

# SOUTHEAST REGION PEER EXCHANGE

Growing Stronger Regions and Communities

## WORKSHOP MATERIALS

**April 23 - 24**  
**Greenville, SC**



**NADO**  
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS  
RESEARCH FOUNDATION

## Welcome

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Thank you for joining us in Greenville! This peer exchange is designed to build the capacity of HUD Sustainable Communities Regional Planning and Community Challenge grantees working in rural or small metropolitan regions in the Southeast to develop plans and partnerships to bolster their communities' economic competitiveness by engaging 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](http://www.NADO.org) and [www.SCLearningNetwork.org](http://www.SCLearningNetwork.org). At the conclusion of the peer exchange, please be sure to fill out an evaluation form to assist us in planning future events.

## About the Sustainable Communities Capacity Building Program

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Through a cooperative agreement with the U.S. Department of Housing and Urban Development, the NADO Research Foundation is one of 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 at: <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

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This workshop was coordinated by the NADO Research Foundation 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

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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 communication gap among practitioners, researchers, and policymakers.



400 North Capitol Street, NW, Suite 390  
Washington, DC 20001 | 202.624.7806  
[Info@NADO.org](mailto:Info@NADO.org) | [www.NADO.org](http://www.NADO.org)  
[www.RuralTransportation.org](http://www.RuralTransportation.org)  
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# AGENDA

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## TUESDAY, APRIL 23

|            |   |                                     |
|------------|---|-------------------------------------|
| 8:30 a.m.  | <b>Registration and Networking</b><br><i>Coffee and continental breakfast</i>   | <i>Think Tank (Mezzanine Level)</i> |
| 9:00 a.m.  | <b>Welcome and Introductions</b>  | <i>Think Tank (Mezzanine Level)</i> |
| 9:30 a.m.  | <b>Growing Economic Competitiveness with Place-Based Strategies</b><br><i>Mary Douglas Hirsch, Downtown Development Manager, City of Greenville, SC</i><br>Greenville has been investing in its central business district since the 1970s and today is recognized as a model for downtown redevelopment planning. Through public-private partnerships with developers, community and faith groups, and other organizations, the City has made strategic place-based investments that have allowed the downtown to become a vibrant center home to restaurants, shops, businesses, and residential housing. These investments have benefitted the city as a whole by improving neighborhoods, making streetscape improvements, providing more retail and office space, and creating opportunities for larger economic development. | <i>Think Tank (Mezzanine Level)</i> |
| 10:30 a.m. | <b>5x5: Sharing What's Working</b><br>Attendees will each have five minutes/five slides to describe one key project success in a fast-paced series of short presentations.  | <i>Think Tank (Mezzanine Level)</i> |
| 12:00 p.m. | <b>Lunch Presentation and Discussion: Building Local Leaders and Experts for Long-term Community Change</b><br><i>Linda Giltz, Senior Planner, Land-of-Sky Regional Council</i><br>Hear about the North Carolina Small Towns Economic Prosperity (NC STEP) Program, a state effort to help small towns reinvigorate their economies through a combination of coaching, training, technical assistance, and grants. Participate in small group discussions about coaching and training local partners to maintain momentum and implement projects over the long-term.  | <i>Think Tank (Mezzanine Level)</i> |
| 1:30 p.m.  | <b>Grantee Spotlight: Presentation and Tour of Greenville</b><br>The City of Greenville is combining a HUD Community Challenge/DOT TIGER grant with other resources to revitalize neighborhoods, create stronger transportation linkages, and strengthen access to jobs and housing. We will tour the community and learn about how Greenville is implementing a series of exciting projects to support community development through place-based strategies.   | <i>Mobile Tour</i>                  |
| 4:30 p.m.  | <b>Highlights of Day 1 and Goals for Day 2</b>  | <i>Think Tank (Mezzanine Level)</i> |
| Evening    | <b>Group Dinners</b>  |                                     |

## WEDNESDAY, APRIL 24

|            |   |                              |
|------------|---|------------------------------|
| 8:00 a.m.  | <b>Breakfast and Networking (joint session with Economic Development Finance Service Conference)</b><br><i>Coffee and continental breakfast</i>   | Regency F & G (Ground Level) |
| 8:30 a.m.  | <b>Prospering as an Entrepreneurial Community (joint session with Economic Development Finance Service Conference)</b><br><i>Don Macke, Director of Center for Rural Entrepreneurship</i><br>Learn about an approach to economic development designed to help communities and regions grow more effective, efficient, and impactful systems of support for entrepreneurs as a way to strengthen local economies. Through hands-on exercises, participants will learn to identify and map out the components of their community's current entrepreneurial development system, and will strategize techniques for layering entrepreneurial support systems into community and economic development strategies.  | Regency F & G (Ground Level) |
| 10:30 a.m. | <b>Break</b>  |                              |
| 10:45 a.m. | <b>Collaborating with New Partners to Implement Community and Economic Development Plans</b><br>Hear about innovative partnerships with state agencies, philanthropic organizations, nonprofits, and private-sector partners. Participate in small group discussions about opportunities to engage new partners to implement plans and projects.  | Think Tank (Mezzanine Level) |
| 11:45 a.m. | <b>Lunch and Wrap-Up Discussion with Peers</b><br>Grantee-led discussion of takeaways and next steps.   | Think Tank (Mezzanine Level) |
| 1:00 p.m.  | <b>Joint Session with National Rural Transportation Conference: Putting Federal Resources to Work to Create Vibrant Regions</b><br><i>Peer exchange participants are invited to attend the opening plenary of the National Rural Transportation Conference. Hear how federal agencies are working together to deliver programs and resources to assist communities in rural and small metro regions, and learn about a local case study in overcoming obstacles and focusing on implementation.</i><br><br><i>Speakers will include:</i> <ul style="list-style-type: none"> <li>• John Frece, EPA Office of Sustainable Communities</li> <li>• Patrick Tyndall, FHWA South Carolina Division</li> <li>• Wayne Leftwich, City of Greenville, SC</li> </ul> | Regency C (Ground Level)     |
| 2:30 p.m.  | <b>Joint Session with National Rural Transportation Conference: Public Participation and Engagement</b><br><i>Peer exchange participants are invited to attend this session of the National Rural Transportation Conference. Learn about techniques to engage stakeholders and build consensus to guide future regional plans.</i><br><br><i>Speakers will include:</i> <ul style="list-style-type: none"> <li>• Kim Thurlow, New River Valley Planning District Commission (VA)</li> <li>• Peter Keating, Chittenden County Regional Planning Commission (VT)</li> <li>• Moderator: Brian Carver, Bear River Association of Governments (UT)</li> </ul>  | Regency D (Ground Level)     |

# LOCATION INFORMATION

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## Meeting:

