Short Term Action Agenda

• Teamwork and Support

• EDA’s Investment in both communities

• Partner utilization (Coordination Committee)

• Citizens needed to lead the process

• Locals know best- taking the time
“TRIFECTA” DOING SOMETHING DIFFERENT

Plans

Designs

Codes

COHESIVENESS/COMPLIMENT

ACTION-Not Strategies
RECOVERY PLANS

• Leadership had to see the value “We’ve already done this, let’s start construction!”
• “90 days to Joplin” racing to April 27th
• Igniting citizen engagement
• Structuring the plans
• Letting the locals lead
• Data collection, aggregation
• Publishing and printing

Did I mention letting the locals lead??
## TIMELINE: 90 DAYS

<table>
<thead>
<tr>
<th>CITY</th>
<th>ACTION</th>
<th>IN PREPARATION FOR</th>
<th>Taken care of by?</th>
<th>COMPLETED (Y/N)</th>
<th>Meetings This Week</th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Generate Flyers and Door Hangers</td>
<td>19-Feb</td>
<td>Devin and Kira</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Draft Press Releases and Social Media broadcast</td>
<td>19-Feb</td>
<td>FEMA-Joy</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Develop sign in sheets</td>
<td>19-Feb</td>
<td>Devin and Kira</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Secure Audio and Visual</td>
<td>19-Feb</td>
<td>Marty</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Generate a &quot;Recovery and Rebuilding Timeline&quot;</td>
<td>19-Feb</td>
<td>Devin ALL</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Confirm Gateway and UACDC presentations</td>
<td>19-Feb</td>
<td>LDRM</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Generate &quot;Feed Back Forms&quot; to be returned on 3/5</td>
<td>19-Feb</td>
<td>Devin</td>
<td>YES</td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Draft Resolution authorizing Rebuild Vilonia to generate plan</td>
<td>17-Feb</td>
<td>City of Vilonia</td>
<td></td>
<td>We have drafted one.</td>
</tr>
<tr>
<td>V</td>
<td>Begin Drafting the plans template</td>
<td>19-Feb</td>
<td>FEMA, LDRM, CAPDD,IEA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Bring other representation to RV Steering Committee (School, CI)</td>
<td>17-Feb</td>
<td>RV Steering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>V</td>
<td>Develop Agenda</td>
<td>19-Feb</td>
<td>Devin</td>
<td>YES</td>
<td></td>
</tr>
</tbody>
</table>

### SUB ACTION ITEMS
- Flyers distributed through town | 19-Feb | YES | |
- Flyers sent home through school | 19-Feb | YES | permission granted |
- Agenda confirmed by Mayor and Marty | 19-Feb | Devin | YES | |
- Develop online feedback form | 19-Feb | YES | |
THE PROCESS: COMMUNITY INPUT
SECTION 5
ACKNOWLEDGEMENTS
The Rebuild Vilonia Steering Committee thanks the following organizations and individuals for their contributions to the Vilonia 2030 Plan.

Our most profound and sincere thanks to the citizens of Vilonia.
You continue to remain resolute and strong in the face of adversity. Your indomitable spirit is an example to all.

The Rebuild Vilonia Committee also acknowledges the outstanding work done by the Vilonia Disaster Relief Alliance (VDRA). This organization, formed as a response to the 2011 tornado, has provided leadership in the area of Housing. During formation the Rebuild Vilonia Committee made a conscious decision to defer to VDRA relative to the Housing and Neighborhoods sector. We thank them for their ongoing efforts.
From Concept to Reality

The Jump Start Initiative is a HUD Sustainable Communities Grant funded process implementing planning, visioning, feasibility analysis and public outreach to specific communities in Central Arkansas under the Imagine Central Arkansas Regional Plan. The Jump Start Initiative focuses on educating, planning and setting an action plan for sustainable development practices in Central Arkansas.

Mayflower and Vilonia were brought into the Jump Start Initiative to continue the effort from planning and visioning to create zoning and action plans for the steps following the community vision.

