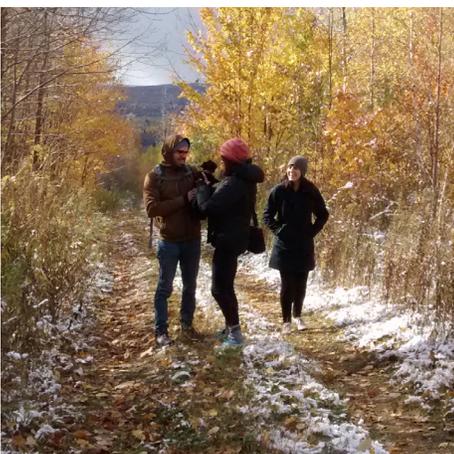


Implementation Roadmap

Burns Harbor, Indiana

December 2015



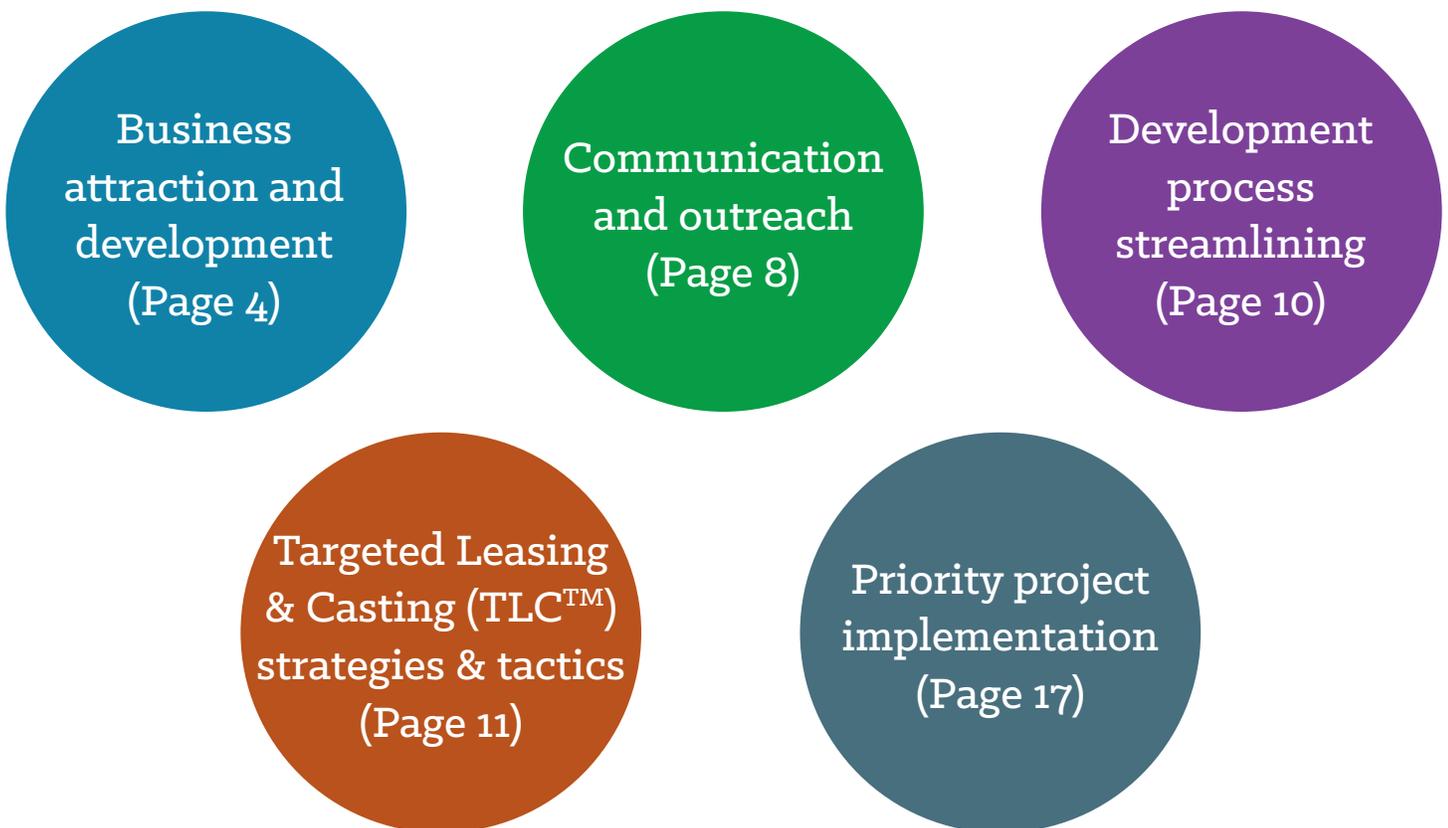
Burns Harbor Implementation Roadmap

The Redevelopment Commission (“RDC”) of the Town of Burns Harbor (“Town”) is working towards the goal of continuously enhancing the quality of life for existing and future residents, employers, and employees of Burns Harbor, as well as attracting visitors, new businesses and investment. In March 2015, the RDC engaged LiveWorkLearnPlay Inc. (“LWLP”) as its Master Development and Revitalization team.

This Implementation Roadmap is the completion of Step 3 of LWLP’s 10-month mandate. This roadmap, in combination with the Strategic Market Assessment (Step 1) and the Master Development and Revitalization Plan (Step 2), sets the foundation for the successful implementation of proposed strategic solutions, projects and initiatives for the Town.

The roadmap can be used by the RDC to guide decision-making on development projects, set up more effective communication strategies, develop business attraction strategies, and rollout new projects. The roadmap should serve as an organizing resource over the coming months and years and should be reviewed and updated periodically, ideally each quarter.

The roadmap is divided into the following chapters:



The roadmap also includes the following appendices:

- Appendix A: Funding Opportunities (page 19)
- Appendix B: Preliminary Conceptual Budgets (page 31)
- Appendix C: Targeted Uses, by District (page 36)
- Appendix D: Best Practices (page 39)

Business Attraction and Development

The attraction, development and retention of businesses in Burns Harbor is essential to the Town's growth and necessary in order to diversify the local economy. The suggested approach is focused on attracting new business through incentive packages, supporting and developing local entrepreneurs, and actively recruiting targeted businesses.

Goals

1. Attract new businesses, investment and quality operators to the Town
2. Encourage and support a local culture of entrepreneurship
3. Support existing businesses, helping them to grow, innovate and continue to invest in the Town
4. Attract businesses that will reinforce the unique vision and personality of the Town

Components

1. Burns Harbor Investment Incentive Package
2. Burns Harbor Entrepreneurial Support Initiative
3. Burns Harbor Targeted Business Recruitment Program

Burns Harbor Investment Incentive Package ("BHIIP")

The BHIIP is an essential tool that the Town can use to differentiate itself from other small towns in the region. The BHIIP will provide user-friendly, easy-to-understand incentives, such as tax rebates and abatements, tax increment financing (TIF), land subsidies, zoning relief, small or large business grants, and reimbursements for mixed-use developments. The program will borrow best practices from other communities and review existing local, state and federal policies and programs.

Burns Harbor Entrepreneurial Support Initiative ("BHESI")

The BHESI will support and encourage local entrepreneurship in Burns Harbor, assisting new business owners and supporting the development of local businesses.

Burns Harbor Targeted Business Recruitment Program

Recruiting new business and industry to Burns Harbor is essential to diversifying the local economy and ensuring the long-term viability of the Town. Certain targeted industries or businesses are more appropriate for the Town, with respect to economic diversification, and will be more likely to support the proposed future vision for the Town. Most of these identified businesses and industries will most likely only locate or invest in Burns Harbor with an active recruitment effort. The targeted business recruitment program provides a framework for recruiting targeted businesses.

Business Attraction and Development

Burns Harbor Investment Incentive Package (“BHIIP”)

Key Activities

Set Up (January–March 2016)

- **Research best practices from other communities**
 - Engage economic and community development practitioners to learn from past successes and challenges
- **Examine local, state and federal policies and programs**
 - Determine applicable and complementary programs that can be used for BHIIP
 - Create weblinks and databases so that investors can easily find out if their projects are eligible for programs
- **Develop specific BHIIP programs**
 - Allocate new funding to support proposed incentives with business case rational for Town
 - Determine appropriate legal structure and processes (local, state and federal)
 - Develop partnerships, where appropriate, with local businesses, surrounding communities, and regional, state and federal governmental organizations to support business development initiatives
- **Develop investor collateral**
 - Organize key facts about the Town and the region that will be important for enticing potential investors
 - Outline proposed incentive programs and how to access these programs
 - Create website and social media links, teaser pieces, printable brochures, and other collateral
 - Continue to build database of high quality photos of the Town and region when activated
- **Establish the team**
 - Designate key point people, from the Town, RDC, or external resources, who will communicate with and relate to potential investors
 - Ensure that key point people are well versed on the BHIIP, the Town, development opportunities, and processes

Implementation

- **Proactively respond to development requests and facilitate investment, development and operations of new or expanding businesses**
- **Target specific industries, investors, and developers and begin to build relationships to facilitate deal-making for the Town**
- **Share collateral and program details with local, regional and state stakeholders**

Revision and Program Expansion

- **Update and refresh collateral regularly, likely every 6 to 18 months**
- **Solicit feedback from developers, investors and other stakeholders**
- **Update program and process as needed, based on changes to local market conditions, success of initiatives, stakeholder feedback, and new information**
- **Measure the annual success and effectiveness of the BHIIP**
- **Modify the BHIIP annually, or as needed**

Business Attraction and Development

Burns Harbor Entrepreneurial Support Initiative (BHESI)

Key Activities

Set Up (January–March 2016)

- **Research best practices from other communities within Indiana, Illinois and Michigan**
 - Communicate with external resources to learn from past successes and challenges in other communities
- **Examine local, state and federal grants and programs**
 - Determine applicable and feasible programs for Burns Harbor
 - Explore the potential allocation of local funds to a revolving loan fund or matching grant system to support small business creation and growth
- **Create an easily accessible, usable and descriptive database of leasable or for sale space and land**
- **Explore partnerships with local community colleges, universities, and local businesses to support entrepreneurship, training and apprenticeship programs**
 - Create database or links to local educational institutions that can assist local entrepreneurs, preferably with specific contact names and information
- **Explore partnership with regional organizations, educational institutions, surrounding communities, regional businesses, and other stakeholders to develop a regional business incubator**
- **Create Burns Harbor Entrepreneur's Toolbox**
 - Business planning tips and financial template
 - Information on local funding opportunities, training and support
 - Information on available space for rent or land for sale within Burns Harbor, including Regional Destination Marketplace and Pop-Up Shipping Container Village

