

Leveraging, Connecting, and Transforming Assets – the Breakthrough Solutions Model

Presentation to the

NACDEP Conference – Capitalizing on Our Assets
Park City, Utah

May 21, 2011

Dr. Mark Peterson, Professor – Community and
Economic Development

Dr. Wayne Miller, Professor – Extension Economist

University of Arkansas Cooperative Extension Service

Great to be here

- Three key elements of a great strategic vision and action plan

Purpose of this session

- Weave innovation into community development
- Understand the nature of change

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- Weave innovation into community development
- Understand the nature of change
- Use breakthrough strategies to leverage assets and create new opportunities
- Harness key drivers of change
- Learn from some incredible stories

The Power of Words

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Changing the Conversation

- What is wrong with our community?
- **What are we doing right?**

Changing the Conversation

- What is wrong with our community?
- **What are we doing right?**
- What are our greatest problems?
- **What are our greatest opportunities?**

Changing the Conversation

- What is wrong with our community?
- **What are we doing right?**
- What are our greatest problems?
- **What are our greatest opportunities?**
- What are our greatest deficits and how can we fill them?
- **How can we leverage our assets to create a vibrant, sustainable future?**

Breakthrough Solutions – Creating Vibrant, Sustainable Communities

- * Breakthrough Solutions Partners
- * Annual Breakthrough Solutions Conference
- * Work with Communities and Regions
- * Breakthrough News – sign up sheet

Breakthrough Solutions Partners

Arkansas Community Foundation
Arkansas Farm Bureau
Arkansas Human Development Corporation
Arkansas Geographic Information Office
Arkansas Science and Technology Authority
Arkansas State Chamber of Commerce
ASU Delta Center for Economic Development
AT&T Arkansas
CenturyLink
Cromwell Architects Engineers
Electric Cooperatives of Arkansas
Entergy Teamwork Arkansas
Federal Reserve, Little Rock Branch
Ken Hubbell and Associates
UALR Institute of Government
UALR Small Business Technology and Development Center
UALR Institute for Economic Advancement
University of Arkansas Cooperative Extension Service



Breakthrough News

**Purpose: to equip communities and
regions to become vibrant and
sustainable in the 21st
century economy**

Am Indebted to:

- Community development colleagues
- Thomas Kuhn - The nature of change
- Kretzmann and McKnight - Asset-based development
- Neal Flora & Mary Emery – Community capitals
- Vaughn Grisham - Extraordinary Communities

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- Vaughn Grisham - Extraordinary Communities
- Stavros and Hinrichs - SOAR
- Norm Walzer, Mary Emery, Dave Ivan, et.al.
Innovative Approaches to Community Change
- Literature on C.D., Strategic Thinking, Planning, Visioning, Appreciative Inquiry, & Innovation
- Partners and Communities

Greatest Challenges

Greatest Challenges

- Quality of life
- Drugs, alcohol, and crime
- Jobs, economic development, the economy
- Poverty
- Full utilization of high speed telecommunications
- Infrastructure – roads, water, sewer
- Health care, obesity, & unhealthy lifestyles
- Developing a skilled work force
- Leadership is fragmented & lacks vision

To address these challenges,
which strategy do you think
would be most effective
for most communities:

- 1) Keep doing what they are doing now -
MORE OF THE SAME?
- 2) Keep doing what they are doing, but
FASTER AND BETTER?
- 3) Explore NEW AND DIFFERENT ways to
address these issues?

A Definition

Community Development – a process of involving your community in creating or preserving its desired future.

Community Development takes place in a context of change.

How Does Change Happen?

Gradually



More Suddenly



Breakthrough: advance,
innovation, or leap forward

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innovation, or leap forward

Breakthroughs:

- * leverage, connect, and transform assets
- * create a sense of awe
- * change the rules

Breakthroughs

- **Rice in Arkansas - \$898M/year**
- **The four minute mile**
- **Revitalization of downtown Little Rock**
- **McNabb, pop. 87 – festival that attracts 2k people, new park and city hall**
- ***Personal life***
- ***Private Sector - Dell, Amazon.com, Wal-Mart***

Breakthroughs:

- * Are all around us.**
- * Have real and major impacts.**
- * Almost always come from leveraging, connecting, or transforming assets.**

Questions:

What assets do you have and how can you leverage them?

What would a breakthrough look like here?

What can you do with:

1) History and Stories

2) Watermelon

3) Solid Waste

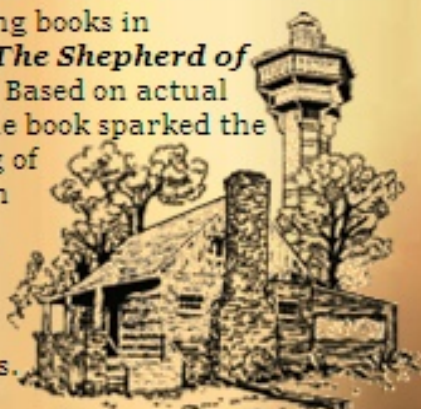
4) Streets and Vacant Lots

5) A River

Welcome

Welcome to **The Shepherd of the Hills Online**, the virtual home of **Old Matt's Homestead**, Missouri's number one historical attraction, and **The Old Mill Theatre**, the most performed outdoor theatre in the country.

Celebrate a century with us! 2007 marked the 100th anniversary of the publication of one of the first million-copy selling books in the U.S., *The Shepherd of the Hills*. Based on actual events, the book sparked the beginning of tourism in Branson, Missouri and the Ozark Mountains.



- CONTENTS -

- I. [The Story of The Shepherd of the Hills](#)
- II. [Our 100 Year History](#)
- III. [The Shepherd of the Hills Outdoor Drama](#)
- IV. [The Sons of the Pioneers Chuckwagon Dinner Show](#)
- V. [Homestead Activities:](#)
Inspiration Tower, Homestead Tours, Horseback Trail Rides, & Shopping
- VI. [Special Events:](#)
The Trail of Lights, Christmas on the Trail, & Super Summer Cruise



NEXT 



**BRANSON
LAKES AREA**

Someone you love is always playing in Branson.SM



New Branson Air



SPRING



SUMMER



FALL



CHRISTMAS



Ozark Mountain Christmas: November / December



WINTER

my **BRANSON VACATION**

**Plan Your Branson
Vacation Today**

Arriving:



Departing:



Start Planning

Hope Watermelon Festival









Solid Waste - Methane From a Landfill is Used for:

- * **heating a community college**
- * **glass blowing**
- * **pottery kilns**
- * **tilapia ponds**
- * **greenhouses**



The EnergyXchange Story

CONCEPT SKETCH



CONCEPT SKETCH







Vacant Lot on N. Commerce



What It Looks Like Now!





