



**Van Buren Roadmap to Recovery
Final Project Deliverable
October 2018**

Ozark Vitality – Who We Are

Learn More at OzarkVitality.com



Non-profit resource for community and economic development, using art, culture and creativity to ignite positive change and prosperity.

Recent Projects

Grants Awarded



Ozark Artisan Innovation Hub Research project

- Built regional network of artisans and supporters of the arts
- Mapped cultural and regional assets in the region
- Confirmed market demand and supply for Ozark artisan products

\$99,225 from Delta Regional Authority



Midwest Early Recovery Fund

Van Buren Roadmap to Recovery

- Supported individual and community recovery in Van Buren, and began engaging the community find their “new normal”
- Helped secure \$300,000 in additional grant funding to build capacity for long term recovery in Carter County

\$47,770 from Center for Disaster Philanthropy



Community Arts Event Infrastructure

- Repairs, upgrades and new equipment to help sustain and grow Doniphan’s community-organized Arts and Culture program

\$17,575 from Community Foundation of the Ozarks

Van Buren Roadmap to Recovery Project

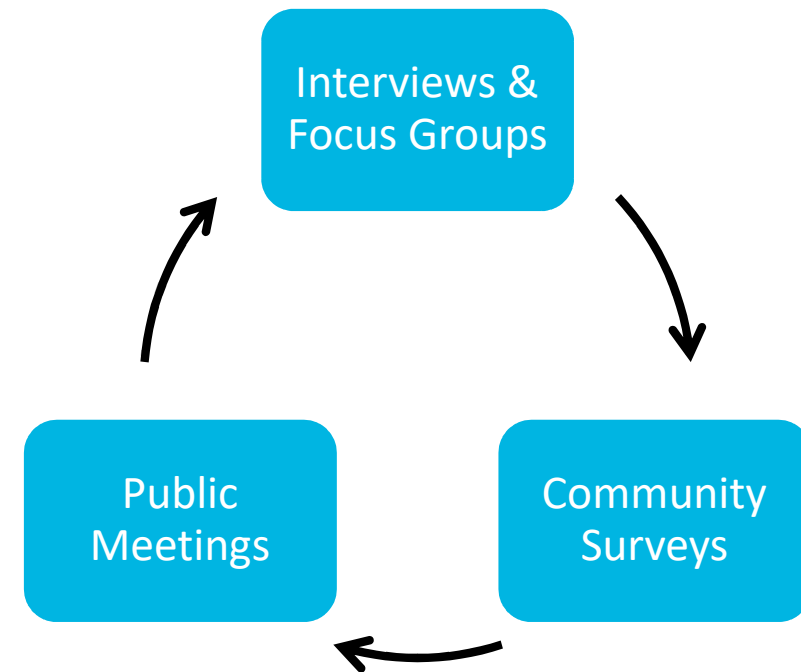
We set out to engage community leaders across the Van Buren area to help them begin to think longer term about community recovery.

Finding a “new normal”

Key questions considered

1. What is making it difficult for individuals and families to rebuild their lives here?
2. What could help those who choose to stay to not just survive but thrive?
3. What does the Van Buren community want to rebuild itself into? (the “new normal”)
4. What might the journey to the new normal look like? How long will it take?
5. Who are the community and project champions who can help lead the way?

Project Approach



Inputs to the Roadmap to Recovery Project

We initially thought we could identify unmet needs from public forums. Instead, we had to become “disaster detectives”.

Analyzed

221 Survey Responses

Local leaders, Van Buren and Carter County residents, tourists

Consulted

40+

Disaster Recovery Experts

Attended

16 trainings, workshops and informational sessions

35+

Hours of Interviews and Focus Groups with **dozens** of people

Pastors, Business Leaders, Community Leaders, School Employees, Government Officials



Federal Emergency Management Agency (FEMA), State Emergency Management Agency (SEMA), Center for Disaster Philanthropy, Catholic Charities, Convoy of Hope, Lutheran Family and Children Services, Samaritan's Purse, Red Cross, USDA Rural Development, US Economic Development Administration, Missouri Department of Economic Development, National Association of Development Organizations (NADO), Ozark Foothills Regional Planning Commission, Community Foundation of the Ozarks

150+

Hours of Meetings
Long Term Recovery Committees (LTRC), Public Forums, Roadmap to Recovery Project Meetings

Read

300+

Pages of Documentation

Visited

3

Communities to learn from others' recovery

Louisa County, Iowa
Charleston, West Virginia
Portland, Oregon

Learning from Disaster: The Ozark Floods of 2017

We learned that, for small communities, it may take 5-10 years or more to rebuild decades worth of community assets and infrastructure.

Stages of Long Term Disaster Recovery

	Stage 0: Relief Stage 1: Individual Recovery <i>STARTS 3-6 months after event</i>	Stage 2: Community Recovery <i>STARTS 6-12 months after event</i>	Stage 3: Rebuild Infrastructure <i>STARTS 12-24 months after event</i>
Primary Goal	Survive Coordinate and allocate outside resources to meet the basic needs of individuals and families	Thrive Enable individuals and families to support themselves and their community, and prosper here	Sustain Community development to rebuild infrastructure and improve resiliency and self sufficiency in future disasters
Focus Areas	<ul style="list-style-type: none"> • Food and water • Critical healthcare • Clothing and other necessities • Shelter and safety • Rebuild what was lost 	<ul style="list-style-type: none"> • Jobs and business opportunities • Transportation and communications infrastructure (e.g. to get to work) • Cost of living (housing, food, etc.) • Child, elder and special needs care • Educational opportunities • Emotional and mental health • Other “quality of life” factors 	<ul style="list-style-type: none"> • Flood buyouts • Land use planning and zoning • Rethink and rebuild public infrastructure • Repurpose and redesign public spaces • Repair/protect natural and cultural assets • Resilient economic development • Disaster planning and preparation

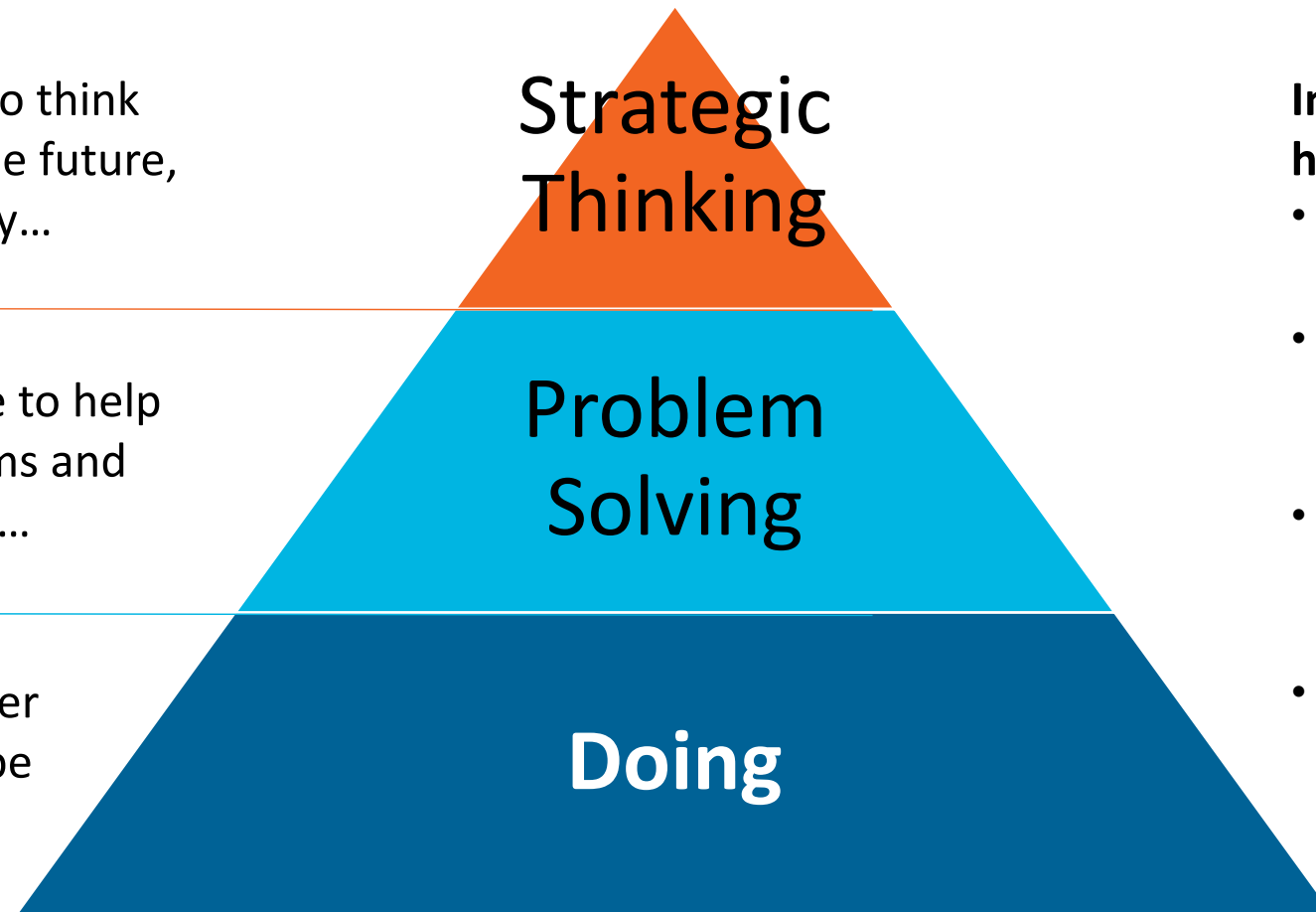
Commitment to Strategic Planning? Not without capacity.