Implementation

- **Advertise BHESI to local community using various methods of marketing (in print, in person and online/electronic)**
- **Ensure low cost real estate is available for new businesses (such as Regional Destination Marketplace and Pop-Up Shipping Container Village)**
- **Assist local entrepreneurs in accessing funding, grants and incentive programs at the local, regional or national levels**
- **Direct local entrepreneurs to relevant educational opportunities and programs**
- **Roll out partnership programs with local education institutions and businesses**
- **Launch business incubator, if feasible and applicable**

Revision and Program Expansion

- **Update BHESI program with new information (e.g., grants, programs, investment, educational programs)**
- **Solicit feedback from local entrepreneurs, business owners, developers, investors and others**
- **Measure the annual success and effectiveness of the BHESI program**
- **Modify and update program and process to reflect feedback, program success, changes to local market conditions, and availability of new leasable space (annually, or as needed)**

Business Attraction and Development

Burns Harbor Targeted Business Recruitment Program

Key Activities

Set Up

- Create a property leasing and sales database (i.e. list of available buildings and properties within Burns Harbor)
- Recruit Burns Harbor property owners to participate in leasing process
- Set up legal and financial documentation
 - Determine lease terms and conditions, and feasible rental rates
 - Create standardized leases
- Set up marketing for leasing and sales processes
 - Collect all compelling facts and figures about the Town, create marketing material (e.g., brochures, web-based material, flyers)
- Create targeted list of potential businesses and industries (refer to Appendix C for initial targeted use list)
- Establish partnership with regional stakeholders to support regional business recruitment
- Set up recruitment team
 - Hire and train dedicated and experienced recruitment team/person

Implementation

- Recruit targeted high quality operators to locate in Burns Harbor
 - Develop meeting-by-meeting “script” and goals
 - Move through targeted list, build relationships with business owners
 - Plan and provide site tours for interested operators
 - Direct interested parties to BHIIP and other applicable programs
- Continually update list to reflect interest of businesses and to add new potential businesses
- Share program and targeted industry list with regional economic development entities, such as Northwest Indiana Forum, RDA, NIRPC, when appropriate
- Meet and discuss joint recruitment with regional economic development entities

Revision and Program Expansion

- Review and revise targeted business/industry list to update changes in Town, and local market conditions
- Review and revise marketing material
- Review and revise legal material
- Measure annual success and effectiveness of the Targeted Business Recruitment Program
- Modify the program annually, or as needed

Communication and Outreach

An essential aspect of the Burns Harbor Implementation Roadmap, communication and outreach includes two-way communication with the local community (residents, businesses, and employees), visitors (existing and potential), and local, state, and federal government entities. Communication and outreach also involves sharing the Burns Harbor story, vision and potential with a wider audience of targeted new investors, developers, businesses and visitors. The communication and outreach initiatives must be proactive, positive and ongoing.

Goals

1. Communicate the Burns Harbor vision, opportunity and potential to targeted new investors, developers, businesses, residents, and visitors
2. Communicate the Burns Harbor vision, opportunity and potential to local, regional, and national government entities
3. Ensure effective and regular two-way communication, feedback and input with local stakeholders (residents and businesses) and government (local, regional and national)

Components

1. Communication plan and tactics
2. Communications collateral and tools

Communication Plan and Tactics

The Burns Harbor Communication Plan provides a framework for the Town's communications and outreach strategy and tactics. The plan should be reviewed and updated on an annual basis.

Communications Collateral and Tools

Up-to-date and effective communications collateral will assist Burns Harbor in communicating its vision to a wide range of stakeholders. This collateral includes everything from teaser pieces designed for potential investors, to the Town's website and social media platforms. Existing collateral should be reviewed and updated. Tools, such as social media, should be accompanied by a list of best practices or internal guidelines, so that the communications staff can pass along knowledge to new team members and the Burns Harbor story and vision is consistently and effectively communicated.

Communication Plan and Tactics

Key Activities

Set Up (January–April 2016)

- **Refine job description for communications director**
 - Allocate funds for communications director position
 - Clearly outline day-to-day job responsibilities and reporting structure for communications director
 - Engage communications director for 2016
- **Develop 2016 communications plan and tactics**
- **Identify key stakeholders to assist in or participate in communications**
 - State and local (e.g., NIRPC, OCRA, RDA, Indiana Dunes Tourism)
 - Community (e.g., residents, businesses, employees, visitors)
- **Establish key targets for relationship building and dialogue**
 - Identify communication channels (e.g., in-person meetings, newsletters, social media, Town ambassadors)
- **Establish relationships with local media partners**
- **Determine communication frequency**
 - Monthly updates, meetings, Town Hall discussions, business outreach meetings, etc.
 - Set milestones
- **Establish a communication-centered culture focused on listening, dialoguing and responding**

Implementation

- **Roll out communication plan and tactics**
- **Ensure consistent application of Town brand**
- **Identify and anticipate public relations challenges early**
 - Nurture public awareness and positive opinion
 - Act on issues and respond to questions quickly

Revision and Program Expansion

- **Quantify effectiveness of various components of the communications plan**
 - Reach out to stakeholders for feedback
 - Review all aspects of the strategy
 - Explore new communication channels and tools, update program accordingly
 - Modify the tactics as needed

Development Process Streamlining

Burns Harbor will be more likely to attract new development and investment if the process for and communication with developers and investors is positive, clear and streamlined. Streamlining the development process includes reviewing and updating the existing process with respect to codes, regulations and communication channels. The town may also have to revisit certain legal parameters.

Goals

1. Review current development process to identify any inconsistencies with proposed plan and uses
2. Suggest changes to improve and streamline process to facilitate investment and development

Components

1. Codes and regulations
2. Process and communication channels

Codes and Regulations

- **Audit codes and regulations**
 - Evaluate codes, zoning and regulations to identify opportunities for, and challenges to, mixed-use development (e.g., commercial, agricultural, and restaurant uses with liquor licenses)
- **Inventory of best practices**
 - Learn from communities where development codes, zoning and regulations have been successfully rewritten
- **Collaborative revision process**
 - Rewrite codes, zoning and regulations in a collaborative process, with input from the Town, business and property owners, Town committees, state and federal agencies, and general public

Process and Communication Channels

Creating clearly defined roles, responsibilities, and lines of communication within the Town and RDC will help to streamline the development process. Potential investors, developers and businesses should know exactly who to speak to about opportunities in Burns Harbor. Burns Harbor point people should be knowledgeable about potential opportunities, Town policies, and have effective collateral to share with potential investors, developers and businesses

- **Determine specific roles and responsibilities of Town Council/RDC members with respect to the development process**
 - Assign Town Council/RDC member (with substantial business experience) to be the person who should interface regularly with the economic development team
- **Ensure that point person is up-to-date on Town facts, developable land, incentive programs, targeted business strategies and all other key information**
- **Ensure that point person has access to all up-to-date marketing materials and collateral**

TLC™ is LWLP’s branded methodology designed to drive demand and attract high quality and exciting new businesses by providing a focused approach towards retail leasing, and specialty deal-making in situations where more conventional approaches are not effective. TLCTM facilitates deals with the “best-of-the-best” in local, regional and national retail, restaurant, recreation, entertainment, and hotel/hospitality businesses. By selecting and targeting only the very best operators, LWLP through TLC™, introduces true community ambassadors, who take ownership of their businesses and locations, helping to activate public street life and creating an economically viable and dynamic environment. For Burns Harbor, it is recommended that the TLC process be expanded to include businesses, processes and concepts much broader than retail.

Goals

1. Work closely with the Town Council, RDC, and Economic Development Team to lead and manage an effective process to secure best-in-class deals for the specific categories of targeted uses/businesses for Burns Harbor
2. Activate the Town with a mix of uses (e.g., retail, restaurant, service and amenity, agriculture, light industrial, recreational, and educational)
3. Generate a greater tax revenue and job base for Burns Harbor
4. Bring proposed plans to life through implementation

Components

1. The team
2. Supporting materials
3. The process

The Team (organizational structure)

It is our recommendation that the TLC™ process be managed and coordinated through the RDC. The RDC is responsible for fostering “community development through the use of innovative financing tools to develop a Town identity with an enhanced pedestrian and business presence by establishing ourselves as a regional example for the art of green living with cohesion between industry, nature and citizens.” We view managing the TLC™ process as a natural extension to its current responsibility.

Supporting Materials

A third-party resource may also be retained as is necessary to supplement the RDC’s in-house ability to research and create the necessary supporting marketing, architectural, legal and business plan materials required for the TLC™ process. In certain cases, the RDC may have access to existing resources (on-staff or third-party) to ensure the successful completion of the materials required. Otherwise the RDC will need to engage third-party resources to ensure that the materials would be completed for the process.

The Process

TLC™ is built upon five critical steps:

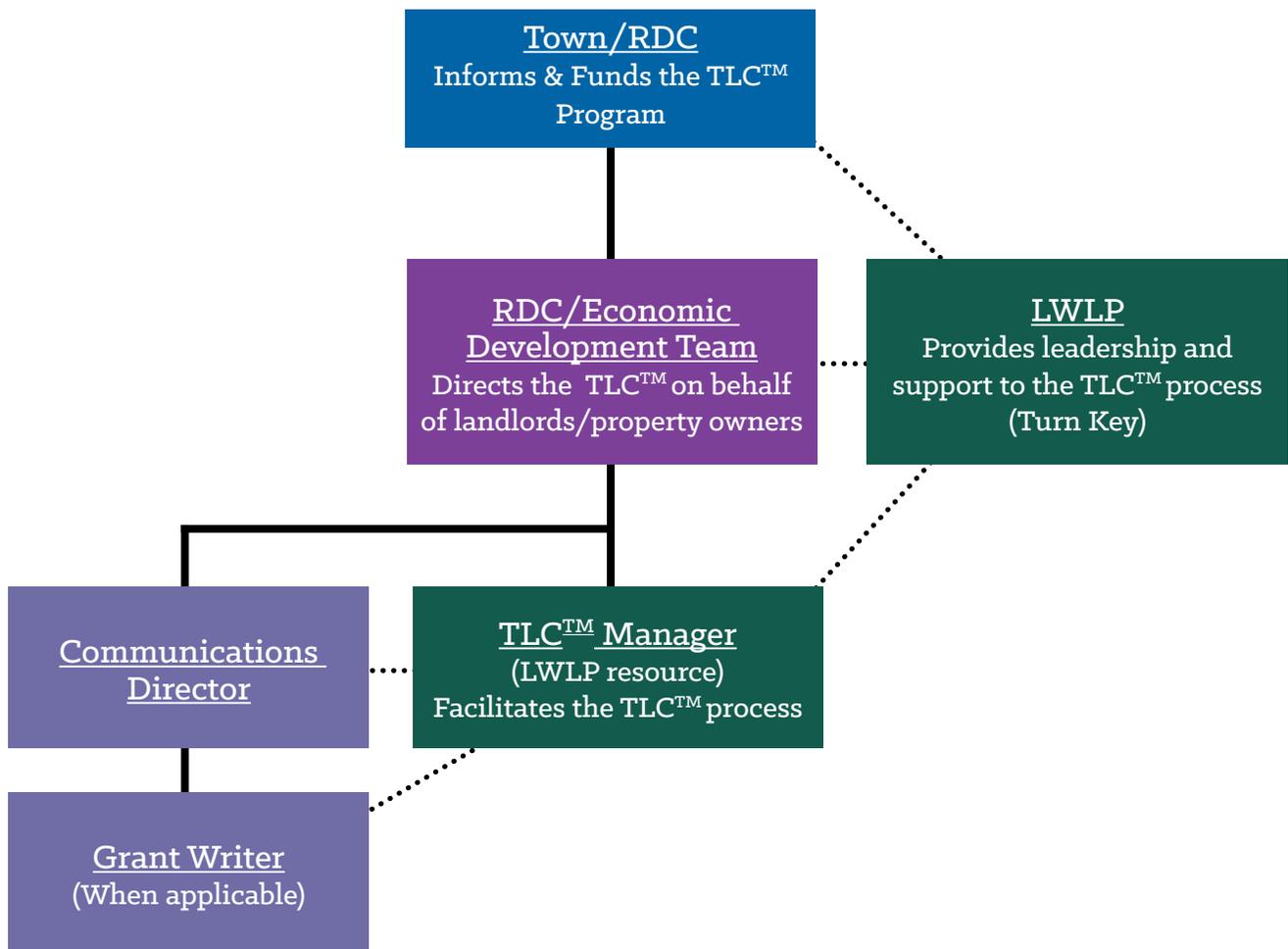
1. Set up
2. Prospecting
3. Relationship building
4. VIP event and concept evaluations
5. Deal-making & hand-off

