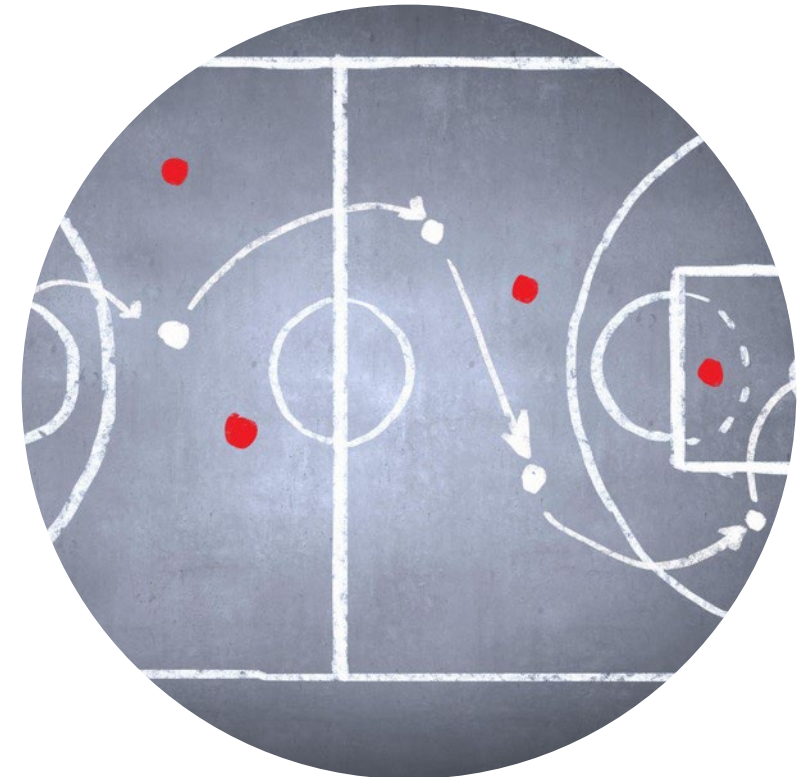
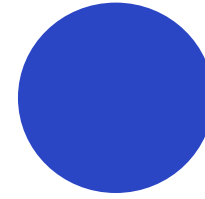


Thriving Downtowns:

*an investment playbook for
rural Appalachia*



SCAN ME



Presented: November 9, 2023

NADO Annual Training Conference



Who is the playbook for?

Anyone who cares about
developing a rural
downtown and wonders
how to pay for it

THE CHALLENGE

- **Investment Challenges:** Highlight the challenges investors/funders and communities face when investing in revitalizing Appalachian downtowns
- **Roadmap:** Develop a roadmap to help communities and investors stack different types of funding and financing to revitalize downtowns



The Result

- **Case Studies:** 7 real-world examples of downtown development investments
- **Enabling Factors:** an Investment Readiness Assessment of factors signaling a community is ready for investment
- **Helping Groups Organize for Investment:** an overview of stages in a downtown development project
- **Investment Strategies:** a breakdown of specific strategies and types of investment



SCAN ME

Thriving Downtowns:

an investment playbook for rural Appalachia



Building on wealth creation.

Wealth creation...



is an approach to economic development that connects a region's **assets** to market **demand** in ways that build **rooted wealth** for local people, places and firms.

brings together a range of public, private and non-profit sector partners who have **self-interest** in the outcomes and an openness to discovering **shared or common interests**.

focuses on building a **sector** rather than individual and unrelated businesses.

Principles of Wealth Creation



#1 – **Create wealth**, broadly defined, and aspire to do no harm.

#2 – Root wealth in local people, places and firms through **local ownership, control and influence.**



#3 – Build **lasting livelihoods** by intentionally including people and firms on the economic margins.

Key Concept

Wealth Components: Eight Capitals

Intellectual

- Knowledge and innovation

Individual

- Skills, education, health

Social

- Trust and relationships

Natural

- Natural resources

Built

- Infrastructure

Political

- Influence on decision makers and shapers

Financial

- Savings and investment

Cultural

- Traditions, customs and ways of doing

**Assessment
Design
Measurement**

#2: Wealth without Ownership isn't Rooted

Capitals that are "owned" locally build wealth.

- Ownership means you capture and control the flow of benefits from the capitals over time. It creates enduring, stable benefits.
- Benefits - e.g., income, know-how, better technology - flowing from local ownership of capitals can be re-invested and re-circulated locally, enriching many.
- Preserving local ownership or control over your capitals can increase the chances of preserving local jobs.
- **Local ownership is an anchor** that helps wealth and change to stick.



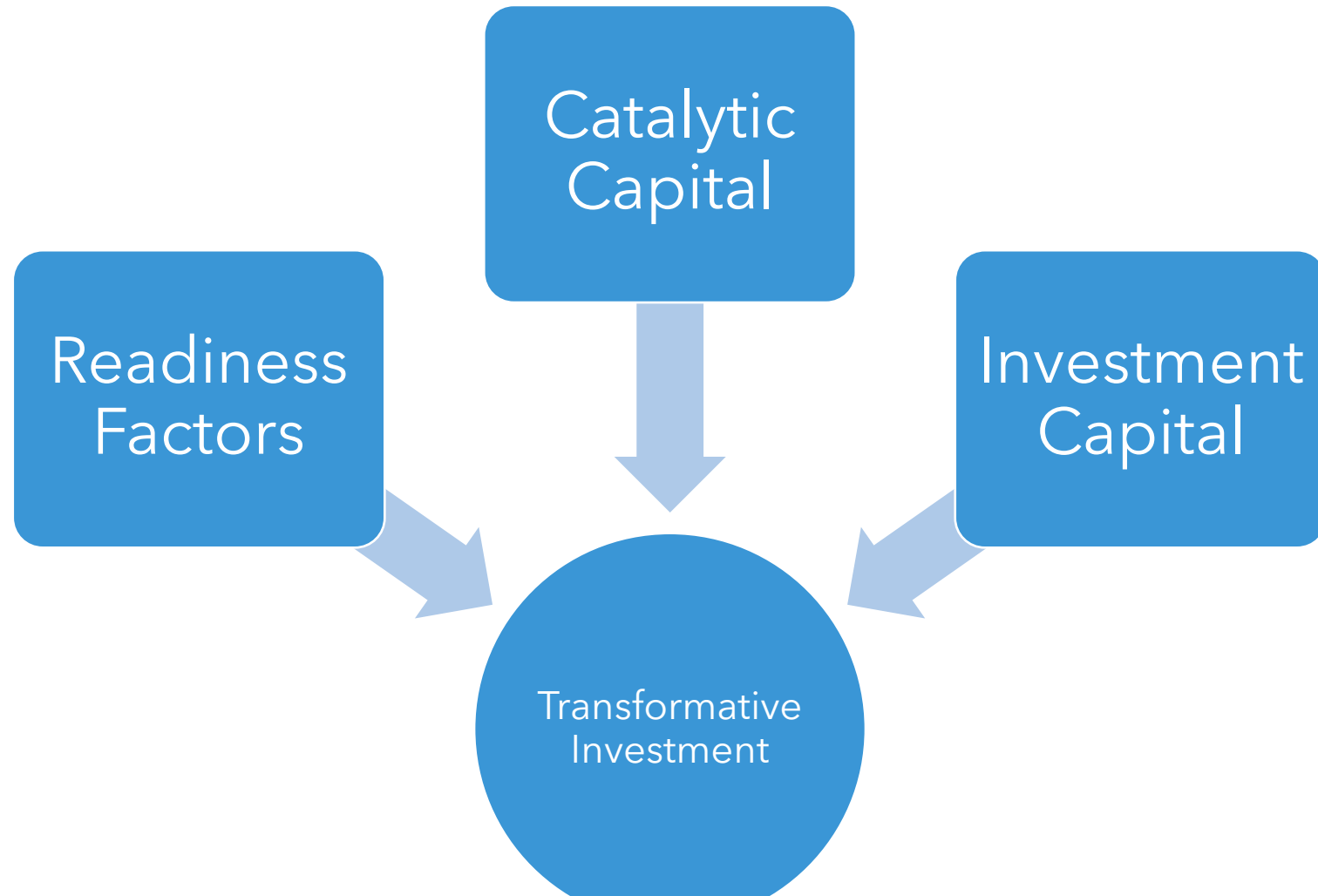
#3: Build Lasting Livelihoods

“Lasting livelihoods” means...



- Ability to overcome vulnerability, maintain dignity and control, take risks to seize opportunities.
- People at the margins are **earning (and saving!) more.**
- They have **improved skills** to qualify for **higher-paying jobs** and to **build their careers.**
- They are putting something aside for the future, e.g., **building assets**, so they are more resilient.

Readiness Factors + Catalytic Capital + Investment Capital = Transformative Investment



Meet the Key Players

Spotter – the
“Visionary”

Framer – the
“Deal
Maker”

Engager

Developer –
the “Risk
Taker”

Primary
Contact

Key Skills

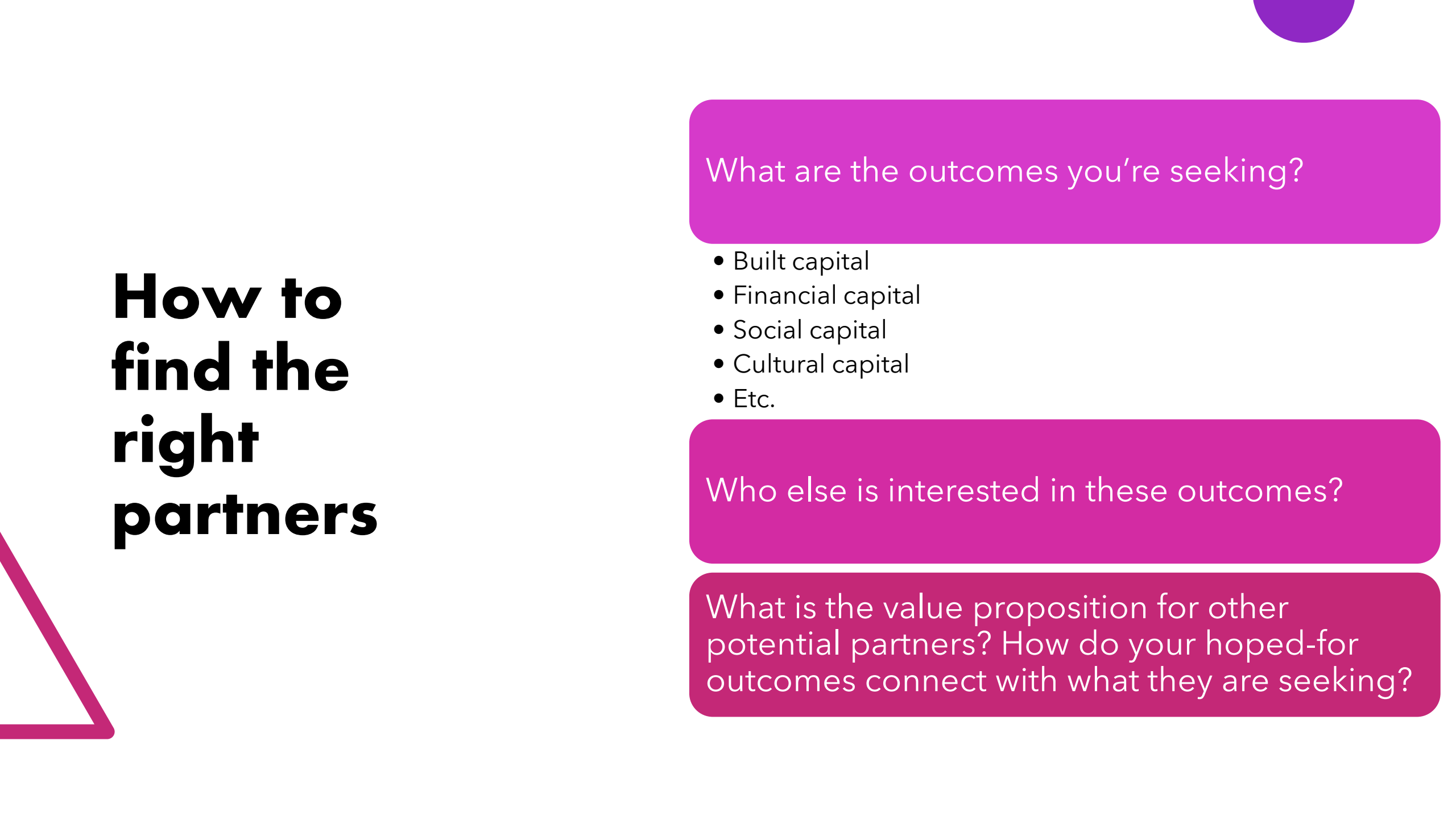
Other key skills needed may include:

- Engineering/Architecture
- Historical Preservation
- Housing
- Legal
- Accounting
- Real Estate Management
- Research and development, which can include market studies, feasibility studies, sustainability plans, etc.