Exhausted community leaders do not have the capacity for strategic planning if immediate needs are too overwhelming.

Few have the ability to think ahead and plan for the future, even on their best day...

Some people are able to help solve difficult problems and figure out what to do...

Many people volunteer to help, but need to be told what to do...

















In small communities, leaders have to do all three

- The future doesn't matter if they can't fix today's problems
- "All hands on deck" approach leaves them too exhausted to think strategically
- They often lack peer-to-peer support from those who have been through this before
- Even when there are teams of volunteers, keeping them motivated and productive can be challenging

After nearly a year, there was enough capacity to get started
 Once resources were in place to handle immediate needs, community leaders could begin collaborating for the future.



Stage 1: Individual Recovery	Stage 2: Community Recovery	Stage 3: Rebuild Infrastructure
Survive	Thrive	Sustain
<p>Carter County LTRC Co-Chairs Pastor Dave Truncone & Curt Majors</p> <p>Carter County LTRC Coordinator <i>New!</i> Ella Jean Keeney</p> <p>  Midwest Early Recovery Fund</p> <p>Case Workers Robin Walters Tom Keeney</p> <p> Catholic Charities of Southern Missouri <i>Reaching Out. Providing Hope. Changing Lives.</i></p> <p> SCMCAA</p> <p>Ozark Region Disaster Recovery Coordinator <i>New!</i> Tegan Vaughn</p> <p>  Midwest Early Recovery Fund</p>	<p>Van Buren Roadmap to Recovery Tami Hale & Rickie Maples</p> <p>  Midwest Early Recovery Fund</p> <p>Van Buren School Social Worker <i>New!</i> Charlotte Johnson</p> <p>  Midwest Early Recovery Fund</p>	<p>Van Buren Business Development Group Tiffany Gossett</p> <p>Flood Buddy Program Mayor Wilson Mallory Smith</p> <p> Louisiana County, Iowa</p> <p></p> <p>Carter County Infrastructure Recovery Coordinator <i>New!</i> Rhonda Shell</p> <p> Ozark Foothills REGIONAL COMMUNITY FOUNDATION</p> <p> Midwest Early Recovery Fund</p>

Note: CDP provided \$300,000 in capacity-building grants to support Carter County's recovery

Supporting community leaders as they find the “new normal”



Leaders begin looking toward the future before their communities are ready – take them to a safe and inspiring place to do it.

Visit to Louisa County, Iowa to learn about 2008 flood recovery

Creative Placemaking Leadership Summit, Charleston, West Virginia



Visitors from West Virginia in Van Buren

Rural Economic Development Conference: Bridges Between Rural and Urban, Portland, Oregon



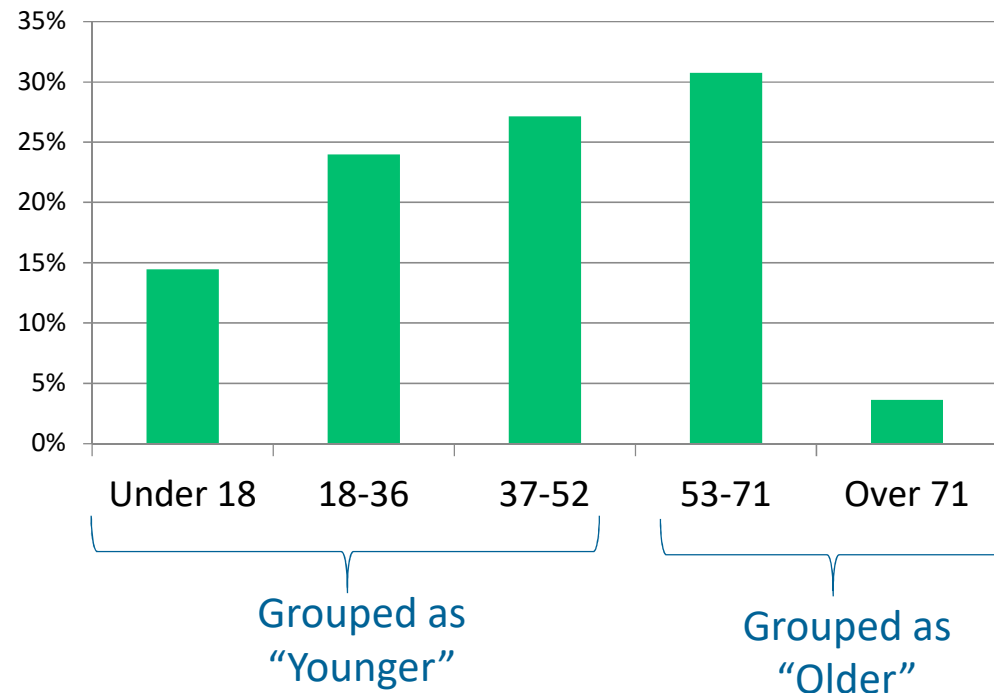
Engaging the broader Community

Survey conducted April-May 2018, one year after the flood. Received 221 responses.