Followed by:

- Development
- Open to the public
- Operations

The Team (organizational structure)

The following is a potential organizational structure that would allow the RDC and the Town to execute a TLC™ process:



The Team (organizational structure)

Roles and Responsibilities

Town/RDC (Town Leadership)

The Town and/or RDC would be responsible for providing support for the TLC™ process using internal or external resources, and would ultimately be approving any of these developments.

RDC/LWLP (Development Team)

The RDC and/or LWLP would be responsible for managing the TLC™ process, with the TLC™ Manager reporting directly to the RDC and/or LWLP. All details surrounding the program, process, and all agreements with each landlord or property owner would be managed by the RDC and/or LWLP.

TLC™ Manager

To meet the program's goals, a TLC™ Manager would be retained by the RDC or LWLP. Subject to the total amount of deal-making secured (agreements with the landlords), this person could start as a part-time hire, but would optimally join over time in a full-time capacity. The role of the TLC™ Manager would be to focus exclusively on the TLC™ process in Burns Harbor with the end goal of concluding economic deals.

The TLC™ Manager would be responsible for the daily management of the TLC™ process, including, but not limited to:

- Facilitating the creation of, and updating, the necessary tools and materials required for the TLC™ process
- Prospecting the appropriate uses identified for the Town TLC™ process
- Building relationships with prospects
- Vetting each prospect's business concept, experience level and financial capacity to assess their viability for Burns Harbor
- Negotiating deals with prospective business owners and/or tenants
- Managing the hand-off of new tenants to respective landlords or land owners, and ensuring that the tenants are appropriately prepared to guarantee a successful opening of the business to the public

Communications Director

In addition to the Communication Director's core communication duties, he or she would also provide support to the TLC™ Manager.

The Communications Director would be responsible for:

- Providing support to help populate and/or manage the necessary details in the creation of the TLC™ tools required
- Support in updating all TLC™ tools during the leasing process
- Support in event coordination
- Support in managing the necessary preparation of documentation surrounding the leasing process (as required)

The Town/RDC may also want to allocate a part-time resource to coordinating events. Grant writing assistance may also be required.

The Process

1. Set Up

The following support material and research will need to be compiled or created to properly set up of the TLC™ process.

Zingers are key facts that represent relevant business information to prospective tenants regarding a project's feasibility. This information is incorporated in the supporting marketing materials (see below) for the TLC™ process. Zingers need to be short pieces of concrete information related, but not limited, to:

- The targeted end-user
- The surrounding market conditions
- Size of the project
- Key traffic drivers
- The market economy for retail
- The future growth of the marketplace

Effective Marketing will be put in place to properly showcase the Town to prospects. Marketing pieces may include:

- A teaser piece to be used by the TLC™ Manager during the prospecting stage to convey key information related to the Town while building relationships with prospects
- A commercial marketing piece to be used at the VIP Event (see VIP Event section on page 15) to fully explain the vision, opportunity, expected rents and surrounding market of the Town
- Invitations for respective TLC™ events

Legal Documents include letters of intent, offers to lease, commercial leases and additional agreements. A lawyer well versed in Indiana commercial real estate law, business law and contract law with the necessary understanding of the required regulations should prepare these documents, or at a minimum, review these documents prior to their use.

Financial Model, should identify:

- Current market rents within the region
- Required tenant inducements
- An understanding of current and future opportunities, such as vacancies, within the Town
- Supportable rents sought by new leases
- Additional investments required for tenant occupancy (landlord or tenant investments)
- Land prices and creative deal structures and financing agreements that can allow businesses to grow over time

The Process

1. Set Up

With the support materials in place, an effective communications process among members of the TLC™ team, RDC and Town will need to be established to ensure that all relevant bodies are fully aware of how the process is advancing. This communication process will be guided by:

- A **Critical Path** outlining the key deadlines, deliverables and meetings. This critical path will be updated regularly to reflect the most important information, and as deadlines are achieved.
- A **Flash Report** will be used to guide the process. It will be assembled and laid out to contain only information most relevant to the TLC™ process including which regions have been prospected, the state of current relationships, and the current occupancy statistics for the Town and level of completion of each prospective deal.
- A **Deal Approvals Checklist** embodying each of the necessary actions, steps or due diligence identified and required through the agreement made between the RDC and the participating landlord or landowner to ensure that the necessary steps have been met.

2. Prospecting

Prospecting will involve the TLC™ Manager systematically canvassing a targeted region to identify potential unique concepts or operators who are aligned with the vision for the Town and the prospective locations to be leased or sold. The TLC™ Manager will prospect for these concepts by visiting the operations of the prospective businesses and identifying concepts that fit well with the TLC™ program for the Town.

In order to facilitate a smooth deal-making process, the TLC™ Manager will prospect for multiple concepts for each pre-programmed use. This is meant to ensure that a thorough approach of precaution is exercised to identify more than one potential operator for each business opportunity. In turn, and if managed correctly, this also establishes a sense of competition for each deal. This approach helps to guarantee that only operators of true merit with long-term operational viability will ultimately be chosen, as well, those truly interested in the opportunity will rise to the top.

The Process

3. Relationship Building

Relationship building in TLC™ functions as a rigorous form of concept evaluation ensuring that ahead of any deal-making for an opportunity, the TLC™ Manager has done his or her best to know that they have identified prospects representing the high-quality needed to perform in Burns Harbor. Establishing a positive, long-lasting relationship between the TLC™ Manager and the operator, allows the deal-making stage to move ahead with confidence. This also provides an opportunity for the TLC™ Manager to evaluate the operator, their business location(s) and the operational viability of their business. This process can take place through several meetings over several months with various steps to truly understand the business and the operator. The TLC™ process requires that upon careful consideration of each operator, the business owner prepare a detailed business plan highlighting the following 4 key points:

- **People:** Describe the proprietors and management (the team)
- **Concept:** Demonstrate the strength of the concept in the current market
- **Experience:** Outline past experience in the field or with other successes
- **Financial Capacity:** Demonstrate the future financing requirements and projected profits and losses

4. VIP Event and Concept Evaluation

Following this rigorous process of relationship building, “best of” prospects will be invited to a VIP Event and asked to create business plans reflecting their strengths as potential tenants in Burns Harbor.

The VIP Event is where the competition for the limited number of leasable spaces or developable land, established during the prospecting stage, is realized. The event will run as a formal half-day program in which all the prospects who have advanced through the rigorous relationship-building stage will be brought together and presented the entirety of the Town opportunity (rents, spaces, square footages, and other parameters) and the commercial marketing piece will be presented in full.

5. Deal-Making & Hand-Off

The final stage of the TLC™ process is to finalize the deal for each opportunity. The TLC™ process makes this smooth by using the previously built relationship between the TLC™ Manager and each successful prospect. In this way, mutually beneficial deal arrangements for both parties can be arrived at to guarantee long-term success for the landlord/landowner and quality operator for the Town, versus the traditional and typically adversarial relationship that exists between landlords and tenants.

This stage concludes with the signing of an Offer to Lease or Letter of Intent, and, pending any final approvals, the signing of the lease/deal documentation. Operators together with the TLC™ Manager will be guided through each aspect of the deal-making process to ensure that there is no confusion regarding future responsibilities for fit-out or design work as tenants prepare to open. After both parties have executed the deal, operators will be introduced to a coordinator, responsible for managing the relationship from fit-out to opening. In the case of the Town TLC™ process, the tenant would be handed off to each respective landlord. The landlord can choose to have the RDC manage the process of tenant fit-out and coordination, but such an arrangement would need to be further outlined in an agreement between both parties.

Priority Project Implementation

Six priority projects were outlined in the Burns Harbor Master Development and Revitalization Plan and some of these projects, such as the marketplace and pop-up village, will ideally be rolled out in spring/summer of 2016. However, the Town will have to move quickly in order to secure funding, partners, and tenants for these projects, as well as design spaces, purchase supplies and put an implementation team in place.

