

Lessons from the Storm: Using Community and Economic Development Strategies to Build Disaster Resilient Economies

**April 8, 2014
2:00 - 3:15 pm ET**



Our Mission

The National Association of Development Organizations (NADO)



To strengthen local governments, communities, and economies through the regional strategies, partnerships, and solutions of the nation's regional development organizations.



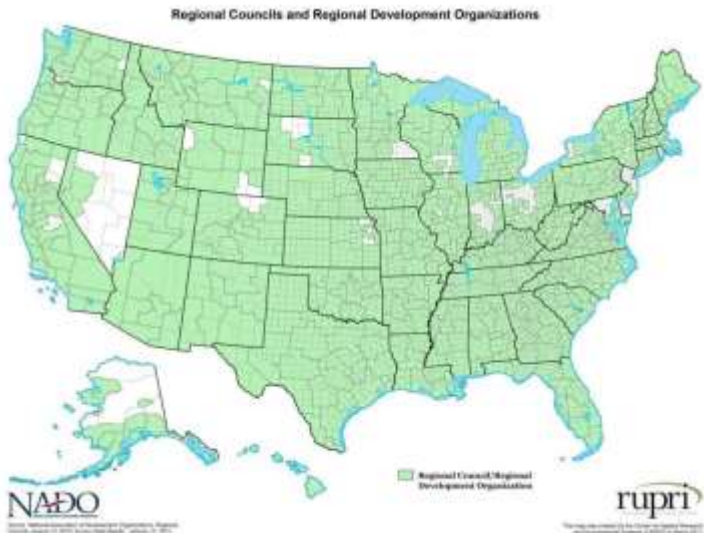
REGIONAL STRATEGIES. PARTNERSHIPS. SOLUTIONS.
NADO.ORG

Our Membership

National membership organization for the network of over 520 **regional development organizations (RDOs)** throughout the U.S.

RDOs are also known as Councils of Government, Regional Planning Commissions, Economic Development Districts, and by other local names.

They promote efforts that **strengthen local governments, communities, and economies through regional strategies** focusing on economic development, infrastructure, housing, transportation, and regional planning.



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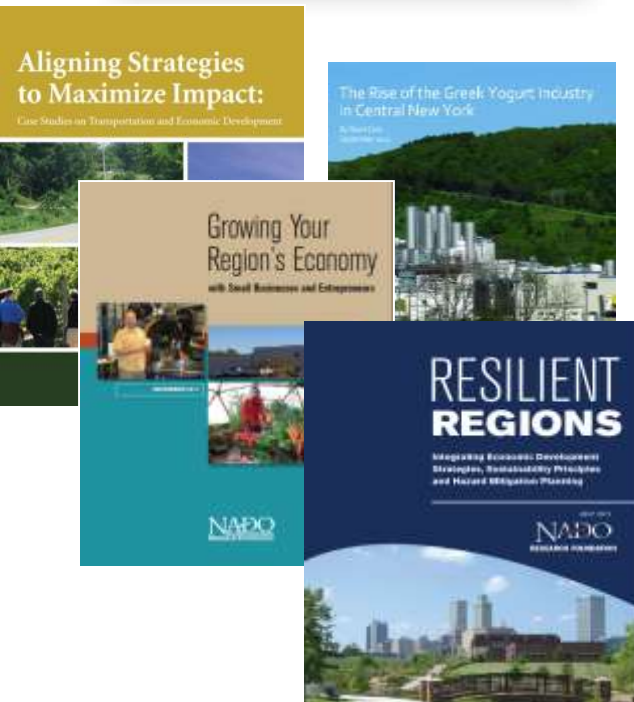
NADO Research Foundation

Founded in 1988, the **NADO Research Foundation** is the non-profit research affiliate of NADO.

Shares best practices from small metropolitan areas and rural America through **training, peer exchange, research, and other capacity-building activities.**

Focus Areas:

- Rural Transportation
- Regional Resilience
- Sustainable Communities
- Economic Development
- Organizational Support



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Regional Resilience

These services include training workshops, peer exchanges, technical assistance, webinars, and research on best practices.



Today's Webinar

- **Shawn Lewis**, Assistant City Manager, City of Longmont, Longmont, Colorado
- **Jay Minkarah**, President & CEO, DevelopSpringfield, Springfield, Massachusetts
- **Doug Elliott**, Executive Director, East Central Iowa Council of Governments, Cedar Rapids, Iowa

Webinar Logistics

Please type any questions you have for the speakers in the question box on the side panel throughout the presentation

The webinar is being recorded and will be posted along with the PowerPoint slides on the NADO website at www.nado.org

This webinar has been approved for 1.25 AICP CM credits

Please contact Megan McConville at mmcconville@nado.org if you have any questions after the presentation



Using Community & Economic Development Strategies to Build Disaster Resilient Economies