Brad Lemberger, Principal, Gateway Planning

Community Resilience

Merriam-Webster’s dictionary defines resilience as “the ability or tendency to become strong, healthy, or successful again after something bad happens.” Confronted with a flood, an oil spill and an EF-4 tornado in the space of just three years, Mayflower has proved its resilience and its ability to recover quickly when faced with overwhelming difficulties. Our city continues to look to the future and is eager and ready to build a better tomorrow for all those who call Mayflower home.

When asked, “What does resilience mean to you?” every response from those who participated in the citizen input process of this plan reflected a determination to bounce back from the tragic events our community experienced. The responses also reflected the same pride and enthusiasm that we all have for our community. It appears that with each disaster and every new challenge our community becomes stronger and more resilient.
URBAN DESIGNS

- Turning data into a vision, renditions based off of the recovery plans.
- Emphasis on economic and community development.
- Showing the citizen’s what’s possible.

www.FaulknerARresilience.org
MAYFLOWER: BUILDING ARKANSAS’S BEST STREET
JUMP START INITIATIVE

- HUD Sustainability Program
- Mayflower and Vilonia entered the program in December of 2014.
- Overhaul and Code and Zoning regulations for the downtowns.
- Implementation Strategy Development.
Development: Conceptual Plans

College Street at Main

Bringing buildings closer to the street is essential to maintain visibility and encourage pedestrian activity. Building to the corner allows for gateway treatments or special signage to be introduced on the street.

A public-private partnership should be used to develop the first phase of the Town Center development strategy. Having this type of development structure will decrease risk for a developer in a raw or unexploited market area.

Any large greens should be designed with green infrastructure techniques and systems in order to limit the need for underground stormwater piping and large mitigation areas.

Existing buildings are encouraged to be successful by redesigning the site around the building to encourage more pedestrian traffic and provide outdoor seating, dining, or active engagement.

Ideal location for parking is behind or to the side of a building. Entrances can still be placed off the parking lot, but the primary entrance should be from the street and facing a sidewalk.

Key intersections should be designed and enhanced to show pedestrians appropriate places to cross, and create awareness to drivers that they are in a place where pedestrian activity is common.
DOWNTOWN CODE AND ZONE OVERHAUL

• Mixed use development
• We DEREGULATED in Mayflower- removed 50 plus pages from Mayflower’s downtown overlay.
• Simplify the process and make it easy to do business in both communities.
• Building a community where the public and private sector work together.

“These codes make it so easy to do business in Mayflower, it almost makes the planning commission null and void, there’s nothing to fight about… its black and white” - Mayflower Code Enforcement, Chief Rossini
CATALYTIC INFRASTRUCTURE FUNDING SECURED THROUGH JUMP START:

• Vilonia: Town Square
  • $777,000.00
  • Engineering starting soon
  • Full commitment of property owners for right of way
  • Southern infrastructure has begun
    • EDA Industrial Drive

• Mayflower: Slow Street
  • $1,300,000.00
  • Engineering underway
  • Right of way and acquisition underway

In early 2016-2017 these communities will see construction begin on their vision.
THE NEED FOR ECONOMIC DEVELOPMENT CAPACITY, IS NOT ONLY FOR COMPETITIVENESS IN RURAL COMMUNITIES...

