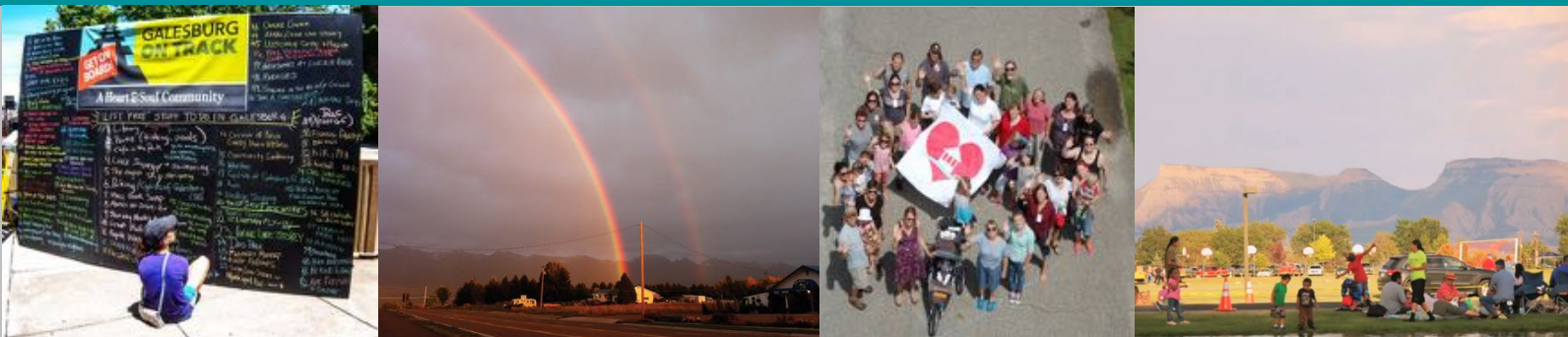


Community Heart&Soul®

—— Guided by what matters most ——

Models of Self-reliance Empowering Communities to Shape their Futures NPSG 2018

Jane Lafleur, Heart & Soul Champion and Coach
Camden, Maine



Community Heart & Soul and the Orton Family Foundation



Heart & Soul principles and 4 phases

INVOLVE EVERYONE

FOCUS ON WHAT
MATTERS

PLAY THE LONG
GAME



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



Community Network Analysis



Sharing Stories



Gathering Stories



Gathering Stories



Stories = Data

| Word | Frequency |
|-----------|-----------|
| fair | 68 |
| pool | 47 |
| school | 38 |
| town | 34 |
| friend | 34 |
| park | 33 |
| small | 31 |
| theater | 28 |
| movie | 27 |
| community | 24 |
| house | 22 |
| cone | 21 |
| shoppe | 21 |
| football | 18 |





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

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.

Embed H&S STATEMENTS for lasting success

 **Gardiner**
Heart & Soul

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 **Community**
H&S Report Card

(TOWN NAME)

| Community Heart and Soul | Past (How were we doing last year?) | Δ | Present (How are we doing this year?) | Δ | Future (Where do we want to be?) |
|-----------------------------------|--|---|--|---|-------------------------------------|
| Community Engagement | ♥ ♥ ♥ | ↑ | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Local Opportunities | ♥ ♥ ♥ | ↓ | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Family Friendliness | ♥ ♥ ♥ | ↔ | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| History, Arts and Culture | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Education | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Small Town Feel | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Connection to Nature | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Accessible, Walkable and Bikeable | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Inclusive, Responsible Government | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Sense of Belonging | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Strong Local Economy | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |
| Diversity | ♥ ♥ ♥ | | ♥ ♥ ♥ | | ♥ ♥ ♥ |

Rating Key
 Improved: ↑
 Declined: ↓
 Stayed the Same: ↔
 Poor: 1 ♥
 Fair: 2 ♥
 Good: 3 ♥
 Excellent: 4 ♥

(TOWN NAME) 201X Goals

Economic development



Heart & Soul statements



Photo credit: Mr.TinDC via Flickr Creative Commons, <https://flic.kr/p/akqk3G>

We value being an active, healthy community that appreciates the outdoors and our connection to the natural environment.