### **Hyatt Regency Greenville**

Tuesday: Think Tank (Mezzanine Level)

Wednesday: Check agenda for times and locations

220 N. Main St., Greenville, SC 29601

1.800.891.3797

## Accommodations:

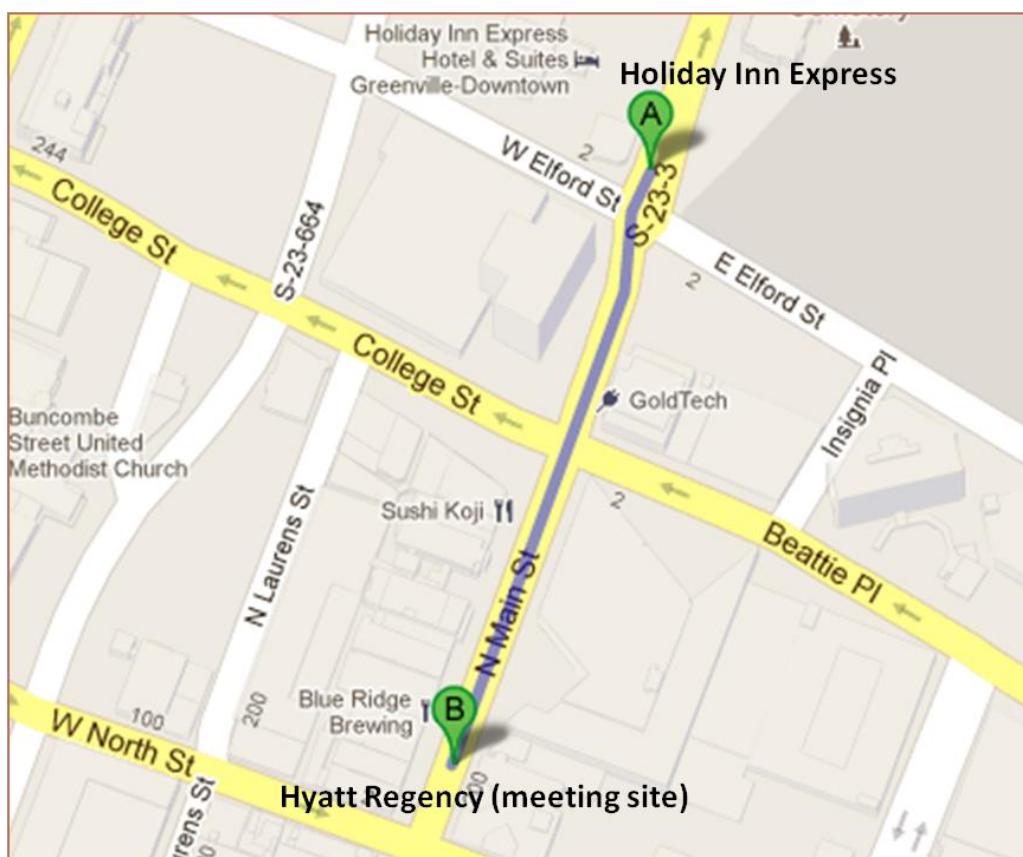
### **Holiday Inn Express Hotel & Suites**

407 N. Main St., Greenville, SC 29601

864.678.8000

## Attire:

Business casual



# PARTICIPANT PROFILES

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## CLEAR PLAN 2030: COMMUNITY LIVABILITY FOR THE EAST ALABAMA REGION

**LOCATION:** Calhoun, Chambers, Cherokee, Clay, Cleburne, Coosa, Etowah, Randolph, Talladega, and Tallapoosa Counties in Alabama

**LEAD GRANTEE ORGANIZATION:** East Alabama Regional Planning and Development Commission

**PROJECT PARTNERS:** Consortium only – Community Foundation of Northeast Alabama; Coosa Valley Resource Conservation and Development Council; Jacksonville State University; United Way of East Central Alabama; Sylacauga Alliance for Family Enhancement; Gadsden/Etowah County Metropolitan Planning Organization; Calhoun Area Metropolitan Planning Organization; Community Action Agency of Talladega, Clay, Randolph, Calhoun, and Cleburne Counties; East Alabama Mayors Association; Alabama Power; Alabama Network of Family Resource Centers

**COUNTIES/MUNICIPALITIES SERVED:** 10 counties, 59 municipalities

**PROJECT POPULATION AREA:** 470,469

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** The primary goal of this project is to create a broad, locally generated concept of what livability would look like in the East Alabama Region, evaluate what aspects of livability exist in different parts of the region, and inspire local governments, agencies, and residents to implement projects that will increase their community's livability. A desired secondary goal of this project is to initiate and perpetuate a pattern of dialogue amongst a broad array of entities and individuals both locally and regionally for the purpose of information sharing and collaboration. The Consortium hopes to spark this dialogue and a focus on livability by bringing together quantitative and qualitative information about the region's—and local areas'—existing capital, environmental, and human resources, highlighting opportunities for improving livability locally and regionally, describing real and perceived challenges to implementing livability measures, and exploring potential solutions for overcoming those challenges.

The primary components of this project are: establishing a Consortium to guide the project and Livability Resource Teams (LRTs) to bring specialized, grassroots knowledge of the various livability elements to the CLEAR Plan process; to spread the word about livability and to obtain additional grassroots input from people throughout the socio-economic spectrum through the media, County Conversations, conversations with specific groups, surveys, a website, word-of-mouth, and other mechanisms; collecting and analyzing quantitative data and infusing it with information from the grassroots input mechanisms; identifying potential implementation projects and assisting with bringing them to fruition; and generating a plan for continuation of these efforts beyond the HUD Sustainable Communities Regional Planning Grant cycle.

**SUCCESSES:** One success is in the realm of community engagement. The project is known throughout a region that extends approximately 140 miles north-to-south and 80 miles east-to-west at its broadest points. Our contacts are very diverse in age, race, income level, blue collar/white collar, etc., and we have established new partnerships—although we do need to strengthen our relationship with individual businesses throughout the region. Forming strong partnerships and asking the partners to task themselves with a long-term, ongoing, continually evolving process to meet the needs of the region's residents and local governments will be the first step toward setting in motion long-term actions which will improve livability throughout the region.

Another success—or at least a great benefit—resulted from the information gathering process. The conversations, surveys, etc., revealed that the East Alabama region has more existing assets related to livability than project staff had anticipated. They also provided hard data supporting staff's general belief that needs in the various localities are very similar. The discovery of more localized examples of livability has enhanced staff's ability to show residents how this

project relates to their daily lives. Identifying common needs, and providing supporting data, helps empower the general populace. It also highlights potential areas for multi-jurisdictional cooperation.