Other Stakeholders

Common partners helping the core team:

- Municipalities/Elected Officials
- Educators
- Retail/Service Sector Businesses
- Property Owners/Developers/Realtors
- Chambers of Commerce/Business Associations
- Local and regional development corporations, housing corporations, industrial development agencies, and business improvement districts
- Consumers
- Media
- Cultural and historical organizations
- Local non-profit and advocacy organizations
- Civic Clubs
- Hospitals/Healthcare organizations & practices
- Housing/Social Service Organizations
- Diverse groups representing the full spectrum of residents including gender, race, religion, ability, orientation, and socio-economic status



How to find the right partners

What are the outcomes you're seeking?

- Built capital
- Financial capital
- Social capital
- Cultural capital
- Etc.

Who else is interested in these outcomes?

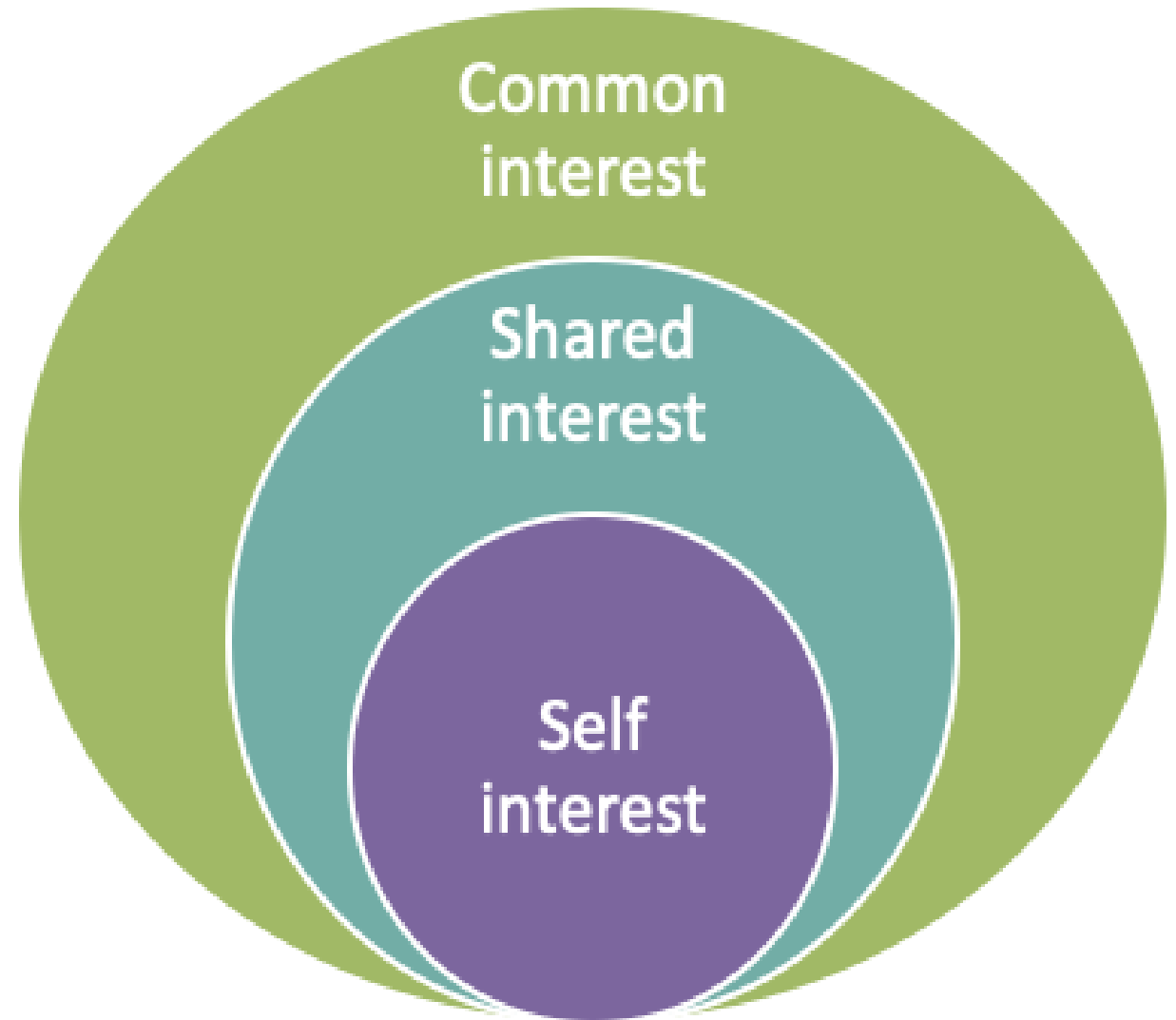
What is the value proposition for other potential partners? How do your hoped-for outcomes connect with what they are seeking?

Value Propositions

Self-Interest: What's in it for me? That is the core of the value proposition that makes it "worth their while" for any person, business or group to engage.

Shared Interest: What's in it for us? Shared interest is a conclusion by two or more players that there is something in pursuing it that they all value.

Common Interest: What's in it for everyone—the entire region? Achieving (or appealing to) common interests can sometimes stimulate outside investment and effective marketing messages.



Enabling Factors

i.e. "Investment Readiness Factors"

How do communities know if they are ready for investment?

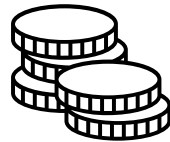
How do investors know which communities are ready for investment?



Community Assets



Local Government & Civic Structures



Economic Ecosystem



Built Infrastructure



Natural Environment



Take the Assessment Online

<https://www.downtownplaybook.org/readiness-assessment>

<https://www.downtownplaybook.org/download-the-pdf-assessment>

Investment Readiness Scoring Guide

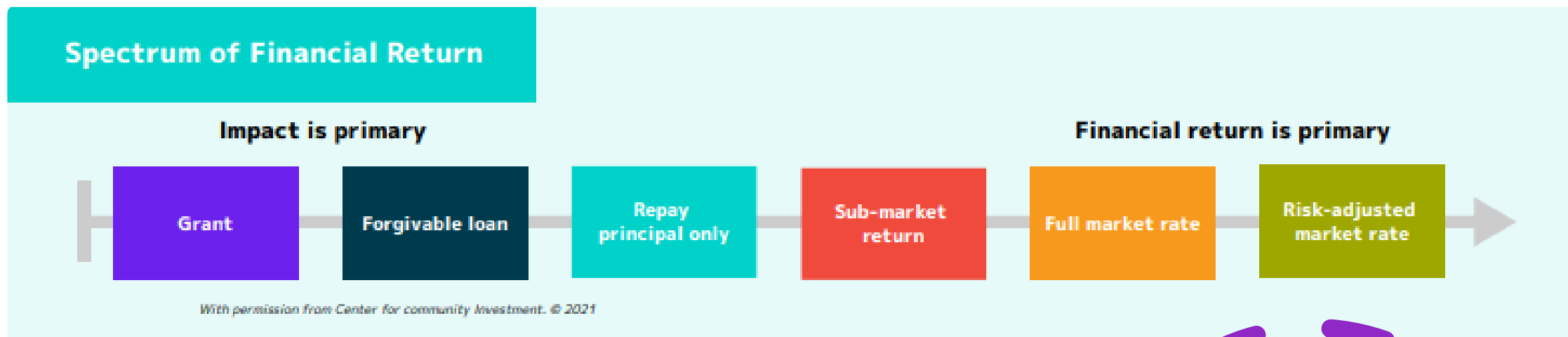
Readiness Factors	Thumbs Up	Interpretation
1-10		This community is in the early stages of investment readiness. Try analyzing the current factors that have been checked in the assessment and plan how to build on those assets to gain additional readiness factors. Examples of Investments to seek now may be Technical Assistance or Planning Grants to help increase investment readiness.
11-20		This community is gaining momentum and may have some downtown projects ready for investment. It is often best to begin working on small projects with the greatest impact to help build more momentum and excitement for downtown development. The community should continue with the assessment to help it understand the readiness factors it does not have and if there are any that could be quickly achieved. This will help propel downtown redevelopment forward. It may be time to seek early investments like Technical Assistance, and Pre-development or Planning Grants. The community may also begin attracting early Equity and Debt investors, and investigate properties that are qualified for alternative opportunities like tax credits.
21-30		This community is actively engaged in downtown development and is likely working on a "pipeline of projects" that build on one another leading toward a shared vision and overall transformation for downtown. Multiple investors are now interested in investing because they believe their investments will gain a greater return as they leverage the investments of others. It may be time to seek Developers, Equity and Debt investors, moderate-sized Implementation Grants, or other subsidies, and connect entrepreneurs and small businesses with programs that help them gain technical assistance, funding, and financing.
31-40+		This community has experienced a series of successful downtown development projects. Because of this, the community has gained a track record of success and can make a compelling case to investors that they will receive a good return on their investment. This community is a strong candidate for large investments from Equity and Debt Investors, as well as Implementation Grants, which can be used as matching funds to fill gaps and complete large projects. Investors will be especially interested in projects that have gained significant community support, as well as those that leverage local assets and align with local and regional economic development efforts.

Investment Readiness Scoring Guide

- What type of investments is your community ready for now?
- What can you do to help your community become ready for bigger investments?