Ensuring Business Continuity through Disaster Preparation

Longmont: Foothills of the Rockies

Rocky Mountain National Park

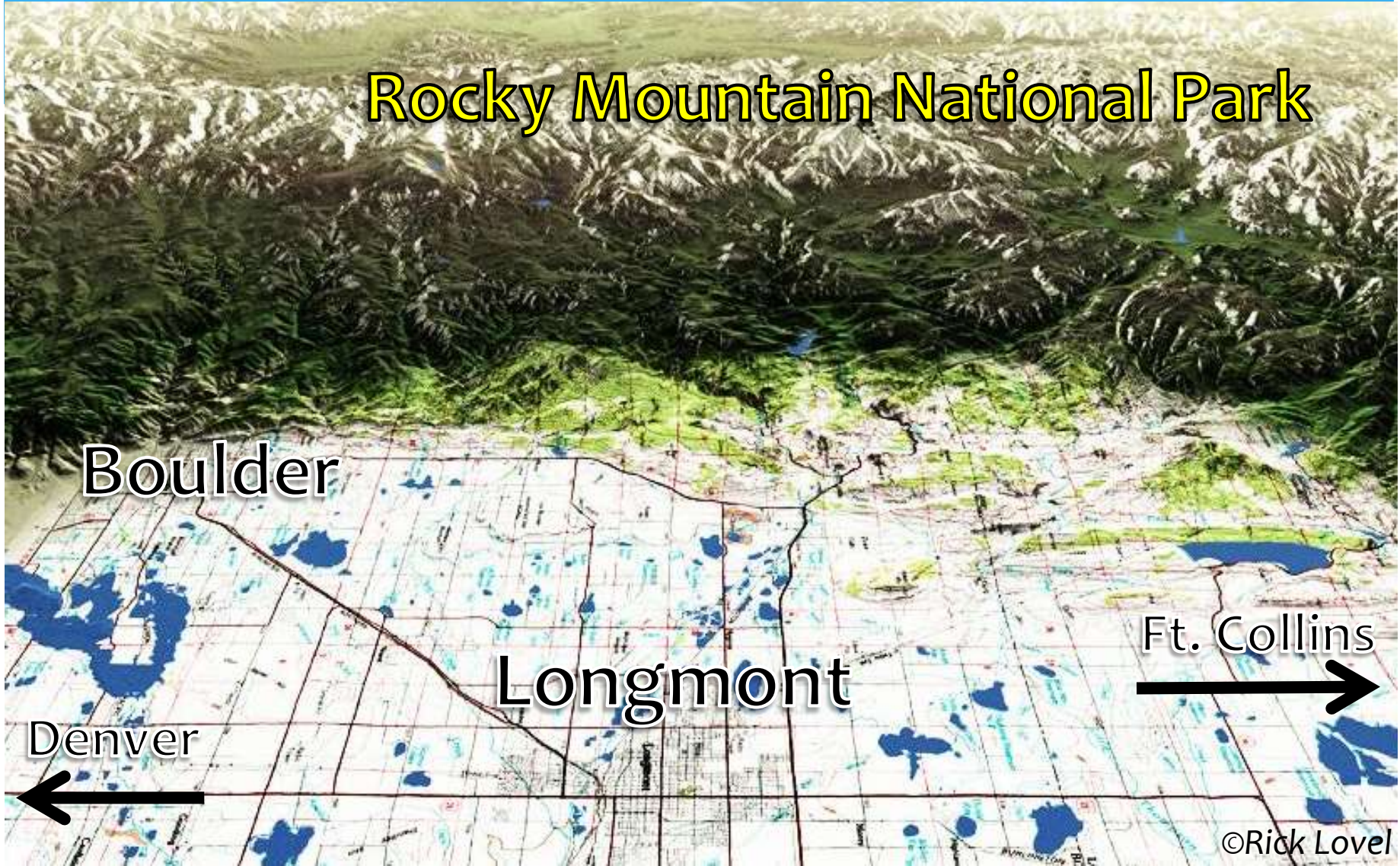
Boulder

Longmont

Ft. Collins

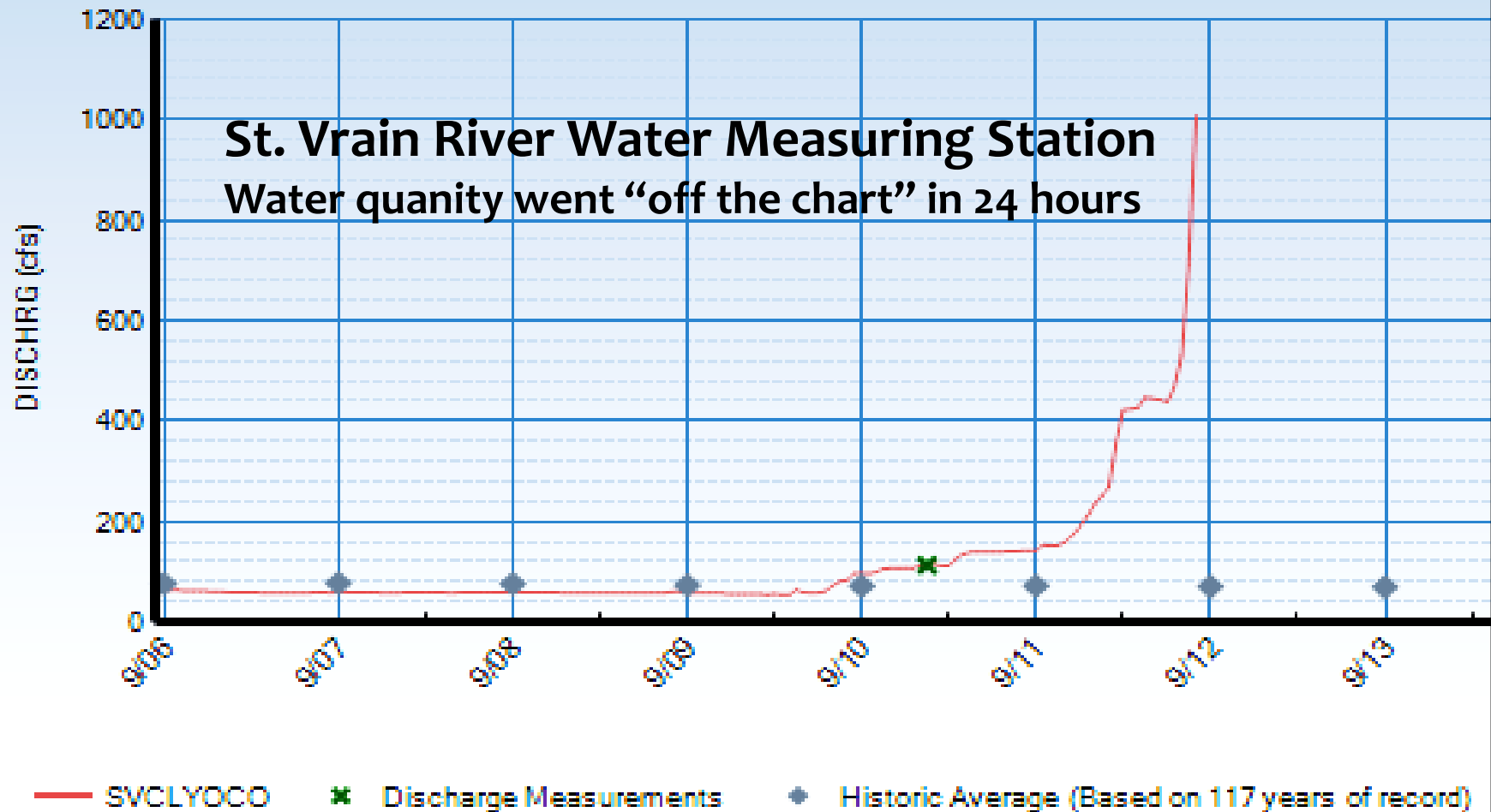
Denver

©Rick Lovel



“Biblical rainfall amounts...”

–Nat’l. Weather Service



Rain falls throughout the day, 9/11/13

Thursday, 9/12

12:45 am--LPD Dispatch receives report of building collapse in Jamestown

2:30 am--Emergency Oper. Center active

3:00 am--First of several emergency evacuation notices sent to residents

3:49 am--City Mgr. Emergency Declaration

By day's end, average of 9 inches falls in Boulder County

Major Flooding Events



St. Vrain River jumps banks upstream of Longmont



Neighborhoods first to be impacted



Commercial areas



Industrial areas



Main Street businesses and low-income housing



Public Infrastructure Damage

Roads & Bridges & Electrical System



Transportation routes



Parks & Greenways



Mountain Water Supplies & Infrastructure



Public Facilities



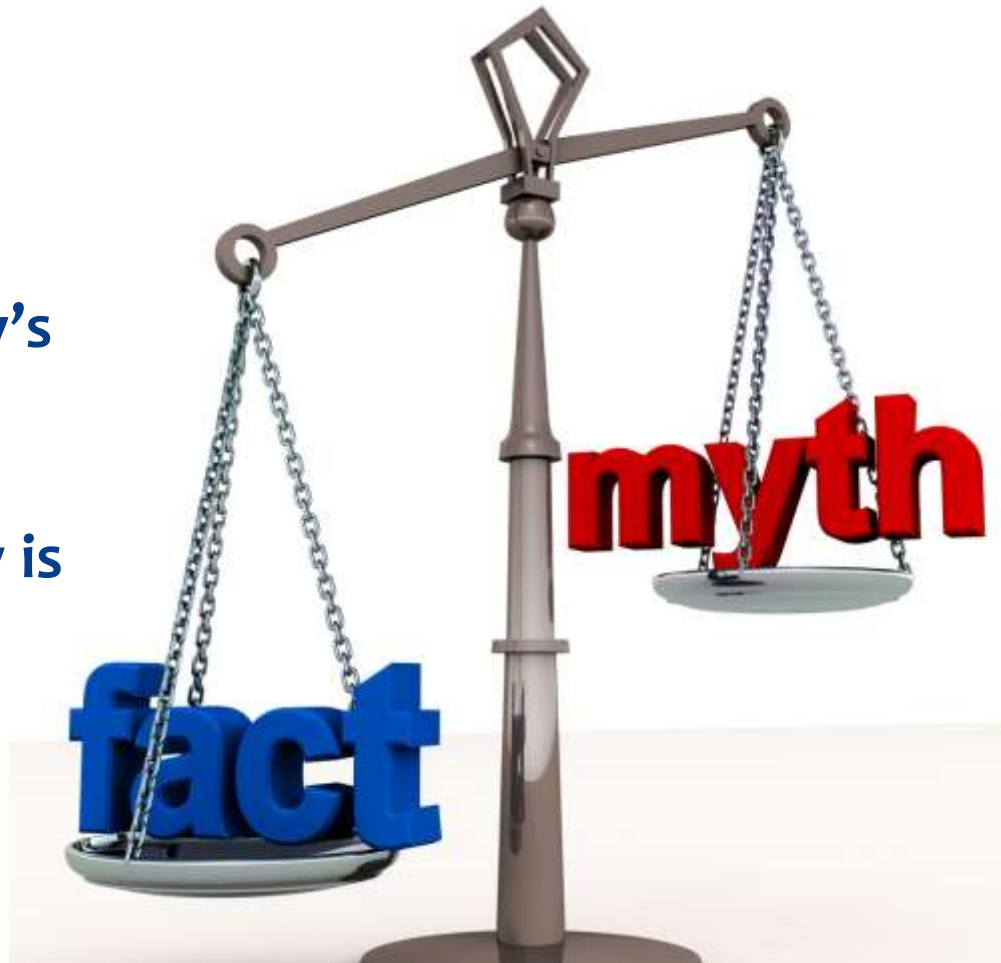
Public Infrastructure & Facilities

Cost Estimates

Storm Drainage	\$98,250,000
Water System	\$21,518,000
Parks & Trails	\$19,770,000
Streets	\$6,872,000
Sewer	\$4,362,000
Electric	\$841,000
Fleet	\$400,000
Fire Training Center	\$250,000
Golf	\$232,000
<u>Recreation</u>	<u>\$29,000</u>
TOTAL	\$152,524,000

FACT

A community's ability to recover economically is largely the result of work done prior to the disaster.



MYTH

Emergency management & recovery efforts are the most important factor in economic resilience.

Dealing with Disaster Before it Strikes



Topics

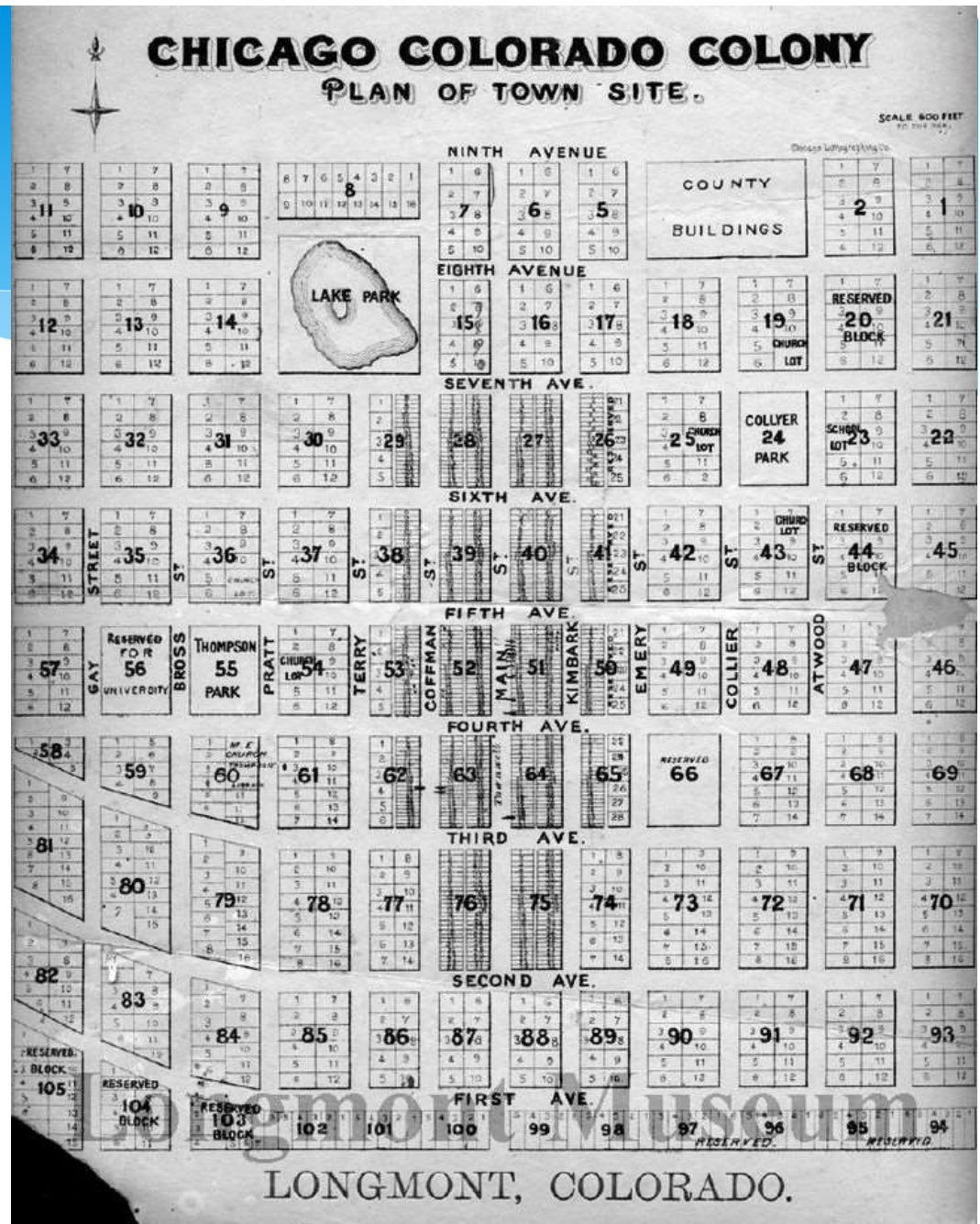
Urban Planning
Floodplain Management
Capital Improvement Planning
Economic Development Programs