Breakthrough: advance,
innovation, or leap forward

Breakthrough solutions

- * act as catalysts to leverage other resources,**
- * inspire awe, and**
- * often change the rules.**

Breakthrough Solutions Model

Breakthrough Solutions Model

SOAR

Strengths and assets

**Opportunities for
breakthroughs**

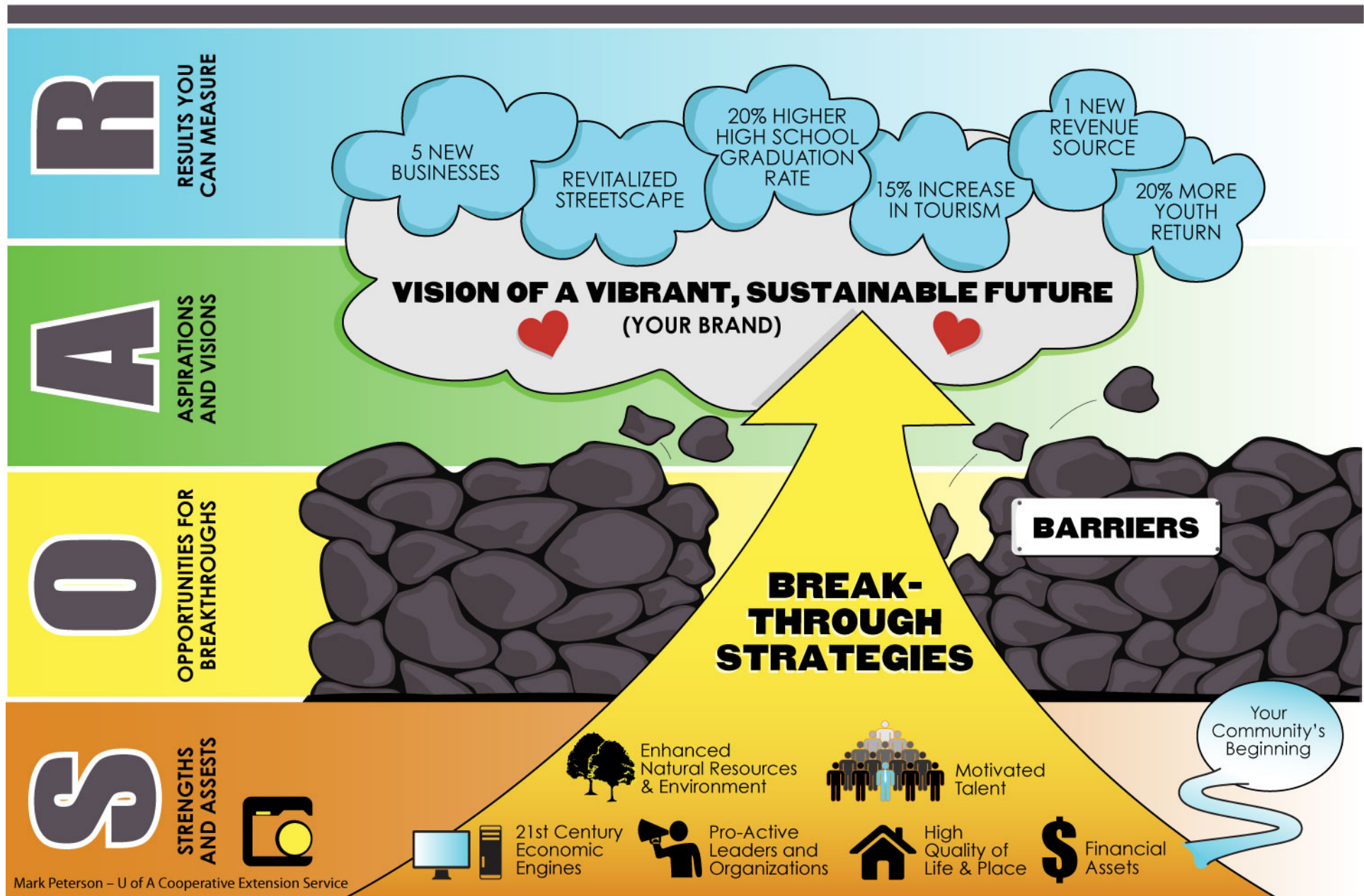
Aspirations and visions