**REGIONAL CHALLENGES:** One of the most significant challenges facing our region is an outmigration of younger workers. While some young adults do choose to study at Jacksonville State University or one of the local community colleges, trade schools or private colleges, many choose to attend a larger university outside the region. Once they graduate, they are unable to find employment in their area of study within the region and/or desire to live in a large metropolitan area.

Another challenge is the ongoing “water war” between the States of Alabama and Georgia. Shallow wells in portions of the region are going dry or becoming contaminated due to karst geology (cracked limestone bedrock) that allows water near the surface to enter the groundwater supply with little natural filtration. An interstate compact regarding withdrawals from shared waterways and inter-basin water transfers on the region’s three major waterways—the Coosa, Tallapoosa, and Chattahoochee Rivers—is needed for water supply security.

The region’s rural nature also is a challenge. Low population density makes it difficult for many areas to obtain the infrastructure and services they need to improve livability. Roads, water and sewer systems, health care facilities, grocery stores, transportation alternatives to the automobile...things that most urban dwellers consider to be necessities are amenities throughout much of East Alabama.

**IMPLEMENTATION CHALLENGES:** The most significant challenge we have had with implementing our grant has been the learning curve. Never before has our agency taken on a project of this magnitude. Project administrators and staff have had to learn how to create and empower a consortium, how to populate and engage Livability Resource Teams, how to engage a large spectrum of the public in the planning process and generate excitement about the project, how to incorporate a consultant into the planning process and establish a system of accountability, and is still struggling with finding data for extremely rural portions of the region.

Another challenge has been adapting the rules governing HUD. HUD has more extensive reporting requirements than other federal agencies with which project administrators have worked. These requirements—in addition to addressing issues arising from the learning curve—have utilized time administrators had expected to be able to spend on helping staff move the project forward. In addition, some of the terms and conditions regarding release of written documents have slowed the planning process and inhibited transparency.

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:** Perhaps the greatest economic development opportunities in the East Alabama region are in ecotourism, outdoor recreation, and related support businesses. Very small, specialized manufacturers also have been gaining a foothold in the region. Economic development challenges closely parallel the challenges addressed in Question 3.

**ADDITIONAL PARTNERSHIPS:** East Alabama Regional Commission and the Consortium members have been forming relationships with entities with which they have not traditionally worked. Hopefully, these relationships will result in partnerships that will result in plan implementation. One goal of this project is to identify livability pilot projects and to task partnering entities with implementing those projects.

#### **WORKSHOP PARTICIPANTS:**

**Dawn Landholm**, Principal Planner  
East Alabama Regional Planning and Development Commission  
Anniston, AL  
Dawn.Landholm@earpdc.org  
256-237-6741



# HEARTLAND 2060

**LOCATION:** Florida's Heartland (six rural inland counties)

**LEAD GRANTEE ORGANIZATION:** Central Florida Regional Planning Council (CFRPC)

**Project Partners:** 12 Consortium Partners: Workforce, Regional Airport, Private Wildlife Preserve, Economic Development Organization, University of Florida Center for Housing Studies, Six Counties and the CFRPC

**COUNTIES/MUNICIPALITIES SERVED:** Six counties and 11 municipalities

**PROJECT POPULATION AREA:** 258,000

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** The Heartland 2060 project will create a regional 50-year plan for a six-county rural region of inland Central Florida. The grassroots visioning effort was underway for several years when the HUD SCI grant was received. Grant funded activities include:

1. Alternative Future Scenario modeling – evaluating alternatives for the future based on regional economic development plans to build a resilient future for the region.  
This modeling is parcel data based GIS using the LUCIS model developed and customized for the Heartland 2060 project by the University of Florida. Economic modeling uses the REMI model.
2. Affordable Housing Suitability Model – examining and projecting affordable housing supply-and-demand. This model developed by the University of Florida Shimberg Center for Housing looks at projecting the best locations for affordable housing in rural areas.
3. Comprehensive regional Energy Baseline and Greenhouse Gas Inventory – for assessing and benchmarking progress. A comprehensive inventory of six county energy usage including fuels and electricity generation.
4. Economic Development Strategy for Alternative Fuels – examining the potential for economic development around a biofuels and alternative energy cluster. This work is supported by the development of the Comprehensive Economic Development Strategy (CEDS) for the Economic Development District.
5. Environmental and Natural Resources Database – used as part of the scenario modeling inputs. This database will guide future development scenarios away from existing and targeted conservation areas and key natural resources. It will support connectivity of wildlife and ecosystem corridors.
6. Five-Year Strategic Action Plan – Developing a strategic action plan supported by data and analysis to implement the regional vision. This will be the ongoing instrument to implement the vision and will be regularly updated so the vision will be ongoing. All partners whether public, private or civic will use this as the directional and action step tool to continue to work together after the completion of the regional plan.

## SUCCESSSES:

- The completion of the foundation of a 5 Year Strategic Action Plan was accomplished as the new Comprehensive Economic Development Strategy (CEDS) was adopted. This strategy is based upon the Goals and Core Values established as part of the Heartland 2060 regional vision. Metrics which can be measured and evaluated will create a tool for ongoing evaluation of the development and adjustment of the resilient region.
- 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.

**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 improving educational outcomes and tying skill sets to workforce requirements to support sustained economic development.

**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:** Changing demographics (aging population and youth talent leaving the area), limited transportation options (including lack of public transportation and high fuel costs), declining downtowns, inability to match labor force skills with future workforce demands are some of the biggest challenges to economic development in our communities. However, in many cases our region has available land and infrastructure to support opportunities to grow our economic health. There are significant investments already underway that will support future target industries, and we have educational (university) resources which may allow opportunities to grow a more skilled workforce which will be compatible to future industries. The Heartland is rich in natural resources and in small town/rural cultural heritage which supports ecotourism.

**ADDITIONAL PARTNERSHIPS:** Our Consortium consists of the grant area Counties, along with the Shimberg Center for Housing Studies at the University of Florida, Heartland Workforce, Archbold Biological Station, Sebring Airport Authority, and Florida's Regional Economic Development Initiative. These entities have worked together for several years on visioning efforts as well as economic development efforts, but this project has afforded the opportunity to complete technical work and implementation strategies. The partnerships formed through Heartland 2060 support the involvement of public, private and civic organizations to implement the regional plan through the 5 Year Strategic Action Plan where all will be part of the ongoing effort to build a resilient region.

#### **WORKSHOP PARTICIPANTS:**

**Pat Steed**, Executive Director  
Central Florida Regional Planning Council  
Bartow, FL  
psteed@cfrpc.org  
863-944-8600

**Mandy Hines**, County Coordinator  
DeSoto County  
Arcadia, FL  
m.hines@desotobocc.com

## GroWNC

**LOCATION:** Western North Carolina (Buncombe, Haywood, Henderson, Madison, Transylvania Counties)

**LEAD GRANTEE ORGANIZATION:** Land-of-Sky Regional Council

**PROJECT PARTNERS:** Partners include local governments, economic developers, educational institutions, non-profits, private businesses owners, arts agencies, healthcare providers and agencies, and others.