A Foundation for Prevention & Economic Resiliency



Urban Planning

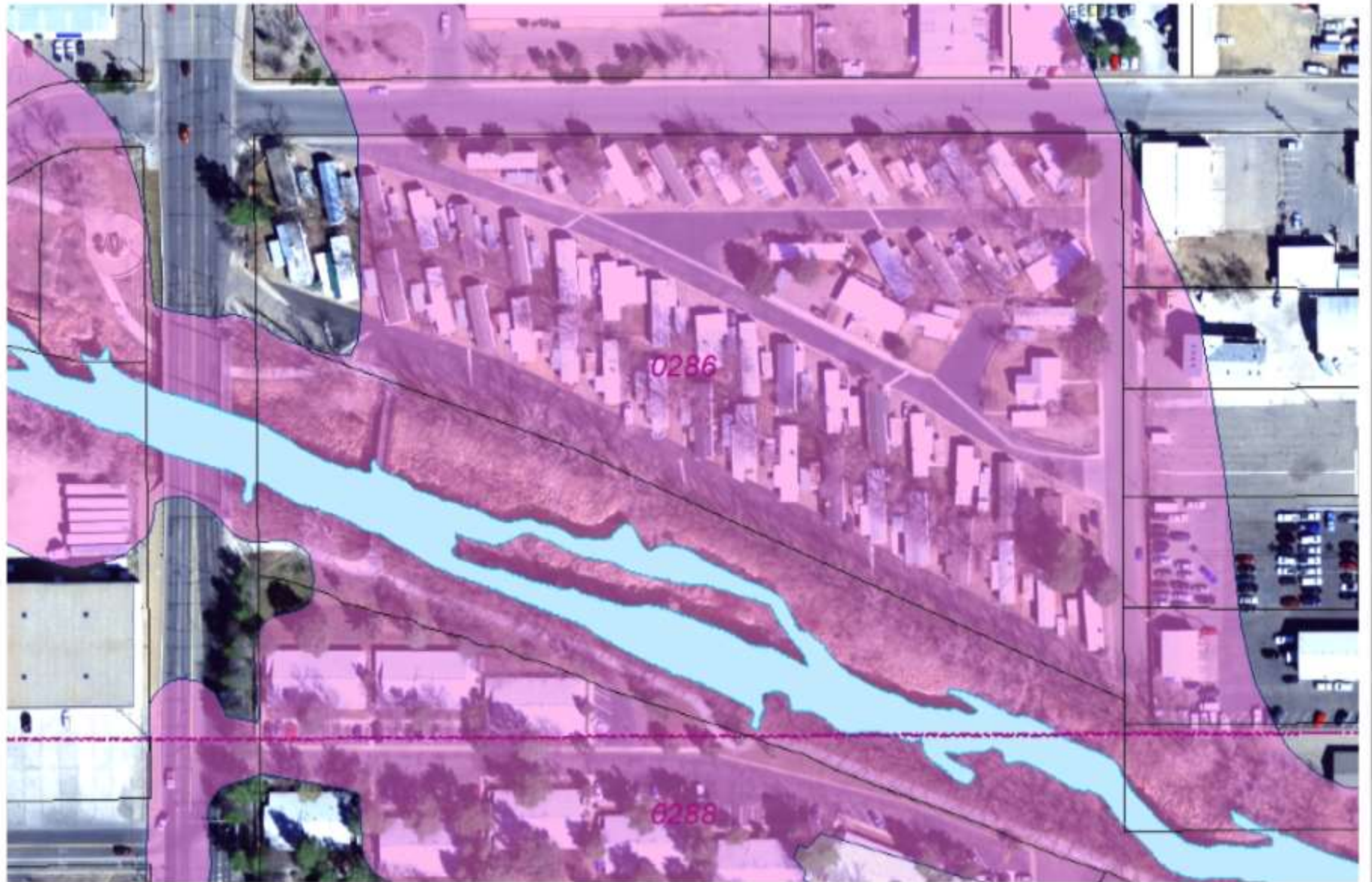
- Land use and site development standards
- Hazard mitigation in Comprehensive Planning
- Floodplain administration
- Stormwater management
- Community participation/sense of belonging



Planning Case Study: Royal Mobile Home Park

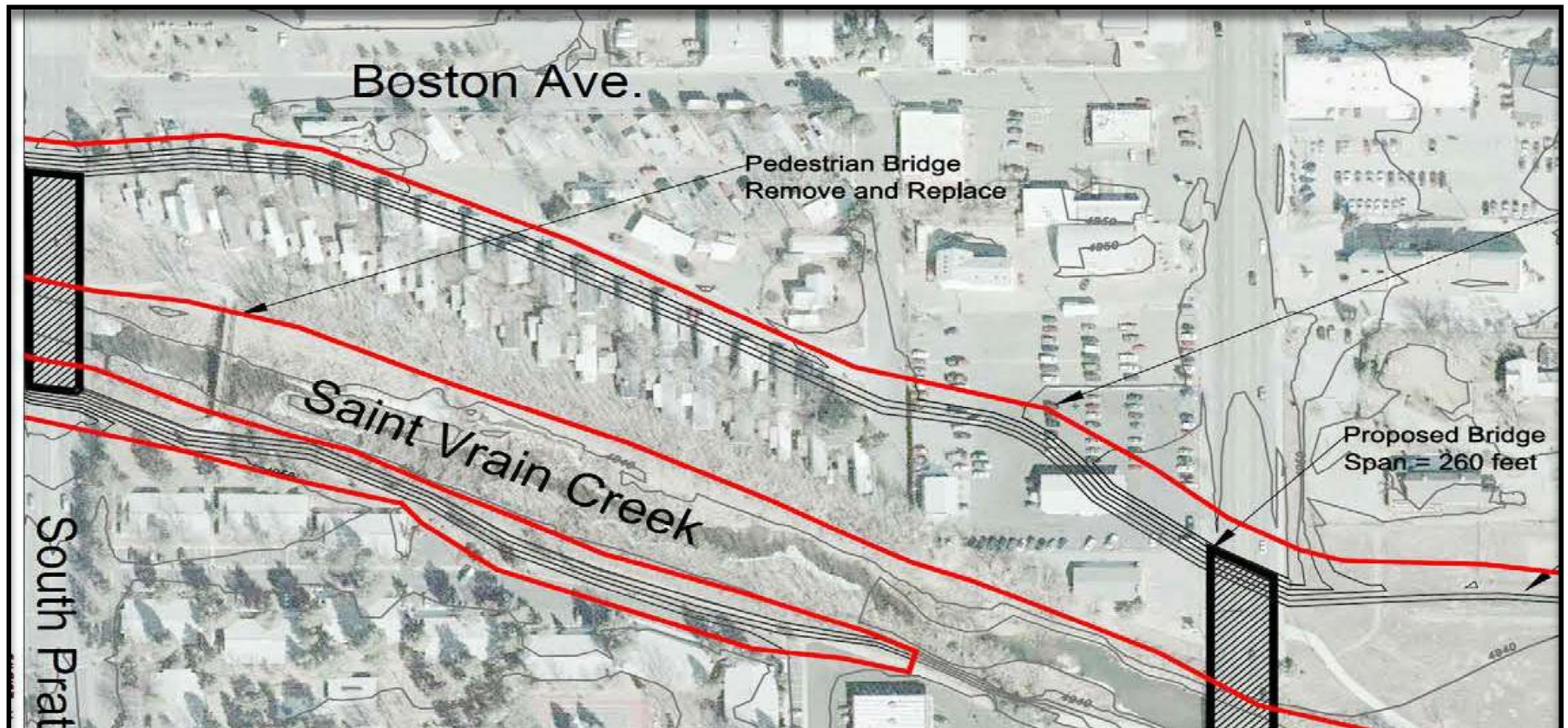


2012 Floodplain Map



January 2013 Anderson Floodplain Study

- Widen bridges from 140 feet to 280 feet
- \$25 million to construct the phase 1 improvements.
- Acquire Royal Mobile Home Park



September 13, 2013 Flooding



The Cost of Poor Planning

- * \$2.6 million to acquire within months after flood, used local funds
- * \$1 million to relocate residents
- * \$200,000 to dispose of homes and clear the park
- * \$2 million to rechannelize and rebuild greenway