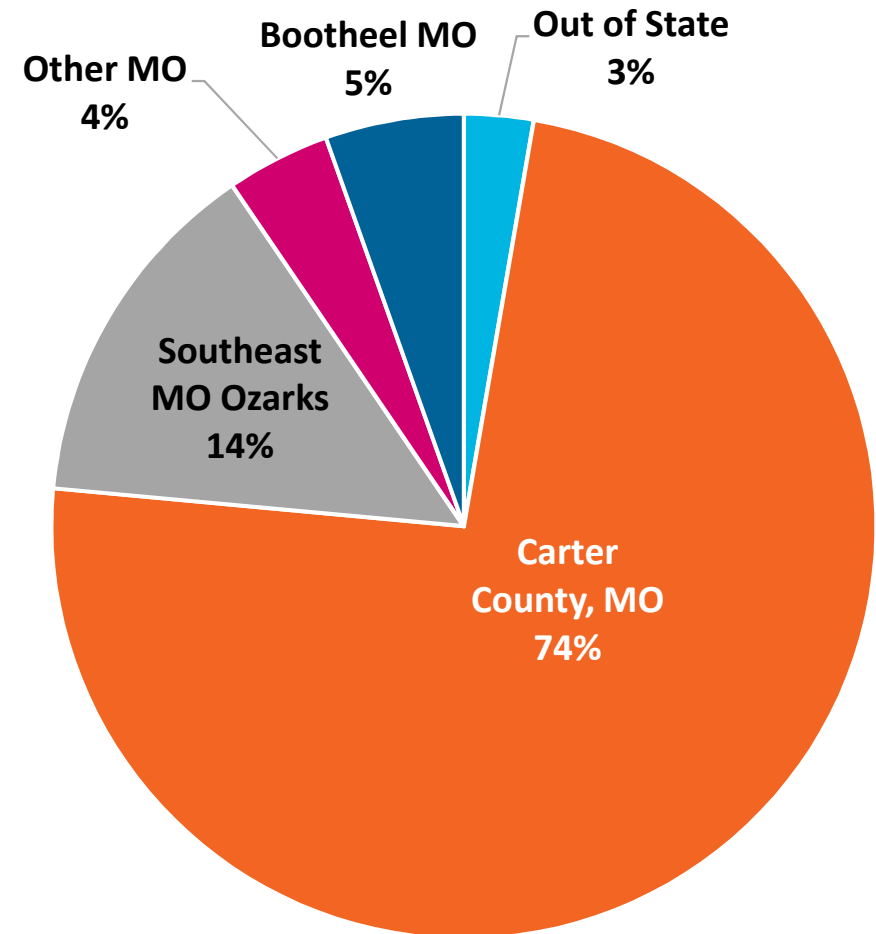
How did the survey get distributed?

- Online survey shared on Facebook
- Paper survey available around town
- Van Buren R-1 Schools
- Volunteers spent time at Nutrition Center assist survey responses

Age of Survey Respondents



Home Zip Code of Survey Respondents

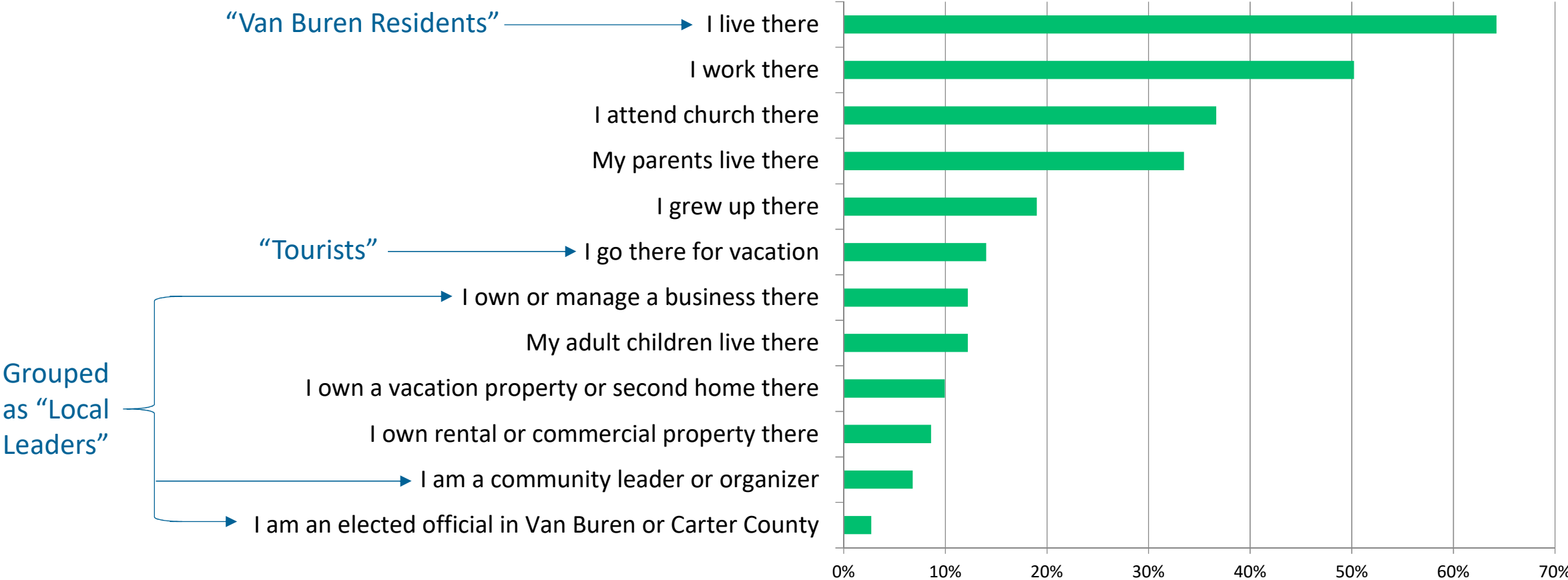


Source: Van Buren Area One-Year Recovery Survey

Van Buren Community Recovery Survey

We got responses from many different groups with ties to the community.

How would you describe your connection(s) to the Van Buren area?
(select all that apply)

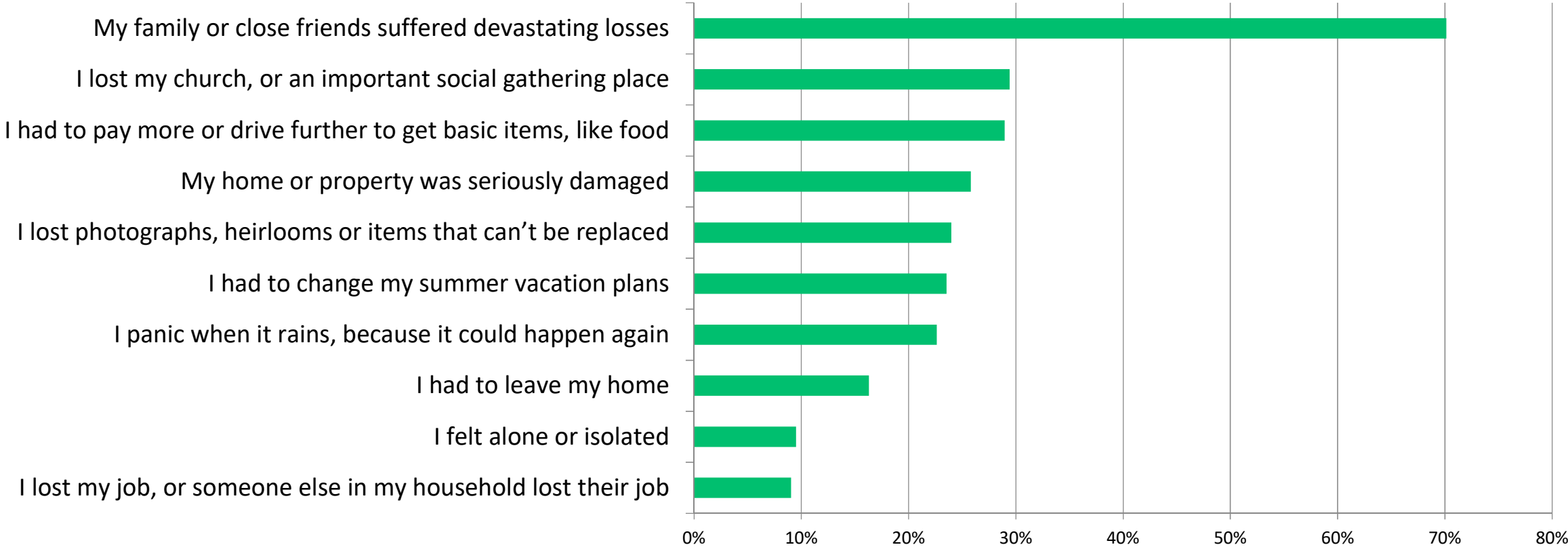


Source: Van Buren Area One-Year Recovery Survey

Van Buren Community Recovery Survey

The majority of survey respondents had family or close friends that suffered devastating losses, even if they weren't personally affected.