5 Stages of Investment





Spectrum of Financial Return

Capital Stack

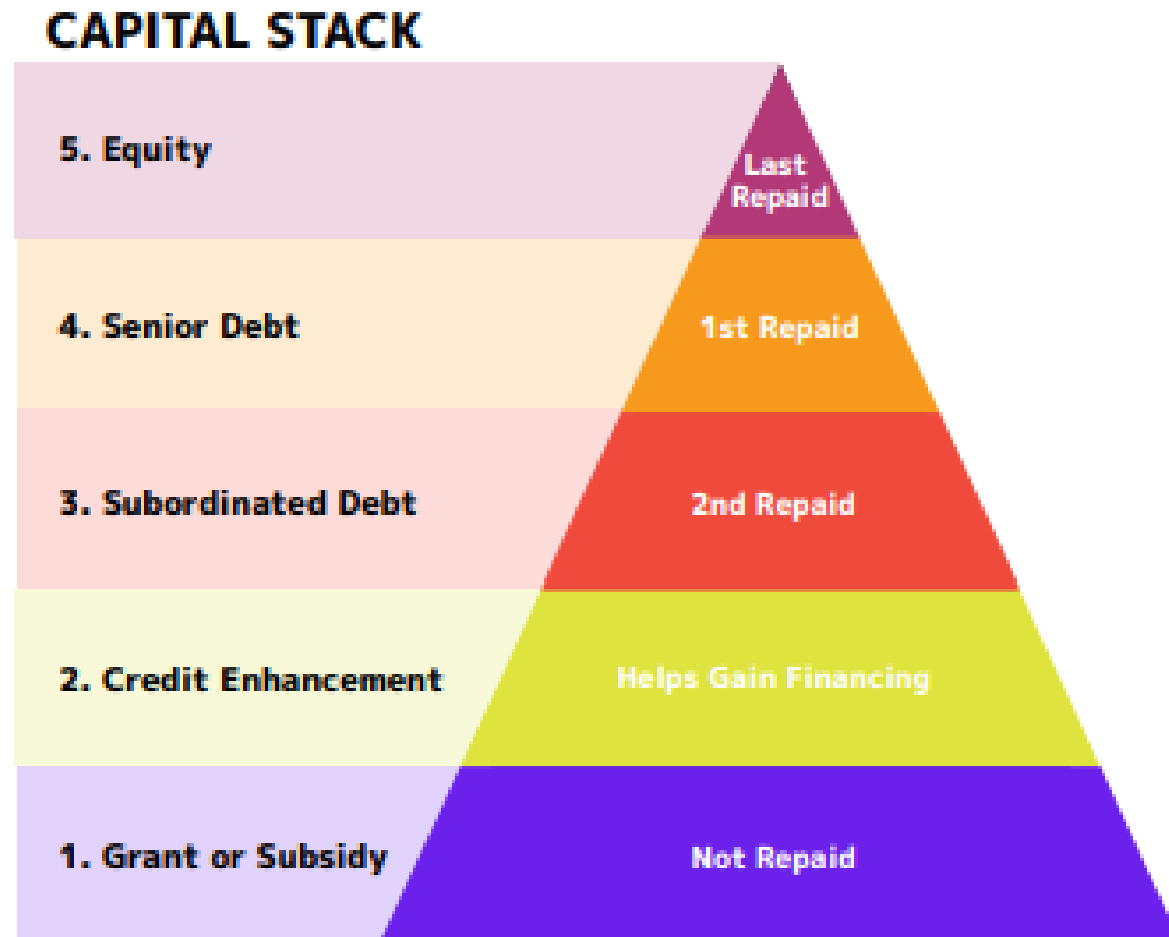
04 Equity

03 Senior Debt

02 Subordinate Debt

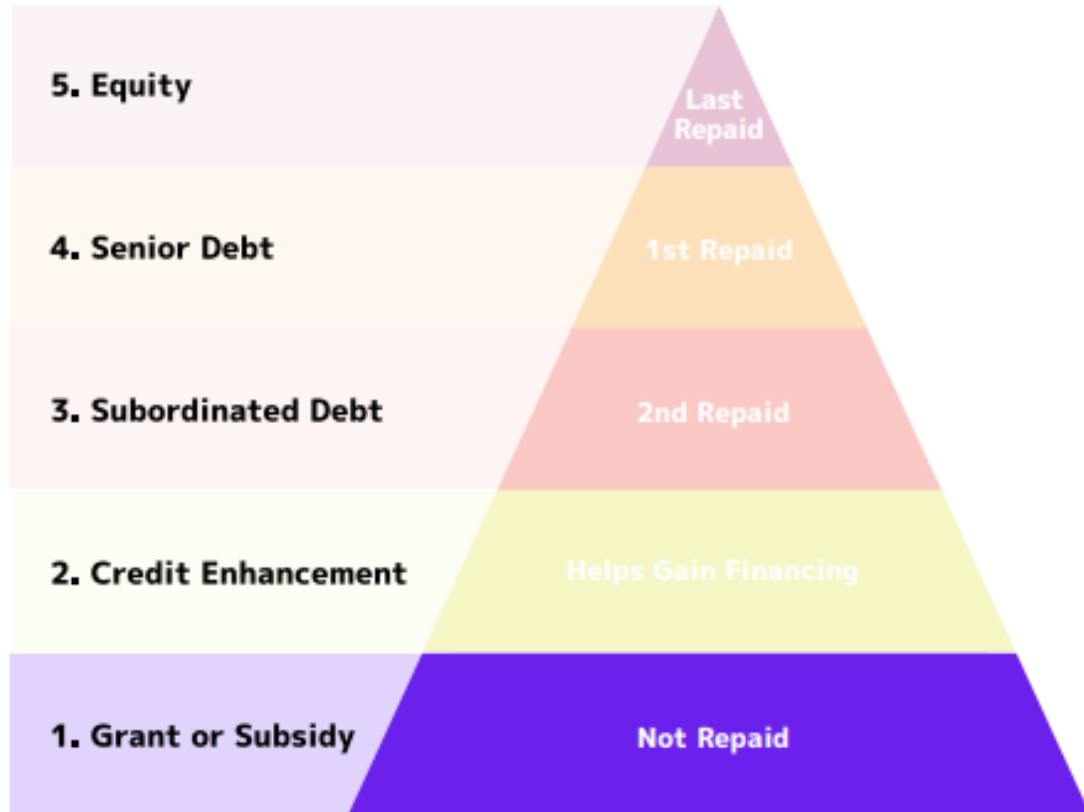
01 Grant or Subsidy





Understand the Capital Stack

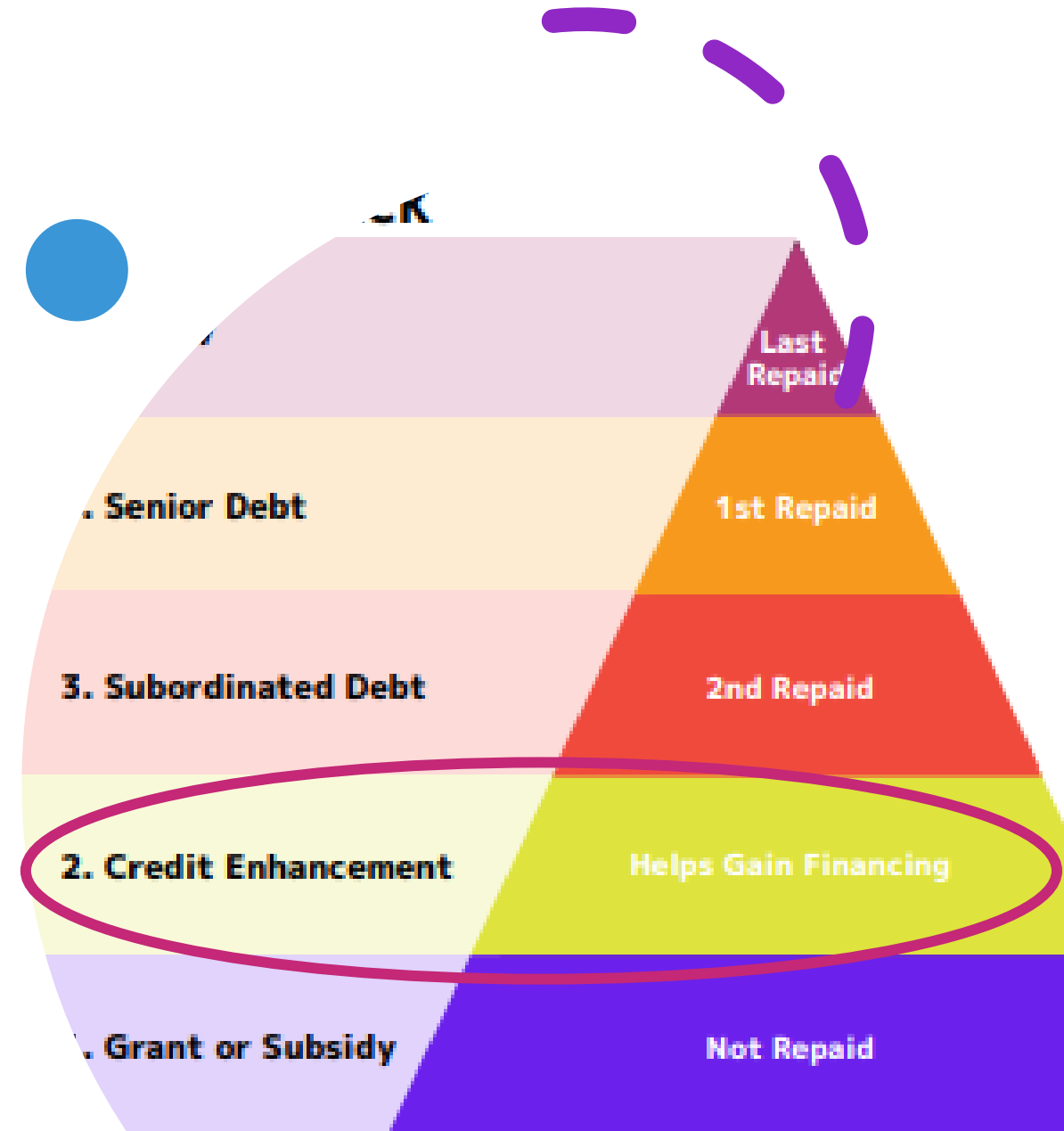
Grant or Subsidy



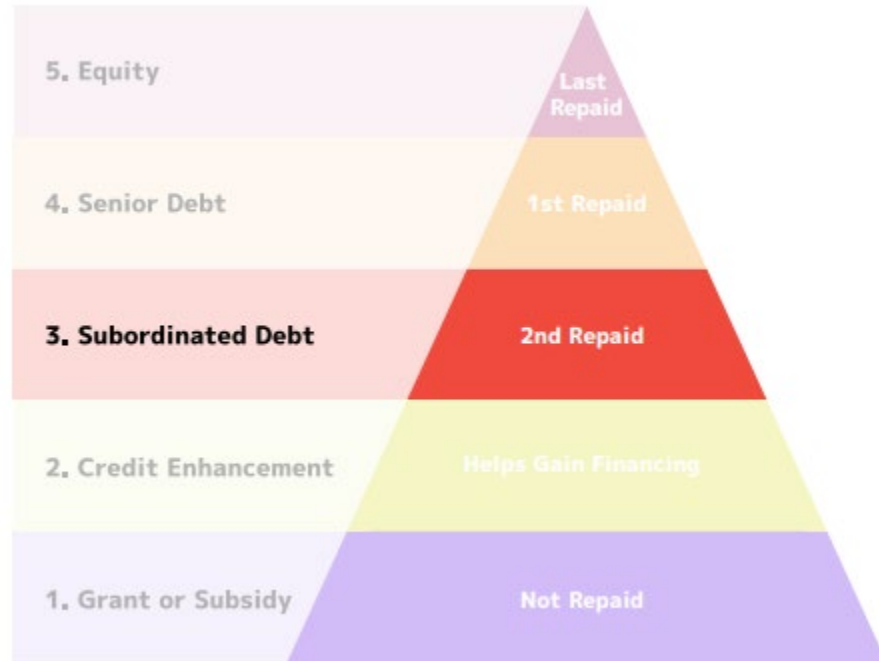
- **Catalytic Capital:** Planning & Pre-development Grants, Technical Assistance
- **Non-Repayable Funding:** Grants, Capital Campaigns, Crowdfunding,
- **Local Donations:** Local Tax Revenue like Restaurant or Hotel Taxes, Local Money Pools, Co-Ops.

Credit Enhancement

- Loan Guarantee
- Loan Loss Reserve
- Tax Credits:
 - Historic Tax Credits
 - New Market Tax Credits
 - Low-Income Housing Tax Credits



Subordinated Debt

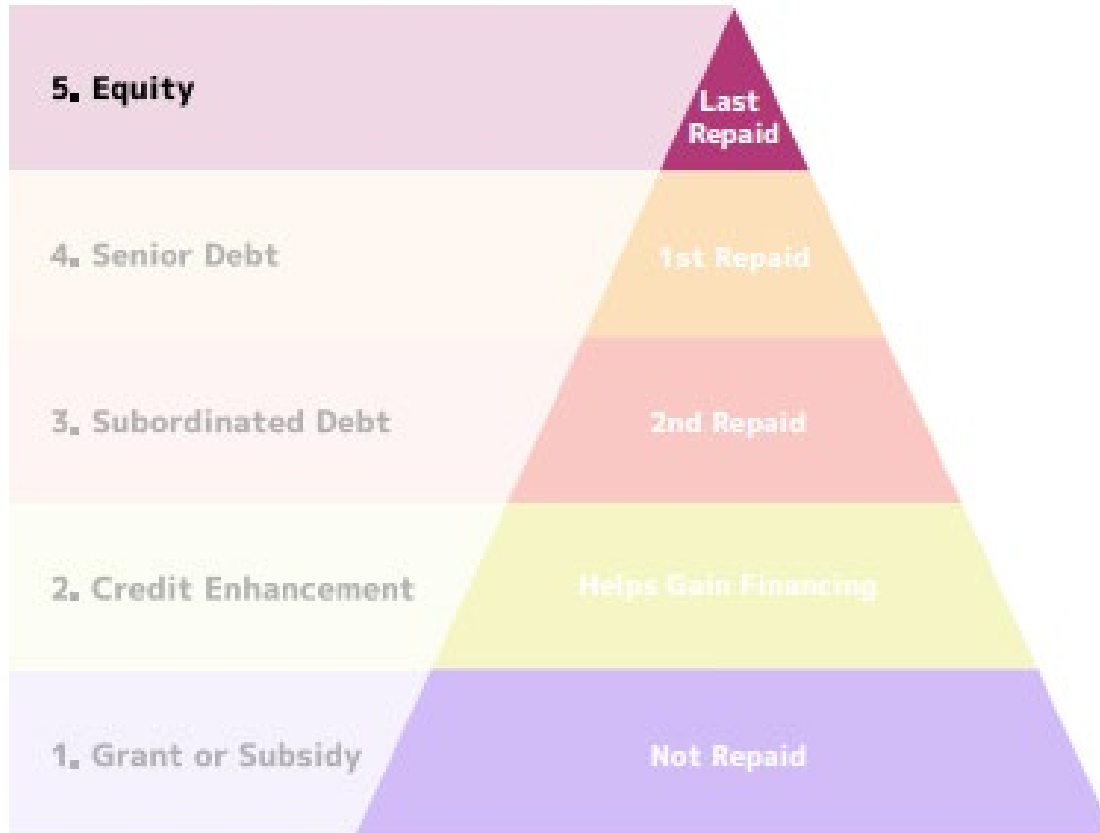


- Concessionary Capital (Repayable)
 - Bridge Loan
 - Philanthropic Local Impact Investments
 - Recoverable Grants
 - Concessionary Local Investments

Senior Debt

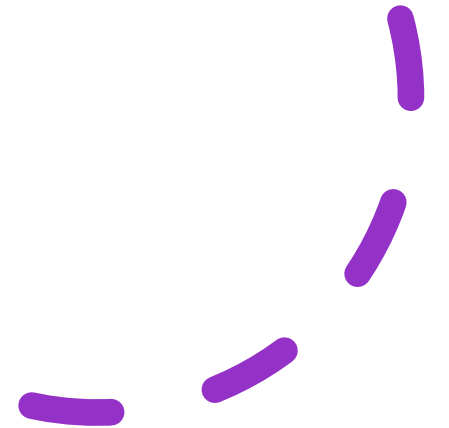
- Conventional Debt Financing (Repayable) & Loans
- Innovative Lending like CrowdMatch Loans or proof of consistent payments
- Bond
- Mortgage





Equity

- Traditional Equity Financing
 - Equity Investors
 - Angel Investors
- Community Equity & Venture Capital



Shawnee, OH

CASE STUDY

Village of Shawnee, OH



The development of West Main Street is growing from the ground up, building on local natural assets, entrepreneurs, investors and community engagement and support. External investment is simultaneously fueling the economy. Public-private partnerships include Hocking College, Black Diamond Development LLC (BDD), Buckeye Trail Association (BTA), Ohio Hill County Heritage Area (OHCHA) and regional nonprofits like Rural Action and ACEnet. The initiative focuses equally on building acquisition/renovation and business development, all aligned around experiential tourism.