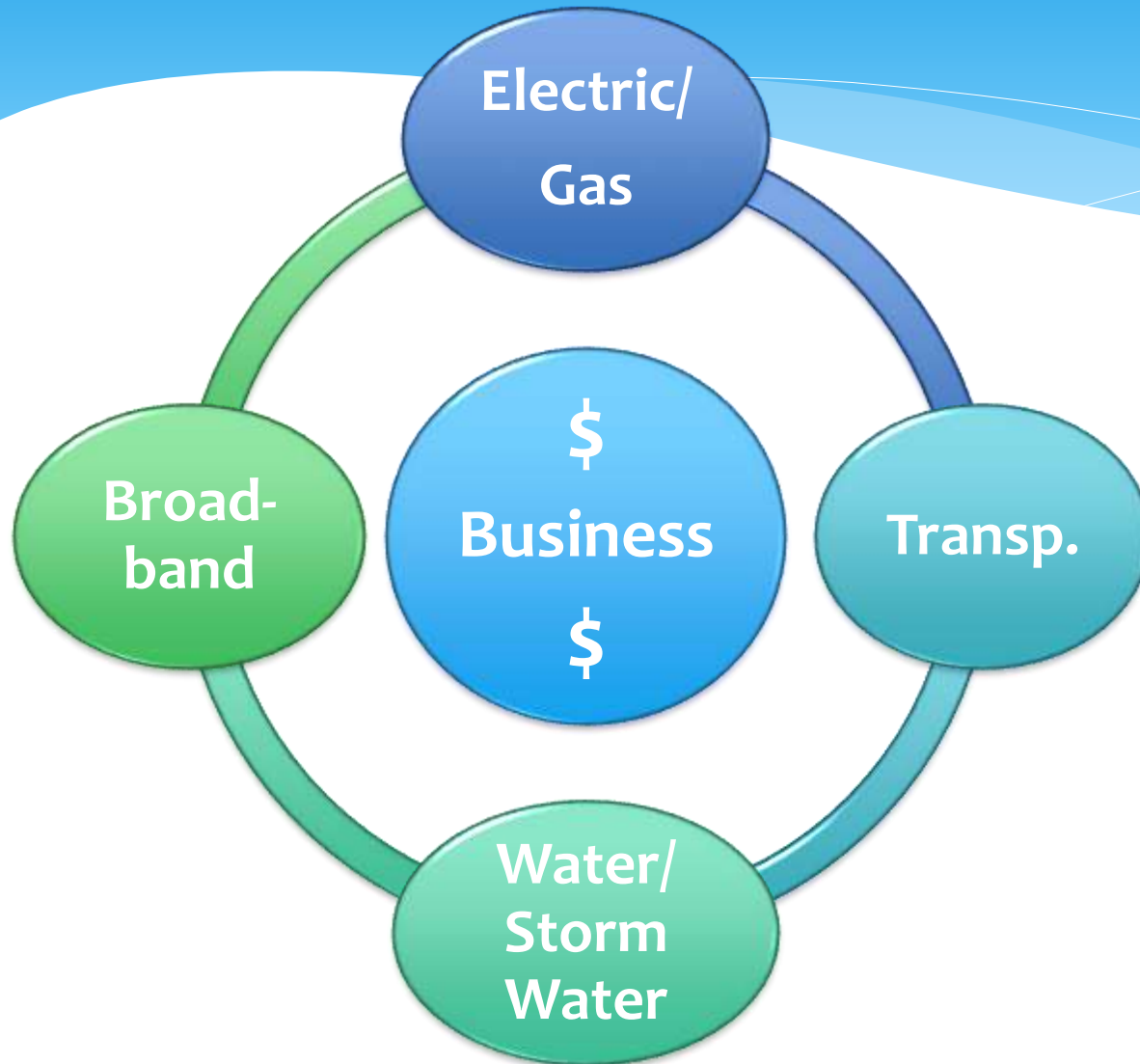


Plan, Adopt and Adhere to Codes

- * Zoning & land use
- * Building codes
- * Neighborhood networks
- * Floodplain administration
- * Hazard mitigation plans
- * Stormwater management
- * Robust GIS mapping
- * Manufactured home standards
- * Underground power line ordinance
- * Evacuation and alternate transportation plans

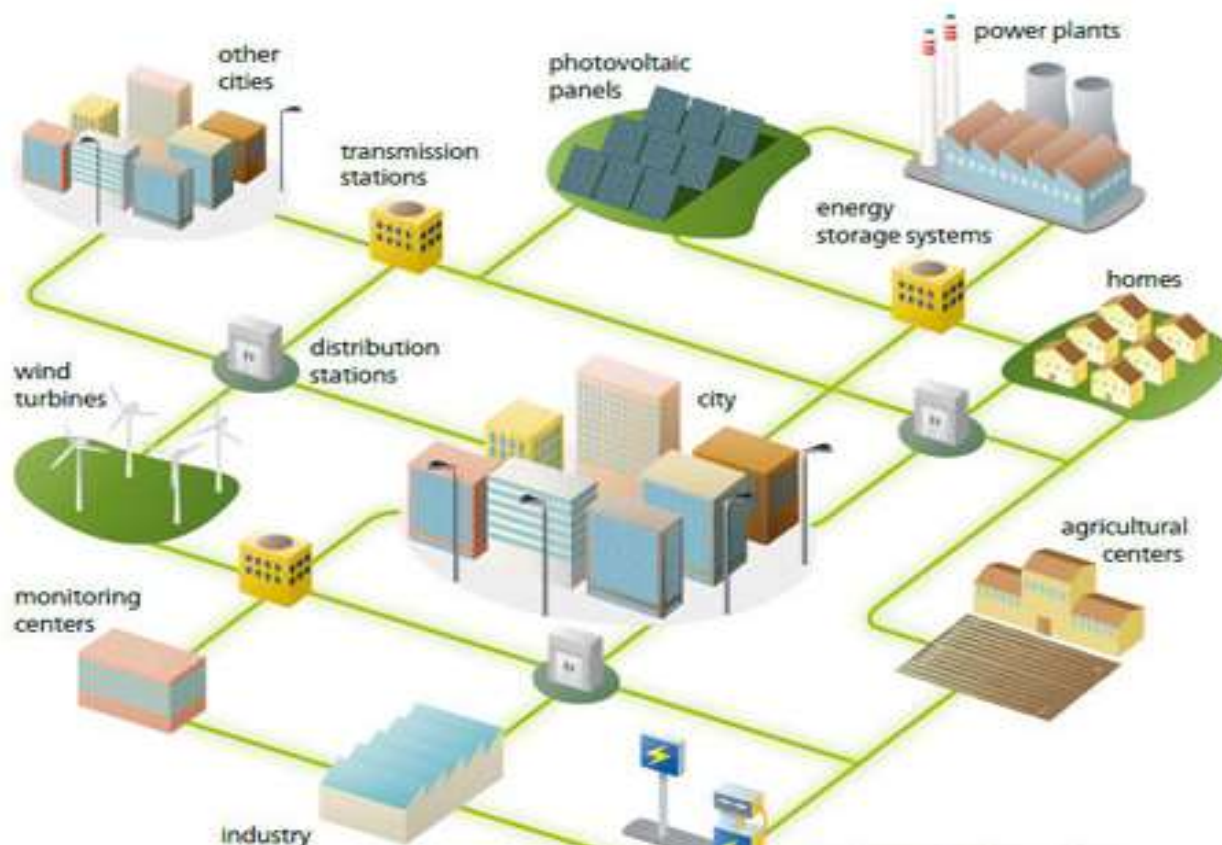


Capital Improvement Planning



***Resilient
Infrastructure
=
Business
Continuity
in Disasters***

Longmont Power & Communications



- Own the system
- Built in redundancy
- SCADA
- Underground power lines
- Underground city-wide fiber broadband

Longmont Public Works

Water & Wastewater

- * Poor placement of wastewater treatment plant
- * Redundancy--four water sources; reduced to one during flood
- * Robust valve replacement, maintenance and GIS data
- * SCADA
- * Ability to bypass damaged areas



Longmont Public Works

Floodplain Management



- * Mapping
- * Studies and analysis
- * System improvements through stormwater fees and FEMA grants
- * Permitting and design standards
- * Floodway maintenance

The Flood

500-year deluge nearly cuts Longmont in two, forces evacuations across the Front Range



Separated from his pickup due to flooding along Price Road at Boston Avenue, Don Potter stands on the washed-out railroad track at around noon Thursday. To see more photos and a video from Thursday, visit www.TimesCall.com.

By TONY KIRKESPIRE
AND SCOTT ROCKWELL
LONGMONT TIMES-CALL

LONGMONT — Longmont's city manager declared a state of emergency Thursday morning as the rapidly rising St. Vrain River and Left Hand Creek effectively cut the city in two.

The rising waters, declared a "500-year flood" by city officials, forced neighborhoods to evacuate and major streets to close, including major north-south routes such as Main Street, Hoover Street, Sunset Street and Airport Road. Police and city crews quipped the south side of Longmont to warn residents and redirect traffic, reporting the conditions they found to the city's emergency command center, which city officials activated at 2:30 a.m. Later in the day, as the waters continued to rise, neighborhoods just east of Airport Road near Twin Peaks Golf Course were evacuated. The block and divided streets drove some to frustration as they tried to find a way across the swollen rivers. At Hoover Street and

Photo by LONGMONT, in A1

BOULDER COUNTY

'We are still in life-safety mode'

President Barack Obama OKs federal disaster aid

By BRITTANY ANAK
FOR THE TIMES-CALL

BOULDER — President Barack Obama signed an emergency order Thursday night, approving federal disaster aid for Boulder County after torrential rainfall prompted 500-year

flooding that has, so far, resulted in two confirmed deaths, at least nine more missing and National Guard rescue efforts.

Continued flooding caused dozens more evacuations throughout the county, power outages and the closure of U.S. Highway 36 on Thursday. Parts of most major roads in Boulder were also closed.

Walls of water coming down canyons triggered mudslides and structure

Photo by COUNTY, in A2

Flooding carves up Lyons

Residents: Town divided into 'islands'

By QUINN TOLSON
LONGMONT TIMES-CALL

Much of the town of Lyons was submerged Thursday after the St. Vrain River spilled over its banks and barreled through neighborhoods.

Lyons is "facing a 500-year flood event," the town said on its Facebook page Thursday. It said the Colorado Department of Public Health and Environment is used an advisory for residents to boil water for drinking, and it advised residents who are blocked in to "be



The South St. Vrain River roars through Lyons on Thursday.

prepared to be self-contained for up to 72 hours" and to try to help neighbors in need. The Colorado National Guard Civil Support Team entered Lyons on Thursday afternoon with three 254-ton LMTV trucks carrying supplies and crews, according to Maj. Gordon Hunter.

Photo by LYONS, in A3

Inside

35 homes evacuated in Frederick, Fredstone **A3**
Officials: Flood is 500-year event **A3**

St. Vrain closed today: many challenges ahead for district **A3**
Longmont water system, wastewater plant shut down **A6**

Where to go for help **A7**

To our readers:

Due to the extreme weather, some deliveries might be delayed or simply impossible.

We apologize for the inconvenience and appreciate your understanding.

So that you do not miss today's edition, we have made our online replica edition available for free at tinyurl.com/tcedition.

— John Eubank, managing editor

Transportation

- * Roads
- * Rail
- * Bridges
- * Transit



Other Planning & Preparation

- * Recruit/train staff for experience in emergency operations
- * Develop, maintain and rehearse emergency plan
- * Develop an integrated organizational culture that can adapt to changing priorities
- * Maintain healthy fund balances and reserves
- * Have intergovernmental agreements in place and develop personal relationships w/ local & regional leaders
 - * Schools
 - * Non-profits
 - * Neighboring communities
 - * County
 - * Transit providers

Economic Development Program Assistance

Pre-disaster

- * Build relationships
- * Develop plan for assistance
- * Train businesses in resiliency and continuity
- * Be knowledgeable of external resources



Economic Development Program Assistance

Post-disaster

- * Direct Assistance:
 - * Converted Business Assistance Grants to Disaster Recovery Grants
 - * Waived permit fees for all flood related reconstruction
- * Outreach:
 - * City Eco. Dev. staff--door to door outreach to affected areas
 - * Business outreach partners—
 - * Chamber—calls to members
 - * Longmont Area Economic Council--calls to primary employers
- * Provide access to financial/other resources: SBDC, FEMA, etc.

