

Powerful Model Strengthens Civic Muscle that Endures

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ICMA Conference Presenters



Community Heart & Soul Principles



1 Lay The Groundwork

Get Organized

Create a Work Plan

Spread the Word

4 Take Action

Mobilize Resources

Follow Through

Cultivate Heart & Soul

3 Make Decisions

Formalize Decisions

Make Choices

Develop Options

2 Explore Your Community

Gather and Share Stories

Identify What Matters Most





“We became more acquainted with what’s possible. That we can **COME TOGETHER** to do things as a community.”

Heart & Soul of the Community

- Pride of place
- Community “ambassadors”
- Builds positive community narrative. “What we can do?”
- More connections, trust, and positive relationships
- New volunteers, leaders, and alliances
- Awareness and use of cultural, historic, and local assets





Gardiner, Maine

- **Population: 5,800**
 - Decreased 14% since 1990
 - County increased 5.4%
 - 30% decline under 45 population
 - 20% increase over 45 population
 - Losing population since 1960s
 - All abutting communities gained population
- **22.4% of Families with Children Below Poverty Line**
 - 50% higher than County & State
- **Poverty Rate in One of Two Census Tracts is Double that of City, County, and State, and Triple that of U.S.**

Source: 2010 US Census Bureau

- Seven mills line the Cobbossee Stream, which runs in part through the downtown
- Loss of ~1,000 jobs over two decades due to defunct shoe, clothing, and paper mill industries
- Numerous Brownfield sites identified
- 2011
 - Major employer (Associated Grocers) placed into receivership – 141 employees lost their jobs
 - Village Candle relocates ~70 jobs to southern Maine
- 2nd highest tax rate in county



- 2008: \$5.7 Million Business Park Expansion. Consultant said would be filled by 2010
 - One sale in 2011
 - Over half of all lots unsold
 - Business Park TIF fund \$1 Million+ in debt to City's general fund



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Gardiner Business Park at Libby Hill

Maine's Premier Business Park

Lot #	Price
8	\$99,500
9	\$49,900
12	\$49,900
15	\$59,950
17	\$35,750
18	\$57,250
19	\$159,900
20	\$57,250
21	\$286,000
25	\$49,900
26	\$49,900
27	\$124,750

Call Dennis Wheelock
 (207) 242-5588

Map Date 8/1/16 – prices and availability subject to change

Assets

- Quaint, historic downtown



Assets

- Newly renovated waterfront park



Assets

- Beautiful built & natural resources



In 2012, Gardiner, Maine embarked on a two-year process to **engage citizens** to not only help inform our Comprehensive Plan but also **learn** about our community's *“heart and soul”*

- Financial assistance provided by Orton Family Foundation



ORTON FAMILY
FOUNDATION

- Performed a community network analysis and involved several community groups as key stakeholders
- Though we dedicated staff and financial resources to this effort, it was a **“community-run”** not **“city-run”** project
- Had its own Board of Trustees and a larger, Community Advisory Team





What do you love about Gardiner?

- Several team members were designated as “Story Gatherers”
 - Conducted one-hour interviews with over 100 members of the community over several months
- Held numerous events and piggybacked on others to gather more info from residents

- Resulted in **feedback from several hundred** residents
- Gleaned 11 Heart & Soul Statements from the process, which were **adopted by City Council**
 - Helped provide staff and Council with “cover” when discussing projects related to these values



In the City of Gardiner, our community VALUES:

Family Friendliness- We value spaces and organizations that are available to residents of all ages and income levels.

Education- We value an education system that prepares students for a global environment.

Connection to Nature- We value outdoor recreation opportunities, and the preservation of open space.

History, Arts, & Culture- We value history while continuing to develop diverse cultural activities for residents of all ages.

Strong Local Economy- We value a strong economy that welcomes businesses and entrepreneurs while maintaining the character of the community including the historic downtown.

Sense of Community, Sense of Belonging- We value a community where residents are helpful, caring, and respectful of each other.

Community Involvement & Volunteerism- We place high value on volunteering and civic involvement.

Livability- We value preserving the character of the city while ensuring that residents of all ages and incomes have access to family support systems, transportation, and arts and culture opportunities.