Which of the following statements describe how you were personally affected by the spring 2017 flooding in Van Buren? (select all that apply)

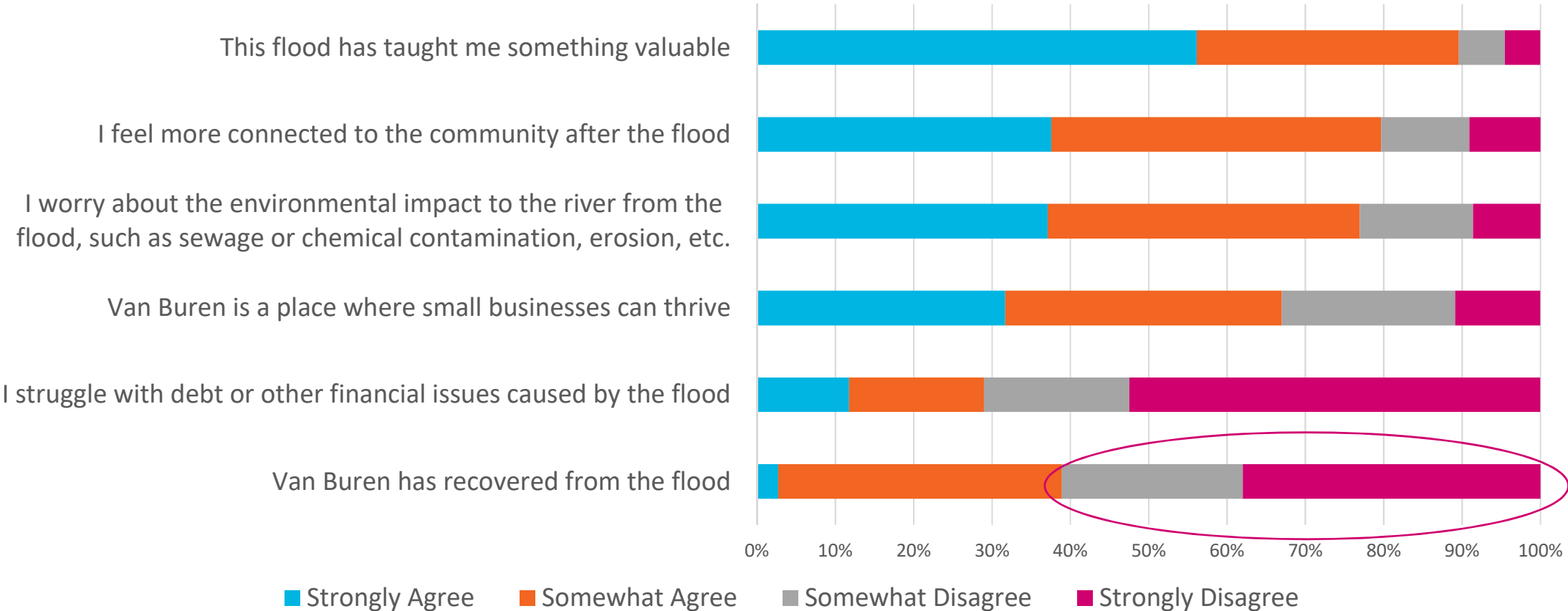


Source: Van Buren Area One-Year Recovery Survey

Van Buren Community Recovery Survey

The general consensus was that the community had NOT recovered one year later.

How much would you agree or disagree with each of the following statements about flood recovery progress, as of TODAY?



Source: Van Buren Area One-Year Recovery Survey; All Respondents

Van Buren Community Recovery Survey

To understand residents and tourists overall perception of the area after the flood, we used a metric used by marketers to measure brand strength and customer loyalty.

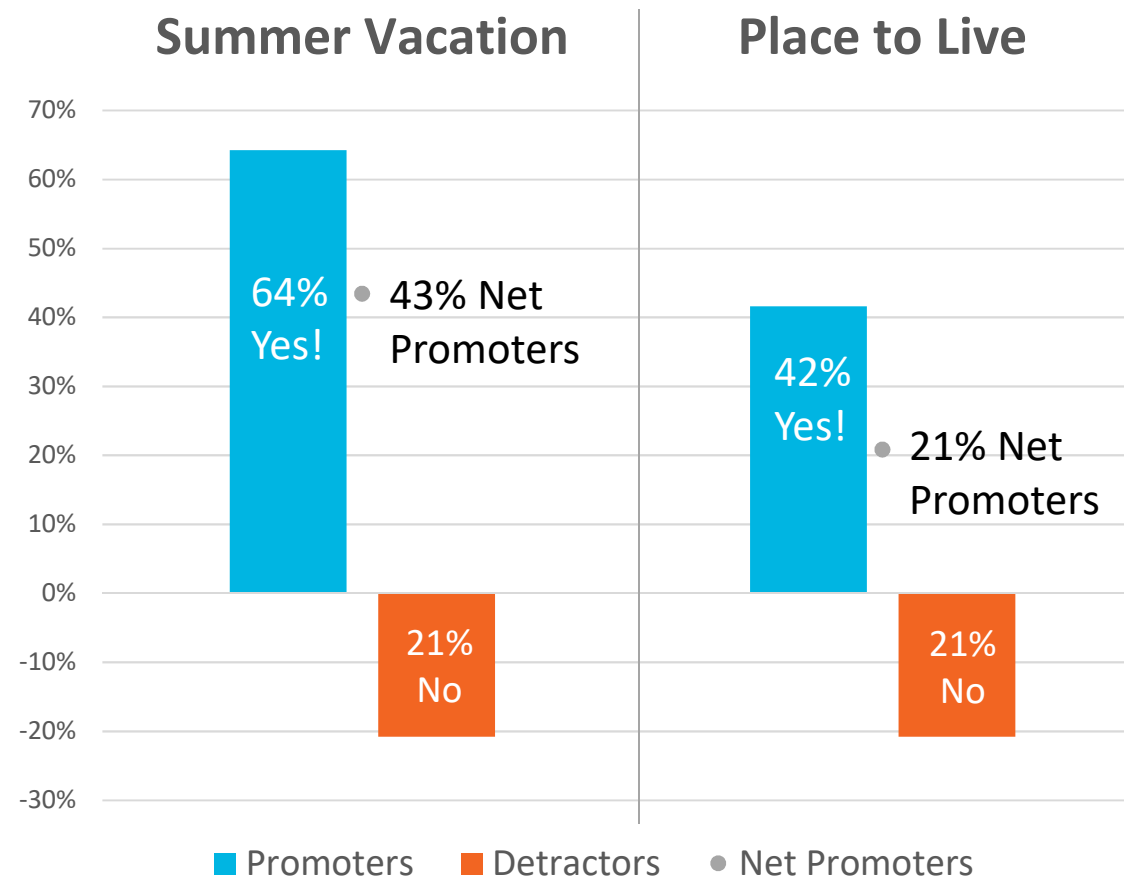
How likely would you be to recommend Van Buren to family and friends as a...?