Shawn Lewis

Assistant City Manager

City of Longmont, CO

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(303) 651-8760

www.ci.longmont.co.us/flood-info

USING COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGIES
TO BUILD DISASTER RESILIENT ECONOMIES

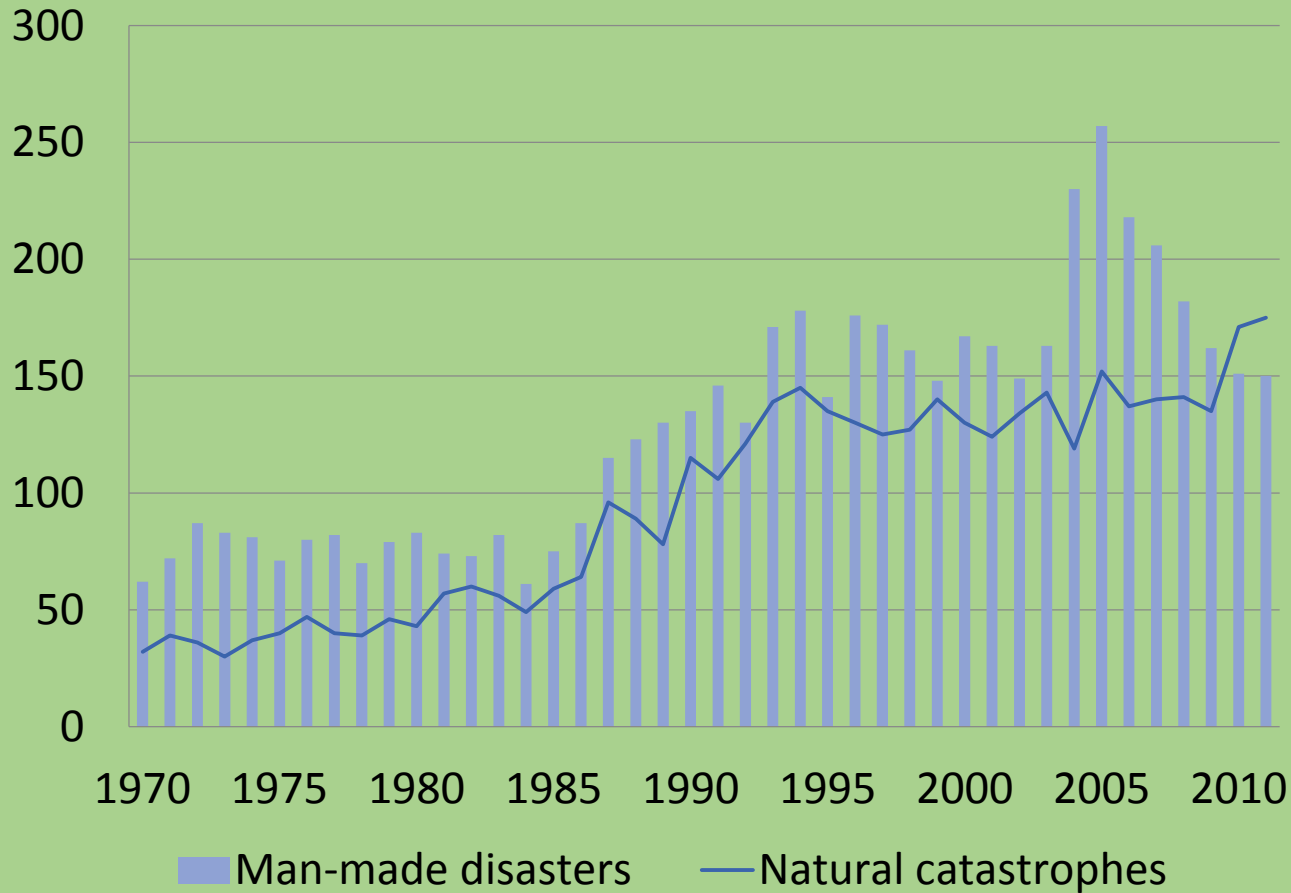
Disaster Recovery in Distressed Communities

Jay Minkarah, President & CEO
DevelopSpringfield
jminkarah@developspringfield.com

NADO Webinar
Tuesday, April 8, 2014

Disaster Trends

Global Occurrences 1970 to 2010



22NEWS REMEMBERS

JUNE 1ST TORNADO PATH



**June 1, 2011
Springfield, MA**



















Search & Rescue



Search & Rescue



Protection of Life & Property

Damage Assessment





Cleanup

In economically distressed communities, disasters exacerbate and accelerate the process of decline...





...resulting in more vacant lots and buildings

Decreased economic activity

Increased disinvestment

Loss of community

Decreased public safety



More vacant lots



Illegal Dumping



Vacant Buildings
Survived the tornado – lost to fire



**Tornado damaged Low-income housing co-op
now in foreclosure**

So what do we do now?





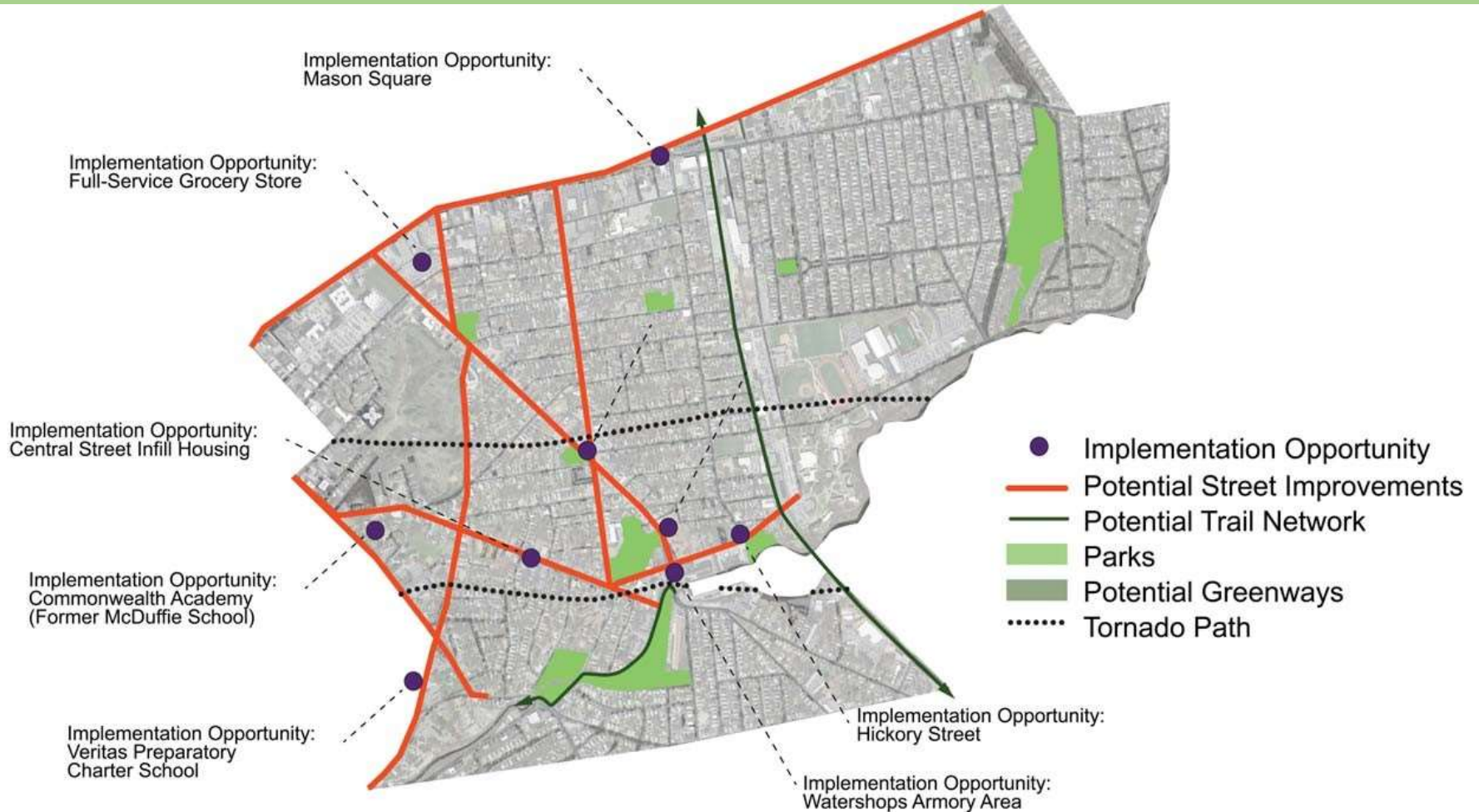
An initiative of DevelopSpringfield and the Springfield Redevelopment Authority