Goals

1. Begin implementing some priority projects in 2016 to activate the Town, support new business growth and increase visitation
2. Roll out/set up additional projects on an ongoing basis to build on positive development momentum
3. Build economic momentum for the Town

Priority Projects to Work on Implementing

Regional Destination
Marketplace

Pop-Up Shipping
Container Village

Organic Non-
GMO 4-Season
Agribusiness

Light Manufacturing
(Targeted Industries)
(Longer Term)

Mixed-Use Medical,
Commercial and
Wellness
(Longer Term)

Marquette Greenway
Trail East Branch
Connector

Priority Project Implementation

Key Activities

Set Up

- Create priority projects calendar with funding deadlines, proposed dates of construction, opening dates, etc.
- Prioritize projects (e.g., marketplace and pop-up village to come online first)
- Create and revise budgets (refer to Appendix B for preliminary budgets for marketplace and pop-up village)
 - Develop detailed financial models and budgets for each priority project
- Develop sponsorship program and materials
- Build relationships with local partners (e.g., businesses, community groups, government entities)
- Refine program (e.g., the types of business or vendors, and space or material requirements)
- Determine necessary permits and amendments to zoning
- Outline operational structure
 - Hire staff or elect board members
- Set up appropriate marketing plan and schedule, along with collateral

Implementation

- Secure funding
 - Apply for grants, obtain sponsorship, determine Town contribution to projects (if necessary/desirable), attract private equity
- Secure tenants, investors or operators
- Obtain external services as needed (architects, planners, etc.) to complete project design
- Construction (create schedule, source materials, obtain appropriate permits, etc.)
- Roll out marketing plan

Revision and Program Expansion

- Annual review of projects
- Implement changes and improvements
- Grow projects (funding and demand dependant)

Appendix A

Potential Grant and Public Funding Opportunities

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Food/ Agriculture	Farmers Market Promotion Program	The goals of FMPP grants are to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, or assisting in the development, improvement, and expansion of, domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities.	USDA (Federal)	CSA, Economic development corporations, Local governments nonprofits, producer networks, farmers market authorities	Maximum award: \$100,000
Food/ Agriculture	Farm Loan Programs	SDA provides loans to farmers and ranchers through local Farm Service Agency county offices, and also works with local banks to provide a government guarantee for farm loans made by those financial institutions to farmers and ranchers.	USDA (Federal)	Farmers and ranchers (including individuals, cooperatives, joint operations, corporations, and partnerships) who are unable to obtain financing from commercial lending sources can apply for direct and guaranteed loans. Direct loans are provided by the government to the farmer or rancher, and guaranteed loans are provided by a local bank with a guarantee from USDA.	Maximum award: \$300,000 for direct loans; \$1,392,000 for guaranteed loans. USDA Farm Loans offer direct and guaranteed loans to: Purchase land; Construct or re-furbish buildings; Purchase equipment or livestock; Establish permanent crops, or finance the costs of annual crops. Funds are available to beginning farmers and ranchers who have been in business for less than ten years and are family-sized farmers. FSA also makes Youth Loans of up to \$5,000 to help young people work on an agricultural project in conjunction with local farm organizations.
Food/ Agriculture	Local Food Promotion Program	LFPP offers grant funds with a 25% match to support the development and expansion of local and regional food business enterprises to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets.	USDA (Federal)	Agricultural businesses, agricultural cooperatives, producer networks, producer associations, community supported agriculture networks, community supported agriculture associations, and other agricultural business entities (for-profit groups); nonprofit corporations; public benefit corporations; economic development corporations; regional farmers' market authorities; and local and tribal governments.	Maximum award: \$25,000

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Food/ Agriculture	Microloans	Microloans are direct farm operating loans with a shortened application process and reduced paperwork designed to meet the needs of smaller, non-traditional, and niche type operations. The focus of Microloans is on the financing needs of small, beginning farmer, niche and non-traditional farm operations, such as truck farms, farms participating in direct marketing and sales such as farmers markets, CSAs, restaurants and grocery stores, or those using hydroponic, aquaponic, organic and vertical growing methods.	USDA (Federal)	To qualify for assistance, the applicant must be a family farmer, have a satisfactory history of meeting credit obligations, be unable to obtain credit elsewhere at reasonable rates and terms, and meet other loan eligibility requirements.	Maximum award: \$50,000
Food/ Agriculture	Surdna Foundation Grants	Grants for non-profit organizations to support Sustainable Environments, Strong Local Economies, and Thriving Cultures	Foundation	Nonprofits	Sustainable Environments (better managing water systems, rebuilding regional food systems, infrastructure); Regional food supply could fund food hubs, food supply programs, shorter food supply routes; grants can be multiyear (up to 36 months); bonuses for combining food supply chain improvements with green infrastructure, engage local community, link to anchor institutions
Food/ Agriculture	Value-Added Producers Grant	Helps agricultural producers enter into value-added activities related to the processing and/or marketing of bio based, value-added products. Generating new products, creating and expanding marketing opportunities, and increasing producer income are the goals of this program.	Federal	independent producers, producer groups, farmer co-ops,	Maximum award: \$75,000 for planning grants and \$250,000 for working capital grants (50% matching required); Grant and matching funds can be used for planning activities or for working capital expenses related to producing and marketing a value-added agricultural product. Examples of planning activities include conducting feasibility studies and developing business plans for processing and marketing the proposed value-added product. Examples of working capital expenses include: Processing costs, Marketing and advertising expenses, Some inventory and salary expense. Grants are awarded through a national competition, each fiscal year

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Placemaking	Our Town Grant	Grant program supports creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core. This funding supports local efforts to enhance quality of life and opportunity for existing residents, increase creative activity, and create a distinct sense of place. Through Our Town, subject to the availability of funding, the National Endowment for the Arts will provide a limited number of grants for creative placemaking projects. Our Town requires partnerships between arts organizations and government, other nonprofit organizations, and private entities to achieve livability goals for communities.	Federal		Two types of projects: (1) Arts Engagement, Cultural Planning, and Design Projects. These projects represent the distinct character and quality of their communities. These projects require a partnership between a nonprofit organization and a local government entity, with one of the partners being a cultural organization. Matching grants range from \$25,000 to \$200,000 and (2) Projects that Build Knowledge About Creative Placemaking. These projects are available to arts and design service organizations, and industry or university organizations that provide technical assistance to those doing place-based work. Matching grants range from \$25,000 to \$100,000
Placemaking	Place Based Investment Fund	The Place Based Investment Fund (PBIF) is a competitive grant program that assists Indiana communities in their local efforts to become even greater places to visit, live and work. PBIF is a collaborative effort between the Indiana Office of Tourism Development (IOTD) and the Indiana Office of Community and Rural Affairs (OCRA).	OCRA (State)	Convention and Visitors Bureau, local or Regional, EDAs, Local Units of Government, Indiana Main Street Organizations, Public or Private Schools	Requires that applicants also be a collaborative partnership of at least two of the listed local organizations. Competitive projects will build upon unique community assets to enhance the quality of place in ways that promote visitation and increase the desirability of living and investing in that community.
Trails and other recreational uses	Recreational Trails Program (RTP) Grant Program	The Recreational Trails Program is a matching assistance program that provides funding for the acquisition and/or development of multi-use recreational trail projects. Both motorized and non-motorized projects may qualify for assistance. The assistance program is sponsored by the U.S. Department of Transportation's Federal Highway Administration (FHWA)	INDR (State)	All units of government and agencies incorporated as not-for-profit corporations	

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Trails and other recreational uses	Land and Water Conservation Fund (LWCF)	The LWCF is a matching assistance program that provides grants for 50% of the cost for the acquisition and/or development of outdoor recreation sites and facilities. Since the program began, Indiana has received approximately \$75 million in federal funds. The allocation usually is divided between Department of Natural Resources' projects and local government park projects depending on funding levels. Over \$36 million has been provided to local agencies through the program. More than 30,000 acres of land have been acquired in Indiana with Land and Water Conservation Fund assistance for public outdoor recreation use and conservation.	INDR (State)	Only park and recreation boards established under Indiana law are eligible.	The park and recreation board must also have a current 5-year master plan for parks and recreation on file, approved at the Division of Outdoor Recreation.
Public Art	Various grants	Arts in Parks, Capacity Building, Mini Grants, Regional Initiatives, etc	Indiana Arts Commission (State)	501(c)(3) OR an Indiana public entity (part of city, county, or state government);	Various grants to support arts organizations, public art projects, education, etc.
Brownfields	Brownfield Revolving Loan Fund	The loan fund is managed by the Northwest Indiana Brownfield Coalition (NWI/BC). The Coalition and Loan Committee include the cities of East Chicago, Hammond, Gary, and also NIRPC, the Indiana Department of Environmental Management, the Environmental Protection Agency, and the RDA. The loan term is five years with 0% interest charged as long as the loan is fully repaid within that time.	Indiana Finance Authority (IFA) (State)		
Environmental	Captain Planet Foundation	Funds can be used by non-profit organizations to promote understanding of environmental issues by focusing on hands-on involvement. Involvement of children and young adults 6-18 (elementary through high school) is required.	Captain Planet Foundation	Nonprofits	Must be project based, youth, environment; provide hands-on environmental stewardship opportunities for youth, serve as a catalyst to getting environment-based education in schools, inspire youth and communities to participate in community service through environmental stewardship, small grants \$500-2,500

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Wayfinding, infrastructure	CLC Capital Projects Grants	Provides funding for basic public infrastructure and site assembly to support development. Eligible projects include: roadway expansion & intersection improvements, street construction, realignment and reconstruction; Transit amenities and transit shelters; Street lighting and signage, public pedestrian features like sidewalks, bike lanes, bike racks, crosswalks, and benches; Public-use parking structures or the public portion of a shared public-private garage; and access projects; Extensions/modifications or relocation to local public sewer and water lines, and storm water management improvements.; Right of way or easements for transportation facilities, retrofit project, land acquisition; demolition and removal of obsolete structures; and site preparation; Design and engineering of public improvements	NIRPC		Projects should be identified in the NIRPC Livable Centers Map or Transit Corridor Area Map. Projects must be possible to be implemented under existing codes/ordinances of the local government.
Environmental	Clean Water Indiana Grant	Financial assistance for implementation of conservation practices which will reduce nonpoint sources of water pollution through education, technical assistance, training and cost sharing programs	ISDA (State)	Landowners, conservation groups	Typical requests \$60,000 to \$70,000, all applications must have at least 50% in-kind/cash match
Community Development	Community Development Block Grants (CDBG)	Rural communities have many pressing needs that require outside financial assistance. Through the Office of Community and Rural Affairs, Indiana requests federal funds to help rural communities with a variety of projects such as sewer and water systems, community centers, health and safety programs, and many others. These funds help communities improve their quality of life and ensure the health and safety of their citizens	OCRA (State)	Rural communities	Past projects are varied (seniors housing, economic development, infrastructure improvements, etc.)