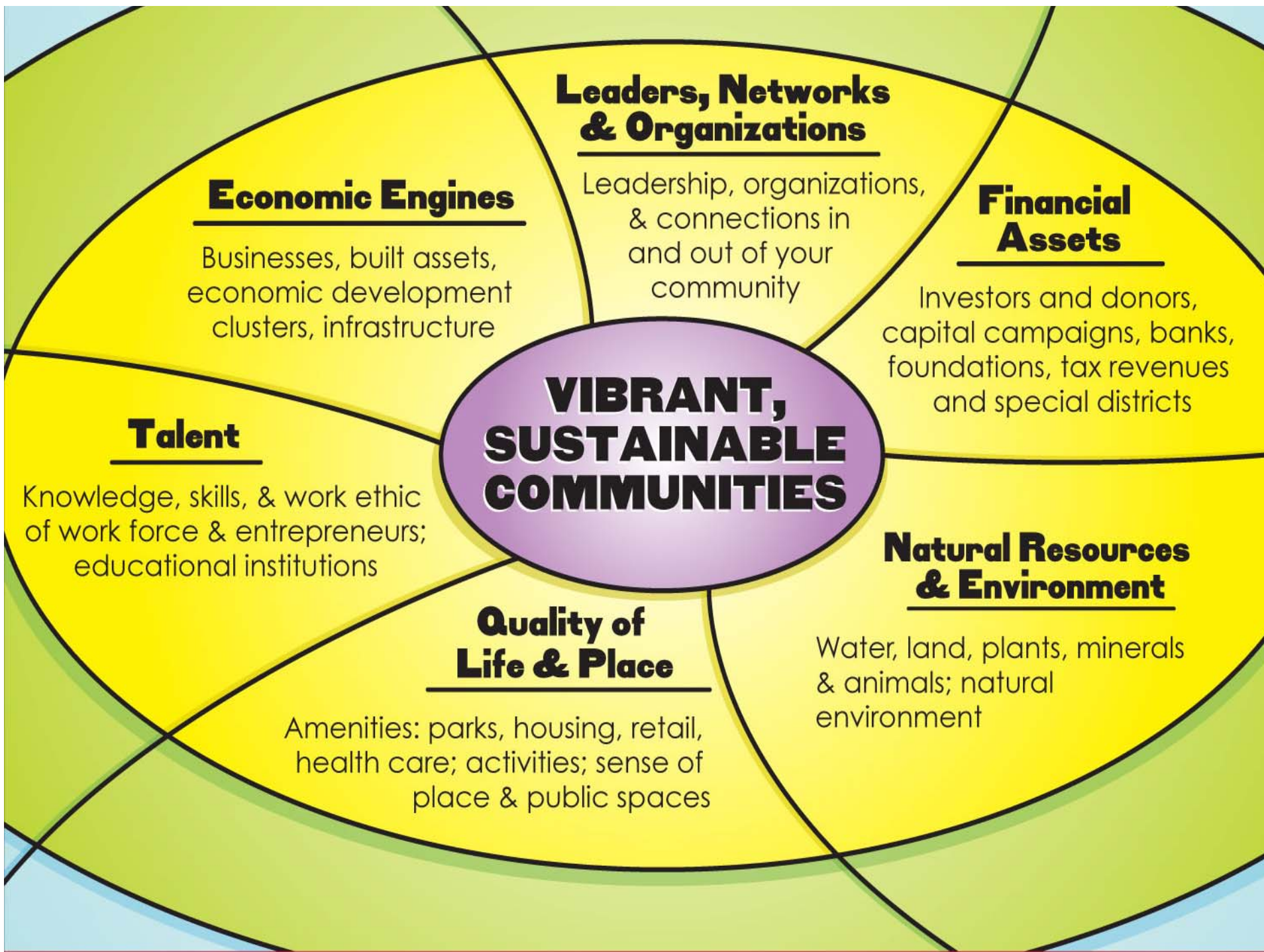
Results you can measure



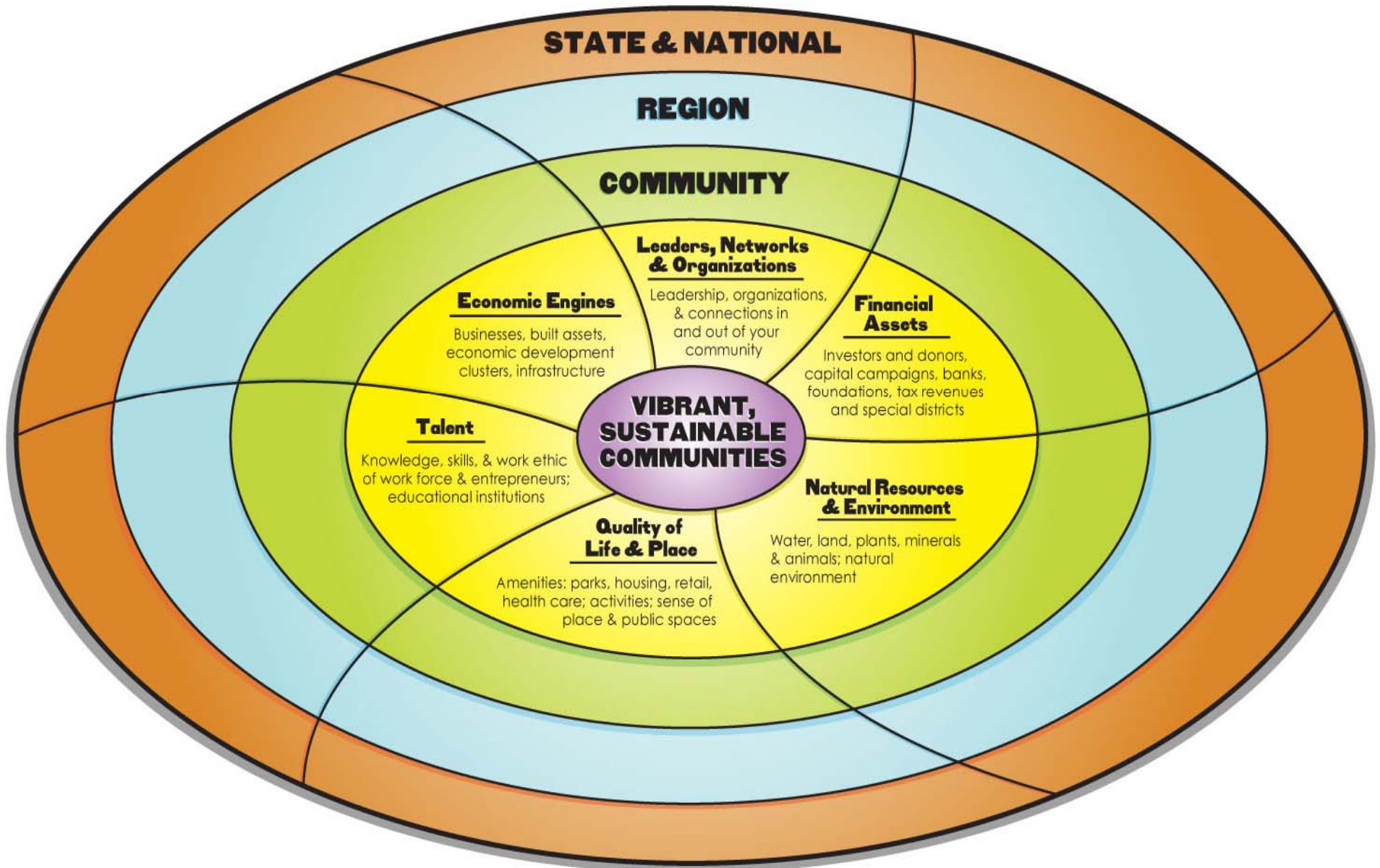
Adapted from SOAR Thin Book

Breakthrough Solutions Model

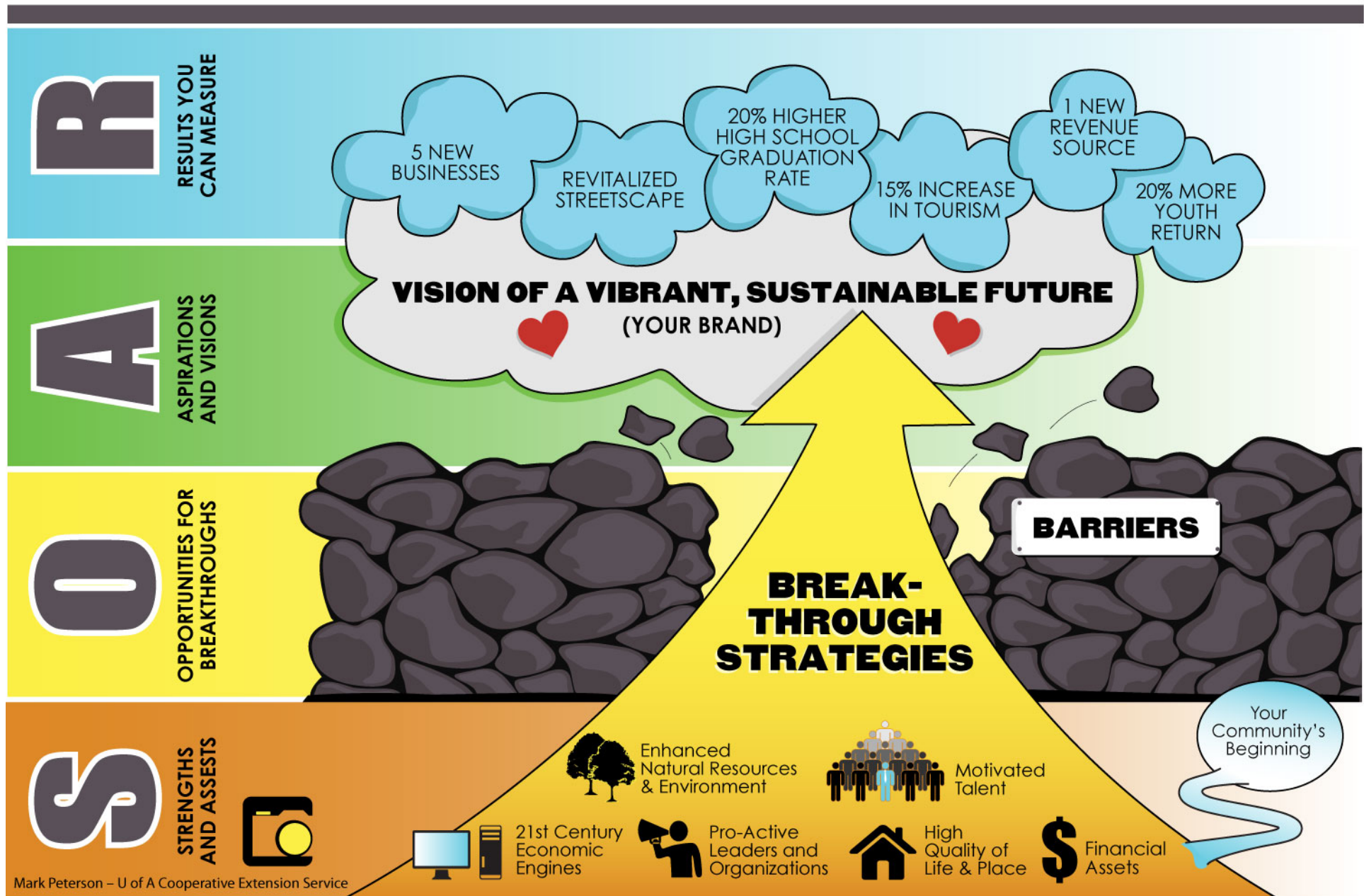




Strengths and Assets Map

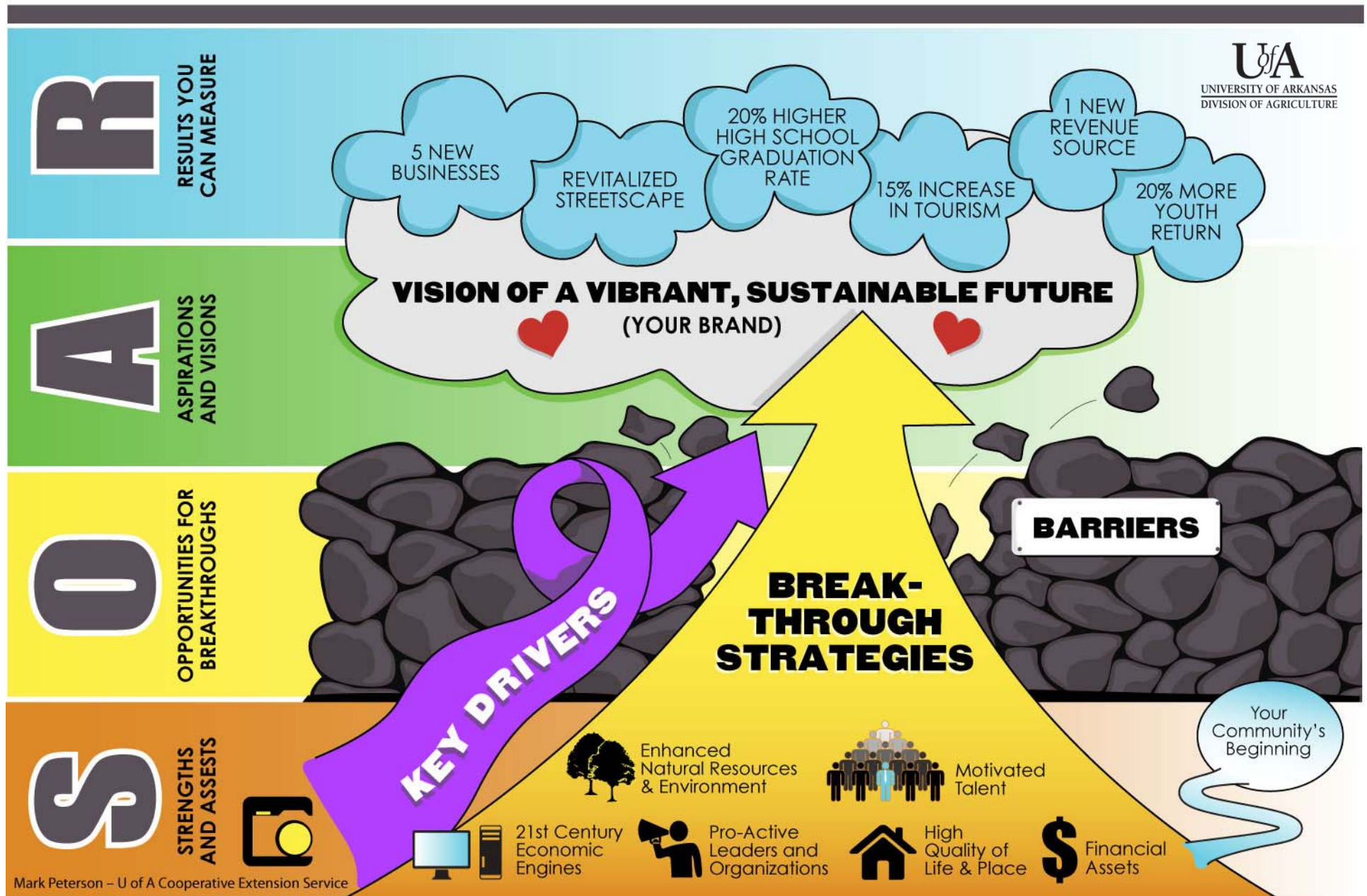


Breakthrough Solutions Model

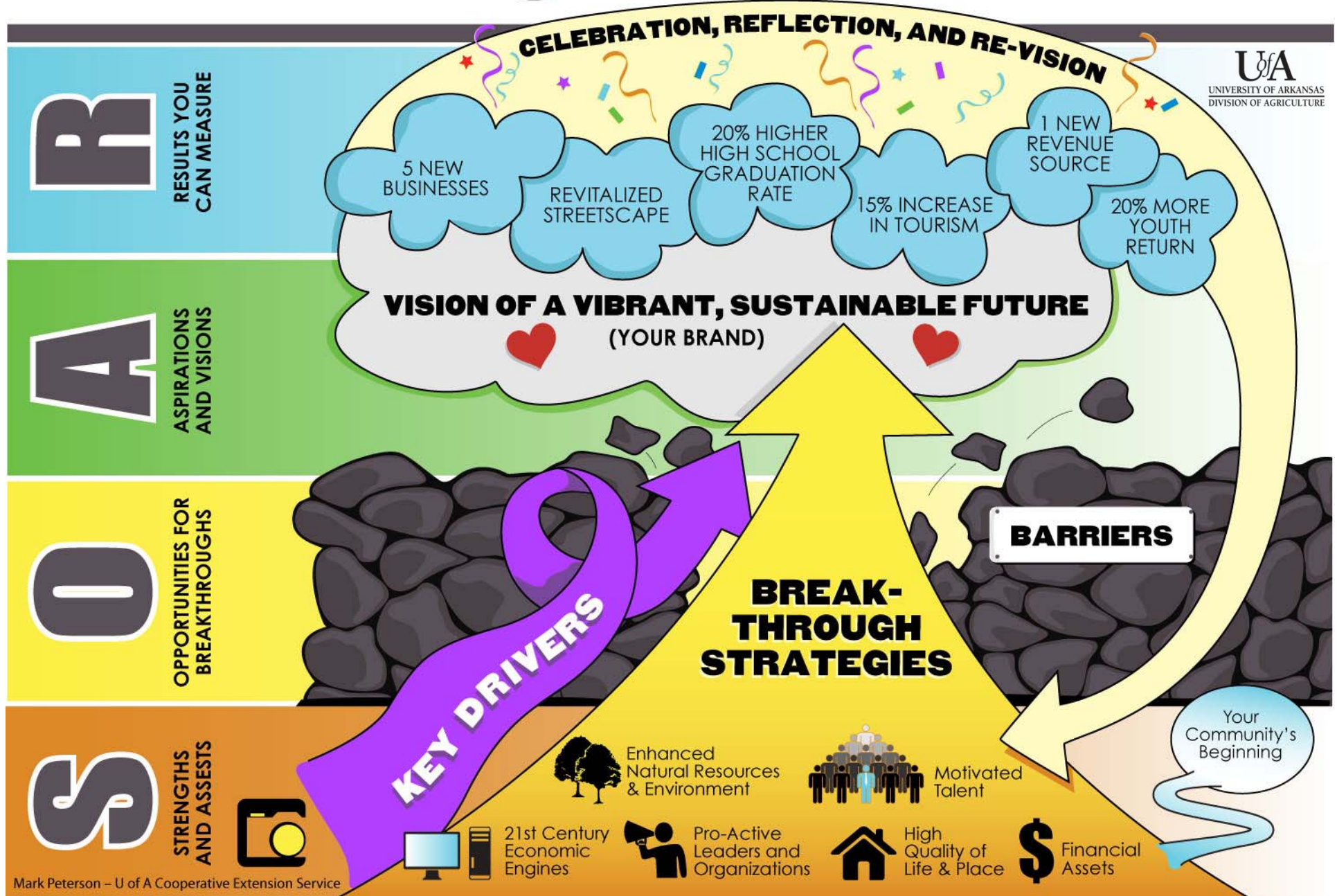