concordia

GOODY CLANCY
ARCHITECTURE
PLANNING
PRESERVATION

PPS
PROJECT for
PUBLIC SPACES

BNHM



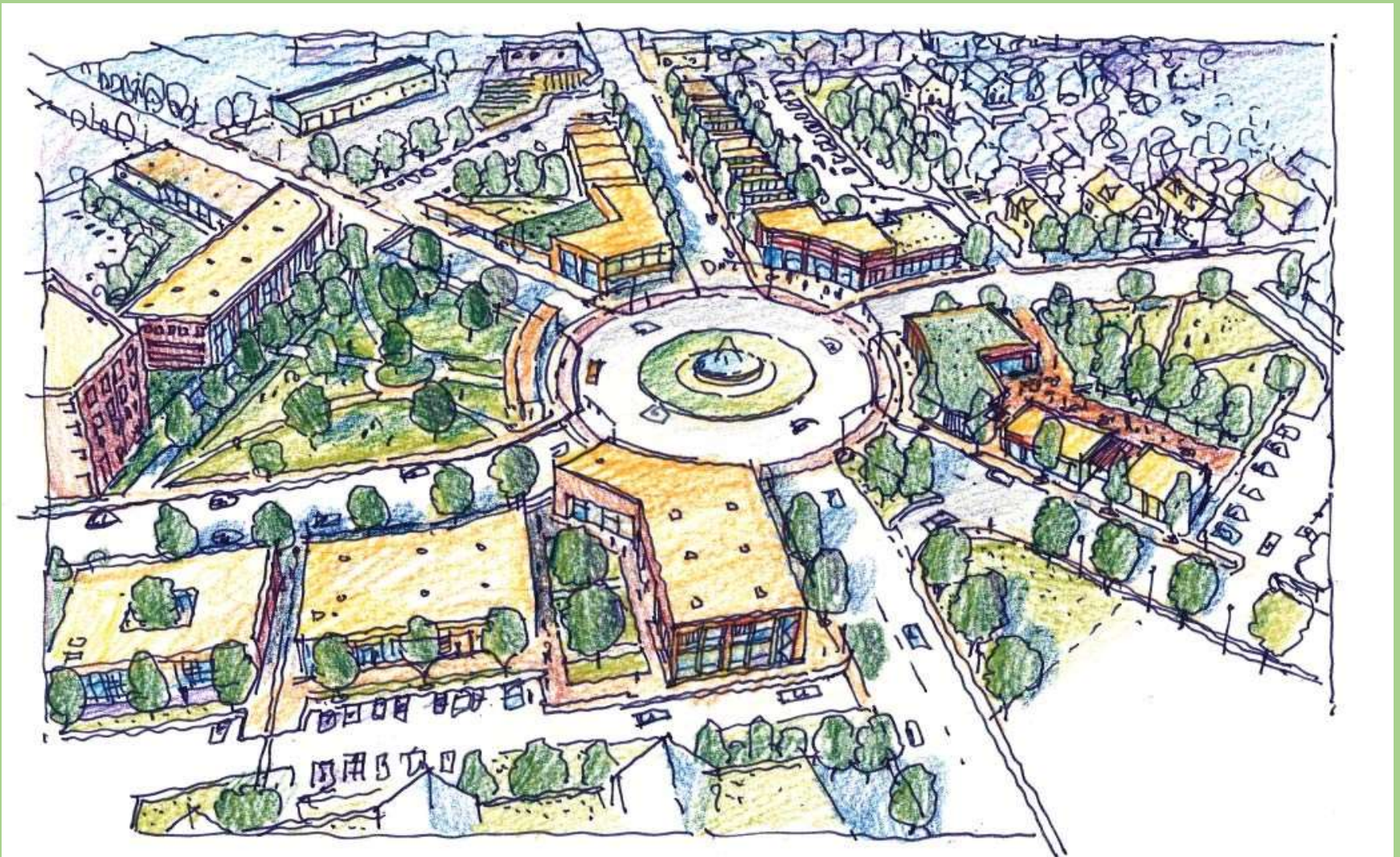
Identify new opportunities



Coordinate Volunteers



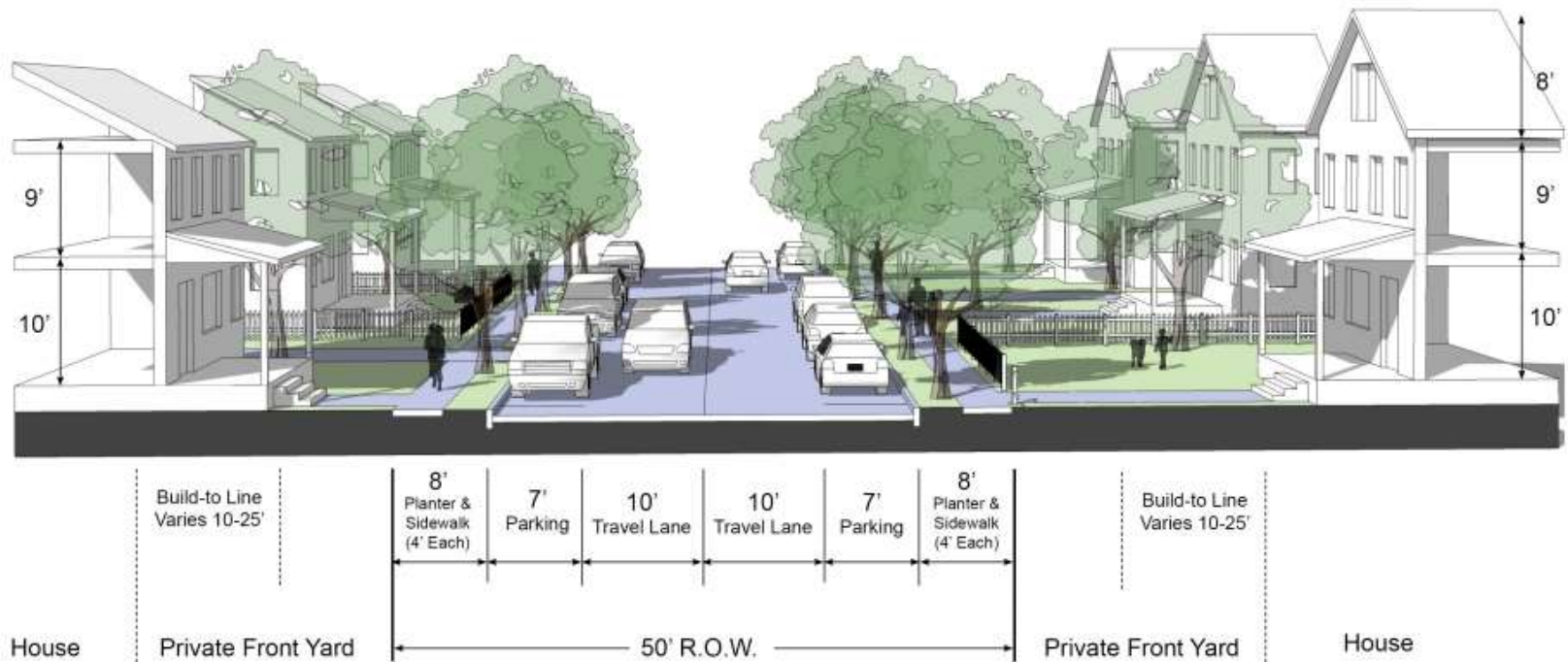
Reimagine Neighborhood Centers



Reimagine Intersections



Envision new streetscapes...



STREET TYPE 2 Residential Streets

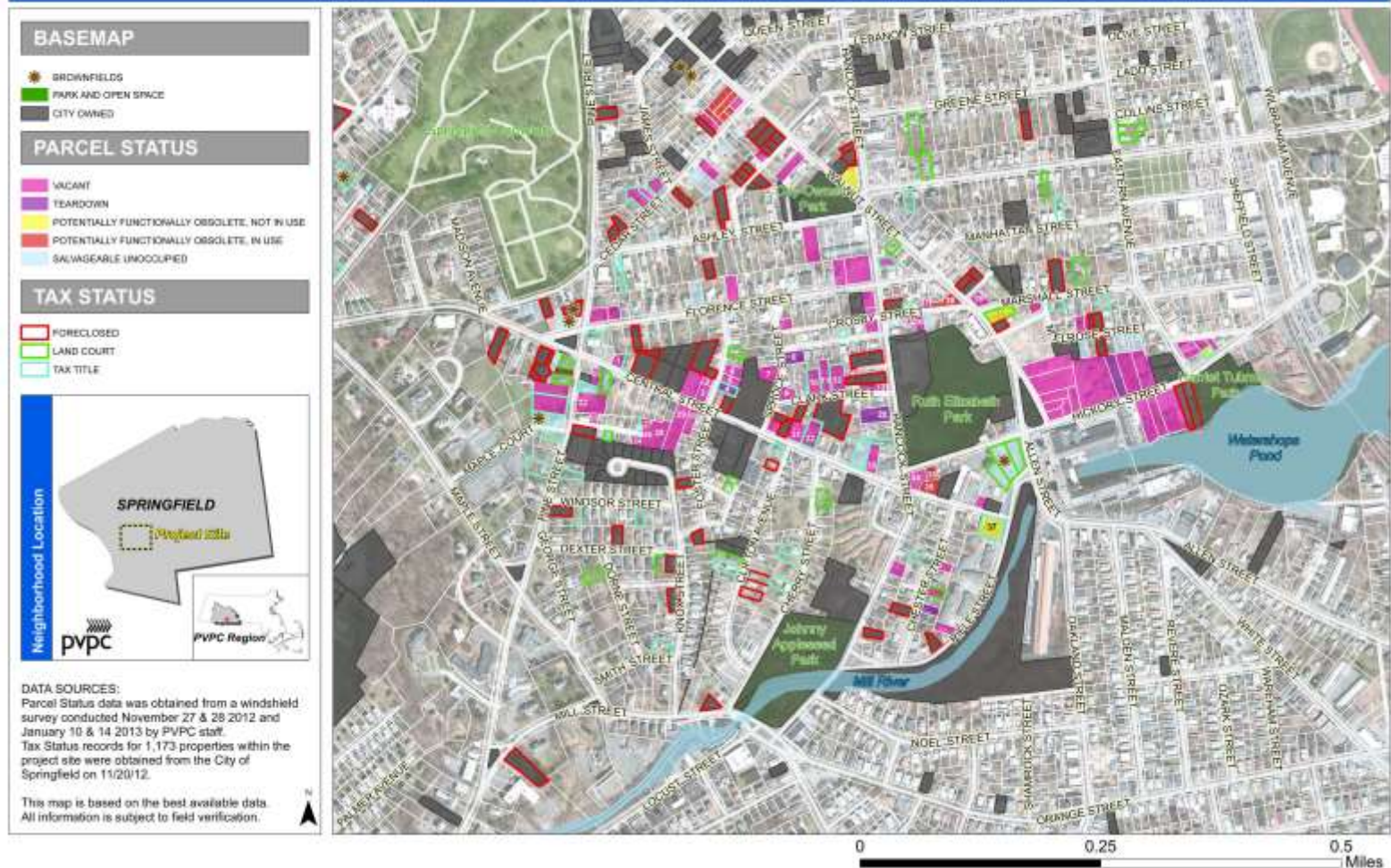
West Springfield Neighborhood Tornado Recovery Plan Proposed Zoning
Prepared by Dodson&Flinker, Landscape Architecture and Planning - May 10th, 2012

...and new street standards

Neighborhood Stabilization Strategy

- * Demolition of unsalvageable buildings
- * Strategic rehabilitation of salvageable damaged and vacant buildings
- * Business retention strategy
- * Vacant lot clean-up and reuse –
 - expedited abutter lot sale program
 - community gardens
 - pocket parks
 - temporary art installations & murals
 - parking
 - infill development
- * Engage neighborhood residents, business and property owners in the process

Selected Properties of Interest, Watershops District Properties of Interest



Vacant Property Analysis



Selective Demolitions



Partner with Nonprofit Partners & Volunteers
Rebuild Together on Tyler Street



Strategic Acquisitions



Strategic Acquisitions



Leverage Existing Business Assistance Programs
Façade Improvement Grants & RLF Loans





Façade Improvement Grants & RLF Loans



MiLANO IMPORTED FINE FOODS.