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
General Economic Development	Economic Development Assistance Programs	Construction, non-construction, technical assistance, and revolving loan fund projects under the US Economic Development Administration (EDA) Public Works and Economic Adjustment Assistance programs. Grants and cooperative agreements made under these programs are designed to leverage existing regional assets and support the implementation of economic development strategies that advance new ideas and creative approaches to advance economic prosperity in distressed communities.	EDA (Federal)	County governments, city or township governments, nonprofits etc.	EDA provides strategic investments on a competitive-merit-basis to support economic development, foster job creation, and attract private investment in economically distressed areas of the United States.
General Economic Development	Planning and Local Technical Assistance Programs	Under the Planning program EDA assists eligible recipients in creating regional economic development plans designed to stimulate and guide the economic development efforts of a community or region. Under the Planning program EDA assists eligible recipients in creating regional economic development plans designed to stimulate and guide the economic development efforts of a community or region. As part of this program, EDA supports Partnership Planning investments to facilitate the development, implementation, revision, or replacement of Comprehensive Economic Development Strategies (CEDs), which articulate and prioritize the strategic economic goals of recipients' respective regions.	EDA (Federal)	governments, privates, nonprofits	In general, EDA provides Partnership Planning grants to the designated planning organization (e.g., District Organization) serving EDA-designated Economic Development Districts to enable these organizations to develop and implement relevant CEDs.
Agriculture	Farm to School Grants Program	To help schools source more foods locally and to provide complementary educational activities to students that emphasize food, farming, and nutrition.	USDA (Federal)	Eligible schools, State and Local agencies, Indian Tribal Organizations, agricultural producers or groups of agricultural producers, and non-profit entities.	Planning, Implementation and Support Service grants are available from \$20,000 - \$100,000. Matching funds of 25% of the total project is required. Applicants are planning programs to bring local or regionally produced foods into school cafeterias; hands-on learning activities such as school gardening, farm visits, and culinary classes; and the integration of food-related education into the regular, standards-based classroom curriculum.
Infrastructure	Green Project Reserve Revolving Loan Fund	Low-interest loans for Indiana communities and businesses to improve wastewater and drinking water infrastructure, including energy efficiency	Indiana Finance Authority (IFA) (State)	Municipal and private water/Private businesses	

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Energy	Indiana Community Foundations	Energy Efficiency and renewable energy projects	Country Community Foundations	Non-profits	
Infrastructure	Industrial Development Grant Fund	The Industrial Development Grant Fund (IDGF) provides assistance to municipalities and other eligible entities as defined under I.C. 5-28-25-1 for eligible public infrastructure costs.	IEDC (State)	Municipalities and other eligible entities as defined under I.C. 5-28-25-1	Eligible infrastructure expenses include: lease, purchase, construction or repair of real and personal public property; Preparation of surveys, plans and specifications for construction of publicly owned and operated facilities, utilities and services; Construction of airport facilities; Construction of tourist attractions; Construction, extension or completion of: Sewer lines and other drainage facilities; Waterlines; Roads and streets; Sidewalks; Rail spurs and sidings; Fiber-optic and other IT infrastructure
Placemaking	Main Street Revitalization Program	The Indiana Office of Community and Rural Affairs assists Indiana's rural residents in their endeavors to create successful, sustainable communities and improve local quality of life. MSRP grants are funded with federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD)	OCRA (State)		Could be explored in the long-term, when a more substantial Main Street district is developed
Education	Norcross Wildlife Foundation, Inc.	Funds can be used for computer and office technology of all kinds, specialized software to drive GIS mapping, GPS ground-truthing equipment, water-quality testing equipment, work tools and equipment including vehicles and boats, and educational materials.	Norcross Wildlife Foundation	Conservation and environmental non-profits	Mainly support grassroots organizations with very specific needs - practical, immediate use, max \$10,000, requests reviewed quarterly (no deadline)
Agriculture	Organic Certification Cost Share Program	Organic cost share programs reimburse individual organic operators up to 75 percent of their 2015 (May 8, 2015 through December 1, 2015) certification costs up to a maximum of \$750 per category of certification	ISDA (State)	Individual organic producers (crops, wild crops, and/or livestock) and/or handlers	Funds can be used for Cost Share (e.g., promoting urban gardening, improving pastureland, best management practices), Professional Assistance (e.g., soil sampling, data collection, conservation planning), and Adult Education (e.g., demonstration plots, field days, educational materials)

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Community Development	PCgivingproject Fund	Established by a group of passionate young leaders and families, the PCgivingproject brings inspiring young philanthropists together to invest in the future of Porter County by collectively funding grants for charitable initiatives that support innovative education and youth development programs that serve children and youth, birth through age 18. The program or project for which funding is being requested must address the needs and opportunities that support the Fund's purpose of improving the quality of life for our community's children	Porter County Foundation	Nonprofit organizations serving Porter County	Funding priorities: Providing children and youth the opportunity to develop character and leadership skills, build self-esteem, achieve academic success and be involved in mentoring programs that prepare young people to participate productively in society and contribute back to their communities.; Improving the mental and/or physical wellbeing of children and youth through programs that encourage them to adopt and maintain active and healthy lifestyles
Agriculture	Pioneer Community Investment	Non-profit based organizations are eligible to apply for projects that focus on Agriculture, Farm Safety and Science Education	Pioneer Foundation	Nonprofits	
Community Development	Planning Grant	Planning Grants are funded with Federal Community Development Block Grant (CDBG) dollars from the U.S. Department of Housing and Urban Development (HUD). The goal of the program is to encourage communities to plan for long-term community development. Community leaders can apply for projects relating to such issues as infrastructure, downtown revitalization, and community facilities.	OCRA (State)		
Education	Porter County Community Fund	The Porter County Community Foundation seeks to improve lives in Porter County by providing funds through an open grant making process for humanitarian, cultural, educational and environmental purposes. Grants through this process are awarded two times each year.	Porter County Foundation		The Foundation seeks to fund: capital needs of community institutions and organizations (equipment, furnishings etc.); new innovative and creative projects designed to address a community problem or need; capacity building grants
Community Development	Public Facilities Program (PFP)	Community facilities enhance the lives of residents in numerous ways. Libraries, museums, community centers, and performance spaces open doors to knowledge and ideas, culture, and enjoyment. In addition to community facilities, emergency services (fire stations, fire trucks and ems stations) and historic preservation projects are eligible for PFP	OCRA (State)		

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Economic Development	RDA Funding	The RDA's enabling statute outlines four priority areas: expansion of the Gary Chicago International Airport, creation of an integrated (bus and rail) surface transportation network, redevelopment of the Lake Michigan Shoreline and economic development initiatives to attract business and jobs to the region. From 2005 to 2010 the RDA focused primarily on the first three priorities. However, beginning in 2011 the RDA Board determined that the Regional Development Authority should expand its economic development efforts. The first phase of this expansion was the establishment of a deal closing fund to be used in conjunction with Indiana Economic Development Corporation (IEDC) efforts in Northwest Indiana.	RDA (State)		
Economic Development	Rural Business Development Grants	RBDG is a competitive grant designed to support targeted technical assistance, training and other activities leading to the development or expansion of small and emerging private businesses in rural areas that have fewer than 50 employees and less than \$1 million in gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.	USDA (Federal)	Towns, communities, state agencies, authorities, nonprofits etc.	For Enterprise Grants , possible uses include: Acquisition or development of land; Construction, conversion, or renovation of buildings; Purchase of machinery and equipment, including refrigerators and processing equipment; Capitalization of revolving loan funds; Provision of training and technical assistance (unless related to agricultural production); Project planning. For Opportunity Grants , possible uses include: Regional economic planning focused on food system development; Market development and feasibility studies; Business training, including leadership development and technical assistance for entrepreneurs; Establishing business incubators, including commercial kitchens.
Infrastructure	Rural Utilities Service	USDA's Rural Utilities Service (RUS) administers programs that provide much-needed infrastructure or infrastructure improvements to rural communities. These include water and waste treatment, electric power and telecommunications services. All of these services play a critical role in helping to expand economic opportunities and improve the quality of life for rural residents.	USDA (Federal)		Utilities programs connect rural residents to the global economy by: Increasing access to broadband and 21st century telecommunications services; Funding sustainable renewable energy development and conservation; Financing reliable and affordable electric systems; Working to integrate electric smart grid technologies; Developing reliable and affordable rural water and wastewater systems.

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Economic Development	Shovel Ready Program	The Indiana Shovel Ready designation certifies sites that are ready for economic development. Indiana recognizes three tiers of readiness: Shovel Ready, Shovel Ready Silver, and Shovel Ready Gold. The base level defines boundaries with a clear title, establishes a price, demonstrates executive level local government support, defines utility capacity, and provides documentation such as Phase I environmental assessment, ALTA, topographical, property layout, and plat maps.	OCRA (State)	Communities of any size may apply for the designation through the Indiana Office of Community and Rural Affairs (OCRA).	Applications for certification are accepted on a rolling basis. The first step is to contact your OCRA Community Liaison who will be able to offer current program details, evaluate readiness to proceed, and provide application instructions. OCRA, on behalf of the community, will engage the multiple state agency FASTeam (Fast Access Site Team) for prompt approval and certification.
Small businesses	Small Business Innovation Research	Small Business Innovation Research helps small businesses conduct high quality research related to important scientific problems and opportunities in agriculture. Research is intended to increase the commercialization of innovations and foster participation by women-owned and socially and economically disadvantaged small businesses in technological innovation.	USDA (Federal)	Small businesses (fewer than 500 employees)	Maximum Award: \$100,000 for a "Phase I" project; \$450,000 for "Phase II" project. Small Business Innovation Research grants can be applied toward many areas of research including projects that: Manage the movement of products throughout a supply chain; Develop processes that save energy; Capture and relay real-time market data.
General Economic Development	Small Business Investment Company	Created to bridge the gap between entrepreneurs' need for capital and traditional sources of financing. SBA invests long-term capital in privately-owned and managed investment firms licensed as Small Business Investment Companies (SBICs). The SBA's Investment Division licenses qualified private equity fund managers and provides them with access to low-cost, government-guaranteed capital to make investments in U.S. small businesses.	SBA (Federal)		Rolling application process, private lenders - administered by U.S. Small Business Administration
Public Art	Sparkling the Arts Fund	Sparkling the Arts has been created as a Fund of the Porter County Community Foundation to foster a more visible role for the arts in Porter County which, in turn, can create a richer, more beautiful quality of life for our citizens. The program or project for which funding is being requested must support and/or promote the arts in Porter County.	Porter County Foundation		Funding priorities: promote public performances or displays of art works in Porter County; enhance the capacity of arts organizations and the arts community; promote artistic quality and growth; foster and support local talent of all ages through art organizations; and inspire community pride.