**COUNTIES/MUNICIPALITIES SERVED:** 20 municipalities and five counties

**PROJECT POPULATION AREA:** 457,948

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** GroWNC is a visioning and planning project covering five counties in Western North Carolina to ensure economic prosperity and a high quality of life in the region for years to come. Throughout the project, we have been listening to people and understanding what people value and want to see in their communities in the future. GroWNC is also about promoting an understanding of how different things in our communities are connected – e.g. our education system and the jobs that are available; our personal health and the layout of our neighborhoods and downtowns; our transportation options and our air quality; to name a few. GroWNC is also about promoting better understanding about how the choices we make now will make a difference in how the future looks and feels.

Workgroups in the areas of Economic Development, Energy, Health, Housing, Land Use, Natural Resources, Cultural Resources, and Transportation have been working together for over a year to assist with the GroWNC project. Over the course of the project, the GroWNC project team, Consortium, Steering Committee, and the Workgroups have listened to community input, carefully reviewed existing plans, and gathered feedback from the Workgroup members to develop goals and objectives for the future of our region. All of this has been used to develop and present models to the region that demonstrate what future economic growth looks like for our community.

We have used a variety of methods to collect input from citizens, including:

- Via phone and email; some of this driven from the website
- Involvement in workgroups and Steering Committee
- Large-scale community (public) meetings – one in each county
- Small group meetings throughout the region, in a variety of communities
- Surveys – individual and business – available both electronically and on paper

Using these various methods, residents of the region were asked about their goals for the future of our community and to identify strategies, actions and early implementation projects. Using this input, as well as existing plans and the input of the Workgroups, we developed a land use model to test and illustrate possible future scenarios for our region, and conducted an extensive public involvement process to gather feedback on the outcomes associated with those possible scenarios. That feedback has been used to create a preferred future scenario, and we are currently in the process of identifying the action steps needed to reach the preferred scenario. The result will be an interdisciplinary workbook of programs, projects, policies, and plans that can be implemented at a variety of scales and by various entities throughout our region to work towards our common future goals. Once complete, this workbook and the recommendations of the Plan will be shared with our local governments for their endorsement and/or adoption. More information about GroWNC is available on our website, [www.gro-wnc.org](http://www.gro-wnc.org).

**SUCCESSSES:** Throughout this project we have formed new and surprising partnerships with some unexpected champions. These have included representatives of health organizations and cultural resources agencies. Representatives from these organizations have become some of our most enthusiastic participants, helping to not only guide development of the project but also assisting with public involvement, seeking our participation in other ongoing projects that they are managing, and spearheading early implementation successes to illustrate the value of the GroWNC project. We have been pleasantly surprised to find common and fertile ground for collaboration with these new, unconventional planning partners.

We have also seen early wins and collaboration to bolster our agricultural sector. Together with our partner AdvantageWest, we recently released a Value-Added Food Products report providing information, resources, and tips to entrepreneurs interested in pursuing emerging agricultural niches in our region. The report has garnered positive media coverage. We are also pleased to see the initiation of the WNC AgriVentures project, which includes tasks that were identified in the GroWNC workgroups and supports expansion of the agricultural sector. We believe GroWNC has helped give some momentum to this growing sector, and we see it as an area with a lot of potential for ongoing work and partnerships, including new markets, new products, and continued growth.

Our ongoing and innovative public involvement efforts are another success. We have sought out partnerships to assist with gathering input, have ensured that a diverse cross-section of our region has had the opportunity to participate, and we have made sure that the input we received was really used in the outcomes and modeling. We have also used innovative ways to share the feedback with others, and that process is ongoing.

**REGIONAL CHALLENGES:** The destruction of and threats to our natural and cultural assets that bring people here, maintain our quality of life, and make our region unique is a significant challenge. We have seen a recent loss in the sense of urgency about preservation of these resources because so much focus has been on growth, jobs, and the economy. However, the threats to our natural and cultural resources are ongoing.

The new NC State Legislature is making some sweeping changes that are having a local impact. They are taking power away from local governments and stripping away a lot of environmental regulations, as well as limiting local revenue sources. These changes are increasing an already divisive political environment, making collaboration across party lines difficult.

Private property rights are strongly valued in our region, contributing to skepticism about planning, reluctance to discuss land use regulations, and exacerbating conflicts between urban and rural residents, as well as between newcomers and long-time residents.

A longer-term challenge is related to climate change. We anticipate potential population impacts due to higher temperatures and sea-level rise, but this issue is difficult to talk about or plan for in our current political environment, because climate change is viewed as a hot-button political issue.

**IMPLEMENTATION CHALLENGES:** Funding – we will be challenged with implementing the grant because funding is so limited, local governments are having to make significant cuts, etc.

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:** One challenge is that it has been difficult to keep our Economic Development partners, as well as representatives of the business community, engaged and active in the project.

The focus of traditional ED efforts in our region has been on any jobs, rather than on quality jobs and other things related to ED (like quality of life).

With AdvantageWest, we will be conducting an Industrial Lands Analysis to identify and map attributes of available parcels within our region, which can be used as a tool by Economic Developers as they work with and recruit potential business and industry. The need for this product was originally identified by our ED partners, so completing this tool using the GroWNC project is an opportunity to advance our ED partnerships.

Another ED opportunity in our area relates again to the agricultural sector, and projects such as the WNC AgriVentures project and related opportunities, as well as food sector/craft beverage opportunities. This is a growing and emerging sector in our region.

**ADDITIONAL PARTNERSHIPS:** The aforementioned health and cultural resources partnerships have already proven to be a source of early implementation opportunities. In addition, the project has afforded us greater opportunity to partner with our regional Economic Development agency, AdvantageWest.

Recently we have also been interfacing with educational institutions through presentations and interactions with students and instructors. This has been an opportunity to further partnerships as well as develop opportunities for innovation, incorporate GroWNC project ideas into curriculum, and hear from a younger generation about their needs, concerns, and goals for the future.