THE SPARK:

Bret Adams (BDD) got a call from a business partner who exclaimed "You gotta invest here!" This led Bret to bring his money and experience in Cleveland to Shawnee. Proximity to Wayne National Forest, various state parks, architectural history, higher education institutions, and an existing community vision, made for endless investment possibilities.

THE CHALLENGE:

A former coal town, Shawnee has experienced persistent poverty, population decline, and external control, ultimately resulting in town deterioration and a lack of investment. Traditional economic solutions like "attraction/expansion" were not realistic options.

THE INVESTMENT:

The early investment by OHCHA and BTA was essential to building community support and vision. It is critical to have a clear vision when seeking external investment to ensure that development is community driven. A USDA grant was used to start a farmers market. The presence of "third spaces" for community members to gather has been important to furthering dialogue. Rural Action also received an ARC grant to develop the Bailey's Trail System, the Buckeye Trail, and a multi-use path that connects the Buckeye Trail to West Main Street. This investment will leverage other funding.

Investment by Rural Action, ACEnet, and OHCHA in the development and sustainability of local businesses was also key, resulting in the renovated Harigle Garage and Tecumseh Theater. Hocking College invested in the Black Diamond Distillery and Star Brick Brewing to create a hands-on opportunity for students in their Fermentation Science program. These college-owned and operated businesses create, produce, and sell local spirits and beer produced by students.

An outside investor, Bret Adams purchased several buildings on West Main Street. With complementary funding from federal and state grants, these buildings are being renovated and new businesses have started, including the Black Diamond Tavern which sells Star Brick Brewing products

STAGE OF INVESTMENT:
ADVANCED IMPLEMENTATION
POPULATION: 391 (2019)

DATE STARTED: 2017
ESTIMATED COMPLETION: 2022

KEY PLAYERS

Spotter: John Winnenberg, Andrew Bashaw, and Bret Adams

Framer: The community, the investors, and other public funding.

Project Managers: John Winnenberg, Andrew Bashaw, and Bret Adams

Community Engager: John Winnenberg, Andrew Bashaw

TA: ACEnet and Rural Action

Investors: BDD, the Village of Shawnee, Sunday Creek Associates, Hocking College, USDA, ARC, and the Abandoned Mine Lands Economic Revitalization Grant

"Partnerships have been successful as a result of mission alignment and complementary resources between unlikely partners. When approaching economic development, stay true to your values and vision, focus on the resources you have to offer, be open, and think ethically."

—Sean Terrell, Hocking College

to local retail stores. Bret has also partnered with the College Carpentry Program to build tiny houses for tourist accommodations around the Tecumseh Lake in Shawnee. As of August 2021, 5 of 12 units have been built. Hocking College will share in the revenue from the tiny house rentals going forward. Finally, in collaboration with the Wayne National Forest, there are efforts underway to gain additional land for the campground by the lake.

The Village of Shawnee has supported infrastructure development to the campsites and other locations and has modified zoning to make this all work. It is critical to get traditional economic development on board for local investment, including endorsement from the town mayor.

RETURN ON INVESTMENT:

BDD invested financial resources where they saw a potential positive ROI. This would not have been possible without the planned investment of a federal Abandoned Mine Lands Economic Revitalization grant in building renovations and campsite development. BDD transferred the campsite land to the Village of Shawnee in return for a 99-year lease.

Hocking College invested significant staff time and resources. The hope is to promote local economic development and job opportunities for high-skilled graduates, in addition to increasing enrollment as students see shared values and impact. BTA had been trying to get Hocking College onboard for years, but it was not until there was a clear return on investment that they eventually came to the table.

WHAT'S NEXT?

"Now, some bright, young folks have come together to form the New Little Cities Council to continue the work," said John Winnenberg. In partnership with longer-lived efforts, the Council is bringing renewed energy and focus to Shawnee.



KEY TAKEAWAYS

Public-private partnerships, including resources from outside of the community, are needed to complete the capital stack. Ensure that there are not only shared expectations from the start, but also community organizations and networks in place to respond to developer's interests quickly. Outside developers tend to show interest in places where things are happening.

Impact comes from focusing on both building renovation and business development. An empty building doesn't build a downtown. Business development is more than technical assistance and can include a network of mutually supportive enterprises.

Meet the needs of who is there – not who might come. Outside investors need to consult with local organizations, government, and businesses to provide a benefit for local folks.

Presenting clear ROI to partners can help them see the potential of their investment and encourage engagement. While there had been several years of conversation between the community and Hocking College, it wasn't until the right people were in place and BDD presented a plan and a ROI that Hocking College invested significantly.