Infrastructure/City Services- We value safe, well-maintained roads, sidewalks, schools, and public spaces that are accessible and clean in all seasons.

Unique Physical Assets- We value the city's unique natural and built assets that are at the heart of the community's identity, and believe they should be available to all residents.

Inclusive, Responsive Government- We value open, two way communication between residents and community decision makers.

- The City adopted a new Comprehensive Plan that contained an incredible amount of public input
- 20 Year Vision was based directly on the Heart & Soul process:
 - *“Our Vision for Gardiner in 2025 is based on the community values developed as part of the Gardiner Heart and Soul (H&S) project.”*

CHAPTER 4: COMMUNITY VISION

Our Heart and Soul

Our Vision for Gardiner in 2025 is based on the community values developed as part of the Gardiner Heart and Soul (H&S) project. The values were initially distilled from over one hundred in-depth one-on-one interviews in which a broad spectrum of our community were asked to share their stories about Gardiner and what makes it special. The initial values from this “storytelling” phase were then refined at the We Are Gardiner community event. The statement of community values that resulted from that work by approximately one hundred residents became the basis for this Community Vision. The Vision is an attempt to describe what we want Gardiner to be in 2025. It establishes the goal that we are working toward and that the City’s Comprehensive Plan is trying to achieve. The Community Vision addresses each of the eleven H&S values in addition to an over-arching desire to see the City grow and prosper.



A Growing, Prosperous Community

Gardiner’s population is growing. Thoughtful, well-planned development is welcomed by the community. New housing of all types is being built. Younger families choose to live in the City to take advantage of our livable, walkable neighborhoods. Older residents choose to stay in the community in housing designed to meet their needs. Our business community is expanding resulting in new jobs for area residents and additional tax revenue to support City operations. People do more and spend more in Gardiner. But our growth is done thoughtfully – it maintains the character of our community while creating new opportunities.

For items that were not necessarily within the City’s purview, community organizations took the lead and a new group was formed – the “Duct Tape Council.”



Gardiner’s Gardeners Beautify the City

- Results: Focus on Becoming a Local Food Hub

- Since FY14, secured over \$1.9 million in CDBG funds to assist 5 new businesses in growing
- Central Maine Meats (meat processing facility)
- Common Wealth Poultry
- Crooked Halo Cider House
- Sebago Lake Distillery
- Food Co-Op
- **55 total jobs created**



- Results: Adaptive Reuse Overlay District (AROD) Ordinance

- Allows larger buildings in residential areas to be repurposed for light commercial uses
- Abandoned, 172-year old church transformed into small cider brewery and tasting room

Hard cider company buys Gardiner church, hopes to sell cider by July

cm www.centralmaine.com/2015/05/01/hard-cider-company-buys-gardiner-church-hopes-to-sell-cider-by-july/

By Paul Koenig

GARDINER — The hard cider producer aiming to open in a former church for more than a year has finally bought the 172-year-old building to house its tasting room and a small brewery operation for testing new ciders.

Lost Orchard Brewing Co., which approached the city last year to find a way to open the business in a residential area, plans to open its main brewing operation in a South Gardiner warehouse and have its hard cider, sold under the label Crabby Apple Cider, on shelves by July 4.



David Boucher talks about his plans to use a former church as a tasting room for Lost Orchard Brewery during a tour on Thursday in Gardiner. Staff photo by Joe Phelan

- Results: Free Summer Concerts on the Waterfront
 - Local performing arts center runs with donations from local businesses



- Results: Funding for Two Trails

- Cobbossee Trail planned since 2004 but shelved due to funding constraints finally received support in FY17 (\$300K+ grant match)
 - Connects an existing trail to a new one that runs along the mouth of a stream in our downtown into a more heavily-wooded section of town



"Kennebec Journal" photo by Joe Phelan

- Harrison Ave Nature Trail

Gardiner prepares to launch sidewalk project

cm www.centralmaine.com/2017/02/27/gardiner-prepares-to-launch-sidewalk-project/

By Jessica Lowell

When Gardiner officials put together an assessment of city sidewalks in 2007, they had no idea that a financial crisis was looming or that a decade would pass before the project would be addressed.