Breakthrough Solutions Model

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Breakthrough Solutions Model



Eastern Downtown LR





Little Rock River Market



Little Rock River Market



Clinton Presidential Library







EARLY 2009

RIVER MARKET TOWER

LITTLE ROCK'S NEWEST URBAN NEIGHBORHOOD
RIVERMARKETTOWER.COM

MT
MOSES
TUCKER
ARCHITECTS

MT
MOSES
TUCKER
ARCHITECTS

Little Rock River Market

“That’s essentially the process we went through, although we didn’t call it that.

One of our breakthroughs was taking a diverse group to Portland, to see their transit and light rail and other developments.”

Jim Dailey, Former Mayor of Little Rock

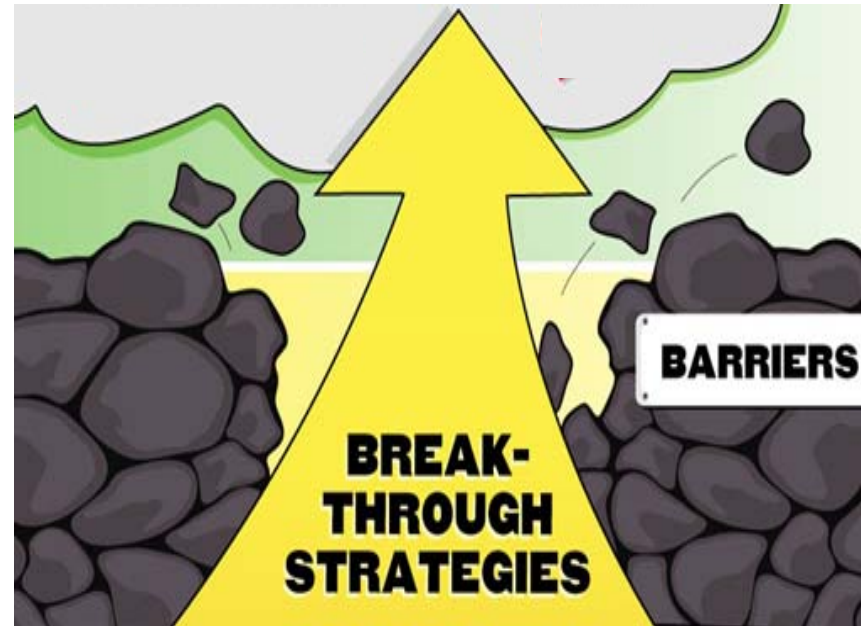


Which is More Effective?