It’s for SURVIVAL
ECONOMIC DEVELOPMENT CAPACITY MEASURES
DEPLOYED IN FAULKNER COUNTY

- Education: Boot Camp
- RFI Response
- Marketing and Branding
- Community Development
- Site PREP
- Social Media
- Data Base development
- Public Private Partnerships
- EDO Development
- CDI Course enrollment
- Cluster Analysis
- Retail Analysis
- Market Analysis
- Workforce development
- Workforce retention
- Communication channels
- BEON Development
- Business Retention and Expansion
- Chamber of Commerce education
- Industry recruitment “laser”
- Community Image
- Community Tour
- Citizen Engagement
- Downtown development
- How to use data for Economic
- Mixed use development
- Economic Development Finance
- Real Estate in Economic Development
- One-on-One training sessions with LDRM
- AEDC Site Selection Presentation
- Arkadelphia Bus Tour
- Cities role in Economic Development
- Local Schools role in economic development
- TIF/BOND/ ED Tax- funding big projects
- Economic Development driven websites
- Understanding retail leakage
- Trade area analysis
- Riley’s Law
- Incentives
- Federal, State, Regional Partnerships
- Demographic Analysis
- Visioning
- Action agenda development
- Infrastructure issues
- Utility infrastructure
- Local business preparedness initiatives
- How to use “big data” for big results
- Mega site development
- Tangible, focused recruitment
- Business attraction
- Vocational training
- How to lose a business in ten minutes!
- Small business development
- Taxes, are you helping or hurting?
- Residential development
- Regionalism
- EDO Management and functionality
- Brownfields, and the environment
- Creating a sense of place
- Beautification and green space
- The role of higher education
- Economic resiliency
- Destination place making
- Historical preservation, environment studies
- Free economic and community development practices
- How to represent your City to a prospect

...we could go on!
ECONOMIC DEVELOPMENT CAPACITY: DEVELOPING AN EDO “A GOOD IDEA, BUT…”

VILONIA
• Chamber is a Community entity - not an EDO
• Out of the Vilonia Plan- ITF was formed
• “Revive” filing for 501c6 status
• Meeting bi-weekly

MAYFLOWER
• No active Chamber
• Out of Mayflower Plan- local leaders form the Mayflower EDO.
• Working with a local attorney on best path.
ONE OF THE KEYS TO THIS INITIATIVE: TEAMWORK
CHALLENGES

• Logistics, timing, and pace of overall effort: “cat herding”
• One city moves at such a rapid pace, they need to breathe- focus on one tangible goal
• What’s plaguing a certain city: Culture and the “good ole boy” system (there is hope) the very stigma that the good ole boy system exist, deters people from engaging civically
  • Jump Start nightmare!
  • The families who “run the towns” people behind Oz’s curtain, they were never a problem (some even supported the effort!)
  • Belief that what they are doing (or not doing) isn’t the problem
  • Practices which deter businesses, unintentionally
• “Weening” the communities off of CAPDD (in this capacity)
Local Resilience and Economic Development
Jump Start Initiative
November 12, 2015
Imagine Central Arkansas

- 671,459 Residents
- 22% of Arkansans
Presentation Overview

- Why Jump Start?
  - Imagine Central Arkansas, Jump Start

- What are the elements?
  - Development, Economics & Policy

- How does it get started?
  - Setting the Strategies, Action Items and Performance Measures for successful implementation
Why Jump Start?

“Jump Start is not a project with a beginning and an end – It’s a proof-of-concept initiative to demonstrate the profitability and benefits of more sustainable development.”

JIM McKENZIE
Director, Metroplan
WHY JUMP START?

Jump Start and the Next American Urbanism

Jump Start Initiative will:

- Implement the Imagine Central Arkansas’ Regional 2040 Long Range Plan
- Focus on building local capacity to create positive and sustainable growth
- Build development patterns that promote local and sustainable market factors
- Harness and grow local funding capacity to continue sustainable growth
- Generate a framework and business model describing how new development and redesigned infrastructure can generate long-term economic growth
- Produce a replicable process that can be utilized in similar contexts and grow the pie for neighboring communities
With a conscious effort to align our implementation and redevelopment efforts with this **Virtuous Cycle of Reinvestment**, sustainable economies will thrive.
Mayflower and Vilonia Process

- Jump Start Initiative functions as a tool to implement sustainable growth
- Recovery, whether from Disaster or Long-Term Neglect, is the essence of Jump Start
Mayflower and Vilonia Process

- Outreach
- Existing Conditions
- Visioning
- Design Workshops
- Concept Plans

- Policy and Regulations
- Implementation and Action Plan

Was Completed or In Process at start

Through Jump Start Process
“Sprawl development patterns are not the problem. [Developers are] merely responding to demand in the marketplace for separated and isolated land uses. But not everyone wants to live in that environment; even in the suburbs, many people want to live in walkable urban neighborhoods.”