Now, with \$655,000 identified in the current Gardiner city budget to take on sidewalk work, the city's Sidewalk Committee has updated the decade-old recommendations.



Fixing up sidewalks in Gardiner will be a topic of discussion at Wednesday's City Council meeting. Staff file photo by Joe Phelan

• Results: Sidewalk Master Plan & Investment

- For the first time in a couple of decades, money was allocated to sidewalk restoration
- \$655,000 to address the worst, annual plan to maintain others

- Results: “Business-Friendly” Designation from the State of Maine

- One of 35 communities in the State to achieve
- One of the highlights from the State’s review team: “Gardiner’s Heart & Soul initiative and update of Comprehensive Plan”





“We Are Gardiner: Vision to Values” | <https://youtu.be/3Cd4M1O1DrY>

Cortez, Colorado Heart & Soul Project



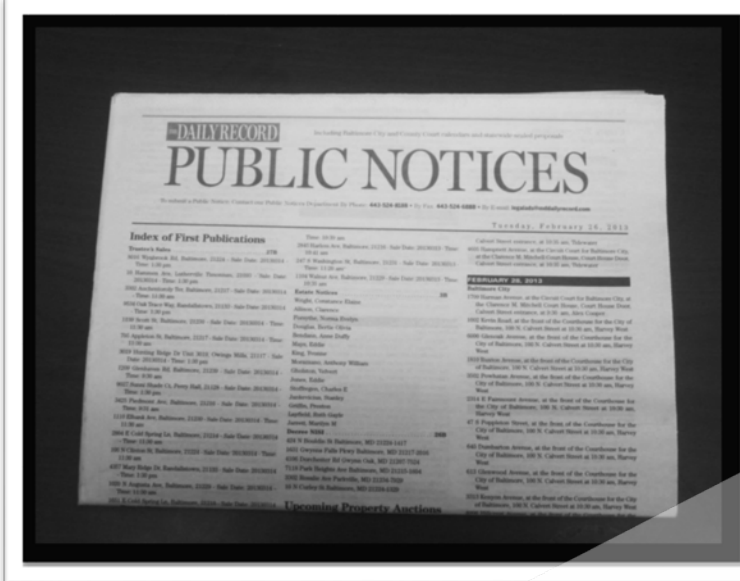
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Cortez Community Heart & Soul
Powerful Model Strengthens Civic Muscle that Endures

Community Heart & Soul
— Guided by What Matters Most —

Why

Heart & Soul?



Less of this...

Cortez Community Heart & Soul
Powerful Model Strengthens Civic Muscle that Endures

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More of this...