People who would **strongly recommend** (Promoters)

minus

People who would likely **recommend against** (Detractors)

Net Promoters



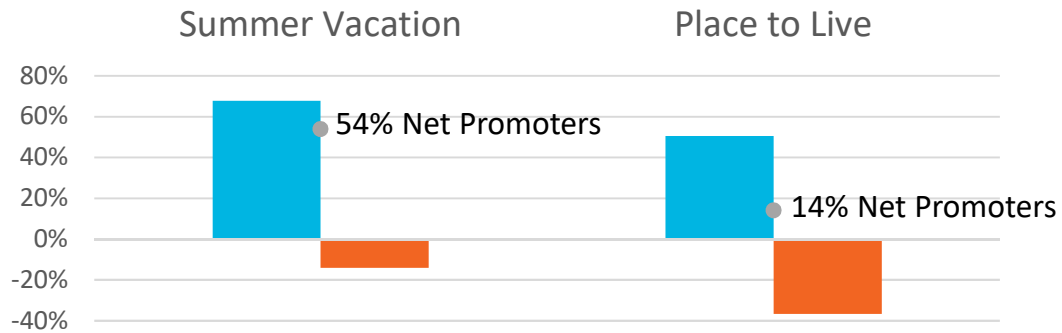
Note: Net Promoters (copyrighted, Satmetrix) = On scale of 0-10, promoters (9,10) minus detractors (0-6)

Source: Van Buren Area One-Year Recovery Survey; All Respondents

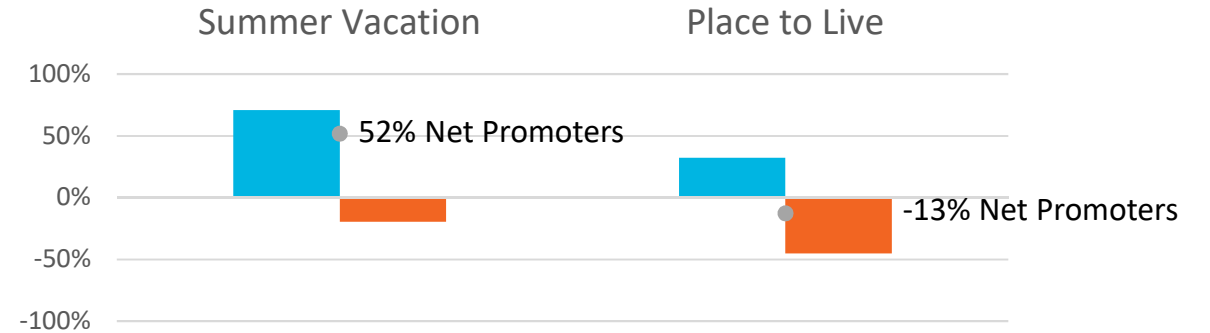
Van Buren Community Recovery Survey

Local leaders are the strongest promoters of the community as a place to live. Tourists think it's a good place to visit but wouldn't want to live here.

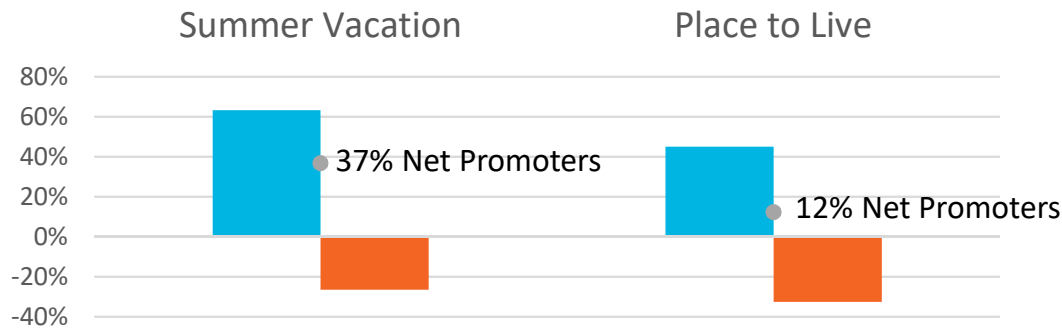
Younger Van Buren Residents



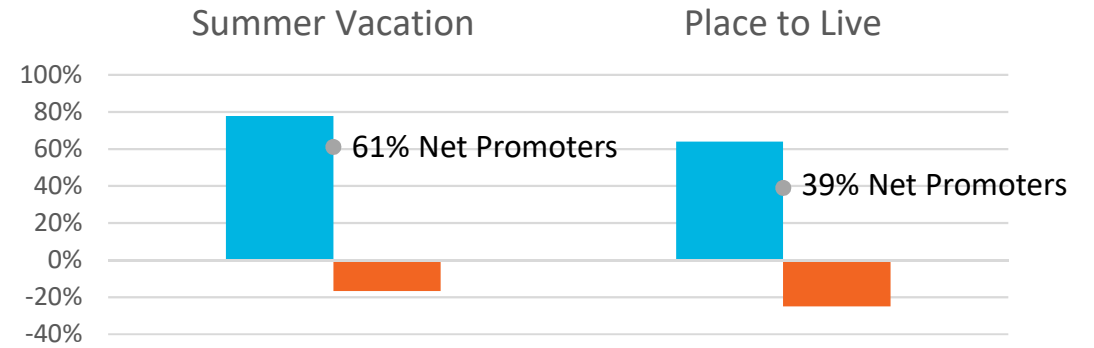
Tourists



Older Van Buren Residents



Local Leaders



■ Promoters ■ Detractors ● Net Promoters

■ Promoters ■ Detractors ● Net Promoters

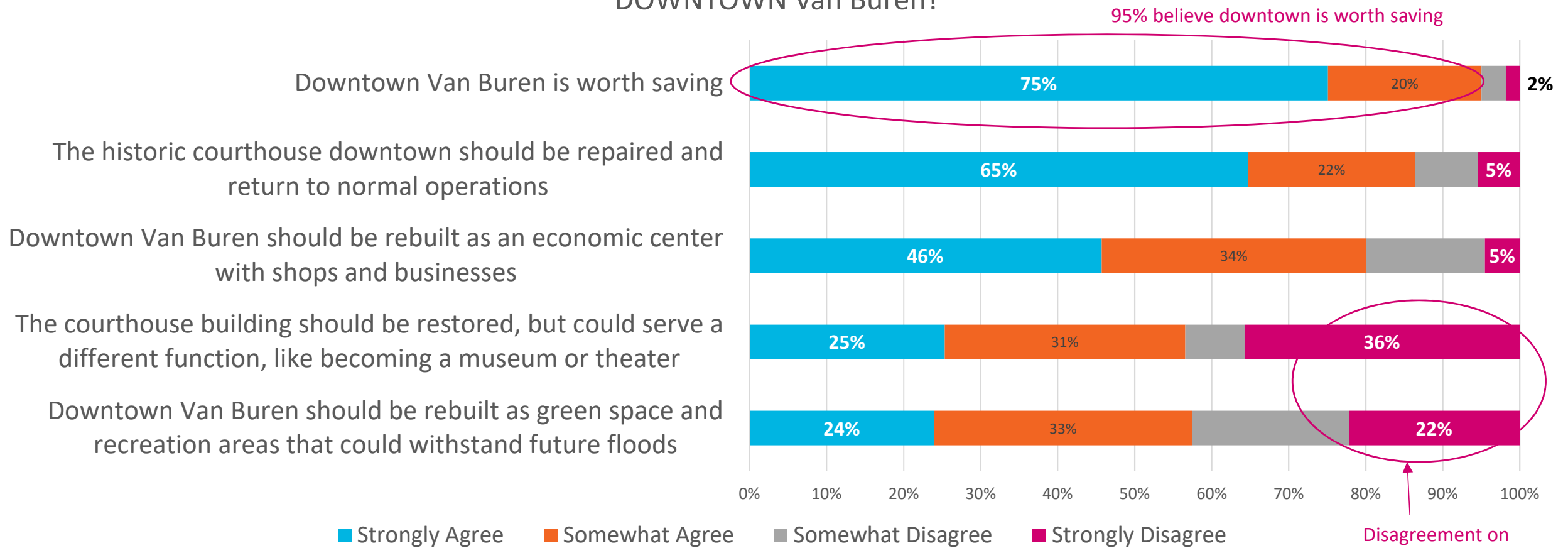
Note: Net Promoters (copyrighted, Satmetrix) = On scale of 0-10, promoters (9,10) minus detractors (0-6)

Source: Van Buren Area One-Year Recovery Survey

Van Buren Community Recovery Survey

Nearly all respondents believe downtown is worth saving. There is disagreement on *how* to save it and what should become of it.

How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?