THE NEXT AMERICAN URBANISM
http://transformplace.wordpress.com/the-next-american-urbanism/
The Golden Triangle of Sustainable Development

**WHAT ARE THE ELEMENTS?**

- **Development**
  - Physical concepts
  - Catalytic projects

- **Economics**
  - Feasibility analysis
  - Return on investment
  - Public private partnerships (Chambers, local banks, Merchants Associations)

- **Policy**
  - Zoning and regulatory framework
  - Improved decision-making and other processes
  - Minimizing barriers
Innovative Aspects

- **Competitive solicitation**, with Technical Advisory support
- **Local commitment**/fertile groups for success
- Public involvement used as a basis for keeper of the flames (longevity)
- Catalytic site to create a tipping point
- Multidisciplinary team on the ground for solutions
- Broader implementation plan leveraging – outside basic transportation funding and an emphasis on capacity building
- **Private development/ROI emphasis** – planned outcomes
- Cascaded Performance Measures
Primary Focus: **Align Livability Principles and Regional Goals** to create the evaluation categories

<table>
<thead>
<tr>
<th>Partnership for Sustainable Communities – Livability Principles</th>
<th>JumpStart Program Elements</th>
<th>Jump Start Evaluation Categories</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provide more transportation choices</td>
<td>Efficient Mobility Options</td>
<td>Provide transportation choices and enhance mobility.</td>
</tr>
<tr>
<td></td>
<td>Pedestrian Design</td>
<td></td>
</tr>
<tr>
<td>2. Promote equitable, affordable housing</td>
<td>Housing Choice</td>
<td>Increase housing and development/land use diversity</td>
</tr>
<tr>
<td></td>
<td>Development Diversity</td>
<td></td>
</tr>
<tr>
<td>3. Enhance economic competitiveness</td>
<td>Educational Opportunity</td>
<td>Enhance economic competitiveness</td>
</tr>
<tr>
<td></td>
<td>Economic Development</td>
<td></td>
</tr>
<tr>
<td>4. Support existing communities</td>
<td>Efficient Growth</td>
<td>Support existing communities</td>
</tr>
<tr>
<td></td>
<td>Activity Centers</td>
<td></td>
</tr>
<tr>
<td>5. Value communities and neighborhoods</td>
<td>Quality Places; Healthy Communities</td>
<td>Quality places and healthy communities</td>
</tr>
<tr>
<td>6. Coordinate and leverage federal policies and investment.</td>
<td>Environmental Stewardship</td>
<td>[Local matching of Federal funding]</td>
</tr>
<tr>
<td></td>
<td>Resource Efficiency</td>
<td>Support environmentally-responsible development</td>
</tr>
</tbody>
</table>

*Environmental issues are embedded in Livability Principles 1, 2, 4, & 6.*
WHAT ARE THE ELEMENTS?

Development – Build the Vision

- Detailed media and public involvement plan
- Facilitator training
- Pre-Workshop Stakeholder meetings
- Visioning Workshop
- Walking audits
- Design workshop
- Concept public meeting
- Open Houses
WHAT ARE THE ELEMENTS?

Development – Conceptualize the Plan
Economics – Test the Concept

**Public Investment**
necessary to catalyze development

**Private Investment**
into a catalytic development

**Public Investment**
$2,082,000

**Private Development Potential – 2 Blocks**
- 35,000 square feet of retail
- 14,000 square feet of office
# WHAT ARE THE ELEMENTS?