Burns Harbor Funding Opportunities

Category	Name	Description	Funding Source	Eligible Participants	Notes
Agriculture	Specialty Crop Block Grant	2016 Specialty Crop Block Grant Program (SCBGP) to award grants to eligible programs to carry out projects that solely enhance the competitiveness of specialty crops.	ISDA (State)	State departments of agriculture award funds to a range of specialty crop stakeholders	Proposals for grant funds should describe how the project potentially impacts and produces measurable outcomes for the specialty crop industry and/or the public rather than a single organization, institution, or individual. Single organizations, institutions, and individuals are encouraged to participate as project partners.
Infrastructure	Stormwater Improvements Program (SIP)	Property owners in many communities across the state of Indiana suffer from flooded property and sewer backups due to inadequate stormwater management. Flooding is expensive to clean up, depresses property values, and degrades water quality. With increasingly severe weather and overloaded sewer systems, experts say the cost will continue to rise.	OCRA (State)	The following entities are eligible for the Community Development Block Grant: Small cities which do not receive CDBG funds directly from U.S. Housing and Urban Development (HUD); Incorporated towns; Counties (excluding Lake and Hamilton, which receive funds directly from HUD).	The goals of our Stormwater Improvements Program are to: Reduce flooding; Cut stormwater treatment and energy costs; Protect rivers, lakes, and vital landscape; Generate jobs and spur economic revitalization
Agriculture	Sustainable Agriculture Research and Education (SARE)	The mission of the SARE program is to advance sustainable innovations in American agriculture. SARE is uniquely grassroots, administered by four regional offices guided by administrative councils of local experts.	USDA (Federal)	Non-profit organizations, researchers and individual producers	Research and Education Grants: Ranging from \$10,000 to \$200,000 or more, these grants fund projects that usually involve scientists, producers, and others in an interdisciplinary approach; Producer Grants: Producer grants typically run between \$1,000 and \$15,000 to conduct research,
Community Development	The Phase I Environmental Site Assessment Initiative	The Phase I Environmental Site Assessment Initiative provides Phase I environmental site assessments conducted under the ASTM E1527-13 standard to political subdivisions to identify recognized environmental conditions on, and help quantify potential cleanup liability (e.g., pre-purchase due diligence to qualify as bona fide prospective purchaser) at, brownfield sites in their community.			

Appendix B

Preliminary Conceptual Budgets for Pop-Up Shipping Container Village and Regional Destination Marketplace

Burns Harbor Pop-Up Shipping Container Village: Conceptual Start-up Budget

Start-Up

Sources of Capital

Public Investment

Land (In-kind, Town of Burns Harbor)	\$0.5/SF	\$ 21,780
Town of Burns Harbor (PBIF matching contribution)		\$ 40,000
PBIF Partner Contribution		\$ 10,000

Grants

Place Based Investment Fund Grant		\$ 50,000
Indiana Dunes Tourism Promotion Grant		\$ 2,700

Sponsorship

Various		\$ 25,000
Total		\$ 149,480

Start-Up Expenses

Construction and Equipment

Shipping Container Purchase	\$3,000/container	\$ 12,000
Shipping Container Transport	\$100/container	\$ 400
Shipping Container Siting		\$ 700
Shipping Container Fit Out	\$45/SF	\$ 28,800
Ventless Hood	\$7,000/hood	\$ 7,000
Water/Sink	\$800/unit	\$ 3,200
Outdoor Tables	\$40/table	\$ 240
Outdoor Chairs	\$20/chair	\$ 480
Picnic Tables	\$100/table	\$ 300
Professional Services		\$ 20,000

Administration/Operations

Market Manager salary	\$20/hr	\$ 2,400
Printing/Admin. supplies		\$ 500

Marketing/Advertising

Traditional media		\$ 200
Website creation/maintenance		\$ 750
Graphic design		\$ 500
Printing and reproduction		\$ 250
Signage		\$ 3,000

Additional Expenses

Insurance		\$ 1,000
Land Lease	\$0.5/SF	\$ 21,780
Legal fees		\$ 15,000
Grant writing assistance	\$30/hr	\$ 3,000
Contingency		\$ 25,000
Total		\$ 146,500

Assumptions

General

4 shipping containers (160 square feet each), 1 ventless hood, 4 sink/water hook-ups, 6 outdoor tables, 24 outdoor chairs, 3 picnic tables
Operating season May through October
Year-end revenues to be used for project expansion

Public Investment

Land, assuming 1 acre to be provided in-kind by the Town of Burns Harbor
Place Based Investment Fund (PBIF) is a state funded matching grant from the OCRA requiring two partners

Sponsorship

May vary based on project need, and may include in-kind support (e.g., labor, equipment)
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Construction and Equipment

Condition of shipping container will be new or "one trip"
Transport of shipping container from Chicago = \$100/container, cost may be reduced if container sourced closer to Burns Harbor
Siting of shipping container (moving from the truck to the site) requires crane rental, at \$700/day
Fit out of shipping container = \$7,200 for 20'x8', or approximately \$45/SF; basic fit out includes: insulation; finished interior with fire rated, 100% moisture resistant, USDA approved wall panels; large serving windows; awnings; and electrical hook-up, must adhere to state and federal codes
Vendors cooking with any type of fat (butter, meat, cheese, etc.) require the installation of a ventless hood, estimated price at \$7,000, must adhere to state and federal codes
Portable sink system for food vendors with double basin sink for sterilizing equipment and separate hand-washing basin, estimated total price at \$800, must adhere to state and federal codes
All interior fixtures including portable sinks, counters, fridges etc. are provided by the vendor
Professional services include architecture, construction, and design (fees may vary)

Administration

Market manager works on a part-time basis. Duties include: Administrative and operational tasks such as collecting rents, managing budgets, placing service calls for repairs and maintenance, and meeting with individual vendors on an as-needed basis; Marketing through daily online and social media presence, ordering signage, creating posters and flyers for circulation, and communicating with the media; Event planning; Communicating with various Town of Burns Harbor departments to ensure compliance with all municipal by-laws; Developing partnerships with non-profit organizations, town departments, private corporations and others who assist in various ways, such as working with vendors to develop individual business plans, plan and execute community-based events, and advocate for greater access and awareness to services; Overseeing the vendors group which meets monthly at minimum, and more often if needed.
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Pilot Year

Pilot Year Operating Revenue

Vendor Rent

Food/Beverage Vendors	\$7,000/yr	\$ 28,000
Total		\$ 28,000

Pilot Year Operating Expenses

Administration/Operations

Market Manager Salary	\$20/hr	\$ 12,000
Janitorial/Maintenance work	\$12/hr	\$ 2,304
Communications		\$ 3,200
Utilities (In-kind, Town of Burns Harbor)		-
Printing/office supplies		\$ 1,600

Marketing/Advertising

Traditional media		\$ 1,200
Printing and reproduction		\$ 1,200

Additional Expenses

Miscellaneous		\$ 1,000
Entertainment		\$ 1,200
Total		\$ 23,704

Year End

Start-up capital	\$ 149,480
Start-up costs	\$ (146,500)
Operating revenue	\$ 28,000
Operating expenses	\$ (23,704)
Cash Balance	\$ 7,276

Conceptual budgets, cash flows and other financial analysis, are provided as an information guide for discussion purposes only. They are intended to enhance public access to preliminary examples of conceptual preliminary financial modeling of certain projects and initiatives. While every effort is made in preparing material for this publication, no responsibility is accepted by or on behalf of Live Work Learn Play Inc. for any errors, omissions, misleading statements and/or misuse in any of the contents of this report or for changes to the future budgets of projects and initiatives that will inevitably occur in the future.

Pop-Up Shipping Container Village: Conceptual Operating Budget

Year	2017	2018	2019	2020
Number of Containers	6	8	10	12
Number of Businesses	6	8-10	10-14	12-16

Income				
Public Investment				
Land (In-Kind, Town of Burns Harbor)	\$ 21,780	\$ 21,780	\$ 21,780	\$ 21,780
Town of Burns Harbor (Direct)	\$ -	\$ -	\$ -	\$ -
Utilities (In-kind town of Burns Harbor)	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Public Investment Subtotal	\$ 29,780	\$ 29,780	\$ 29,780	\$ 29,780
Sponsorship				
Sponsorship Subtotal	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000
Grants				
Grants Subtotal	\$ 35,000	\$ 35,000	\$ 15,000	\$ 15,000
Vendor Rent				
Food/Beverage Vendors	\$ 40,000	\$ 55,120	\$ 76,405	\$ 85,753
Retailers	\$ 6,000	\$ 9,540	\$ 10,112	\$ 21,438
Rent Subtotal	\$ 46,000	\$ 64,660	\$ 86,517	\$ 107,191
TOTAL REVENUE	\$ 135,780	\$ 154,440	\$ 161,297	\$ 181,971

Expenses				
Administration/Operations				
Market Manager Salary	\$ 26,000	\$ 27,300	\$ 28,665	\$ 30,098
Janitorial/Maintenance work	\$ 9,984	\$ 10,483	\$ 11,007	\$ 11,558
Communications	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Utilities (in-kind)	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000
Printing/office supplies	\$ 1,800	\$ 1,800	\$ 1,800	\$ 1,800
Administration/Operations Subtotal	\$ 46,984	\$ 48,783	\$ 50,672	\$ 52,656
Marketing/Advertising				
Traditional media	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Website creation/maintenance	\$ 150	\$ 150	\$ 150	\$ 150
Graphic design	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Printing and reproduction	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Signage	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Marketing Subtotal	\$ 4,750	\$ 4,750	\$ 4,750	\$ 4,750
Insurance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Miscellaneous	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Entertainment	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200
Permits/Licenses	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Land Lease	\$ 21,780	\$ 21,780	\$ 21,780	\$ 21,780
Contingency	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000

TOTAL EXPENSES	\$ 92,714	\$ 94,513	\$ 96,402	\$ 98,386
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Income (EBITDA)	\$ 43,066	\$ 59,927	\$ 64,895	\$ 83,585
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Expansion Cost	\$ 50,240	\$ 50,240	\$ 43,440	\$ 43,440
Floating reinvestment fund (from previous year)	\$ 7,276	\$ 102	\$ 9,789	\$ 31,244
Year End Balance	\$ 102	\$ 9,789	\$ 31,244	\$ 71,389

Assumptions

General

Annual growth is anticipated with new containers and new businesses added every year, during the first five years of project stabilization. A range in the number of businesses is shown, as some containers can be split into two sections, in order to house smaller retail or food vendors. Operating season April-December

Public Investment

Rent on land at \$0.5/SF, assuming 1 acre
 During the first 5 years the Town of Burns Harbor will donate the cost of utilities to the project
 Direct Town contributions may be required for matching grants or to cover expansion costs, during project stabilization years. Eventually the project will be able to pay the town rent and generate a profit.
 Utilities (electrical and water) fees are estimated at \$1,000/month and are to be covered by the Town during project stabilization years

Sponsorship

Sponsorship may vary from year to year, with more substantial contributions in expansion years
 Potential grant opportunities may be appropriate for the shipping container village, in this budget grants are necessary during expansion years

Pop-Up Shipping Container Village: Conceptual Expansion Budget

Year	2017	2018	2019	2020
Expansion Plan	+2 containers	+2 containers	+2 containers	+2 containers

