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

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

NADO
NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
RESEARCH FOUNDATION

US DEPARTMENT OF COMMERCE
ECONOMIC DEVELOPMENT ADMINISTRATION
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.
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.
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
With support from EDA, the NADO Research Foundation provides capacity-building services to RDOs and local governments around regional resilience to natural disasters and other economic shocks.

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

We make our resources and lessons learned available to the public—visit www.nado.org or contact mmcconville@nado.org.
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

Denver

Ft. Collins

©Rick Lovel
“Biblical rainfall amounts…”
–Nat’l. Weather Service

St. Vrain River Water Measuring Station
Water quantity went “off the chart” in 24 hours
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
Transportation routes
Parks & Greenways
Mountain Water Supplies & Infrastructure
Public Facilities
# Public Infrastructure & Facilities

## Cost Estimates

<table>
<thead>
<tr>
<th>Category</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Storm Drainage</td>
<td>$98,250,000</td>
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<tr>
<td>Water System</td>
<td>$21,518,000</td>
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<tr>
<td>Parks &amp; Trails</td>
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<tr>
<td>Streets</td>
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<tr>
<td>Electric</td>
<td>$841,000</td>
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<tr>
<td>Fleet</td>
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<td>Golf</td>
<td>$232,000</td>
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<tr>
<td>Recreation</td>
<td>$29,000</td>
</tr>
</tbody>
</table>

**TOTAL**  
$152,524,000
MYTH
Emergency management & recovery efforts are the most important factor in economic resilience.

FACT
A community’s ability to recover economically is largely the result of work done prior to the disaster.
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
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
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
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
  * County
  * Neighboring communities
  * Transit providers
Pre-disaster

* Build relationships
* Develop plan for assistance
* Train businesses in resiliency and continuity
* Be knowledgable 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

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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

Man-made disasters
Natural catastrophes
June 1, 2011
Springfield, MA
Search & Rescue
Search & Rescue
Protection of Life & Property
Damage Assessment
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
Identify new opportunities
Coordinate Volunteers
Engage the community
Reimagine Neighborhood Centers
Reimagine Intersections
Envision new streetscapes...
...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
Vacant Property Analysis
Partner with Nonprofit Partners & Volunteers
Rebuild Together on Tyler Street
Strategic Acquisitions
Leverage Existing Business Assistance Programs

Facade Improvement Grants & RLF Loans
Façade Improvement Grants & RLF Loans
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
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

Credit: Time U.S. Online

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
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

[Map showing disaster recovery areas and direct recipient cities in Iowa]

Legend:
- **COG**: Lead COG
- **Regional Planning Area**
- **Individual Public Assistance**
- **Public Assistance**
- **Individual Assistance**
- **Governor Declared**

**DIRECT RECIPIENT**
- City of Cedar Falls
- City of Cedar Rapids
- City of Des Moines
- City of Iowa City
- City of Waterloo
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
RFL

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

- 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!

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Questions?

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Speakers:
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With questions or comments, please contact:
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