## Economics – Test the Concept

### Private Pro Forma Analysis

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
<th>Year 12</th>
<th>Year 13</th>
<th>Year 14</th>
<th>Year 15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Multi Family</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>For Sale Housing</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Office/Commercial</td>
<td>$ 59,303</td>
<td>$ 121,881</td>
<td>$ 189,025</td>
<td>$ 233,964</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Retail</td>
<td>$ 45,486</td>
<td>$ 133,863</td>
<td>$ 174,540</td>
<td>$ 238,565</td>
<td>$ 306,450</td>
<td>$ 377,912</td>
<td>$ 516,055</td>
<td>$ 657,530</td>
<td>$ 810,010</td>
<td>$ 971,210</td>
<td>$ 1,136,273</td>
<td>$ 1,457,700</td>
<td>$ 1,790,406</td>
<td>$ 2,288,614</td>
<td>$ 2,681,962</td>
</tr>
<tr>
<td>Hotel</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Structured Parking</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total NOI</strong></td>
<td>$ 114,789</td>
<td>$ 235,744</td>
<td>$ 363,975</td>
<td>$ 472,529</td>
<td>$ 309,450</td>
<td>$ 377,912</td>
<td>$ 516,055</td>
<td>$ 657,530</td>
<td>$ 810,010</td>
<td>$ 971,210</td>
<td>$ 1,136,273</td>
<td>$ 1,457,700</td>
<td>$ 1,790,406</td>
<td>$ 2,288,614</td>
<td>$ 2,681,962</td>
</tr>
</tbody>
</table>

### Development Costs

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
<th>Year 12</th>
<th>Year 13</th>
<th>Year 14</th>
<th>Year 15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Multi Family</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>For Sale Housing</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Office/Commercial</td>
<td>$ 540,051</td>
<td>$ 517,029</td>
<td>$ 541,029</td>
<td>$ 1,722,136</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Retail</td>
<td>$ 648,176</td>
<td>$ 714,560</td>
<td>$ 775,566</td>
<td>$ 826,569</td>
<td>$ 650,560</td>
<td>$ 1,333,647</td>
<td>$ 1,386,989</td>
<td>$ 1,401,163</td>
<td>$ 1,436,102</td>
<td>$ 1,472,007</td>
<td>$ 3,017,790</td>
<td>$ 3,092,244</td>
<td>$ 4,755,863</td>
<td>$ 3,412,232</td>
<td>$ -</td>
</tr>
<tr>
<td>Hotel</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Structured Parking</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total Development Costs</strong></td>
<td>$ 1,192,226</td>
<td>$ 714,599</td>
<td>$ 775,566</td>
<td>$ 826,569</td>
<td>$ 650,560</td>
<td>$ 1,333,647</td>
<td>$ 1,386,989</td>
<td>$ 1,401,163</td>
<td>$ 1,436,102</td>
<td>$ 1,472,007</td>
<td>$ 3,017,790</td>
<td>$ 3,092,244</td>
<td>$ 4,755,863</td>
<td>$ 3,412,232</td>
<td>$ -</td>
</tr>
</tbody>
</table>