**WORKSHOP PARTICIPANTS:**

**Linda Giltz**, Senior Planner  
Land-of-Sky Regional Council  
Asheville, NC  
linda@landofsky.org  
828-251-6622

**Carrie Runser-Turner**, Senior Planner  
Land-of-Sky Regional Council  
Asheville, NC  
carrie@landofsky.org  
828-251-6622

# PIEDMONT TOGETHER

**LOCATION:** Piedmont Triad region of North Carolina

**LEAD GRANTEE ORGANIZATION:** Piedmont Authority for Regional Transportation

**PROJECT PARTNERS:** Piedmont Triad Regional Council, three universities, three state agencies, and 44 other consortium members

**COUNTIES/MUNICIPALITIES SERVED:** 64 cities and towns, 12 counties

**PROJECT POPULATION AREA:** 1,600,000

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** Piedmont Together is about strengthening the economic vitality and livability of each city and town in the region. While its key focus areas are Jobs, Housing, and Transportation, the project team is also looking at demographic changes, climate adaption, green infrastructure, designing healthy communities, development patterns, farm and food systems, and regional infrastructure. Underneath our investigation of each topic is the desire to provide opportunities for everyone and to be all inclusive in our public engagement. Three primary components of the project are research, education, and creating a regional vision. Under research, the project team has, or will, conducted a regional housing and market analyses, a plug-in electric vehicle infrastructure study, an equity analysis, scenario modeling, and a return on investment analysis.

During the course of the project numerous presentations and education sessions have been conducted. The project's signature accomplishment is our Local Design and Development Workshops. By the end of the grant period the project team will have completed 2 to 3 day charettes focusing on a development opportunity in as many as seven cities and towns in the region. The workshops that have been completed have generated excitement in each community, contained an education element and hands on participation by attendees. The deliverable to the community is a detailed report on the process, outcomes, and next steps for moving forward.

The major deliverable to the region will be a digital portal for data, research findings, best practices from around the region, and regional goals with implementation strategies. The portal will be tailored to different audiences, allow for interaction (surveys, dialogue) and enable users to add to the content. Through this portal it is our hope to create a platform for interaction to take place on a regional basis.

**SUCCESES:** Starting in December 2012 the Piedmont Together Project Team and partner communities began hosting five different Local Design and Development Workshops throughout the region. The workshops are two to three-day events centering on economic recovery and growth in town centers. Sessions are community discussion based and open to the public.

These workshops focus on current economic trends in each community and areas where financial investments have previously been made. Communities can reduce the cost of serving citizens and prepare for new growth by making strategic choices that incorporate existing structures and systems into the development of their town centers. Plans will be designed to reestablish these key spaces in order to maximize economic benefit to the community. In addition, the design team presents and helps to incorporate best practice strategies for relieving stresses on established infrastructure.

The first Design and Development Workshop was in Asheboro and was made possible through an EPA Building Block grant. The workshops are facilitated by Design Link, a program of the Center for Creative Economy based in the Piedmont Triad. Workshops have been held in Elkin, Mayodan, High Point, with the remaining two scheduled for Biscoe and Yanceyville. The locations for the Local Design and Development Workshops were chosen based on proposals submitted by several municipalities from the region. If resources allow, or additional funds acquired, additional sites could be chosen for similar workshops in other communities.

## REGIONAL CHALLENGES:

- Increasing diversity – 400,000 new people by 2040, almost all non-white
- The combined cost of housing and transportation per family, on average 54% of the family's income

- Lack of Regional cooperation
- Changing housing market trends, too many single family houses but a NIMBY fear of multifamily housing
- Capitalizing on scenic and natural resources
- Addressing the in balance of job and economic opportunity between the towns and the larger urban areas

#### IMPLEMENTATION CHALLENGES:

- Public outreach, 12 counties, 64 cities and towns, over 1.6 million people
- Working with project partners
- Lack of staff capacity committed to the project
- Asked for \$1.9M and got \$1.6M; we really could have used the additional funding
- Expected paper work

#### OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:

##### Opportunities

- High unemployment
- Building Inventory (rehab and abatement required on most)
- Great community college system

##### Challenges

- Competition among jurisdictions
- Ready to build sites
- Former mill towns hold on for the glory days to return
- A lack of commitment from economic developers or elected officials to focus on livable communities, quality of life and non-automobile mobility investments instead of the traditional ED focus of incentives, cutting government “red tape”, etc.

**ADDITIONAL PARTNERSHIPS:** We currently receive strong support and assistance from the North Carolina Department of Transportation, Department of Commerce, and Department of the Environment and Natural Resources. Implementation or long term support is unknown. Recently a leadership task force formed by the Community Foundation of Greensboro decided to recommend to their Board of Directors to support sustainability and regionalism thorough Piedmont Together.

#### WORKSHOP PARTICIPANTS:

**Mark Kirstner**, Director of Planning  
Piedmont Authority for Regional Transportation  
Greensboro, NC  
Markk@partnc.org  
336-294-4950

**Jesse Day**, Regional Planner  
Piedmont Triad Regional Council  
Greensboro, NC  
jday@prtc.org  
336-294-4950



## CONNECTIONS FOR SUSTAINABILITY

**LOCATION:** Greenville, South Carolina

**LEAD GRANTEE ORGANIZATION:** City of Greenville, Community Development

**PROJECT PARTNERS:** Furman University's David E. Shi Center for Sustainability, Clemson University's City and Regional Planning Department, City of Greenville's Green Ribbon Advisory Committee, AJ Whittenberg Elementary School, Salvation Army Kroc Center, South Carolina Institute of Medicine and Public Health, Greenville Forward, Southernside, Neighborhoods in Action, West Greenville Neighborhood Association, West End Neighborhood Association, West Pendleton Business District, and Hampton-Pinckney Historic Preservation Association

**COUNTIES/MUNICIPALITIES SERVED:** One

**PROJECT POPULATION AREA:** 60,000

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Community Challenge

**PROJECT SCOPE:** Community Challenge planning grant to improve livability, with a focus on three special emphasis neighborhoods with high unemployment and low income. Affordable housing, economic development opportunities, open space and especially transportation options will be the proposed connections between the neighborhoods, the city and an improved quality of life. As part of this effort, we have completed a Citywide Housing Strategy, and a Bus Rapid Transit and Transit Oriented Economic Development Feasibility Analysis. Additionally, we are working on the design for a potential new City Park, and completing a West Side Comprehensive Plan.

**SUCCESSES:** Our Livability Educator has been successful in integrating sustainability into classroom and summer camp education with the development of a place-based Sustainability Curriculum. The Curriculum covers the many aspects of sustainability, putting students of all ages in touch with their local natural, social, and physical environment.

**REGIONAL CHALLENGES:** The high rate of unemployment and poverty affecting the project's focus area puts these communities at risk as development pressures, stemming from the success of the nearby downtown Central Business district, increase.

**IMPLEMENTATION CHALLENGES:** While public engagement has been good throughout the grant project, and efforts continue to engage the West Side citizens, it has been challenging to generate the levels of involvement of the residents that we would like to see.

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:** Greenville is fortunate to have positive momentum and a number of economic development successes in the last decade or so. The challenge is leveraging these opportunities so that all sectors of the population benefit with better connections to quality housing, public transportation, gainful employment, and parks, trails, and open space.