Shipping Container Purchase (\$3,000)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Shipping Container Transport (\$100/container)	\$ 200	\$ 200	\$ 400	\$ 400
Shipping Container Siting (1 day crane rental \$700)	\$ 700	\$ 700	\$ 700	\$ 700
Shipping Container Fit Out (\$45/SF)	\$ 14,400	\$ 14,400	\$ 14,400	\$ 14,400
Ventless Hood (\$7,000 per hood)	\$ 14,000	\$ 14,000	\$ 7,000	\$ 7,000
Water (portable sink system \$800)	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600
Outdoor Tables (\$40)	\$ 80	\$ 80	\$ 80	\$ 80
Outdoor Chairs (\$20)	\$ 160	\$ 160	\$ 160	\$ 160
Picnic Tables (\$100)	\$ 100	\$ 100	\$ 100	\$ 100
Professional Services	\$ 13,000	\$ 13,000	\$ 13,000	\$ 13,000
Total	\$ 50,240	\$ 50,240	\$ 43,440	\$ 43,440

Expansion Assumptions

Basic fit out includes: insulation; finished interior with fire rated, 100% moisture resistant, USDA approved wall panels; large serving windows; awnings; and electrical hook-up; must adhere to state and federal codes
 Fit out of shipping container estimated at \$7,200 (\$45/SF)
 Vendors cooking with any type of fat (butter, meat, cheese, etc.) require the installation of a ventless hood \$7,000; must adhere to state and federal codes
 All interior fixtures including portable sinks, counters, fridges etc. are provided by the vendor
 Portable sink system for food vendors with double basin sink for sterilizing equipment and separate hand-washing basin = \$800; must adhere to state and federal codes
 Professional services include architecture, construction, and design, fees may vary

Rent

Annual licencing fee at \$6,000/year for non-food retail, half containers at 80 square feet have licencing fees of \$3,000/year
 Fees to increase 6% per year
 Annual licencing fee at \$8,000/year for food vendors, half containers at 80 square feet have licencing fees of \$4,000/year
 Fees to increase 6% per year
 Rent will vary with retail mix (food vs retail)

Administration

Market Manager salary estimated at \$20/hr., 25 hrs. per week, salary to increase annually, may become full time position
 Janitorial and maintenance staff at \$12/hr., 8 hrs. per week, 2 staff, salary to increase annually
 Communications budget includes phone, internet, web hosting fees at \$100/month
 Utilities at \$10/SF/year, this is proposed as an in-kind donation by the Town of Burns Harbor

Income

EBITBA = earnings before interest, taxes, depreciation and amortization

Floating Reinvestment Fund

Net income from each operating year is kept for future investment, expansion, unforeseen costs, etc.

Year End Balance

Income plus floating reinvestment fund, minus expansion costs; may vary based on use of contingency funds, expansion costs, grants and sponsorship

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Burns Harbor Marketplace: Conceptual Start-up Budget

Start-Up

Sources of Capital

Public Investment

Land (*In-Kind, Town of Burns Harbor*) \$0.5/SF \$ 10,890

Grants

Farmers Market Promotion Program (*USDA*) \$ 50,000

Sponsorship

Various \$ 25,000

Total \$ 85,890

Start-Up Expenses

Construction and Equipment

Tents \$1,500/tent \$ 18,000

Tables \$70/table \$ 840

Equipment storage facility \$ 2,000

Administration/Operations

Market Manager salary \$20/hr \$ 2,400

Printing/Admin. supplies \$ 500

Marketing/Advertising

Traditional media \$ 200

Website creation/maintenance \$ 750

Graphic design \$ 500

Printing and reproduction \$ 250

Signage \$ 3,000

Additional Expenses

Insurance \$ 1,000

Miscellaneous \$ 1,000

Land Lease \$ 10,890

Legal fees \$ 5,000

Contingency \$ 25,000

Total \$ 71,330

Pilot Year

Pilot Year Operating Revenue

Vendor Rent

Market stall \$550/yr \$ 6,600

Total \$ 6,600

Pilot Year Operating Expenses

Administration/Operations

Market Manager Salary \$20/hr \$ 9,600

Janitorial/Maintenance work \$12/hr \$ 1,920

Communications (*In-kind, Town of Burns Harbor*) \$ -

Utilities (*In-kind, Town of Burns Harbor*) \$ -

Printing/office supplies \$ 400

Marketing/Advertising

Traditional media \$ 1,500

Printing and reproduction \$ 1,000

Additional Expenses

Miscellaneous \$ 1,000

Entertainment \$ 1,200

Total \$ 16,620

Year End

Start-up capital \$ 85,890

Start-up costs \$ (71,330)

Operating revenue \$ 6,600

Operating expenses \$ (16,620)

Cash Balance \$ 4,540

Assumptions

General

Pilot year to have 12 vendors and operate for 24 weeks (May-September)

Public Investment

Rent for land at \$0.5/SF, assuming 0.5 acres, provided in-kind by the Town of Burns Harbor

Grants

USDA Farmers Market Promotion Program (2 years of funding)

Sponsorship

May vary based on project need, and may include in-kind support (e.g., labor, equipment)

Construction and Equipment

Equipment storage facility, secure place for tents, tables when not in use

Administration

Market manager salary estimated at \$20/hr, 20 hrs per week

Staff can be shared with the Pop-Up Shipping Container Village, this budget shows market costs if developed alone

Marketing/Advertising

Marketing and advertising costs can be shared with pop-up village, this budget shows market costs if developed alone

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Burns Harbor Marketplace: Conceptual Operating Budget

Year	2017	2018	2019	2020
Number of Vendors (Outdoor)	25	30	35	40
Number of Vendors (Indoor)	-	25	25	25

Income				
Public Investment				
Land (In-kind, Town of Burns Harbor)	\$ 43,560	\$ 43,560	\$ 43,560	\$ 43,560
Town of Burns Harbor (Direct)	\$ -	\$ -	\$ -	\$ -
Utilities (In-kind, Town of Burns Harbor)	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Public Investment Subtotal	\$ 49,560	\$ 49,560	\$ 49,560	\$ 49,560
Sponsorship				
	\$ 15,000	\$ 17,000	\$ 20,000	\$ 25,000
Sponsorship Subtotal	\$ 15,000	\$ 17,000	\$ 17,000	\$ 25,000
Grants				
	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Grants Subtotal	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Vendor Rent				
Outdoor Market Rental Fees	\$ 15,000	\$ 18,360	\$ 21,840	\$ 25,480
Vendor Rent Subtotal	\$ 15,000	\$ 18,360	\$ 21,840	\$ 25,480
Total income	\$ 89,560	\$ 94,920	\$ 98,400	\$ 110,040

Expenses				
Construction and Equipment				
Tents	\$ 1,560	\$ 120	\$ 120	\$ 120
Tables	\$ 910	\$ 70	\$ 70	\$ 70
Construction and Equipment Subtotal	\$ 2,470	\$ 190	\$ 190	\$ 190
Administration/Operations				
Market Manager salary	\$ 15,000	\$ 15,750	\$ 16,538	\$ 17,364
Janitorial/Maintenance work	\$ 2,304	\$ 2,419	\$ 2,540	\$ 2,667
Printing/Admin. supplies	\$ 600	\$ 500	\$ 500	\$ 500
Communications	\$ 600	\$ 600	\$ 600	\$ 600
Administration/Operations Subtotal	\$ 18,504	\$ 19,269	\$ 20,178	\$ 21,132
Marketing/Advertising				
Traditional media	\$ 200	\$ 700	\$ 700	\$ 700
Website creation/maintenance	\$ 750	\$ 100	\$ 100	\$ 100
Graphic design	\$ 500	\$ 200	\$ 200	\$ 200
Printing and reproduction	\$ 250	\$ 750	\$ 750	\$ 200
Signage	\$ 200	\$ -	\$ 200	\$ -
Marketing/Advertising Subtotal	\$ 1,900	\$ 1,750	\$ 1,950	\$ 1,200
Insurance	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Utilities	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000
Contingency	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Land Lease	\$ 43,560	\$ 43,560	\$ 43,560	\$ 43,560
Total Expenses	\$ 88,434	\$ 86,769	\$ 87,878	\$ 88,082

Income (EBITDA)	\$ 1,126	\$ 8,151	\$ 10,522	\$ 21,958
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Reinvestment Fund (from previous year)	\$ 4,540	\$ 5,666	\$ 13,817	\$ 24,339
Year End Balance	\$ 5,666	\$ 13,817	\$ 24,339	\$ 46,298

Assumptions

General

The above budget only accounts for the outdoor market, the indoor market component would substantially increase revenues (vendor rent), and visitation, while moderately increasing certain expenses (utilities, insurance, salaries, etc.)

Public Investment

Rent for land at \$0.5/SF, assuming 2 acres, provided in-kind by the Town of Burns Harbor. During project stabilization years (years 1-5), the Town will subsidize the utilities and may need to provide support for matching grants

Grants

USDA Farmers Market Promotion Program (remainder of 2 years of funding)

Rent

Annual vendor fee of \$600, to increase annually by 2 percent
Indoor market rents not shown in this operating budget, see expansion budget

Administration

Market manager salary estimated at \$20/hr, 25 hrs per week, 24 weeks of market operations and 6 weeks preparation
Janitorial and maintenance staff at \$12/hr., 8 hrs. per week, 24 weeks
Communications budget includes phone, internet, web hosting fees at \$50/month

Regional Marketplace: Conceptual Expansion Budget

Indoor market construction (\$12/SF/year)	\$ 240,000
Indoor market fit out (\$15/SF/year)	\$ 300,000
Market Expansion Subtotal	\$ 540,000

Additional Rent from Indoor Market	
Annual outdoor market rental fees (\$25/SF/year)	\$ 156,250
5-year income total =	\$ 781,250

Construction and Equipment

Tents at \$1,500, assume 1 replacement per year
Tables at \$70, assume 1 replacement per year
Equipment storage facility, secure place for tents, tables when not in use

Floating Reinvestment Fund

Net income from each operating year is kept for future investment, expansion, unforeseen costs, etc.