CAPITAL STACK

EQUITY: \$2,000,000+

SENIOR DEBT: \$400,000+

SUBORDINATED DEBT: \$0

GRANT OR SUBSIDY: \$2,636,000

Questions



SCAN ME

Contact Us



SCAN ME

Melissa Levy

mlevy@nado.org

www.nado.org

(802) 318-1720

Investing in Rural Downtowns throughout East Central Wisconsin

NADO Annual Conference

Thursday, November 9, 2023



Table of Contents

Overview of the Commission

Purpose

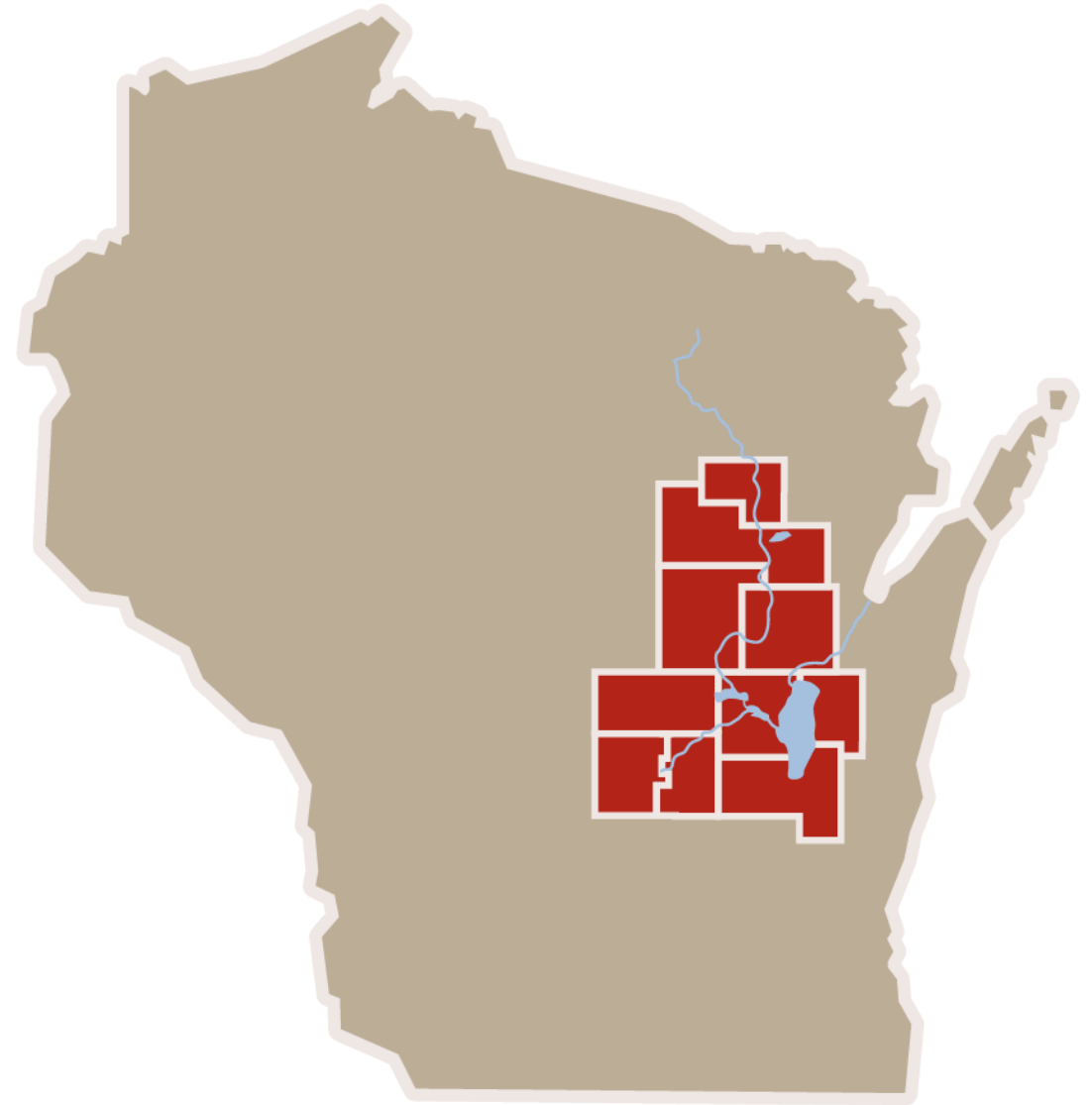
Core Program Areas

Economic Development Program

Economic Development District

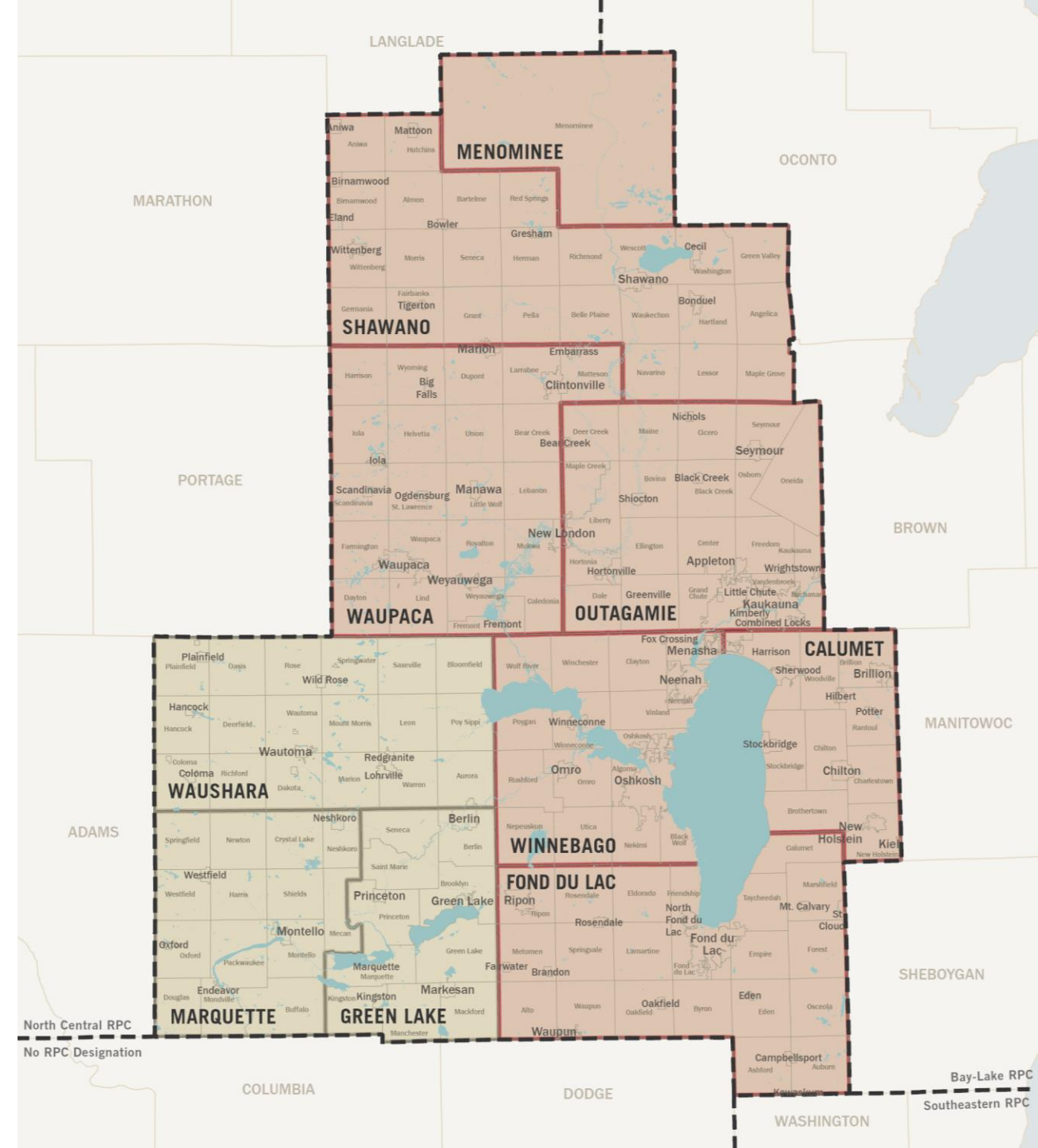
EDA Investments in the Region

Small Community Technical Assistance Program



Purpose of the Commission

- ECWRPC was created under State Statute in 1972 (§66.945, now §66.0309)
- The Commission was established to promote intergovernmental cooperation, regional planning, and a vision for the future.
 - The Commission serves as a coordinating organization between federal, state, and local governments in the region.
 - The Commission assists units of government on issues that occur at a regional level.
 - The Commission provides technical assistance, advice, and services directly to individual units of government.





Regional Comprehensive Plan

Core Program



Economic Development Program

Core Program



Water Quality Management Program

Core Program



Transportation Program

Core Program



NR-135 Non-Metallic Reclamation Mining Program

Additional Program



GIS Data Analysis & Visualization

Additional Program



Local Contracts

Additional Program

Core Program Areas

Programs of the Commission

- The Commission is designated as the Economic Development District by the U.S. Economic Development Administration.
- The Commission is recognized by the U.S. Department of Transportation as a Metropolitan Planning Organization for the Appleton (Fox Cities) and Oshkosh MPOs.
- The Commission serves as staff for the Fond du Lac Metropolitan Planning Organization (MPO). The Fond du Lac Metropolitan Planning Organization became designated in 2002.



Economic Development Program



*Economic Development
District*



*Community Planning
Assistance Projects*



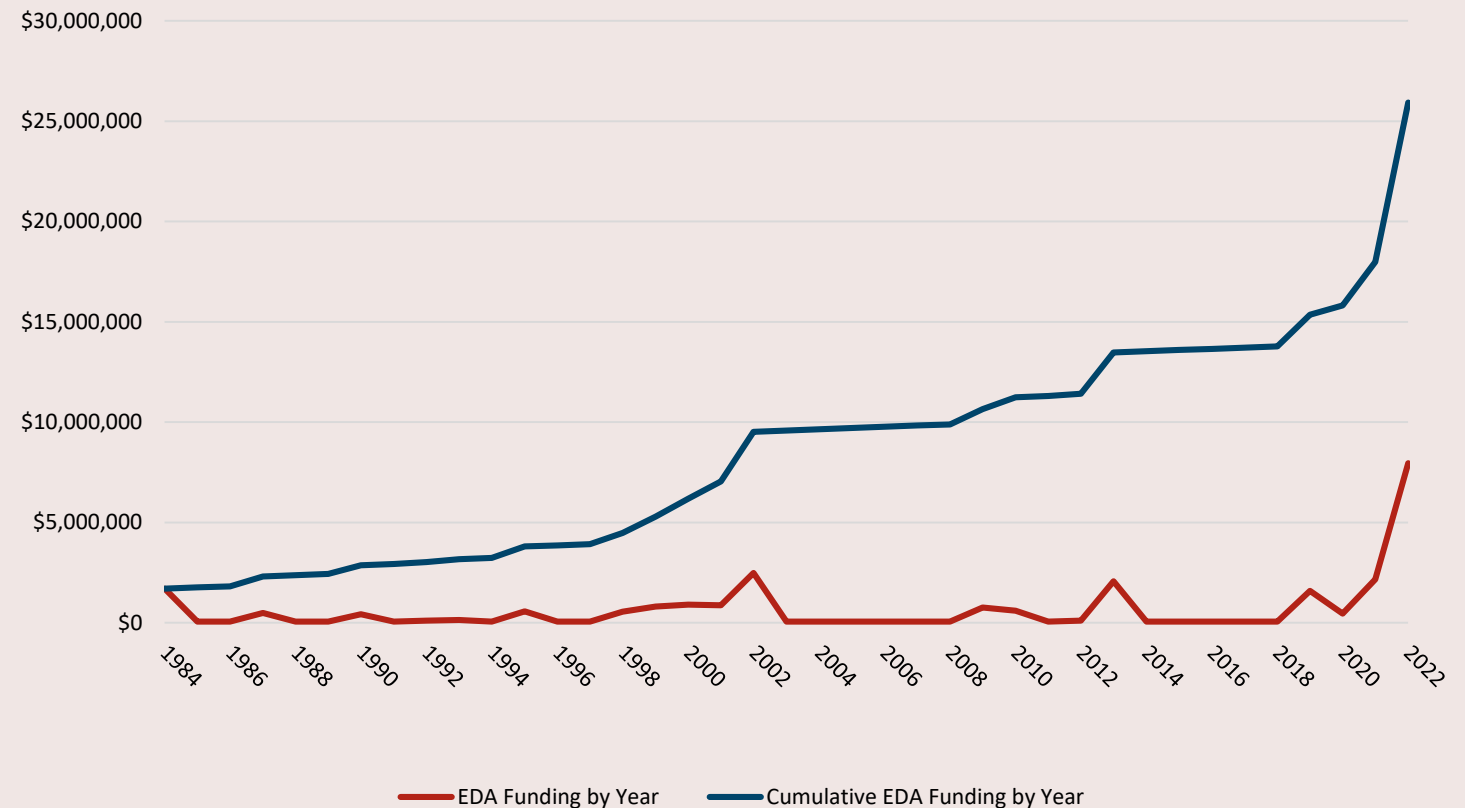
*Main Street
Bounceback Grant
Program*

Economic Development Program



- East Central is the region's Economic Development District (EDD) – received status in 1984 from US Economic Development Administration (EDA)
- Funding from two main grants:
 - Planning Partnership Grant
 - CARES Act Grant
- Main Street Bounceback Program

EDA Investments in the East Central Region since 1984





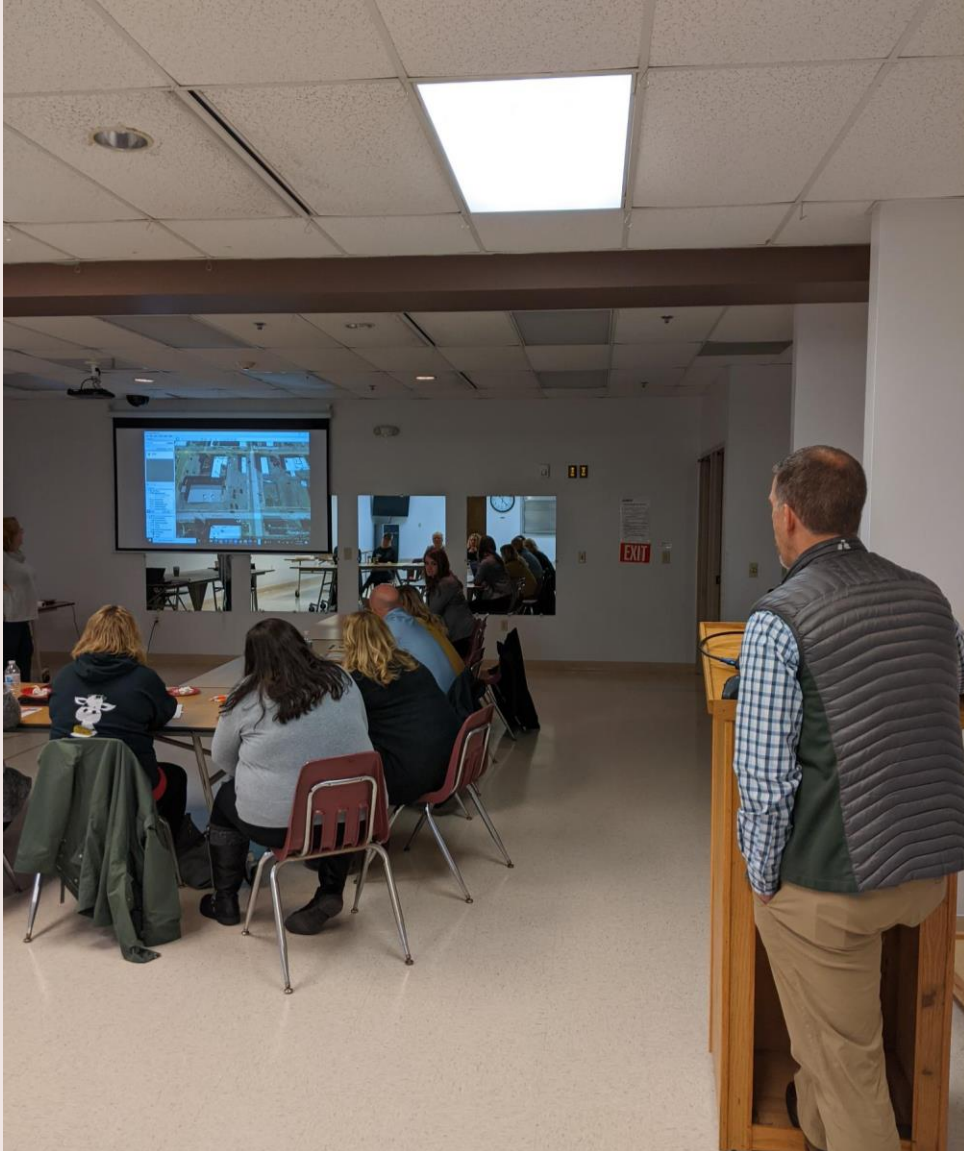
ARPA Grants Awarded by EDA in 2022

- Appleton International Airport - Appleton Aviation Business Park Expansion
 - **\$3,000,000 awarded**
- Menominee Tribal Enterprises - Timber and Sawmill Capacity Upgrades
 - **\$4,955,538 awarded**
- The grants to Appleton International Airport and MTE are the two largest EDA grants awarded in the region since the Commission received Economic Development District status in 1984.



Small Community Economic Development Technical Assistance Program

- The Commission received a \$400,000 CARES Act Grant from EDA in 2020 to bolster regional economic recovery and resiliency.
- The Commission set aside a portion of the funding to conduct a technical assistance program for communities over a two year period, and hired Ayres Associates to assist with implementation.
- With a staff transition in 2023, the East Central Team worked with EDA to amend the three year planning partnership grant to set aside a portion of the funds for the technical assistance program.



Program Goals

- Assist communities with <12,000 in population
- Create energy and spur new ideas for development, capacity building, and/or rejuvenation of commercial corridors
- Provide communities free design and technical assistance to visualize projects and see new possibilities
- Develop realistic projects for communities to implement based on their priorities for the future

Application and Selection Criteria

- Competitive application process; communities were required to submit an application identifying focus area and stakeholders
- Received 26 applications in 2021, selected 8 communities
- Received 15 applications in 2022, selected 4 communities
- Received 9 applications in 2023, selected 4 communities

Business/community need
(Can they not do it alone?)

Project potential
(Is there a project that would come out of the process?)

Capacity to help organize around the assistance?
(Can they get ready for a walk-about?)

Underserved or isolated community?
(Are the projects spread out geographically?)