MILANO'S IMPORTING
WE ARE REBUILDING SO WE MAY
CONTINUE TO SERVE OUR VALUED
CUSTOMERS.
PLEASE BE PATIENT. THANK YOU.
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COMING SOON!
DEVELOP
springfield





Re-purpose Vacant Lots Community Gardens



Re-purpose Vacant Lots

Pocket Park - Philadelphia



Re-purpose Vacant Lots
Small Infill parking lots for businesses and residents



**Groundbreaking for New Housing
Funded through NSP and CDBG DR Funds**

Celebrate Every Success

- Create Events – groundbreakings, ribbon cuttings, etc.
- Issue press releases and use social media to broadcast events, business re-openings and other milestones.
- Encourage broad community participation



Tree Planting



Groundbreaking for New School

Plan now because you never know what the next disaster will be or when it will strike...





***Gas explosion - Springfield, MA - November 23, 2012
over 60 downtown buildings damaged or destroyed***

USING COMMUNITY AND ECONOMIC DEVELOPMENT STRATEGIES TO BUILD DISASTER RESILIENT ECONOMIES

PLANNING, PARTNERSHIP, PERSEVERANCE

DOUG ELLIOTT, EXECUTIVE DIRECTOR
EAST CENTRAL IOWA COUNCIL OF GOVERNMENTS

NADO Webinar
Tuesday, April 8, 2014

Disasters of 2008



Cedar Rapids

- Flooding 10 square miles of the city
- Displacing 18,000 residents
- Damaging 5,000 housing units
- Damaging 310 public facilities
- Impacting 1,281 businesses and 11,814 jobs



Cedar Rapids downtown flooding.

Credit: Jim Slosiarek, The Gazette



A house in the New Bohemia Historic District, Cedar Rapids, Iowa. Taken one month after the floods in 2008.

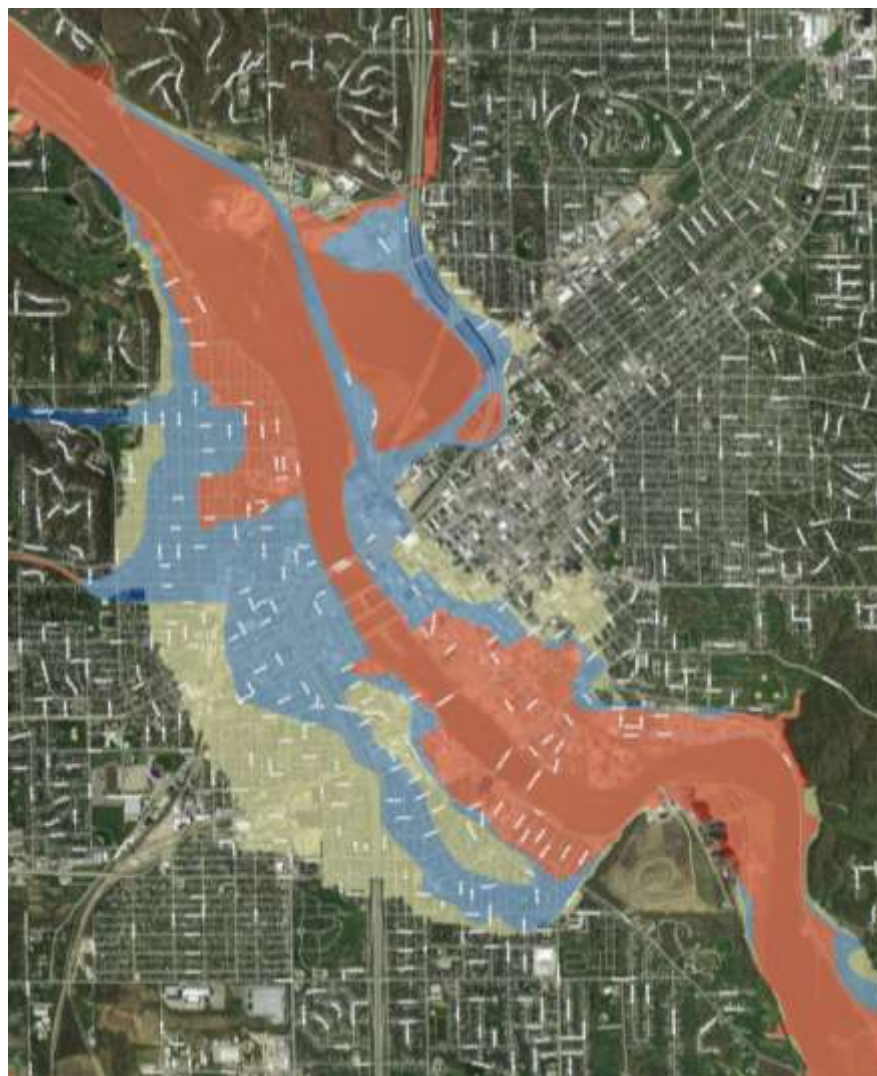
Credit: Jennifer Sandy, National Trust For Historic Preservation



Cedar Rapids Fire Department personnel and Army reservists use a boat to rescue residents from flooded areas of the city.

Credit: Time U.S. Online

Cedar Rapids Inundation Zone Map



Flood 2008 Inundation Area
& 1991 FEMA Flood Zones



Coralville

- Flooding 273 acres
- Damaging 420 housing units
- Damaging 200 businesses
- Shutting down the centers of commerce



Rescue workers patrol the floodwaters along Highway 6 in Coralville, Iowa.

Credit: Matthew Holst, Press-Citizen



Two men row a boat through a flooded area of town known as the strip in Coralville, Iowa.

Credit: Scott Olson, Getty Images



A business owner surveys the floodwaters on Highway 6, in Coralville, Iowa.

Credit: Matthew Holst, Press-Citizen

Regional Impact

Loss of:

- \$2.5 billion in sales over recovery period
- 14,500 work-years of employment/\$590 million in compensation
- \$60 million in proprietor's income
- \$466 in million in rents, dividends, profits
- \$1.2 billion in GDP

Regional Economic Impacts of the 2008 Cedar Rapids Flood, Dennis P. Robinson, Ph.D., 5/17/2010