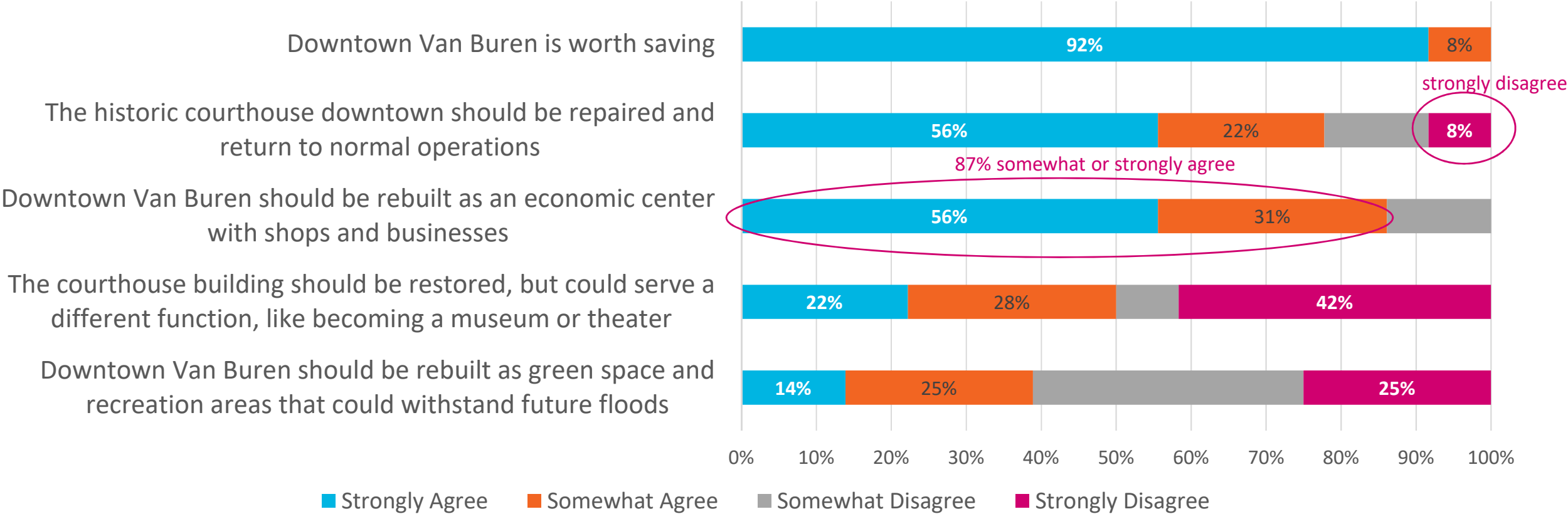


Source: Van Buren Area One-Year Recovery Survey; All Respondents

Van Buren Community Recovery Survey

Most local leaders want downtown to be rebuilt as an economic center, although a few are strongly opposed to returning the courthouse to normal operations.

How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?

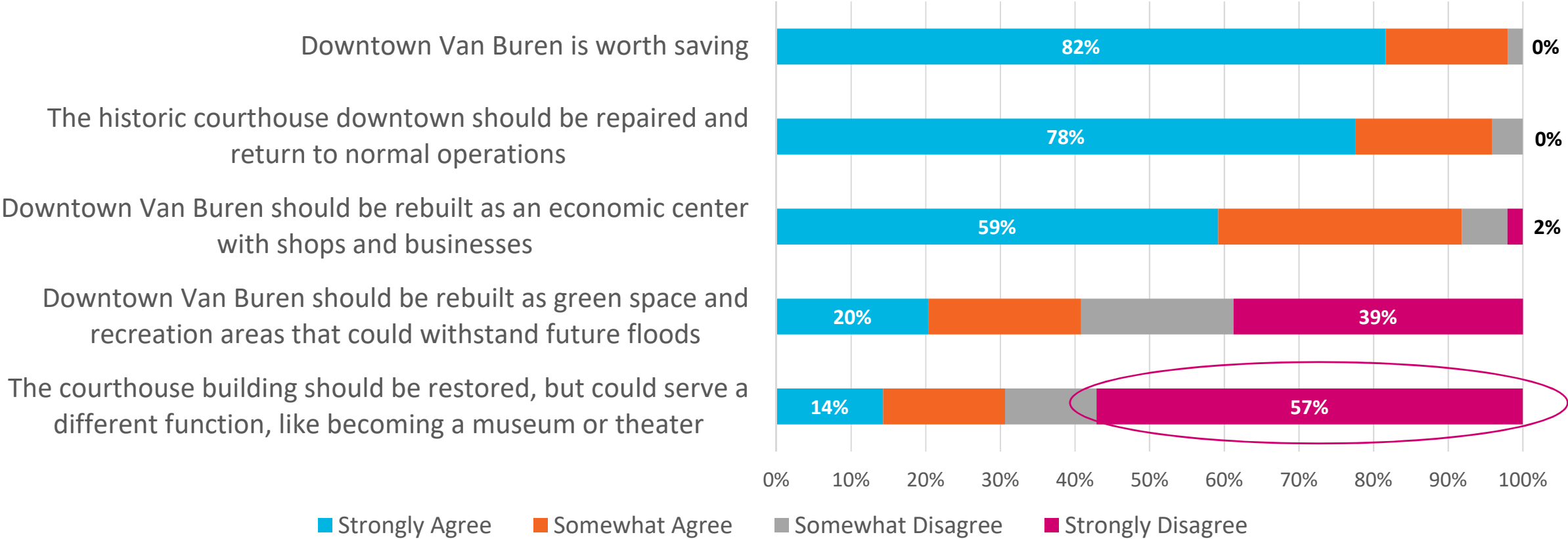


Source: Van Buren Area One-Year Recovery Survey; Respondents: Local Leaders

Van Buren Community Recovery Survey

Older Van Buren Area Residents are strongly opposed to rebuilding the courthouse for any different purpose, other than returning to normal operations.

How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?

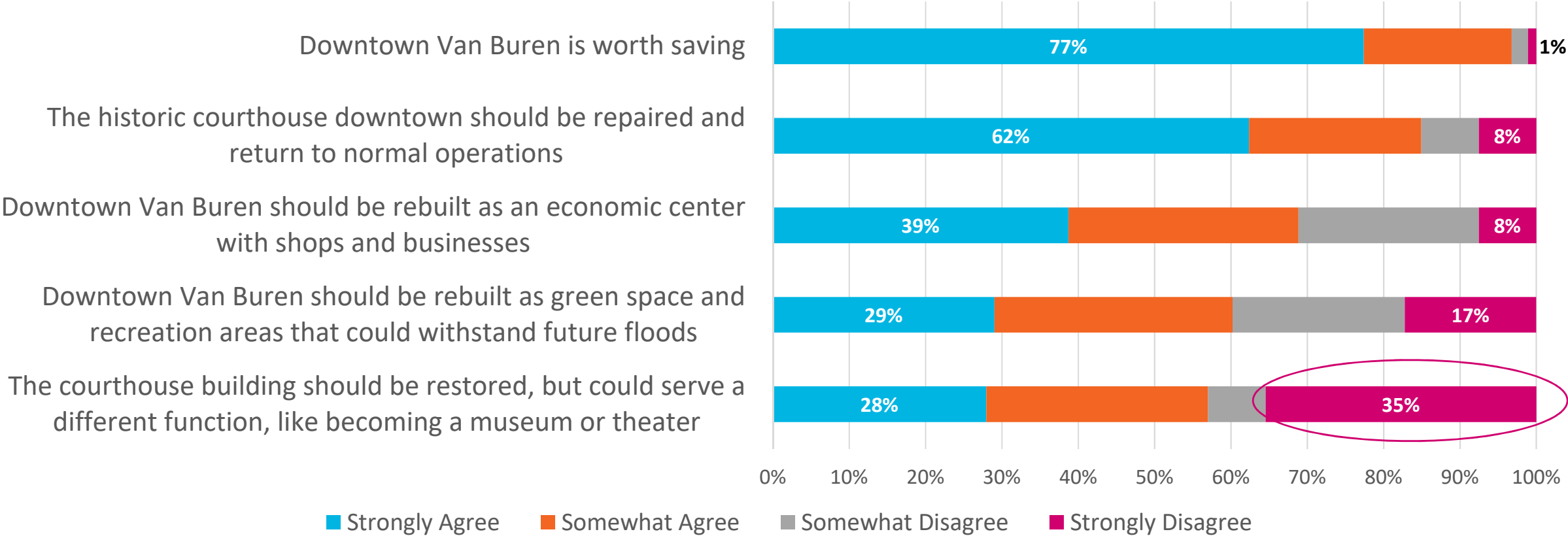


Source: Van Buren Area One-Year Recovery Survey; Respondents: Older Van Buren Residents

Van Buren Community Recovery Survey

Younger Area Residents are slightly more open to alternative thinking about downtown, but more than 1/3 oppose doing something different with the courthouse.