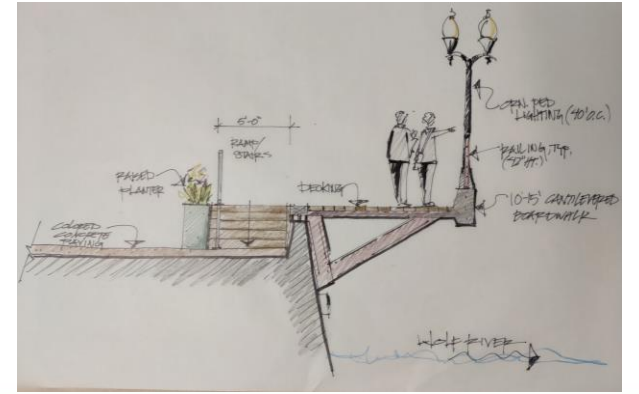
Promote equity and inclusion?
(Does the project help people?)

Stimulate the local economy?
(Does the project create jobs, tax revenue)

Positive secondary impacts?
(Does the project “play it forward”?)



City of New London Alley Activation Project



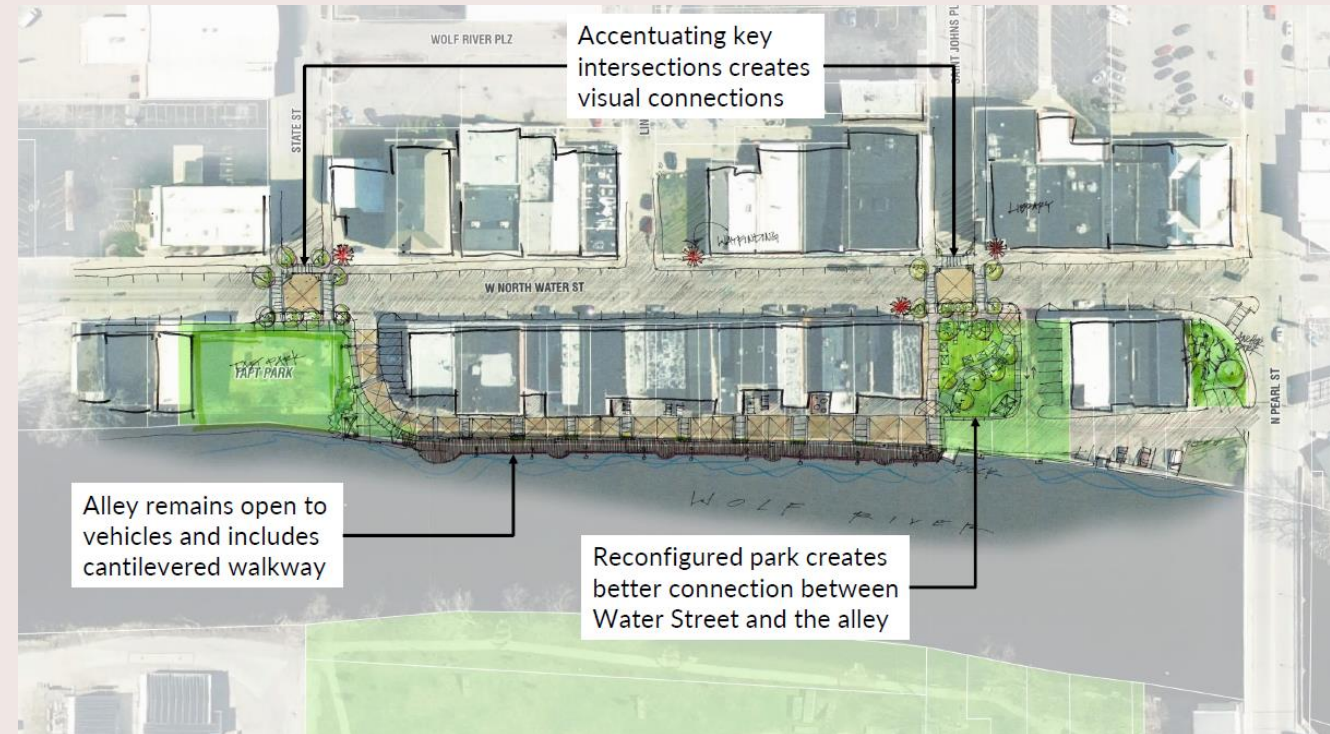
- Challenge: Redesign of rear alleyway behind downtown businesses along Wolf River

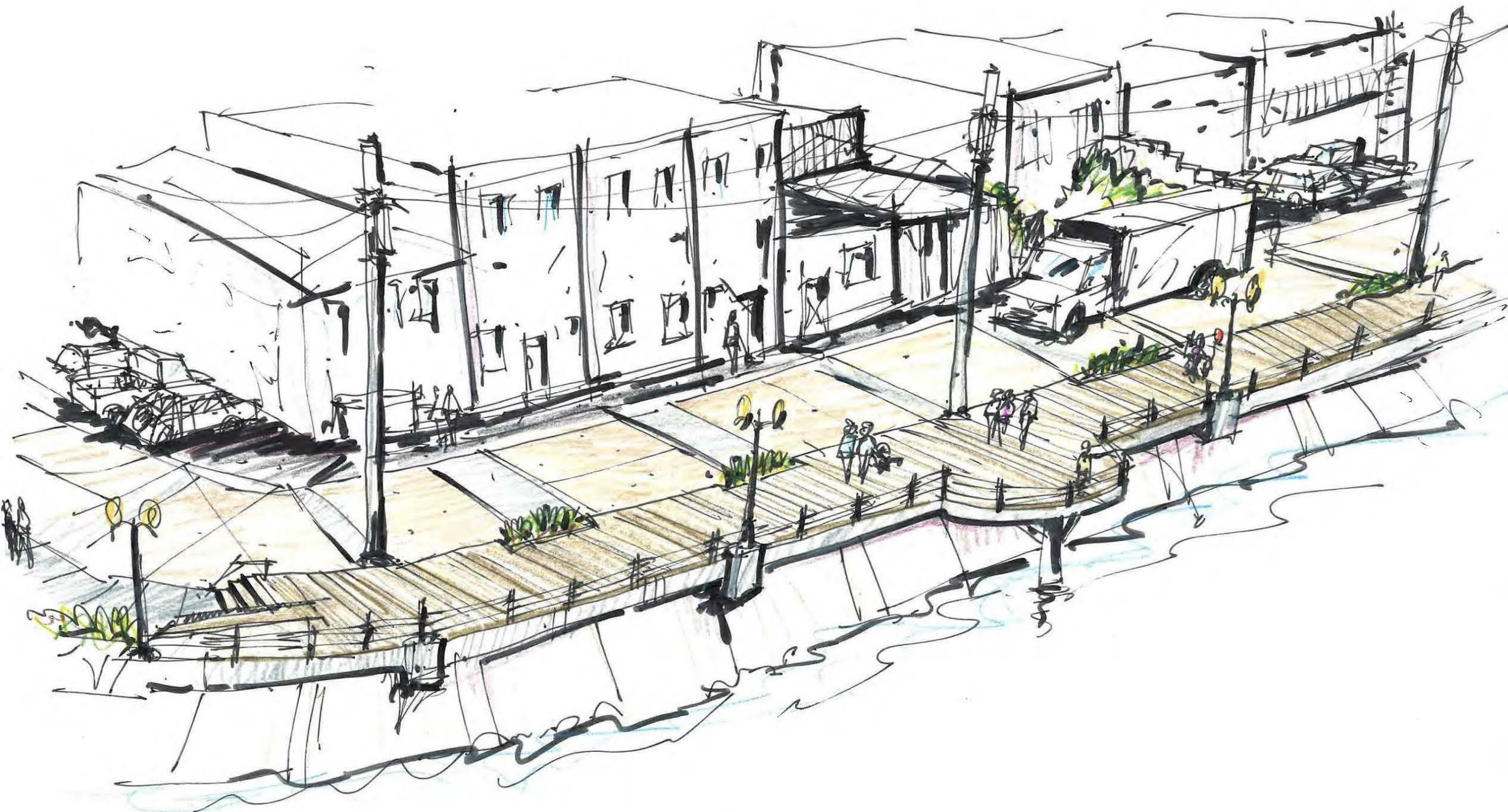


City of New London Alley Activation Project

ALLEY ACTIVATION

Why? How?



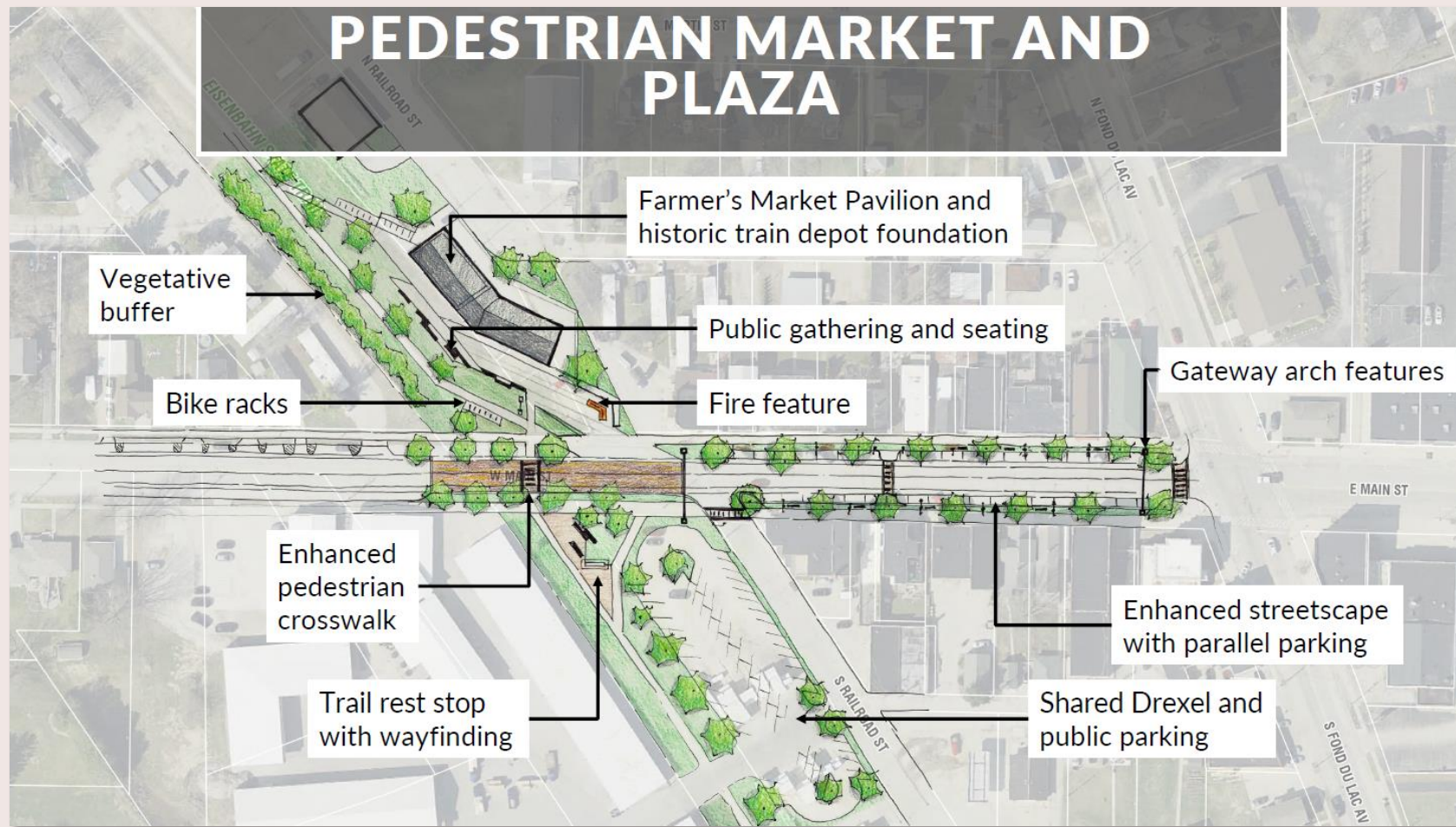


Village of Campbellsport Pedestrian Market and Plaza

- Challenge: Façade design downtown, connection from downtown to the Eisenbahn Trail, parking



Village of Campbellsport Pedestrian Market and Plaza



DOWNTOWN FAÇADE IMPROVEMENT DRAWINGS

FAÇADES

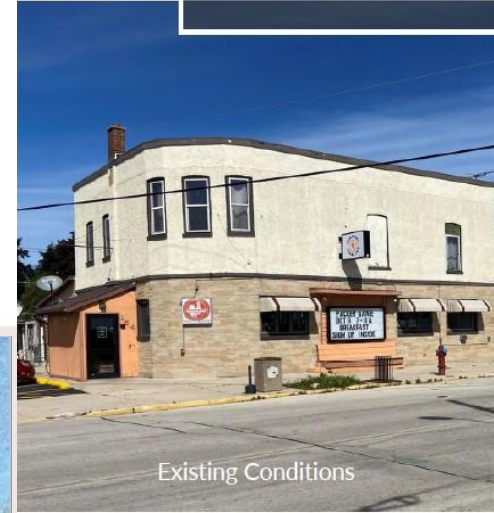
Remove false facades, utilize balcony opportunities