**ADDITIONAL PARTNERSHIPS:** We have partnered with several non-profits to better engage and inform the community about our project and related opportunities available within the city. We have partnered with local transit authorities to develop plans for better access to public transit. We partnered with the SC Institute of Medicine and Public Health to complete a Health Impact Assessment for the potential new City Park. We continue to partner with our federal partners at the EPA, DOT, and HUD, as well as our state representatives at SCDHEC.

### WORKSHOP PARTICIPANTS:

**Christa Jordan**, Livability Grant Coordinator  
City of Greenville, SC  
cjordan@greenvillesc.gov  
864-467-4428

**Wayne Leftwich**, Community Planner  
City of Greenville, SC  
wleftwich@greenvillesc.gov  
864-467-4574



# THRIVE 2055

**LOCATION:** 16 counties in three states (Tennessee, Georgia, and Alabama)

**PROJECT PARTNERS:** Southeast Tennessee Development District, Charitable foundations, Chambers of Commerce

**COUNTIES/MUNICIPALITIES SERVED:** 16 counties, 75 municipalities

**PROJECT POPULATION AREA:** 1 million

**PROJECT TYPE:** Preferred Sustainability Status

**PROJECT SCOPE:** Mission statement: To proactively engage the people of the region in creating an action plan for making the most of our economic opportunities while preserving what we love about our home communities. We have divided our projects into 3 phases. Currently we are in phase 1.

Phase 1 – Listen and Learn:

- Identify forces and trends shaping the region
- Identify regional values
- Assess ongoing and past efforts and successes of local and regional agencies
- Identify practices other communities are using to deal with similar forces and trends

Phase 2 – Dream Together and Set the Bar:

- Establish a vision for the region's future
- Set benchmarks against which to evaluate success

Phase 3 – Action!:

- Create action strategies and tools to achieve the vision
- Transition from a planning process to a cycle of action implementation and continual monitoring through 2055

**SUCCESSES:** One of our successes has been our speaker's bureau and the Meeting in a Box (MIAB) tool. Since our region is so large, we have volunteer speakers to share our mission in their community at any type of meeting that wants to participate. Taking the message to the communities has helped people understand that we truly want their input and don't have a predetermined outcome. The MIAB is a short questionnaire that asks people to write what they love about their home community, what is going well in the region, and what we can do better. We encourage everyone to take the materials or go online and hold their own MIAB with friends, co-workers, neighborhood groups, SS classes, etc. to make sure we are truly capturing values from people across the region.

**REGIONAL CHALLENGES:** The most significant challenge in our THRIVE region is trying to work as a region across such a large geographic area and three state lines. We also have two time zones within our region which is also a challenge.

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:** Parts of our region are doing very well with over \$4 billion in new investment (VW in Chattanooga, Wacker Chemie in Bradley Co.). Many of our rural communities are still struggling with double-digit unemployment. The biggest challenge overall is having an educated workforce equipped to do the jobs that these new industries have brought to the region.

**ADDITIONAL PARTNERSHIPS:** We have strong partnerships with local foundations, businesses, chambers of commerce, leadership groups, and local governments in the THRIVE process. The management of our process is a volunteer "coordinating committee" with broad representation from each demographic.

**WORKSHOP PARTICIPANTS:**

**Leigh McClure**, Special Projects Coordinator  
Southeast Tennessee Development District  
Chattanooga, TN  
lmclure@sedev.org  
423-424-4293

# NEW RIVER VALLEY LIVABILITY INITIATIVE

**LOCATION:** New River Valley, Virginia

**LEAD GRANTEE ORGANIZATION:** New River Valley Planning District Commission

**PROJECT PARTNERS:** City of Radford, Pulaski County, Floyd County, Giles County, Montgomery County, Town of Blacksburg, Town of Christiansburg, New River Valley MPO, New River Valley Planning District Commission, New River Community Action, New River Valley HOME Consortium, National Committee for the New River, Community Foundation of the New River Valley, Community Housing Partners, Virginia Tech

**COUNTIES/MUNICIPALITIES SERVED:** 4 counties, 2 towns, and the City of Radford

**PROJECT POPULATION AREA:** Approximately 179,000

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** The Livability Initiative is an opportunity for New River Valley residents to develop a vision for our future and develop strategies that businesses, community organizations, local governments, and individuals can use to make this future vision a reality. This regional initiative is taking place over three years and provides many opportunities for residents to share their ideas about what they would like to stay the same and what they would like to be different. The feedback will help identify ways to increase regional self-reliance and prosperity, save tax dollars, increase support for local businesses, create communities that offer more choices in housing and transportation, and protect the region's rural character.

## SUCCESSES:

### 1) New partnerships have formed and existing relationships have been strengthened

- Arts organizations throughout our region are meeting regularly for the first time to talk about developing some form of a regional arts council to support collaborative marketing and fundraising efforts.
- The energy working group has brought together a mix of industry, business owners, non-profit organizations, the New River community college, Radford University, Virginia Tech, and government partners to discuss opportunities for growing the local clean energy sector and expanding the current reach of energy efficiency services. Ideas include Virginia Tech Electric partnering with Virginia Community Capital on a pilot on-bill financing program and Community Housing Partners' Café 2 program teaming up with our major utility provider to implement a new energy rebate program.
- Local internet providers, Virginia Tech, and local government staff are beginning to brainstorm approaches for overcoming challenges with last mile fiber deployment in our region. Promising ideas including implementing a dig once policy in all localities and using the New River Valley Wireless Authority, established for the middle mile fiber project, to serve as the primary convener for last mile deployment efforts.
- The Economic Cluster Analysis, provided with support from our technical capacity builders, has stimulated a conversation among the Comprehensive Economic Development Strategy (CEDS) working group members. It has also helped to increase the number and diversity of people participating in the CEDS process. In addition to conversations related to developing a priority list of projects, conversations are now taking place about priority supporting strategies related to workforce development, career pathways, developing value chains, small business development, as well as expansion of support to non-traditional sectors (IT, Agriculture, etc.).

### 2) Data gathering of baseline trends and conditions has helped to prioritize regional efforts

- The NRV Habitat for Humanity program has used the housing baseline conditions and trends data to prioritize their efforts. They are now focusing on rehabilitation of existing homes rather than on construction of new units.
- The Community Foundation has used priority issues raised in the first phase of this planning process to help realign their giving strategy.
- New River Community Action, a consortium partner organization has used the data and findings from the Interim report and community surveys to develop organization priorities as part of their recent strategic planning process.