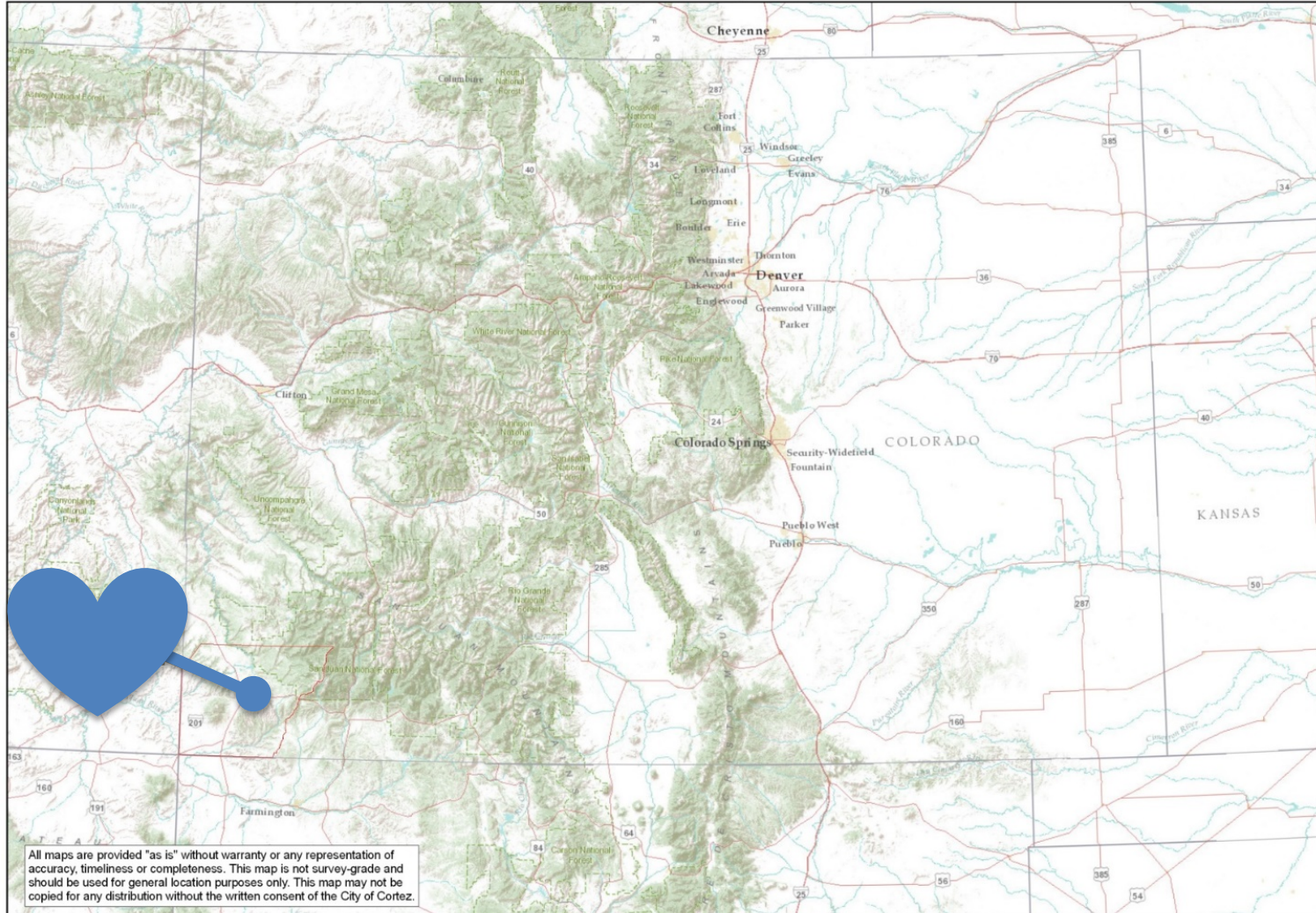


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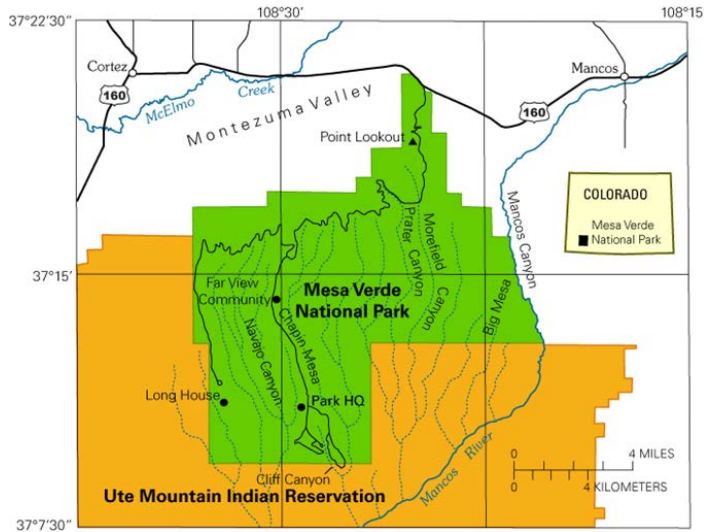


Colorado State Boundary
 Montezuma County Boundary
 City of Cortez Boundary



All maps are provided "as is" without warranty or any representation of accuracy, timeliness or completeness. This map is not survey-grade and should be used for general location purposes only. This map may not be copied for any distribution without the written consent of the City of Cortez.