Heart & Soul Case Studies

Models of Self-reliance



Gardiner Maine



GARDINER, MAINE (2010 Census)



Population 5,800

- Decreased 14% since 1990
- 30% decline under age 45 pop
- 20% increase over 45 population
- Losing population since 1960s



- High rates of subsidized and sub-par housing
- High rates of vacant single family homes (11%)

Steady Economic Decline over 30 Years

Lost state offices, retailers, and all the mills shuttered - shoe, textiles, fabrication, and paper industries

- Over 1,000 jobs lost
- Abandoned, blighted buildings
- Many brownfield sites identified



Early 2000's

- Major Employer (Associated Grocers) placed into receivership – 141 employees lost their jobs
- Gardiner Savings Bank also in receivership
- Village Candle moved, taking 70 jobs



"Kennebec Journal" photo by Joe Phelan

Let's Build a Business Park out by the Highway!

2002: Built our first Business Park- never filled

2008: \$5.7 Million Expansion – consultant said would be filled by 2010

- Over half of all lots unsold
- Business Park TIF fund \$1 Million+ in debt to City's general fund

Gardiner Business Park at Libby Hill

Maine's Premier Business Park



CITY OF Gardiner
Magnusson Balfour
 COMMERCIAL & BUSINESS BROKERS
 Call Dennis Wheelock
 (207) 242-5588

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

Doing Nothing and Hoping for Better Outcomes was No Longer an Option

By 2011, we needed to.....

- Stop the bleeding and stabilize climbing tax rates
- Update our Comprehensive Plan
- Engage residents and businesses
- Expand volunteer base



ORTON FAMILY
FOUNDATION

Gardiner's Community Heart & Soul

- Community network analysis and involved community groups and stakeholders
- “Community-run” not “City-run” project
- Board of Trustees and a larger, Community Advisory Team





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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.

Assets: Quaint, Historic Downtown



Assets: Newly Renovated Waterfront Park



Assets: Beautiful Built & Natural Resources



Assets: Family Friendly Community, The Arts



Comprehensive Plan

Traditional Inventory and Assessments

Community Input

Implementation Actions

1. Policy
2. Infrastructure
3. Economic/Business
4. Community

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.

Policy Priorities

- Adaptive Reuse Overlay Districts – added flexibility for older buildings in residential areas
- Expanded home occupation scope
- Updated sign rules
- Added in-law apartment rules
- Added rules for raising goats, chickens, bees, and in-town agriculture

Value our Historic Buildings, Small Number of Allowed Uses

172 year old-
Deconsecrated
Church



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

cm www.centralmaine.com/2015/06/01/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

Infrastructure

- Sidewalk Plan funded after sitting on shelf for 20 years!
- Two trails funded with grants and local match
- Downtown façade grants
- Awarded EPA Brownfields grants to assess and clean up old mill sites
- Storm water assessment- city wide

Community engagement and Heart and Soul plans opened up access to grants

Maintaining and Repairing Infrastructure

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
- Made tough choices to eliminate, repair, construct

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

Investing in “Walkable Community”

- Cobbossee Trail planned since 2004 finally received support in FY17 (\$300K+ grant match)
- Harrison Ave Nature Trail



“Kennebec Journal” photo by Joe Phelan

Economic/Business Development

- Gardiner Growth Initiative – invested in 5 retail establishments
- Supported 5 Community Development Block Grants that brought \$1.9 million in investment and 55 jobs
 - Central Maine Meats (meat processing facility)
 - Common Wealth Poultry
 - Crooked Halo Cider House
 - Sebago Lake Distillery
 - Food Co-Op
- Develop and nurture Food Hub
- Focus on “Buy Local Campaign” for retailers
- Incentives for Libby Hill Business Park
- Earned state designation as “Business Friendly”



Preserving Historical Buildings By Deploying Modern Businesses



People Lined up to Buy a Donut during Grand Opening



Livestock and Poultry Processing Facilities



Gardiner CO-OP 100% Member Owned







Community Action Plan

“Without engaged people, nothing matters..”