### Annual Cash Flow

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Year 11</th>
<th>Year 12</th>
<th>Year 13</th>
<th>Year 14</th>
<th>Year 15</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net Operating Income</strong></td>
<td>$ 114,789</td>
<td>$ 235,744</td>
<td>$ 363,975</td>
<td>$ 472,529</td>
<td>$ 309,450</td>
<td>$ 377,912</td>
<td>$ 516,055</td>
<td>$ 657,530</td>
<td>$ 810,010</td>
<td>$ 971,210</td>
<td>$ 1,136,273</td>
<td>$ 1,457,700</td>
<td>$ 1,790,406</td>
<td>$ 2,288,614</td>
<td>$ 2,681,962</td>
</tr>
<tr>
<td><strong>Total Asset Value</strong></td>
<td>$ 20,619,010</td>
<td>$ (1,340,981)</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
<td></td>
</tr>
<tr>
<td><strong>Total Costs of Sale</strong></td>
<td>$ (1,192,226)</td>
<td>$ (714,599)</td>
<td>$ (775,566)</td>
<td>$ (826,569)</td>
<td>$ (650,560)</td>
<td>$ (1,333,647)</td>
<td>$ (1,386,989)</td>
<td>$ (1,401,163)</td>
<td>$ (1,436,102)</td>
<td>$ (1,472,007)</td>
<td>$ (3,017,790)</td>
<td>$ (3,092,244)</td>
<td>$ (4,755,863)</td>
<td>$ (3,412,232)</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Net Cash Flow</strong></td>
<td>$ (1,077,338)</td>
<td>$ (470,335)</td>
<td>$ (413,593)</td>
<td>$ (383,990)</td>
<td>$ (346,100)</td>
<td>$ (584,275)</td>
<td>$ (584,904)</td>
<td>$ (740,624)</td>
<td>$ (626,253)</td>
<td>$ (500,957)</td>
<td>$ (1,879,530)</td>
<td>$ (1,635,544)</td>
<td>$ (2,365,457)</td>
<td>$ (1,123,715)</td>
<td>$ 28,169,989</td>
</tr>
</tbody>
</table>

### Notes:

1. Other infrastructure costs are not allocated among each of the uses. The project net present value is therefore less than the sum of the net present values for the individual uses.
2. Assumes asset sale in Year 15.

Source: Catalyst Commercial

11% Unleveraged IRR to Developer
### WHAT ARE THE ELEMENTS?

### Economics – Test the Concept

**Public Return on Investment**

<table>
<thead>
<tr>
<th>Fiscal Impact</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retail Sales</td>
<td>$1,500,000</td>
<td>$3,000,000</td>
<td>$4,500,000</td>
<td>$6,000,000</td>
<td>$7,500,000</td>
<td>$9,000,000</td>
<td>$12,000,000</td>
<td>$15,000,000</td>
<td>$18,000,000</td>
<td>$21,000,000</td>
<td>$97,500,000</td>
</tr>
<tr>
<td>Property Value</td>
<td>$1,100,000</td>
<td>$2,200,000</td>
<td>$3,300,000</td>
<td>$4,400,000</td>
<td>$5,500,000</td>
<td>$6,600,000</td>
<td>$7,700,000</td>
<td>$8,800,000</td>
<td>$9,900,000</td>
<td>$11,000,000</td>
<td>$7,700,000</td>
</tr>
<tr>
<td>Sales Tax</td>
<td>$30,000</td>
<td>$60,000</td>
<td>$90,000</td>
<td>$120,000</td>
<td>$150,000</td>
<td>$180,000</td>
<td>$240,000</td>
<td>$300,000</td>
<td>$360,000</td>
<td>$420,000</td>
<td>$42,980,000</td>
</tr>
<tr>
<td>Ad Valorem</td>
<td>$52,127</td>
<td>$45,255</td>
<td>$6,382</td>
<td>$8,084</td>
<td>$5,319</td>
<td>$8,382</td>
<td>$8,510</td>
<td>$10,637</td>
<td>$12,764</td>
<td>$14,892</td>
<td>$14,892</td>
</tr>
<tr>
<td>Total</td>
<td>$32,127</td>
<td>$64,255</td>
<td>$96,382</td>
<td>$128,084</td>
<td>$155,319</td>
<td>$186,382</td>
<td>$248,510</td>
<td>$310,637</td>
<td>$372,764</td>
<td>$434,892</td>
<td>$2,108,704</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Return on Investment</th>
<th>Construction Year</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
<th>Year 6</th>
<th>Year 7</th>
<th>Year 8</th>
<th>Year 9</th>
<th>Year 10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital Contribution</td>
<td>-$2,982,000.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Cash Flow</td>
<td>-$2,082,000.00</td>
<td>$32,127</td>
<td>$64,255</td>
<td>$96,382</td>
<td>$128,084</td>
<td>$155,319</td>
<td>$186,382</td>
<td>$248,510</td>
<td>$310,637</td>
<td>$372,764</td>
<td>$434,892</td>
</tr>
<tr>
<td>Net Cash Flow with Terminal Value</td>
<td>-$2,082,000.00</td>
<td>$32,127</td>
<td>$64,255</td>
<td>$96,382</td>
<td>$128,084</td>
<td>$155,319</td>
<td>$186,382</td>
<td>$248,510</td>
<td>$310,637</td>
<td>$372,764</td>
<td>$434,892</td>
</tr>
<tr>
<td>Cumulative</td>
<td>$32,127</td>
<td>$64,355</td>
<td>$96,382</td>
<td>$128,084</td>
<td>$155,319</td>
<td>$186,382</td>
<td>$248,510</td>
<td>$310,637</td>
<td>$372,764</td>
<td>$434,892</td>
<td>$2,108,704</td>
</tr>
</tbody>
</table>