### 3) The intersections found between element areas are leading to new insights and opportunities

The population projections from our initial data dive highlighted our rapidly aging population. In response, we pulled together a focus group of experts who know a lot about aging issues to identify strategies to support the Housing working group. However, we came to learn that issues surrounding aging were much broader than just housing. The task force is still in place and is currently helping to ensure that strategies developed in other working groups (transportation, energy, community health, housing, arts and culture) support the needs of some of our most vulnerable citizens. The task force is also already working with the HOME consortium, Community Housing partners, and the Agency on Aging to implement some of the most promising ideas discussed.

With a greater understanding of regional priorities including household affordability, energy efficiency, and the needs of an aging population, HOME staff has successfully identified a source of funding to support lower income residents interested in making their homes more energy efficient or accessible. HOME staff has worked with the Federal Home Loan Bank to become eligible in administering these funds, so that it will also be easier for residents to take advantage of these forgivable grants of up to \$15,000. The announcement is now being circulated.

Many community leaders were shocked by the community health indicators included in the Interim report. The report emphasized the linkage between poor health and annual public costs incurred as a result. It also related the link between health outcomes and investments in education, workforce development, and public infrastructure. These were new concepts for many leaders and are sparking conversations within Pulaski in particular. Local organizations focused on substance abuse prevention are also benefiting from the Livability's regional focus, gaining a better understanding of how their work could be applied across the region and help them to gain more traction locally.

### 4) The exploration of new techniques and tools to more effectively engage the public in local decision-making

- At the Kick-Off Summit, a gentleman stated upfront that he was a concerned citizen and had been told that the Livability Initiative was going to take away his property and force him to move into a compact, dense neighborhood. Nevertheless, he chose to participate in one of the small round table discussions and after listening to other community members share their sense of what the region's strengths and challenges were, and their ideas for how to make the New River Valley a better place for everyone to live, he interrupted the process to exclaim, "Is this what it is you guys are doing? Is this what the Planning District Commission does? This is great! We should do this all the time – like once a year at least." At the close of the small group discussion he had shared his concerns about how hard it is for a non-college educated person to make a decent living and give his kids a chance these days. He related his own experience of working his whole life as a machinist, but making enough to send "all his kids college – at least the ones who wanted to go". After the discussion ended, he offered the table facilitator a hug and promised to share his experience with other folks in his neighborhood, explaining that they had been tricked by some folks who just wanted to stir stuff up.
- At a recent outreach event with the regional NAACP utilizing the BUILT NRV game, a woman expressed deep suspicion and outright animosity toward the event facilitators. She attempted several times to derail the process exclaiming that it "didn't make sense" and was "stupid", but nonetheless continued to grudgingly play. Later in the evening, she interrupted the process to announce that the folks who hadn't come (turnout was quite low) had really missed a great opportunity to make their voices heard. Later, she privately told one of the facilitators that she felt previous planning processes had been disingenuous, and had resulted in real harm coming to her community, particularly some of the historic buildings and culturally important sites of the African American community of Montgomery County. She expressed a willingness to bring more people from the NAACP into the planning process.
- We recently were invited to hold a BUILT event with three different planning commissions from neighboring communities. At the close of the process, we ask participants to reflect back on their own community and what they'd like to put energy into changing. One planning commissioner noted that many of the most innovative decisions they'd made on the game board would not be permissible given the current zoning options in their

town, although these were the decisions that players felt had most improved quality of life, community character, and practical functioning for the imaginary citizens of the place they had built. This commissioner expressed a desire for him and his fellow commissioners to really examine the policy obstacles that might keep their *real* community from developing in similar ways.

These types of ‘ah ha’ moments happen often during this planning process. How you measure this in terms of concrete impact and actual implementation is sometimes more difficult. In this case, the first success would be staff recognizing a need to hold a combined event to spur dialogue between their planning commissions to proactively address impacts of population growth, transportation needs, and areas of mutual interest. Some other successes that are more widely applied: 1) new insights are gained when decision-makers and community members have the chance to be proactive together rather than reactive alone 2) individuals who never typically participate in planning activities or public meetings are now providing their input into the process.

**REGIONAL CHALLENGES:** Aging population, agricultural shifts, commuting patterns, housing costs, jobs and education, and community health.

**IMPLEMENTATION CHALLENGES:**

- Lack of technical capacity
- Opposition and the time that has taken away from other aspects of the project
- Getting larger business community and farmers involved in discussions
- Thinking through transition from planning to implementation in the current funding landscape

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:**

- Workforce development – lack of soft and technical skills
- Substance abuse
- Diversification of employment opportunities
- Access to broadband

**ADDITIONAL PARTNERSHIPS:** New River Valley Community Foundation, NRV Health District, Workforce Development, and Area Agency on Aging have all been participating heavily in the process.

**WORKSHOP PARTICIPANTS:**

**Kim Thurlow**, Project Coordinator  
New River Valley Planning District Commission  
Radford, VA  
kthurlow@nrvpdc.org  
540-639-9313

**Elijah Sharp**, Regional Transportation Planner  
New River Valley Planning District Commission  
Radford, VA  
esharp@nrvpdc.org  
540-639-9391

# PARTNERSHIP FOR A LIVABLE ROANOKE VALLEY

**LOCATION:** Roanoke, Virginia

**LEAD GRANTEE ORGANIZATION:** Roanoke Valley-Alleghany Regional Commission

**PROJECT PARTNERS:** More than 50 organizations, including local governments, nonprofits, businesses, and educational institutions

**COUNTIES/MUNICIPALITIES SERVED:** Four counties, two cities

**PROJECT POPULATION AREA:** 330,000

**GRANT TYPE AND YEAR AWARDED:** FY2010 – Regional

**PROJECT SCOPE:** The Partnership for a Livable Roanoke Valley seeks to promote economic opportunity and a greater quality of life for all Roanoke Valley residents through the development of the Valley's first coordinated regional plan.

More than 50 organizations, including local governments, nonprofits, businesses, and educational institutions are already involved in the Partnership. Citizen input guides our goals and informs the content of the Partnership's regional plan – those who live in the Roanoke Valley know what is best for the Roanoke Valley.

To stimulate local economies and job creation, and to continue making the Roanoke Valley one of America's best places to live and raise a family, we're adopting a problem-solving approach to addressing the key issues affecting the region. The Partnership will first identify these issues through a series of surveys and outreach efforts, and will then work with community members to create scenarios that speak to how the Roanoke Valley could grow and prosper. Once we have outlined future scenarios and have a solid grasp of how the Roanoke region wishes to grow in the coming years, we'll seek to build public support for that vision. Implementing the plan's components through strategic initiatives will lead to gains in quality of life, jobs, and access to opportunity.

The results of *Livable Roanoke Valley* will include the following:

*A Better Understanding of Citizen's Values and Priorities.* Through a series of intensive public workshops and a telephone survey of 1,000 citizens, we hope to better understand the values, priorities, and opportunities for our region.