Façade Improvement Goals: Updated materials and color palettes, inviting doorways, updated signage, consistent window frontage

Existing Conditions

FAÇADES



Existing Conditions



Façade Improvement Goals: Updated materials and color palette, inviting doorway, updated signage, outdoor seating and furnishings

FAÇADES

Consistency with windows and materials



Existing Conditions



Façade Improvement Goals: Updated materials and color palettes, inviting doorways, updated signage, consistent window frontage

Campbellsport - 3D Visual Design Model

[View Project](#)

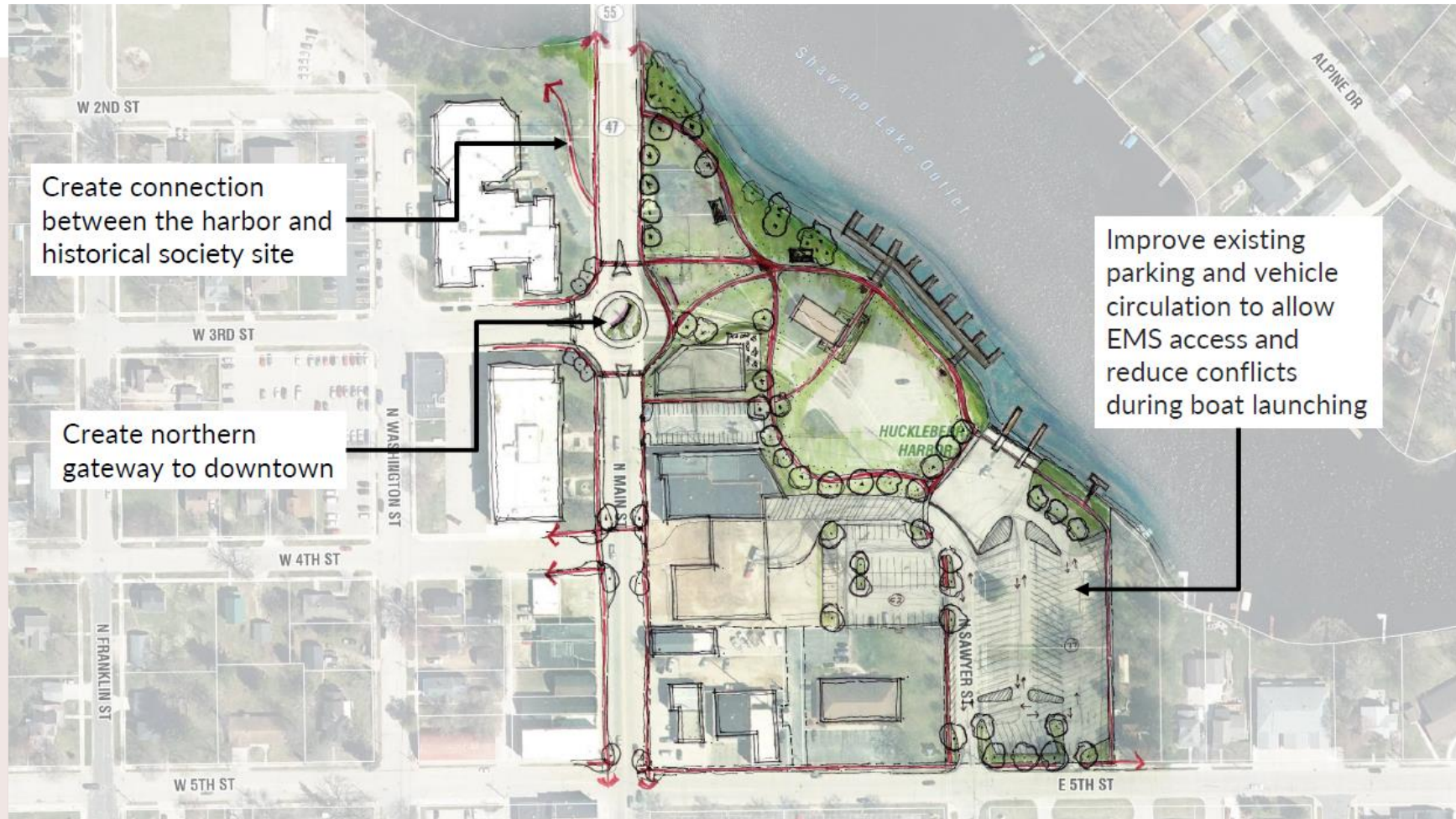




City of Shawano Huckleberry Harbor Redevelopment

- Project Site: Huckleberry Harbor Park/North Downtown Corridor
- Challenge: Connect the park to downtown, create gateway to downtown from the north, improve look, feel, and function of the general area
- Enhance pedestrian and park user experience
- Capture boat traffic from Shawano Lake to support downtown businesses

City of Shawano Huckleberry Harbor Redevelopment



SUMMARY

- The technical assistance program was highly engaging and provided unique value to communities at no cost to them
- The program offered widespread benefit to communities across the region
- Successful model, requires new funding source
- Commission staff will examine grant and other external funding opportunities to offer this program in the future



Main Street Bounceback Program

Program Overview

- The goal of the Main Street Bounceback Grants program is to provide financial support to businesses that move into existing vacant commercial properties, helping to create a foundation for long-term success for themselves and their communities.
- The Main Street Bounceback Grants program provides \$10,000 to new or existing businesses and non-profit organizations moving into vacant properties in Wisconsin's downtowns and commercial corridors.

MAIN STREET BOUNCEBACK GRANTS

FIND THE CONTACT IN YOUR REGION TO APPLY.

REGIONAL PARTNER CONTACTS – July 2021

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South Central Regional
Planning Commission
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3 DENNIS LAWRENCE
North Central Regional
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4 JASON FIELDS
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Economic Partnership
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5 SARA GILBERT
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6 SUSAN BADTKE
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Planning Commission
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sbadtke@ncwpc.org

7 DAVID LATONA
Milwaukee Development
Corporation
414.250.1445
mdc@medconline.com

8 SYDNEY SWAN
Bay Lake Regional
Planning Commission
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mainstreet@baylakerpc.org

9 TROY MAGGIE
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Planning Commission
608.342.1636
mainstreetbounceback@swwpc.org



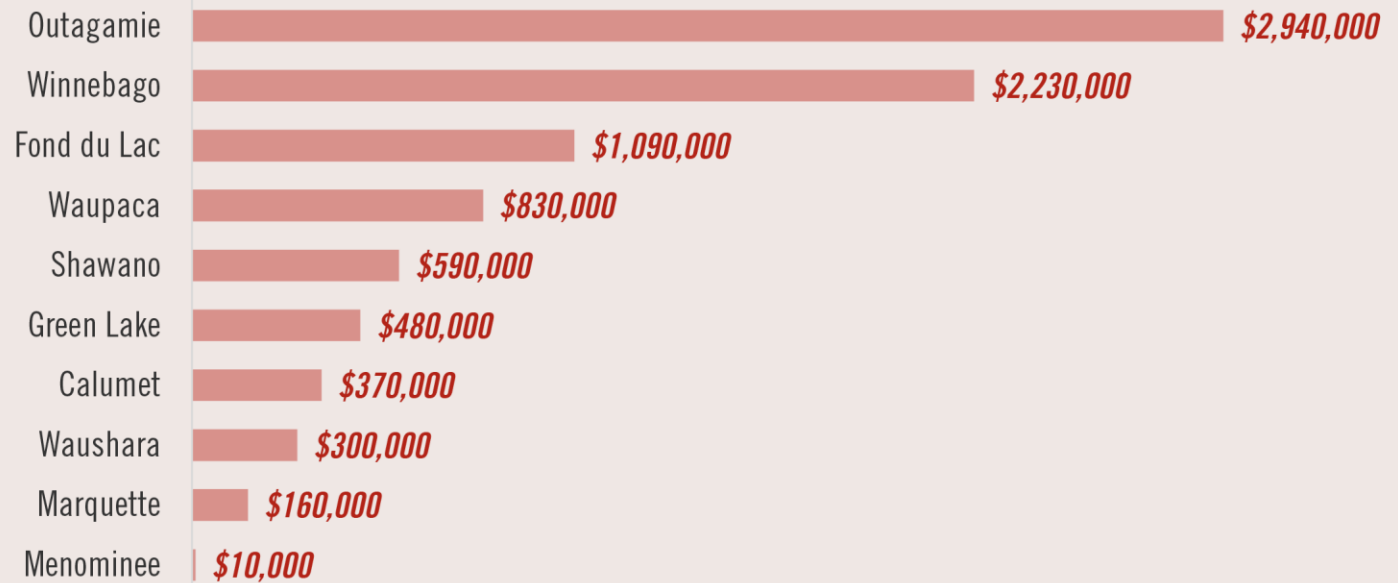


MAIN STREET BOUNCEBACK GRANTS *EAST CENTRAL WI*

900 Total grants awarded to
local business owners

x **\$10,000** per grant

\$9,000,000 Total funds
administered



Contact Information

- Melissa Kraemer Badtke, Executive Director
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920-751-4770 ext. 6828
- Craig Moser, Deputy Director
cmoser@ecwrpc.org
920-751-4770 ext. 6827