Spread Your
Resources Thinly



Focused, Strategic
Investments (BTS)



Harrison C.O.R.E.

Revitalizing the Heart of Harrison and Boone County

- Mission
- Vision
- Hub Committee
- Spokes
- Inventory and Opportunity
- Community Work Session
- Meeting Minutes
- Stories and Releases
- Master Plan Implementation Steps
- U of A Coop. Ext. Service Breakthrough Solutions
- How to Volunteer
- Photo Gallery

EVENTS CALENDAR

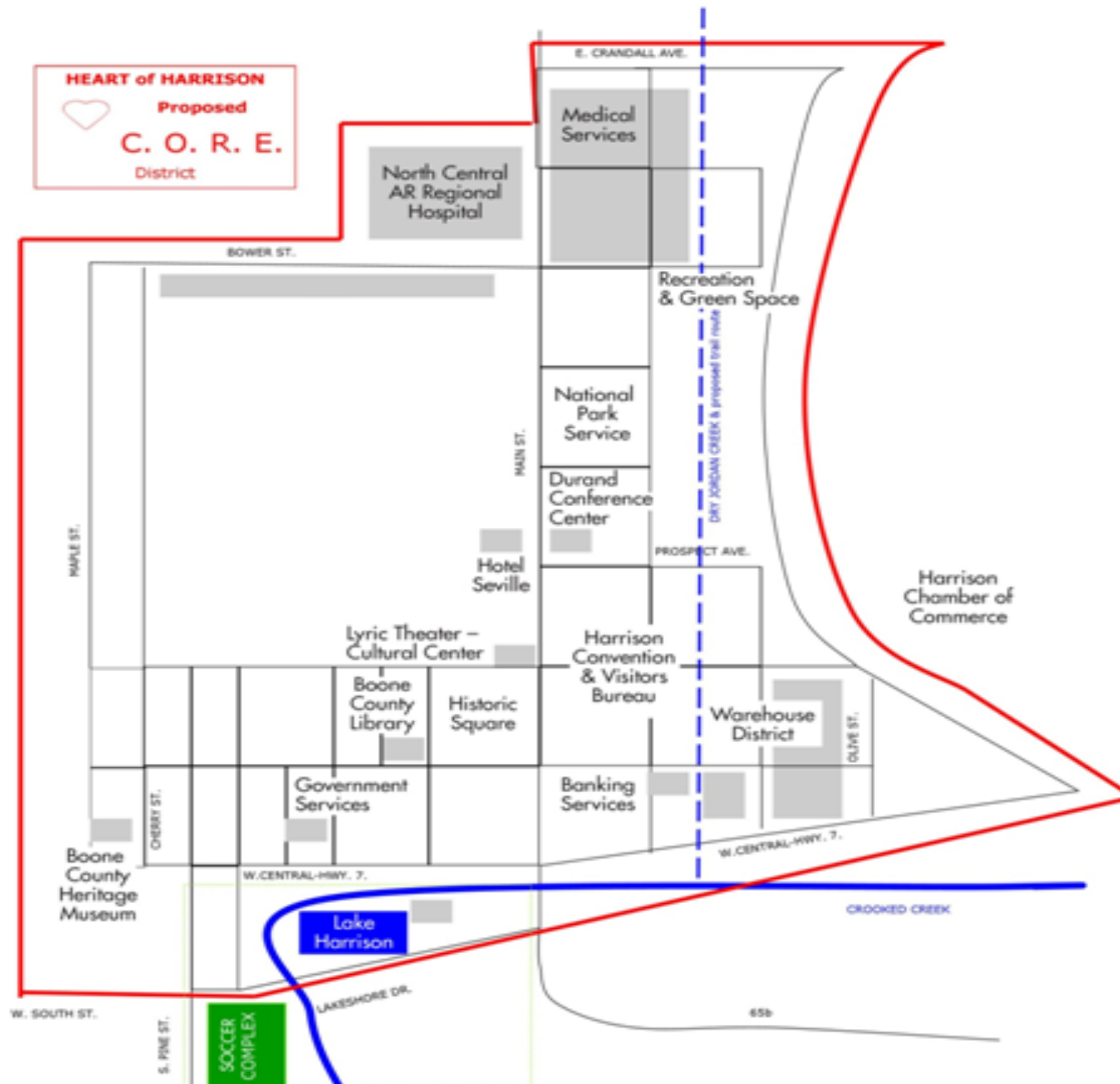
- **Wed 2/23/2011:** CORE meeting - All day Charette
- **Mon 3/21/2011:** General Session Meeting

Home



Twilight, Lake Harrison walking trail and park, Harrison, Arkansas. Photo by Tim Ernst
www.timernst.com

Revitalizing the Heart of Harrison and Boone County





FIVE BREAKTHROUGHS

- 1. Transform the CORE District – Create and Sustain a Thriving Environment**
- 2. Engage the Bypass**
- 3. Beautify Highway 65B**
- 4. Connect the CORE and the Lake**
- 5. Create a Big Draw**

ROAD DIET

Existing Condition



ROAD DIET

Year Ten after Diet



Main Street transformed; three lanes Wednesday night

[Story](#)[Comments \(3\)](#)[Image](#)[Share](#)[Print](#)[Font Size:](#)

Posted: Thursday, August 25, 2011 7:00 am

By JAMES L. WHITE jamesw@harrisondaily.com |

3 comments

In case you haven't been out on Main Street yet, it's now been converted to three lanes.

Time Striping of Van Buren began Wednesday evening putting down the yellow lines that will transform Main Street from four lanes to two north/south bound lanes with a turning lane between them.

The striping was originally to have started Thursday or Friday, but began a day early.