Cortez Demographics



Land:

- 30% private
- 33% tribal
- 37% state & federal

Median Household Income:

- Cortez - \$42,412
- Colorado - \$61,303

Demographics:

- White – 70.6%
- Hispanic – 15.8%
- American Indian – 11.8%
- African American - 0.4%
- Asian - 0.8%

Population	Cortez	Montezuma County
2010	8,482	25,535
2016	9,007	26,999
Geography	6.2 sq. mi	2,030 sq. mi.



“What if we don’t change at all ...
and something magical just happens?”

Heart & Soul Cortez

The logo features a stylized heart with a red upper half and a purple lower half. The heart is positioned in the center, overlapping the word 'Heart' and the ampersand. Below the heart is a light green oval. A black line forms a swirl that starts from the bottom left, loops around the green oval, and ends at the top right, passing through the ampersand.

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The Vision

Create a
vibrant and
thriving
community



**Project
Goals**

**Create
Community
Action Plan**

Engage Youth

**Partner with
diverse
community
members**

**Strengthen
local
organizations**

**Create
values-
based Land
Use Code**





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Why

Heart & Soul?

The Outreach

- **55** community-wide events
- **1,350** unique community members engaged
- **900+** surveys received from community residents
- **9** hours of video interviews





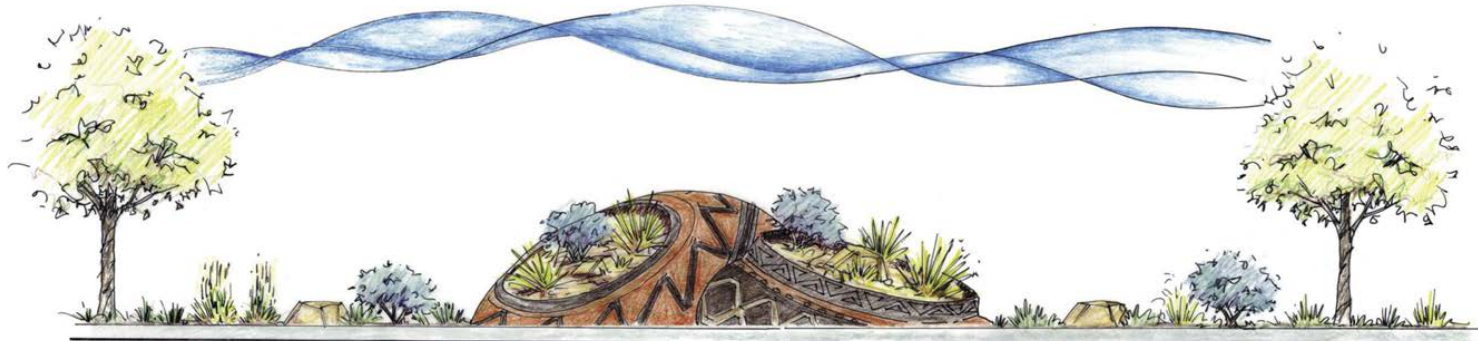
#1 Heart & Soul Statement: Friendly People; Accepting, Supportive Community

We recognize that people are our most important resource, and that Cortez is a friendly community.

- We strive to respect and care for each other as individuals.
- We strive to create a network that fosters acceptance.
- We want public officials to offer opportunities for community conversations that will foster positive change and help us move our community forward.



Master Beautification Plan







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Gateway Improvements



CORTEZ GATEWAY CONCEPT 4.12.13 DHM DESIGN

Downtown Revitalization

- Access Control Plan with CDOT
- New downtown bulb-outs and medians
- Private re-development
- KSJD & Sunflower Theatre – historic building renovation



New Land Use Code

Land Use Code Re-write Project

- Values alignment project by University of Colorado graduate students
- \$150,000 grant funding towards project
- \$50,000 match from Council

Additional Outcomes in Cortez

• Youth Engagement

- New partnerships between local youth and community boards
 - At city-level, Council added youth voting positions to Parks & Red Board and Golf Advisory Board
- Annual Youth/Adult Partnership Training
- Bridges out of Poverty Training for Youth

• Additional Planning Staff

- New planner hired for Planning & Building Department





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Thank you for joining us
as we come together to build successful
futures for small towns in America.

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