PARTNERSHIPS

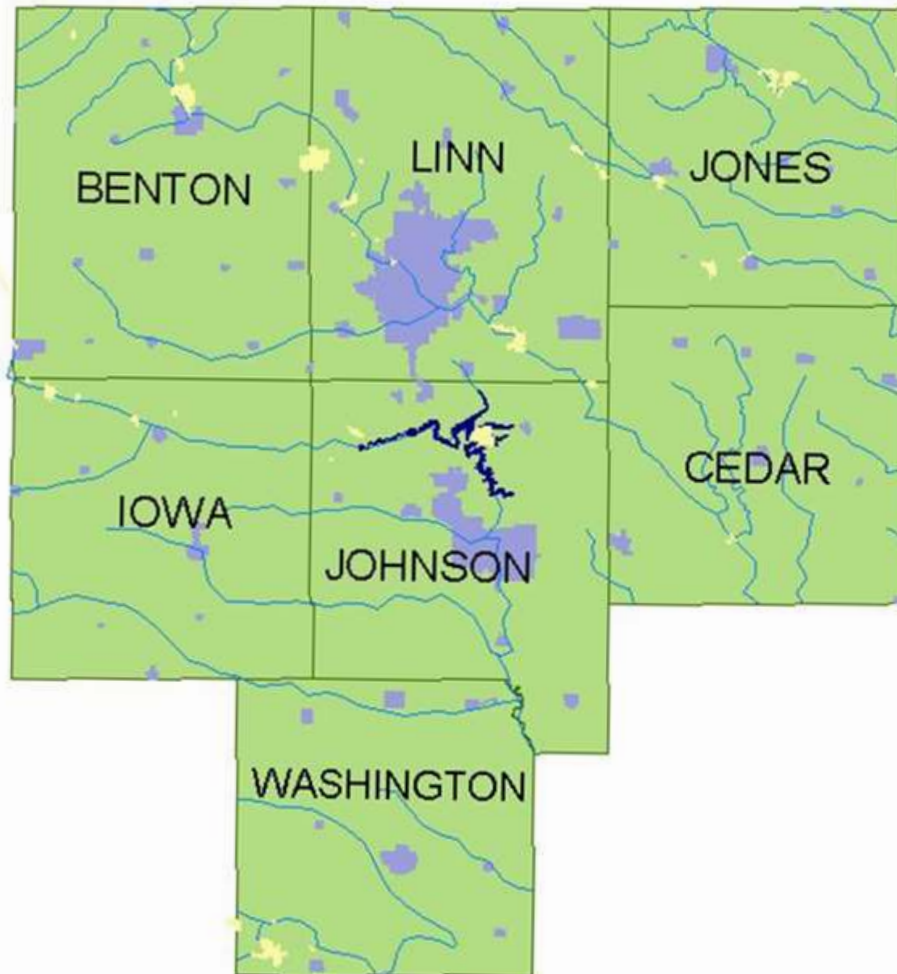
Iowa's Councils of Governments



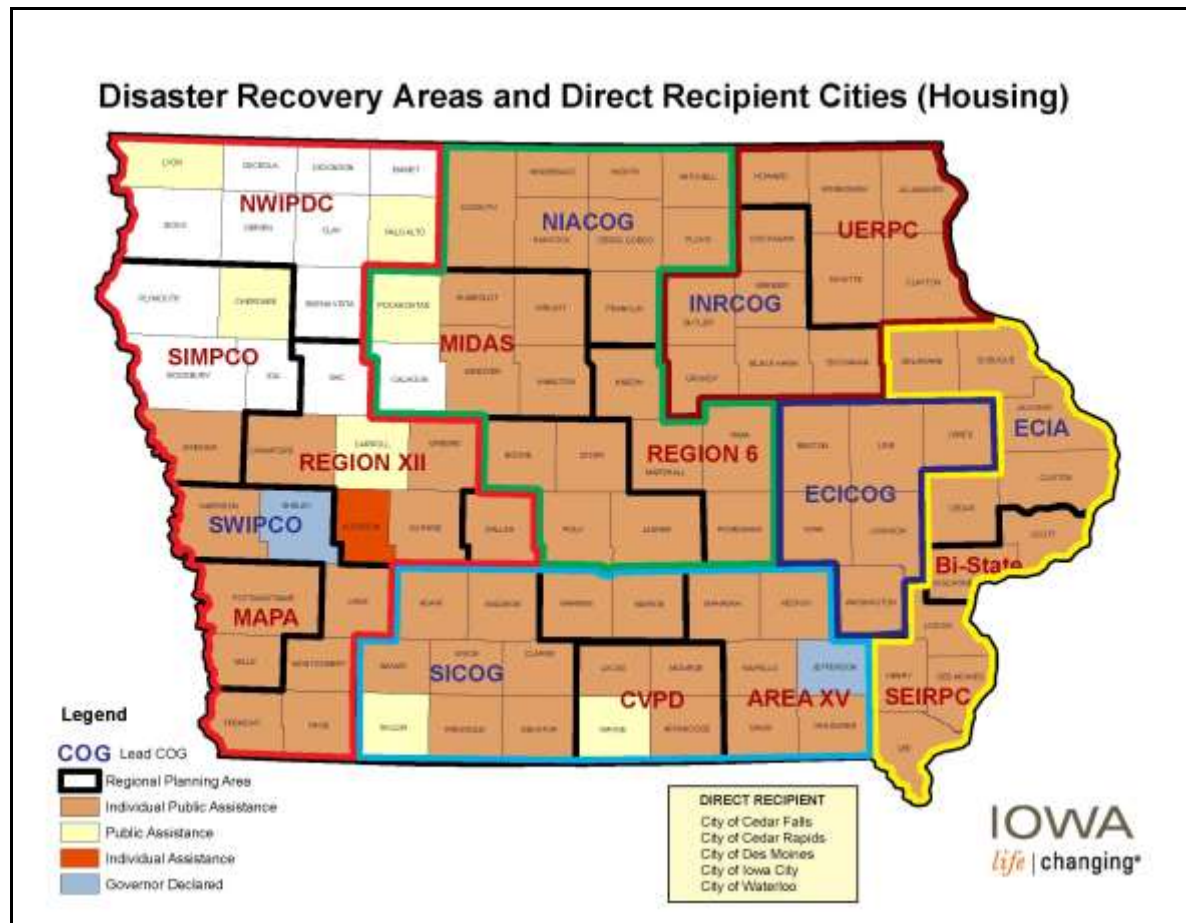
www.iarcog.com



ECICOG Planning Region



Disaster Recovery Assistance



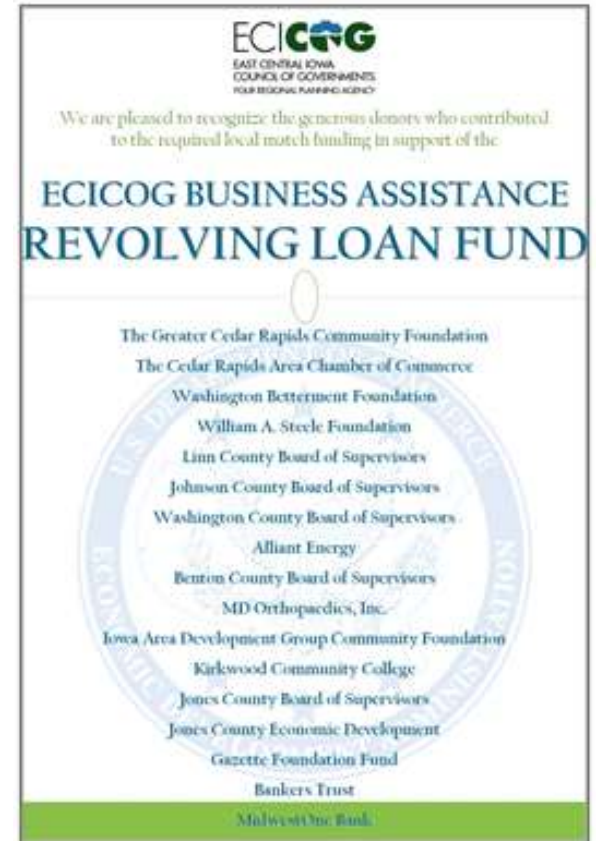
Disaster Recovery Services

Economic Resiliency

- Jumpstart State & Federal
 - Business Assistance - \$12 Million
 - Homeowner Assistance - \$5 Million
 - Rental Rehabilitation - \$350,000
- New Housing Production
 - Single Family - \$8.7 Million
 - Multi Family - \$5.2 Million
- Business Assistance RLF - \$4.7 Million

RLF

- Initial funding - \$1.5M/\$100T
- Recapitalization - \$2.9M/\$195T



RLF

Activity to Date:

- Total number of loans.....30
- Total funds loaned.....\$3,831,495
- Total funds leveraged.....\$29,462,495
- Total jobs retained.....327
- Total jobs to be created.....311
- Total jobs retained/created.....638



PLANNING

Parallel Planning Efforts (Pre Flood)

Public Leadership Group



Corridor Business Alliance



Parallel Planning Efforts (Pre Flood)

Public Leadership Group

Corridor Business Alliance



Comprehensive Regional Development Strategy (CRDS) - Post Flood



Comprehensive Regional Development Strategy (CRDS) - Post Flood

Cooperative Venture of ECICOG/Region 10 RPA and Corridor Business Alliance

- Alliant Energy
- Cedar Rapids Area Chamber of Commerce
- Corridor2020 Networking
- Iowa City Area Development Group
- ECICOG/Region 10 RPA
- Entrepreneurial Development Center
- Iowa City Area Chamber of Commerce
- John Pappajohn Entrepreneurial Center
- Kirkwood Small Business Development Center
- Kirkwood Training and Outreach Services
- MidAmerican Energy Company
- Priority One
- University of Iowa Research Foundation
- University of Iowa Small Business Development Center

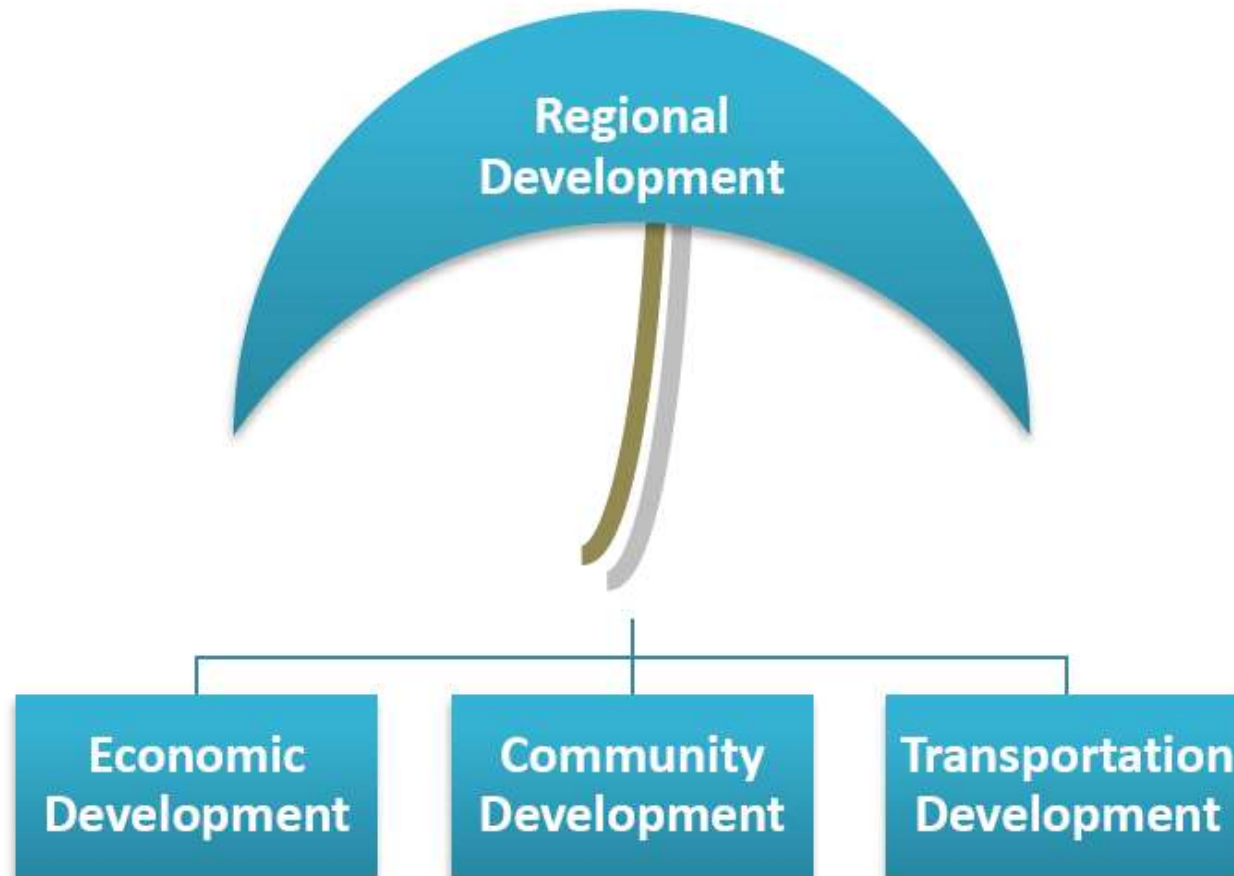
Comprehensive Regional Development Strategy (CRDS) - Post Flood

Six-month Planning Process:

- County Meetings
- Regional Economic Development Summit
- Website Updates
- Coordinated with Other CBA Priorities, including Regional Branding



Comprehensive Regional Development Strategy (CRDS) - Post Flood



Comprehensive Regional Development Strategy (CRDS) - Post Flood



CRDS

Jurisdictional
Smart Plans

Regional
Workforce
Development Plan

Multi-Jurisdictional
Hazard Mitigation
Plans

Local Housing
Trust Fund
Staffing

Watershed
Management
Authority Plan

Multi Disciplinary
Safety Team

Community
Brownfields
Inventories

PERSEVERANCE

Perseverance



Perseverance



Thank You!

Doug Elliott

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Questions?

Please type your questions in the question box on the side panel of your screen.

Speakers:

- Shawn Lewis, Assistant City Manager, City of Longmont, Longmont, Colorado
- Jay Minkarah, President & CEO, DevelopSpringfield, Springfield, Massachusetts
- Doug Elliott, Executive Director, East Central Iowa Council of Governments, Cedar Rapids, Iowa

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With questions or comments, please contact:

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202.624.7843