Rollout of the Harrison C.O.R.E. Strategic Plan

Harrison, AR CORE District Strategic Plan

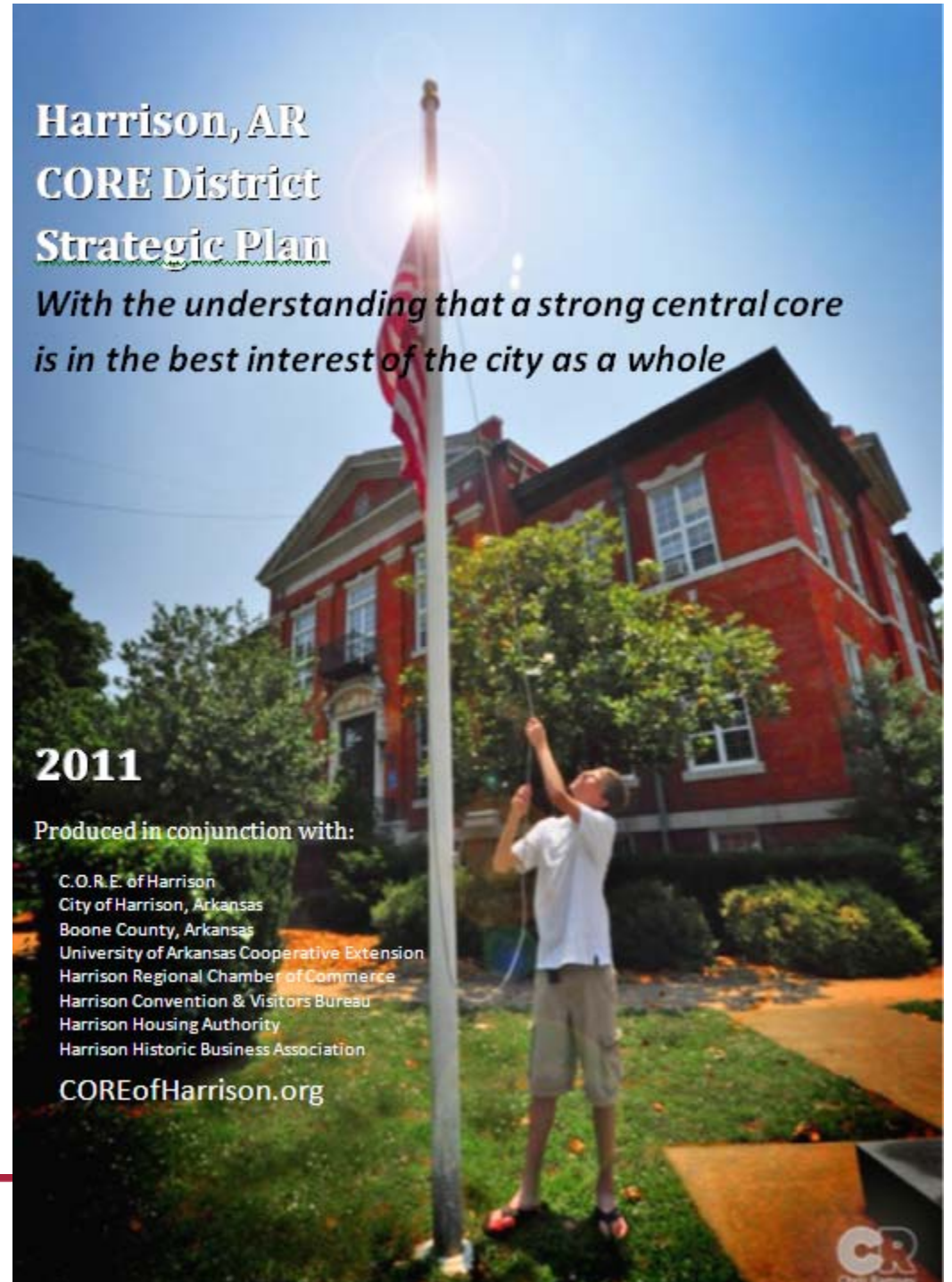
*With the understanding that a strong central core
is in the best interest of the city as a whole*

2011

Produced in conjunction with:

C.O.R.E. of Harrison
City of Harrison, Arkansas
Boone County, Arkansas
University of Arkansas Cooperative Extension
Harrison Regional Chamber of Commerce
Harrison Convention & Visitors Bureau
Harrison Housing Authority
Harrison Historic Business Association