How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?

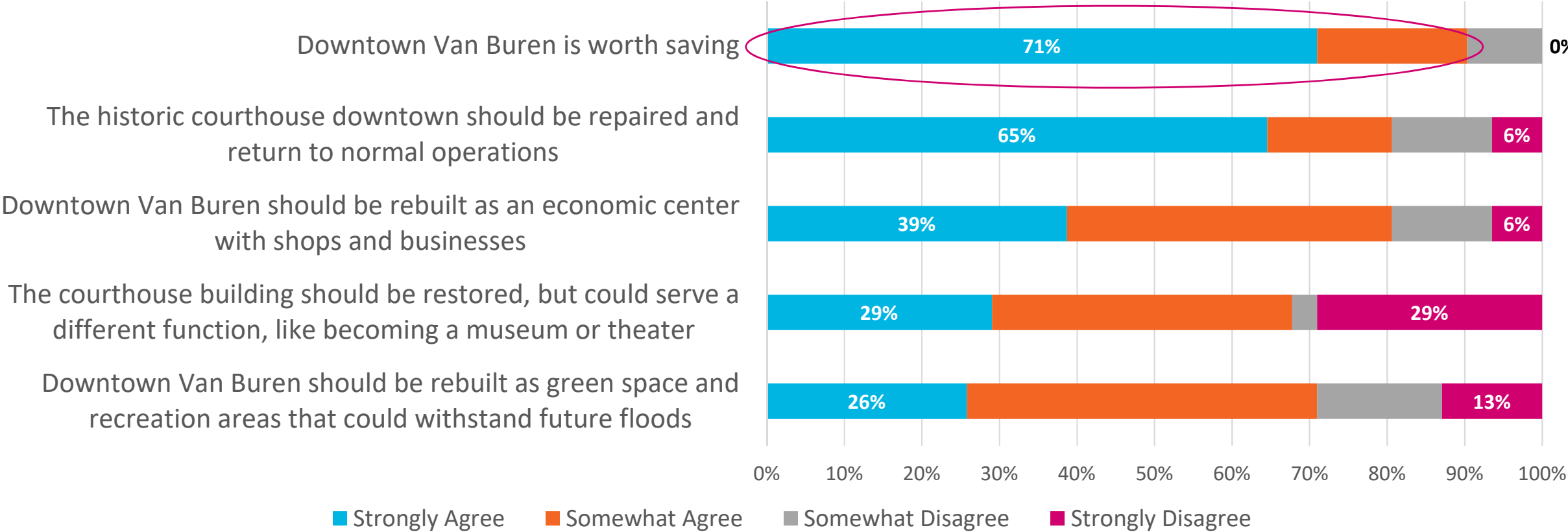


Source: Van Buren Area One-Year Recovery Survey; Respondents: Younger Van Buren Residents

Van Buren Community Recovery Survey

Tourists believe downtown is worth saving, too.

How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?



Source: Van Buren Area One-Year Recovery Survey; Respondents: Tourists

What does the community think we should be working on?

Diverse groups agreed on the importance of creating jobs and supporting local businesses.

What do you think are the most important things Van Buren and Carter County should be working on now?

Local Community Leaders



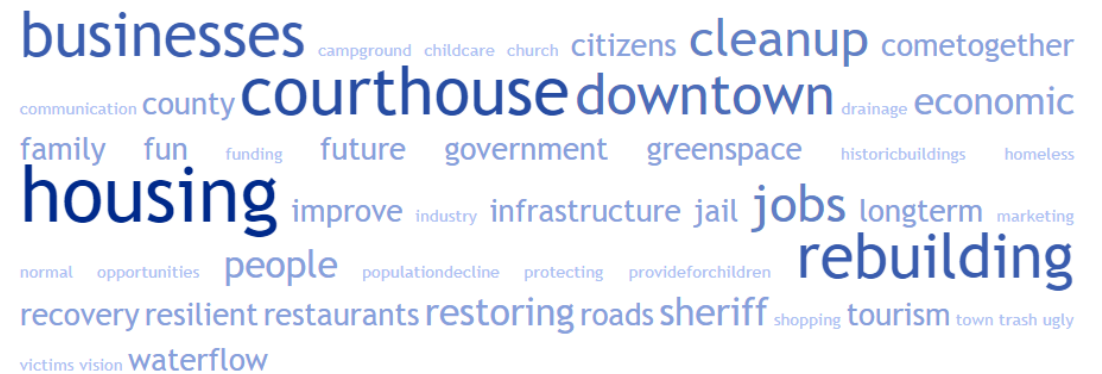
Older Van Buren Area Residents



Tourists



Younger Van Buren Area Residents



How can we activate community members in recovery?

Find people with common passion to form **Project Action Teams (PAT)**!



- Do you have a **personal passion** for any of the 6 areas?
- Could you spend **4-5 hours per month** of volunteer time working on a project?
- Are there **at least 3 other people** interested in the same thing?
- Let us know, **we'll help you launch a PAT** for your project!

Top Project Categories*

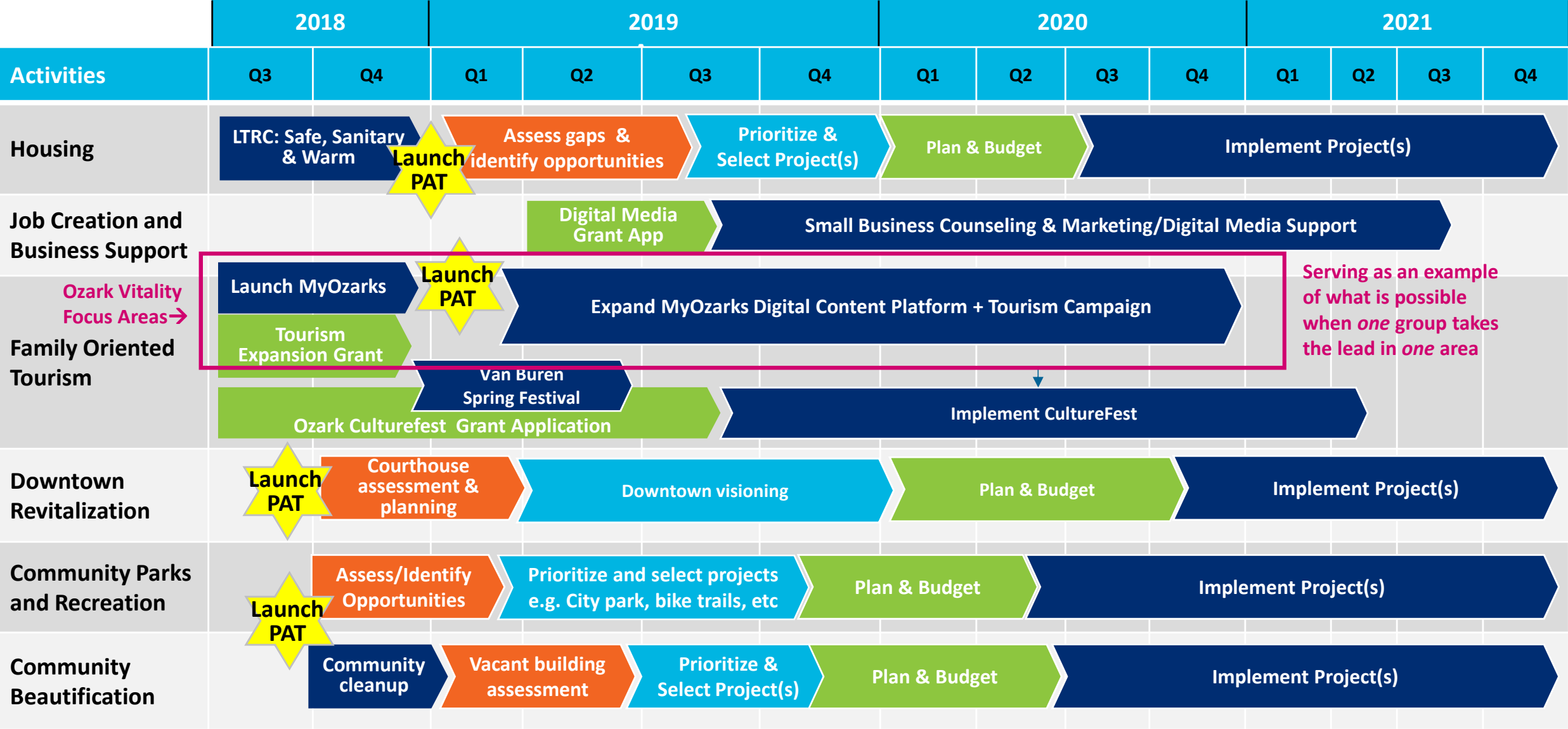
1. **Housing**
2. **Downtown Revitalization**
3. **Family Oriented Tourism**
4. **Job Creation and Business Support**
5. **Community Parks and Recreation**
6. **Community Beautification**