- Heart and Soul awakened and engaged many, many volunteers
- Duct Tape Council – council of non-profits and civic groups
- Gardiners Gardeners
- Concerts on the waterfront
- Growing events – Holiday Events, Downtown Trick or Treating, Easter Egg Hunt
- AARP Age Friendly Community Designation - Process



Free Summer Concerts on the Waterfront

Local performing arts center runs with donations from local businesses



Big Block Party – Swine and Stein Event



Gardiner's Community Heart & Soul



Damariscotta, Maine



Using Community Heart & Soul Values
to guide future development

CommunityHeart&Soul
— Guided by what matters most —

Damariscotta, Maine

we work locally



We value **working locally** and growing locally owned businesses.

culture & nature meet



We value having **culture and nature in close proximity**, where we might see a seal or a moose but we also have restaurants, art galleries, local theater and a library, all within walking distance.

we live locally



We value **living locally**, being able to afford to live and shop in Town.

town is accessible



We value an **accessible community** where we have easy access to goods and services, to local government and information.

community is involved



We value **community involvement** where people participate in schools, organizations, churches and community events and festivals.

sense of community



We value a strong **sense of community** where people trust one another and feel safe.

Biddeford, Maine



Biddeford, Maine



Trash incinerator
in the center of
town employed
80 people



Through
Community
Heart & Soul,
people felt
EMPOWERED



Over \$100 million in approved projects



Golden, Colorado



Neighborhood Meetings in
every part of town

CommunityHeart@Soul
— Guided by what matters most —

Cortez, Colorado



Mount Holly Springs, Pennsylvania



Meadville, Pennsylvania



COMMUNITY THEMES & VALUES

The statements below reflect the first DRAFT of our community value statements. We are seeking feedback through spring of 2018 so that we are confident that we have a set of statements that reflect the common values we need for Meadville. You can weigh in at www.mymeadville.org/online



Education

We value a quality local education system that provides a safe learning environment for all students to become productive citizens.

Economic Opportunity

We value a community that encourages growth in local businesses and downtown, provides quality jobs, and involves people in the local economy in order to improve the quality of life for all residents.

Local Amenities

We value unique special places, businesses and events that create a sense of community identity, pride and togetherness. We also value a convenient and flexible local transportation system that makes important places accessible for all residents.

Health & Safety

We will be a drug-free community that is aware of and has fair access to quality support services, health care, and safety networks.

Nature

We value a community that has easy access to natural resources and recreational amenities that add beauty and opportunities for physical activity and recognize our responsibility to conserve our environment.

Community Engagement

Meadville values its unity, spirit of cooperation, possibilities and perseverance that are demonstrated by local initiatives and community events because they bring people together across difference and increase openness and positive interactions.

Children & Youth

We value youth-centered programming and safe accessible spaces that support youth and prepare them for a fulfilling future.

Diversity

We value a local community that celebrates and accepts all of the differences among individuals that keep our town vibrant and culturally beautiful.

Small Town

We value the close-knit, friendly, small-town vibe with community events, celebrations, and services which foster supportive, inclusive relationships that create a more rounded community.





Thank you for joining us
as we bring people together to build
stronger, healthier,
and more economically vibrant
communities.



ORTON FAMILY
FOUNDATION

FIVE COMMON THEMES

Q & A

- Involve and engage everyone in new ways
- Collaborate and cooperate with diverse partners
- Focus on what matters most to your community – find out what your community values
- Leverage outside resources - don't retreat to silos even though it is hard
- Build local capacity and long term local ownership

Thank you.

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