*A Picture of Our Potential Futures.* We will develop stories about different futures for the Roanoke Valley based on an understanding of key trends in the region and nation. These are not predictions, but are possibilities that are dependent upon the choices we make going forward.

*A Livability Strategy.* We will develop a small number of robust strategies to increase jobs and the quality of life of our communities. These strategies will be tested to ensure that they can be successful, even in the face of future challenges.

*Measures of Success.* Key organizations and citizens will be given the information they need to track the success of the strategies and progress towards meeting our common goals.

**SUCCESSES:** Livable Roanoke Valley has created an unprecedented partnership of organizations and communities to focus on economic opportunity and quality of life in the Roanoke Valley. Through a series of intensive public workshops and a telephone survey of 1,000 citizens, we have raised the awareness of community leaders regarding the values and priorities of our citizens.

Based on the input that we have received, Livable Roanoke Valley has developed a regional vision, guiding principles, and broad goals. These goals are focused in the areas of economic development, workforce, health, and vibrant communities.

**REGIONAL CHALLENGES:** The most significant challenge facing our community is attracting and retaining high-paying jobs. This primary challenge has led to a variety of other issues, such as a slow-growing population rate, a loss of young people to other regions, and a declining tax-base.

**IMPLEMENTATION CHALLENGES:** The most significant challenge has been to carry out a truly integrated planning process that considers the role of various sectors, while developing strategies that are targeted and actionable.

**OPPORTUNITIES AND CHALLENGES FOR ECONOMIC DEVELOPMENT:** The most significant opportunity is for our region to develop a consensus regarding its primary economic development strategies and how they will be integrated into other workforce and infrastructure efforts. Our biggest challenge is that we presently do not have that consensus.

**ADDITIONAL PARTNERSHIPS:** We have a planning partnership with a human-service non-profit and a peer regional planning process focused on health.

**WORKSHOP PARTICIPANTS:**

**Jake Gilmer**, Senior Planner  
Roanoke Valley-Alleghany Regional Commission  
Roanoke, VA  
jgilmer@rvarc.org  
540-343-4417

# PARTICIPANT LIST

| Grant Type                      | Year Awarded | Project Name  | First Name | Last Name     | Job Title                       | Organization  | City        | State | Email                      | Phone        |
|---------------------------------|--------------|---|------------|---------------|---------------------------------|---|-------------|-------|----------------------------|--------------|
| Regional Planning               | FY2010       | CLEAR Plan 2030: Community Livability for the East Alabama Region | Dawn       | Landholm      | Principal Planner               | East Alabama Regional Planning & Development Commission | Anniston    | AL    | Dawn.Landholm@earpdc.org   | 256-237-6741 |
| Regional Planning               | FY2010       | Heartland 2060  | Mandy      | Hines         | County Coordinator              | DeSoto County   | Arcadia     | FL    | m.hines@desotobocc.com     | 863-993-4800 |
| Regional Planning               | FY2010       | Heartland 2060  | Pat        | Steed         | Executive Director              | Central Florida Regional Planning Council               | Bartow      | FL    | psteed@cfrpc.org           | 863-944-8600 |
| Regional Planning               | FY2010       | GroWNC  | Linda      | Giltz         | Senior Planner                  | Land-of-Sky Regional Council                            | Asheville   | NC    | linda@landofsky.org        | 828-251-6622 |
| Regional Planning               | FY2010       | GroWNC  | Carrie     | Runser-Turner | Senior Planner                  | Land-of-Sky Regional Council                            | Asheville   | NC    | carrie@landofsky.org       | 828-251-6622 |
| Regional Planning               | FY2010       | Piedmont Together   | Jesse      | Day           | Regional Planner                | Piedmont Triad Regional Council                         | Greensboro  | NC    | jday@ptrc.org              | 336-294-4950 |
| Regional Planning               | FY2010       | Piedmont Together   | Mark       | Kirstner      | Director of Planning            | Piedmont Authority for Regional Transportation          | Greensboro  | NC    | Markk@partnc.org           | 336-420-1125 |
| Community Challenge             | FY2010       | Connections for Sustainability                                    | Christa    | Jordan        | Livability Grant Coordinator    | City of Greenville                                      | Greenville  | SC    | cjordan@greenvillesc.gov   | 864-467-4428 |
| Community Challenge             | FY2010       | Connections for Sustainability                                    | Wayne      | Leftwich      | Community Planner               | City of Greenville                                      | Greenville  | SC    | wleftwich@greenvillesc.gov | 864-467-4574 |
| Preferred Sustainability Status |              | Greater Chattanooga Regional Planning initiative                  | Leigh      | McClure       | Special Projects Coordinator    | Southeast Tennessee Development District                | Chattanooga | TN    | lmccclure@sedev.org        | 423-424-4293 |
| Regional Planning               | FY2010       | NRV Livability Initiative   | Elijah     | Sharp         | Regional Transportation Planner | New River Valley Planning District Commission           | Radford     | VA    | esharp@nrvpdc.org          | 540-639-9391 |
| Regional Planning               | FY2010       | NRV Livability Initiative   | Kim        | Thurlow       | Project Coordinator             | New River Valley Planning District Commission           | Radford     | VA    | kthurlow@nrvpdc.org        | 540-639-9313 |
| Regional Planning               | FY2010       | Partnership for a Livable Roanoke Valley                          | Jake       | Gilmer        | Senior Planner                  | Roanoke Valley-Alleghany Regional Commission            | Roanoke     | VA    | jgilmer@rvarc.org          | 540-343-4417 |

## WORKSHOP SPEAKERS AND STAFF

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| First Name   | Last Name | Job Title   | Organization                      | City       | State | Email                     | Phone              |
|--------------|-----------|---|-----------------------------------|------------|-------|---------------------------|--------------------|
| Mary Douglas | Hirsch    | Downtown Development Manager                                      | City of Greenville                | Greenville | SC    | mdhirsch@greenvillesc.gov | 864-467-4403       |
| Don          | Macke     | Director  | Center for Rural Entrepreneurship | Lincoln    | NE    | done2mail@gmail.com       | 402-323-7339       |
| Kathy        | Nothstine | Associate Director  | NADO Research Foundation          | Washington | DC    | knothstine@nado.org       | 202-624-5256       |
| Brett        | Schwartz  | Program Manager   | NADO Research Foundation          | Washington | DC    | bschwartz@nado.org        | 202-624-7736       |
| Libby        | Smith     | Sr. Community Development Advisor & Assistant ARC Program Manager | NC Department of Commerce         | Raleigh    | NC    | lsmith@nccommerce.com     | 919-571-4900 x 269 |



# HUD Sustainable Communities Grantees, FY2010 - FY2011