*Based on community survey and stakeholder interviews



What might a “Roadmap to Recovery” look like?

There is still much work to be done...all of which requires collaboration.



Serving as an example of what is possible when *one* group takes the lead in *one* area

PAT = Project Action Team



What Comes Next? Ozark Vitality's Tourism Expansion Project



Two-year \$400,000* economic recovery project to expand tourism and improve career opportunities for digital professionals in the Ozarks.

Project Goals

- Change perception from 3-month to **year-round tourism**
- Attract **wider range of tourists**
- Increase tourists' length of stay and **\$ spend in region**
- Enable more businesses to **stay open year-round**
- Increase **year-round jobs**
- Increase **local talent and capabilities** in digital media

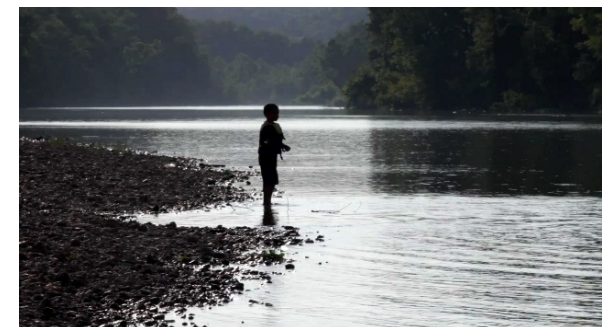
How will we do it?

- Bring in established filmmakers to produce short documentary films
- Hire local artists & videographers to support them and learn
- Integrate films into regional branding and national tourism marketing campaigns
- Offer national-quality marketing professional development in region

Demonstration short films available now at myozarks.org



Episode 1: Jerica



Episode 2: Camden
(funding provided by CDP)

*Fundraising in progress

Appendix

Community Stakeholder Interview/Focus Group Guide



Van Buren Stakeholder Interview Guide

Interviewee(s): _____

Date: _____

1. Thinking about Van Buren before the flood compared to now, how is life different for you and your family?
 - Consider your living situation, work, relationships, childcare, educational opportunities, where you go to buy food or other shopping, things you do for fun, etc.
 - Which of the changes are temporary? How do you expect life to change in the next 6-12 months?
 - What changes would you like to see in Van Buren that would improve the quality of life for you and your family?
2. Imagine you have a close friend or family member whose home was destroyed in the flood and they're deciding whether to rebuild in Van Buren or move away?
 - What advice would you give them?
 - What challenges would they face trying to rebuild their lives in Van Buren?
 - What are the benefits of rebuilding here?



Community Survey – One Year Later (1/7)

The purpose of this survey is to find out how far the Van Buren area has come in the first year since the big flood, and what is on people’s minds as rebuilding and recovery continues.

To begin, please let us know something about yourself and your connection to the Van Buren community

* 1. What is the zip code where you currently live?

* 2. What is your age?

Under 18

18-36

37-52

53-71

Over 71

Community Survey – One Year Later (2/7)



* 3. Which of the following statements describe how you were personally affected by the spring 2017 flooding in Van Buren? (select all that apply)

- My home or property was seriously damaged
- I had to leave my home
- I had to change my summer vacation plans
- I felt alone or isolated
- I lost my job, or someone else in my household lost their job
- I lost my transportation to work, or it became more difficult to get there
- The flood hurt my retirement income, or my ability to retire
- Other (please specify)
- I lost my church, or an important social gathering place
- It became a struggle to care for my child or other dependent
- I lost photographs, heirlooms or items that can't be replaced
- My family or close friends suffered devastating losses
- I could not afford repairs, so I had to live with flood damage
- I had to pay more or drive further to get basic items, like food
- I panic when it rains, because it could happen again

Community Survey – One Year Later (3/7)



* 4. How would you describe your connection(s) to the Van Buren area? (select all that apply)

- I live there
- My parents live there
- My adult children live there
- I work there
- I own or manage a business there
- I attend church there
- Other (please specify)
- I go there for vacation
- I own a vacation property or second home there
- I own rental or commercial property there
- I am an elected official in Van Buren or Carter County
- I am a community leader or organizer
- I grew up there

Community Survey – One Year Later (4/7)

* 5. How much would you agree or disagree with each of the following statements about flood recovery progress, as of TODAY?

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Van Buren has recovered from the flood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I struggle with debt or other financial issues caused by the flood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I worry about the environmental impact to the river from the flood, such as sewage or chemical contamination, erosion, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have ongoing health issues resulting from the flood, for example, exposure to mold, contaminated trash, tetanus, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
This flood has taught me something valuable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Van Buren is a place where small businesses can thrive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel more connected to the community after the flood	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Survey – One Year Later (5/7)

* 6. On a scale of 0-10, how likely would you be to recommend Van Buren to family and friends looking for somewhere to go for SUMMER VACATION?

Definitely WOULD NOT	1	2	3	4	5	6	7	8	9	Definitely WOULD RECOMMEND 10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

* 7. On a scale of 0-10, how likely would you be to recommend the Van Buren area to family and friends as a PLACE TO LIVE?

Definitely WOULD NOT	1	2	3	4	5	6	7	8	9	Definitely WOULD RECOMMEND 10
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Survey – One Year Later (6/7)

* 8. How much would you agree or disagree with each of the following statements, about DOWNTOWN Van Buren?

	Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree
Downtown Van Buren is worth saving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Van Buren should be rebuilt as an economic center with shops and businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Downtown Van Buren should be rebuilt as green space and recreation areas that could withstand future floods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The historic courthouse downtown should be repaired and return to normal operations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The courthouse building should be restored, but could serve a different function, like becoming a museum or theater	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Community Survey – One Year Later (7/7)

* 9. In your opinion, how helpful have each of the following groups been in disaster relief and recovery efforts in Van Buren and Carter County?

	Not helpful at all	Somewhat helpful	Very Helpful	Don't Know
City of Van Buren officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Carter County officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Federal government, including FEMA	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
State government officials	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Convoy of Hope	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Red Cross	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disaster case managers, such as Catholic Charities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments (optional)

10. What do you think are the most important things Van Buren and Carter County should be working on now?