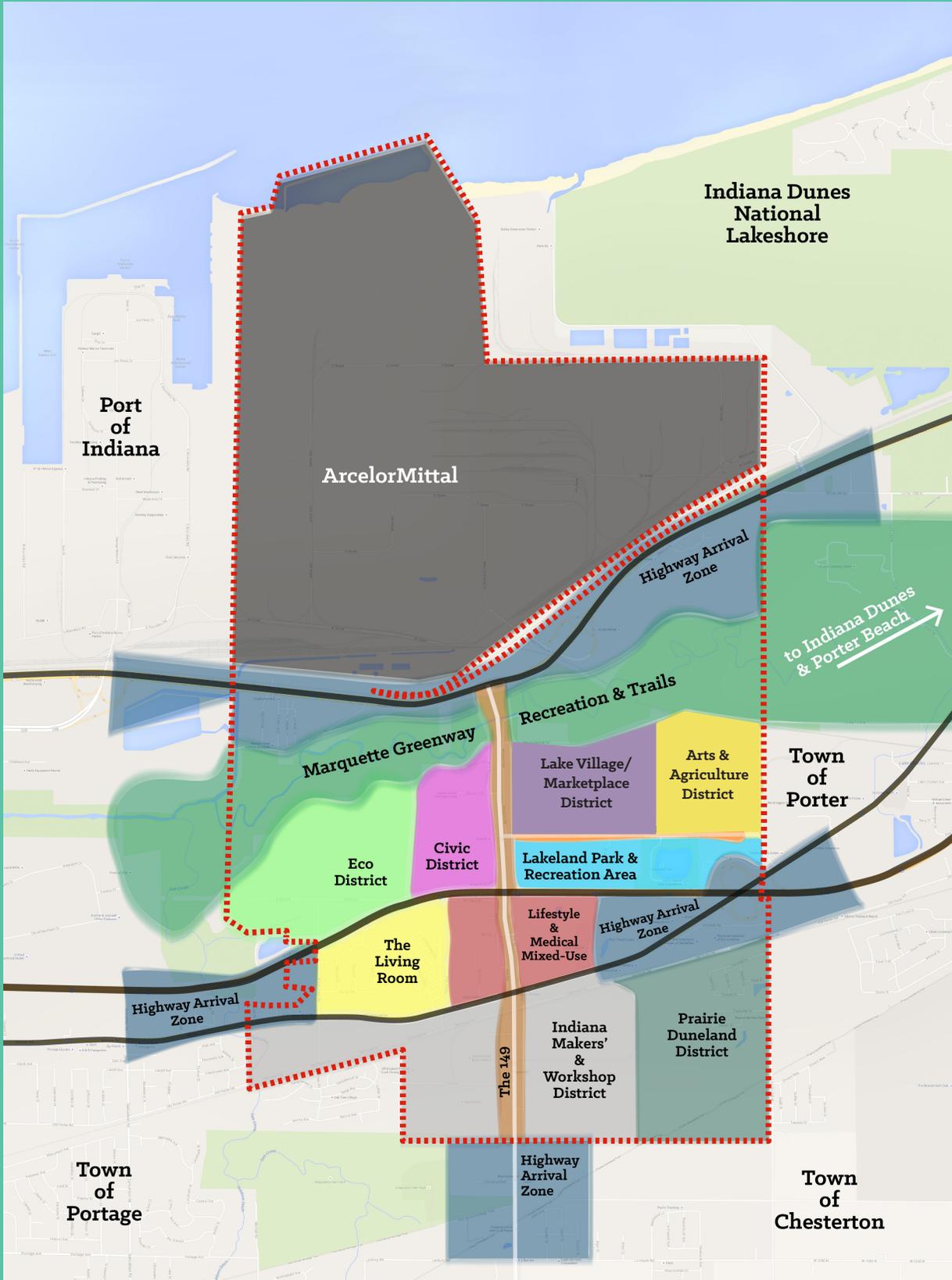
Year End Balance

Income plus floating reinvestment fund, minus expansion costs
May vary based on use of contingency funds and expansion costs
It is assumed that the Town can cover any financial shortfalls and benefit from the financial surpluses

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Appendix C

Targeted Uses, by District



Targeted Uses, by District

District	Existing Uses	Future Targeted Uses
Marketplace/Lake Village	<ul style="list-style-type: none"> • Residential • Recreation • Open space • Agriculture 	<ul style="list-style-type: none"> • Marketplace • Pop-up retail • Trails • Retail (coffee shops, treat shops, gift shops, activity-based, etc.) • Restaurants (destination, mom-and-pop, etc.) • Food and beverage carts • Beach • Outdoor gathering spaces • Residential • Recreation/activity (boat rentals, bike outfitter)
Arts and Agriculture	<ul style="list-style-type: none"> • Residential • Open space • Agriculture 	<ul style="list-style-type: none"> • Agribusiness • Light manufacturing (micro brewery, technology, assembly, food processing, distillery, printing, furniture, apparel, metal and machinery, advanced manufacturing, green technology) • Education/learning • Garden center • Residential • Trails • Water/irrigation • Sports fields
Civic District	<ul style="list-style-type: none"> • Town hall • Emergency services • Open space • Residential • Trails • Recycling services • Industrial 	<ul style="list-style-type: none"> • Residential • Learning center • Child care center • Branded hotel • Performance space • Community/fitness facility • Arts and culture
Eco District	<ul style="list-style-type: none"> • Open space • Residential 	<ul style="list-style-type: none"> • Bird sanctuary • Community gardens • Insectarium/butterfly farm • Arboretum • Trails • Treetop adventure and leadership school • Planetarium • Dunes learning center • Nature hotel
Lakeland Park and Recreational Area	<ul style="list-style-type: none"> • Residential • Open space • Recreational amenities • Lake • Park space 	<ul style="list-style-type: none"> • Residential • Public spaces • Trails • Recreational amenities • Park space • Bike repair/rental • Sports fields

Targeted Uses, by District

District	Existing Uses	Future Targeted Uses
The Living Room	<ul style="list-style-type: none"> • Residential • Open space 	<ul style="list-style-type: none"> • Residential • Trails • Public spaces • Gathering spaces • Parks
Highway Arrival Zones	<ul style="list-style-type: none"> • Auto sector • Retail • Warehousing • Open space 	<ul style="list-style-type: none"> • Traffic calming • Public art • Signage • Branding • Lighting • Landscaping
Marquette Greenway Recreation and Trails	<ul style="list-style-type: none"> • River • Green space • Open space • Trails 	<ul style="list-style-type: none"> • Trails (hiking, biking, walking, cross country skiing, snowshoeing) • Bike rental/repair • Padding • Signage • Trail access points
Lifestyle and Medical Mixed-Use District	<ul style="list-style-type: none"> • Industrial • Residential • Open space 	<ul style="list-style-type: none"> • Medical/dental offices • Grocery store • Coffee and quick-serve shops • Educational faculties • Wellness center • Pharmacy • Professional offices • Residential
The 149	<ul style="list-style-type: none"> • Industrial • Auto services • Retail • Bar • Residential • Warehousing • Open space 	<ul style="list-style-type: none"> • Educational uses • Larger scale retail • Medical uses • Trees and lighting • Bike paths • Sidewalks and medians • Banks • Offices • Services • Key entry points
Indiana Makers and Workshop District	<ul style="list-style-type: none"> • Auto services • Industrial • Open space 	<ul style="list-style-type: none"> • Artisanal workshops • Production space • Educational uses • Training center • Light industrial • Studios • Research and development
Prairie Duneland District	<ul style="list-style-type: none"> • Residential • Open space 	<ul style="list-style-type: none"> • Residential • Educational • Recreational

Appendix D

Best Practices

Best Practices

Focusing on Small Business and Entrepreneurship

Mount Morris, NY
Population 2,929 (2012)

The small community of Mount Morris, New York, lost 10 percent of its population between 2000 and 2012. The town struggled with economic decline, the loss of manufacturing jobs in the second half of the 20th century, and the more recent decline of the local retail sector.

In an effort to revive the economy the Livingston County Development Group (LCDG) focused on supporting small businesses and encouraging entrepreneurship. The group provides education and technical assistance to entrepreneurs, as well as relocation services and a loan fund for small business start-ups or expansion expenses. The LCDG also supports downtown redevelopment by subsidizing rents and advertising Mount Morris to developers.

Embracing Tourism

Big Stone Gap, Virginia
Population 4,800 (2000)

Big Stone Gap is a town with both natural resources and beautiful scenery. The resource-based economy, fueled by the coal and textile industries, declined significantly in the 1980s and 1990s, leaving many in the town without work.

In response, local officials teamed up with the Virginia Cooperative Extension and regional organizations, such as the Heart of Appalachia Tourism Authority, to create an ecotourism strategy. The initiatives focused on the growth of small businesses and support of entrepreneurs, allowing local residents to benefit from the growth in the region's tourism industry. The strategy involved the creation of local educational and training infrastructure to provide advice and encouragement to new entrepreneurs. Educational infrastructure took the form of workshops, as well as partnerships with local community colleges and small business development centers. Partnerships with local banks and finance groups resulted in new lending options for ecotourism entrepreneurs.

Regional Collaboration and Innovative Land Preservation

Columbia, North Carolina
Population 802 (2000)

The community of Columbia teamed up with regional partners to leverage their natural assets (many of which are federally protected) and create new jobs. The proactive town manager met with representatives of various state agencies to explore funding options for a number of ecotourism projects. After learning that other local communities were pursuing similar funding opportunities, the town manager worked with surrounding communities to create a regional non-profit organization. The regional entity was able to successfully secure funding, including a \$1 million grant from the state transportation department to construct a new visitors center. Since 1990, the town has generated over \$15 million in grant funding for ecotourism related projects and created more than 100 jobs. Columbia was also successful in utilizing creative land-transfer arrangements to preserve land while maintaining tax revenues.

Regional Partnerships and New Economic Tools

Ord, Nebraska
Population 2,300 (2000)

The town of Ord had lost 10 percent of its population between 1990 and 2000. In response to this decline, the town undertook a comprehensive revitalization effort, focused on youth outreach, entrepreneurship, leadership development and philanthropy. Much of Ord's economic and community development is driven by the Ord Chamber of Commerce and the Valley County Economic Development Board (these organizations share two paid professionals who coordinate volunteer-led efforts).

Ord's turnaround was kickstarted by two tools. The first tool is a partnership between the City of Ord, Valley County and the Chamber of Commerce (where each entity contributes \$15,000 per year and agrees to work together and share the costs and revenues from community and economic development). The second tool is a 1 percent local options sales tax, passed by residents that can be used for business loans, local economic development incentives or for matching funding for grants.

EPA, 2015. How Small Towns and Cities can use Local Assets to Rebuilt their Economies http://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf

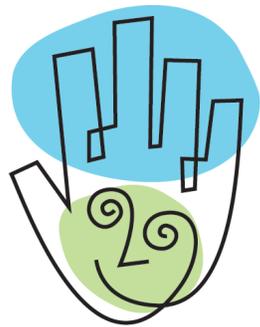
UNC School of Government and N.C. Rural Economic Development Center, 2008. Small Towns Big Ideas: Case Studies in Small Town Community Economic Development http://www.sitka.net/Downloads/Small_Towns.pdf

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