**Investment Performance**

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>IRR</td>
<td>13%</td>
</tr>
<tr>
<td>NPV</td>
<td>$1,887,393</td>
</tr>
<tr>
<td>Payback Year</td>
<td>10+</td>
</tr>
</tbody>
</table>

**Assumptions**

- Fiscal Impact Growth: (After Year 1) 0.025
- Discount Rate 0.06
- Estimated Sales/SF $300
- Average Value/sf 110
- Sales Tax Rate 2%
- Millage 9.67
- Capitalization Rate 10%

13% IRR to Public

Catalyzed mixed-use development can return investment back to the City over time.
How does it get started?

“In order to affect change in the way the built environment is created, one must first understand the relationships that exist between the governing elements that control how the built environment comes together.”

Michael Hathorne
http://transformplace.wordpress.com
WHAT ARE THE ELEMENTS?

Policy – Public Policy Alignment

- **Infrastructure**
  - Complete Streets – policies and design guidelines
  - Green Infrastructure Features
  - Safe Routes to Schools
  - Arkansas Highway and Transportation Department (DOT) Standards

- **Housing**
  - Housing diversity
  - Coordinating different funds (CDBG, HOME, LIHTC, etc.)

- **Public/Private Partnerships**
  - Joint Development opportunities
  - Gap financing/Loan Guarantees
  - Façade and Building Enhancement Programs
  - Merchants Associations
Key strategies to activating a place:

- **Look local first**

- Align the plan and the policy to **reflect reality** - get local, experienced developer buy-in
  - If you are looking to create mixed-use or small lot development, seek out a developer that has actually built that product.

- **Don’t expect a “silver bullet” option**, synergy between all parts is necessary for success in any development

- **Start small and build momentum**

- **Don’t discount any option**, thoroughly test it before you dismiss it
Cities are incorporated, so they should make business-like decisions

- Conduct due diligence process before investment is made in a project
  - Check references
  - Ask for pro-forma analysis
  - Expect a reasonable return on investment
  - Prepare a business plan for every investment made and an exit strategy in case of failure

- Stay on track for value creation and the Virtuous Cycle of Reinvestment
Find Strategic Partners in your town:

- **Local banks will support local development, if the City does too!**
  - Local infrastructure investment
  - City gap financing
  - City good-faith and credit support for loan guarantees

- **Cities need regional support:**
  - Establish a sustainable communities effort in your MPO region
  - Get support or organize comprehensive planning processes
  - Help implement those plans that are ready to go
    - Help apply for state and federal funding
    - Assemble projects to create a greater impact in your region
Don’t focus on what you don’t have; focus instead on what you do have!

- All planning processes should have market assessments
  - Find the base absorption with the understanding that place builds greater markets for the area
  - Find your local anchors and support their success
Questions and Discussion

Additional Information:
Brad Lonberger
Direct: 817-269-1863
brad@gatewayplanning.com

www.ImagineCentralArkansas.com