Investing in Rural Downtowns: Active Transportation Planning



Stephanie Gilbert, Transportation Planning Coordinator

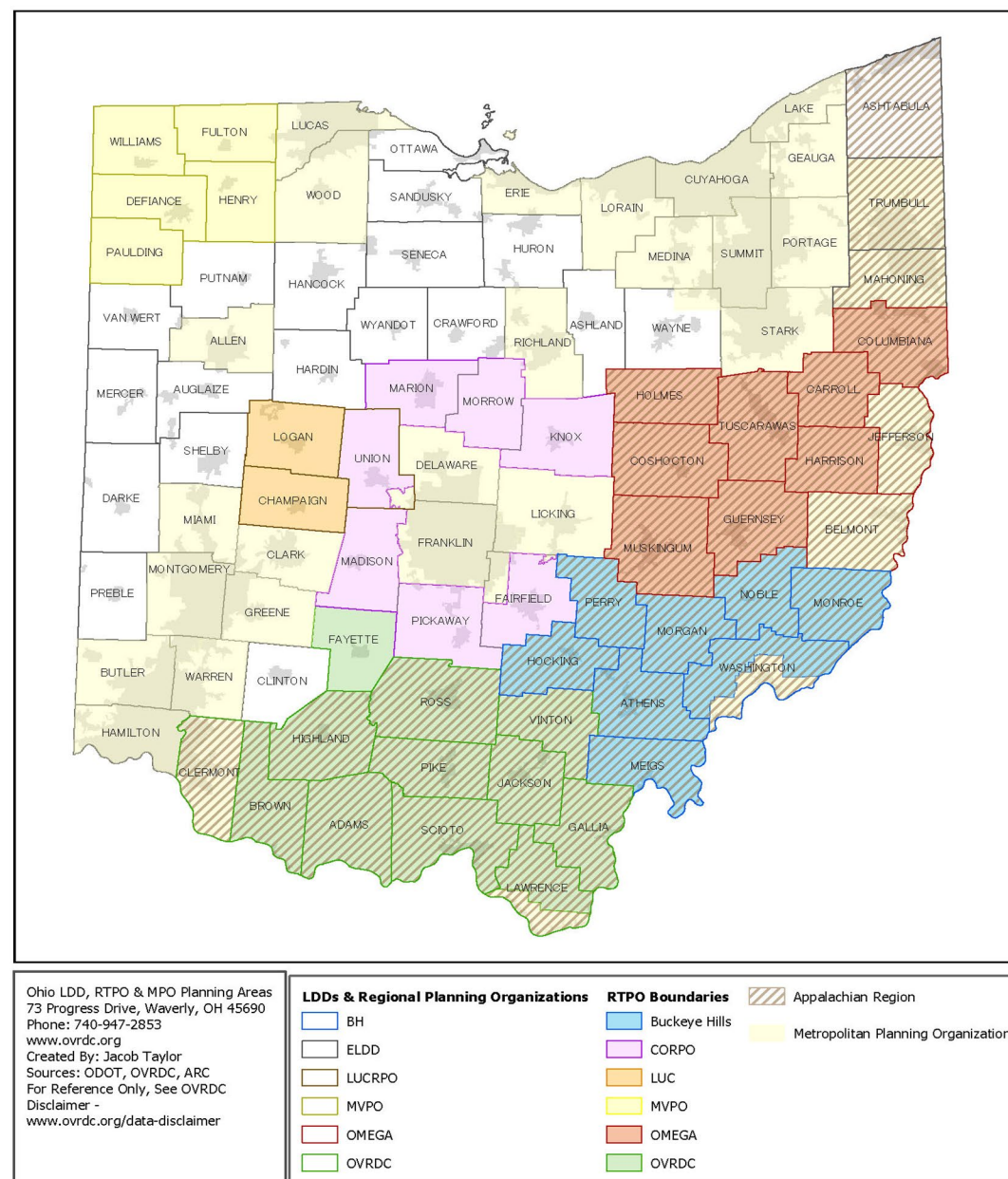
RTPOs established 2013

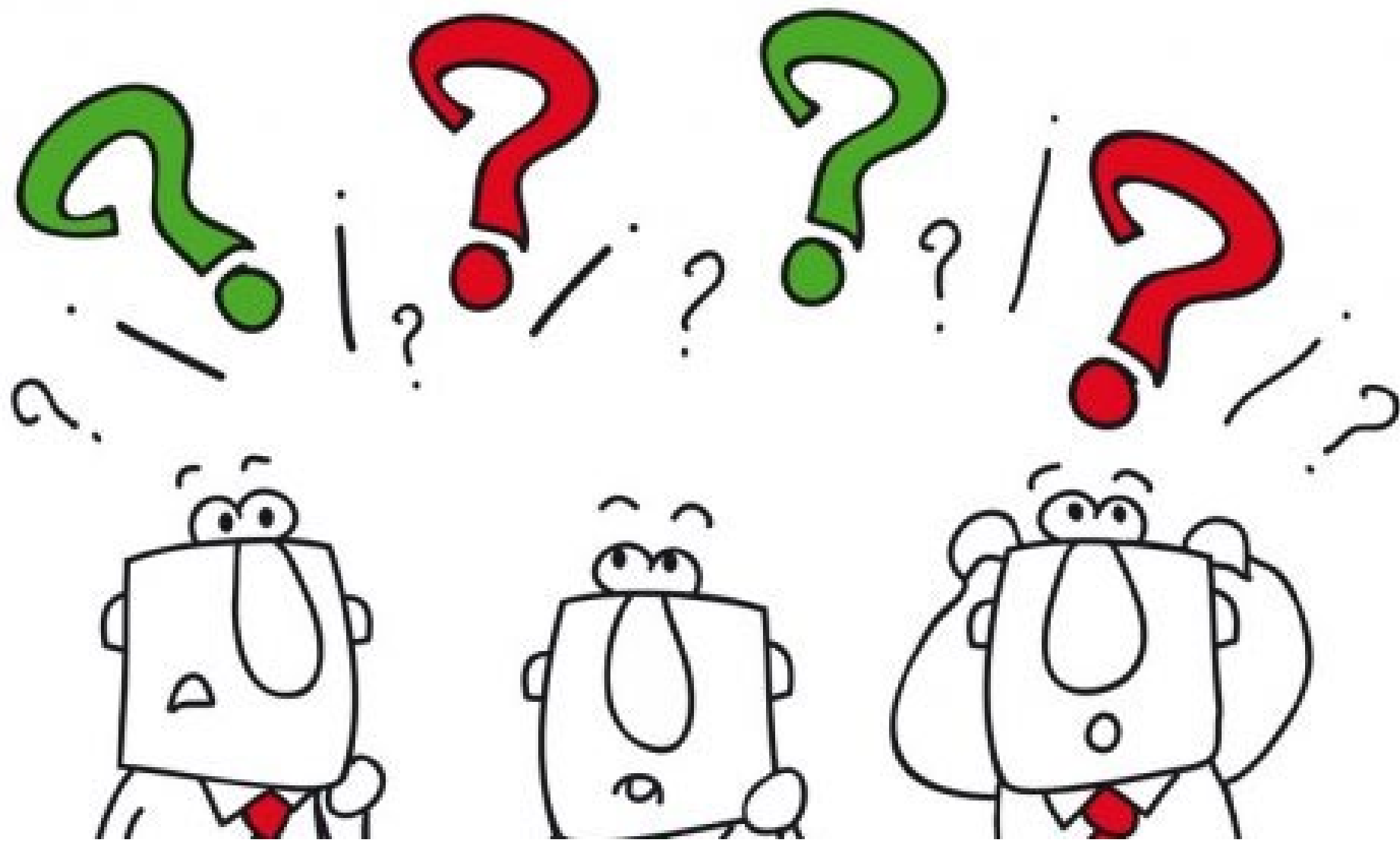
6 RTPOs in Ohio

OVRDC serves 11 counties

- Adams
- Brown
- Fayette
- Gallia
- Highland
- Jackson
- Rural Lawrence
- Pike
- Ross
- Scioto
- Vinton

Ohio LDD, RTPO, & MPO Planning Areas





Scioto County Active Transportation Plan

MARCH 2020



- School Travel Plan
 - Safe Routes to School Funding
 - 1 School

Local Recommendations

25 mi

Local bikeways

11.5 mi

Sidewalks

20

Spot
Improvements

4

Cities and
villages

Countywide Recommendations

173 mi

Regional bicycle
routes

72 mi

Off-road facilities

101 mi

On-road facilities

School Recommendations

4

School campuses

3.5 mi

Sidewalks

11

Spot Improvements

NEWS RELEASE:

The Ohio Department of Transportation (ODOT) Awards \$400,000 to City of Portsmouth for Safe Routes to School Infrastructure Grant Award.



“I’m very excited that we received funding for the project,” said Tracy Shearer, Portsmouth City Community Development Director, who was instrumental in coordinating project partnerships and submitting the grant request to ODOT. The first step in the process started last year working directly with the Ohio Valley Regional Development Commission, an ODOT-designated [Regional Transportation Planning Organization](#), to invite community stakeholders to begin work on developing an Active Transportation Plan for the county.

School Recommendations

S7	Sciotoville sidewalks	Farney Ave, 3rd Street, 4th Street, 5th Street, Bloom Street, Marshall Street, Price Street	Sidewalk	Gallia Street to 5th Street	Repair sidewalks and fill sidewalk gaps in neighborhood around Sciotoville Community Schools. Where no sidewalks are present, a paved pedestrian lane without curb could also be considered to narrow travel lanes and slow traffic.	34	HSIP TAP SRTS
S8	Sciotoville bicycle boulevard	4th Street, Bloom Street, 3rd Street, Farney Ave, Marshall Ave	Shared Road	Harding Ave to Gallia Street	Install shared lane markings for bicycle access to schools.	25	HSIP TAP
S9	Sciotoville traffic calming	3rd Street, Farney Ave	Traffic Calming	Harding Ave to Price Street	Install traffic calming measures such as signage, RRFBs, curb extensions, raised crosswalks, and/or textured pavement to indicate to drivers that they should slow down through the school zone.	27	HSIP TAP SRTS
S10	Sciotoville school zone signage	3rd St, Farney Ave, Marshall Ave	School Zone	School property boundaries	Install upgraded school zone flashing lights and signage on school approaches.	N/A	HSIP TAP SRTS
S11	Sciotoville school crossings	3rd St, Farney Ave, Marshall Ave	Crosswalk	Intersection	Install enhanced marked crosswalk at school entrances and approaches by adding raised crosswalk, advance yield markings, curb extensions and/or textured pavement.	N/A	HSIP TAP SRTS
S12	Sciotoville signalized crossing	Bloom St and Farney Ave	Crosswalk	Intersection	Add pedestrian signal heads at signalized intersection.	N/A	HSIP TAP SRTS

In July 2023, Ohio Governor Mike DeWine and Ohio Department of Transportation (ODOT) Director Jack Marchbanks announced \$9.8 million in grants to improve safety for K-12 students walking and biking to and from school in 25 counties.

Scioto	Portsmouth	Sciotoville Community	Marshall Street school speed zone beacons, refurbished crosswalk with curb extensions, high visibility crosswalk with curb extensions and high visibility with curb ramps. Second Street - high visibility crosswalk with curb ramps and new 4' sidewalk. Farney Street - high visibility crosswalk with curb extensions, refurbished crosswalk with curb extensions, and school speed zone beacons. Price Street - school speed zone signs, and high visibility crosswalk with curb ramps. Third Street - school speed zone beacons, and high visibility crosswalk with curb ramps.	\$368,550
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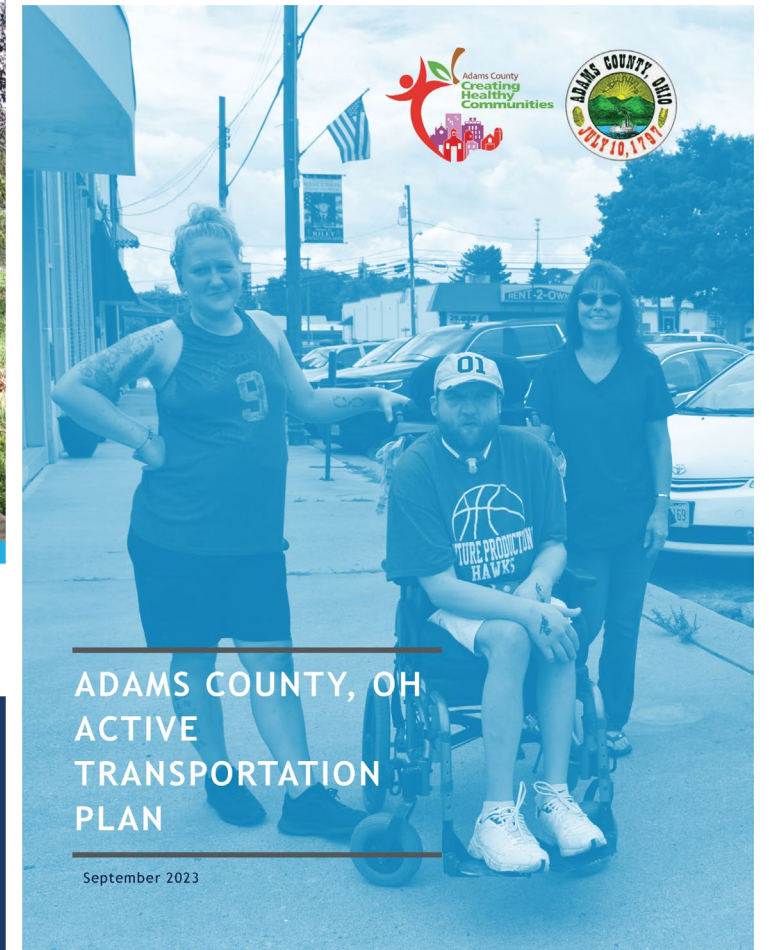
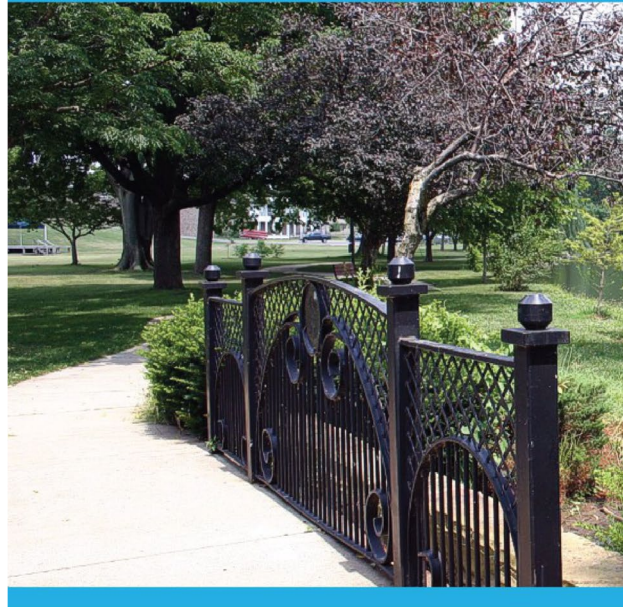
A study found that customers who walked or biked to local stores spent as much or more than those who drove over the course of a month, often because they visited more often or stopped on impulse when walking past.

“The ATP helped organize next steps and take the guess work out of prioritization and public engagement. I think it also helps small cities and villages who can’t afford to have planners on staff to have an organized plan to move forward with things such as grants, DOT discussions, etc.” – Tracy Shearer, City of Portsmouth



- Get buy-in from all key stakeholders up front.
- Keep key stakeholders engaged in the process.
- Include special interest groups.
- Public Engagement!
Public Engagement!
Public Engagement!
- Planning ➡ Successful Funding!

ROSS COUNTY ACTIVE TRANSPORTATION PLAN



ADAMS COUNTY, OH ACTIVE TRANSPORTATION PLAN

September 2023



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