COREofHarrison.org

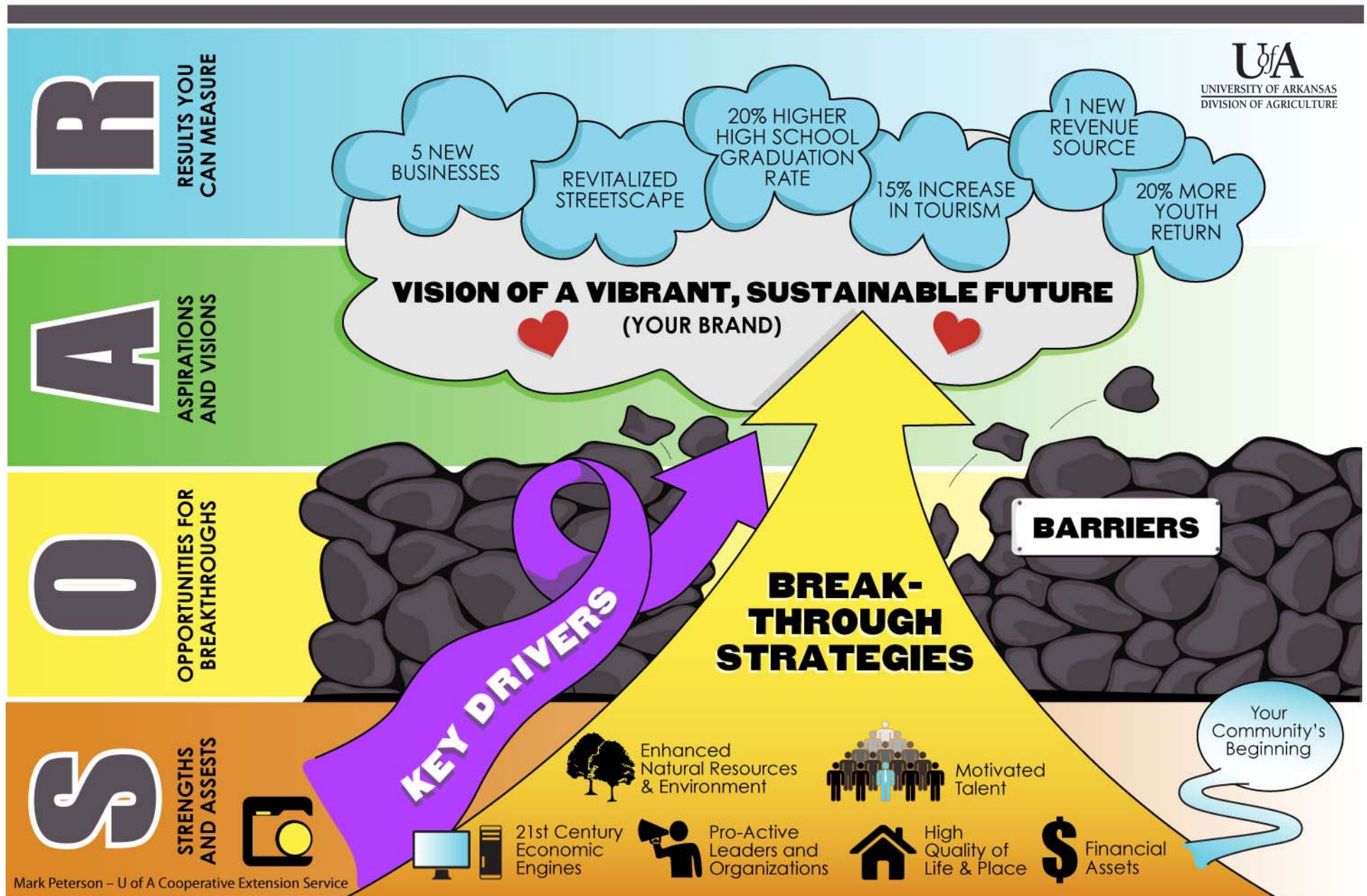


SOAR Award for Harrison C.O.R.E.



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Harnessing the Key Drivers of Change - a Story About Two Arkansas Communities

- **Hindsight is 20/20**





Jacksonport State Park





Impacts

- **Since 1872, Jacksonport lost over 92% of its population.**
- **During this same period, Newport and adjoining Diaz grew from 250 to 7,811 people, an increase of 31,244%.**

Key Drivers of Change

Forces or trends that are likely to directly impact your future

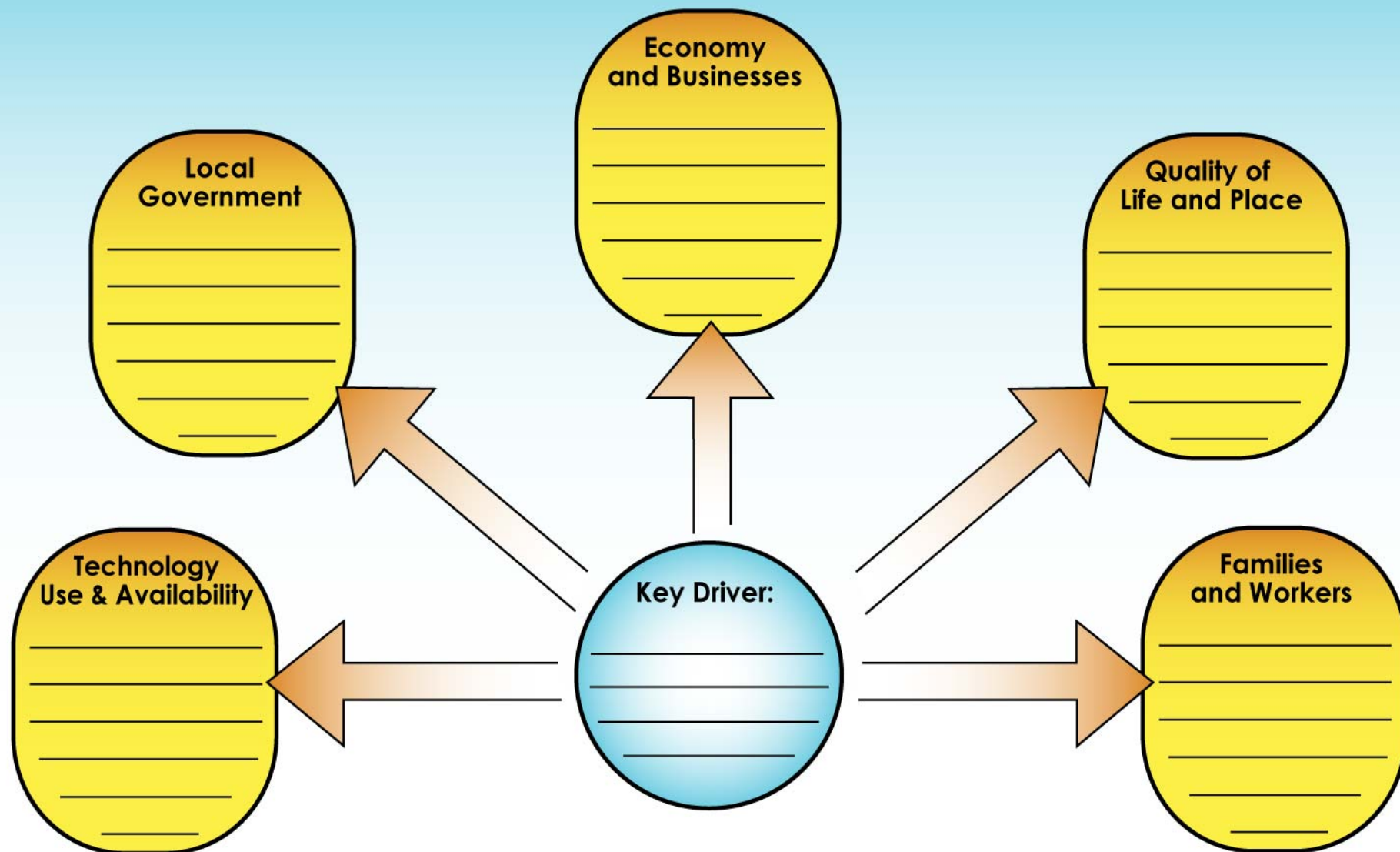
- local and regional drivers plus
- key drivers at the state, national, global levels

**What would you say are the Key Drivers
of Change at the national and global
level that will impact our
communities and regions?**

Key Drivers of Change at the National and Global Level

*

Key Driver Impact Assessment Tool



Key Drivers Threats Opportunities

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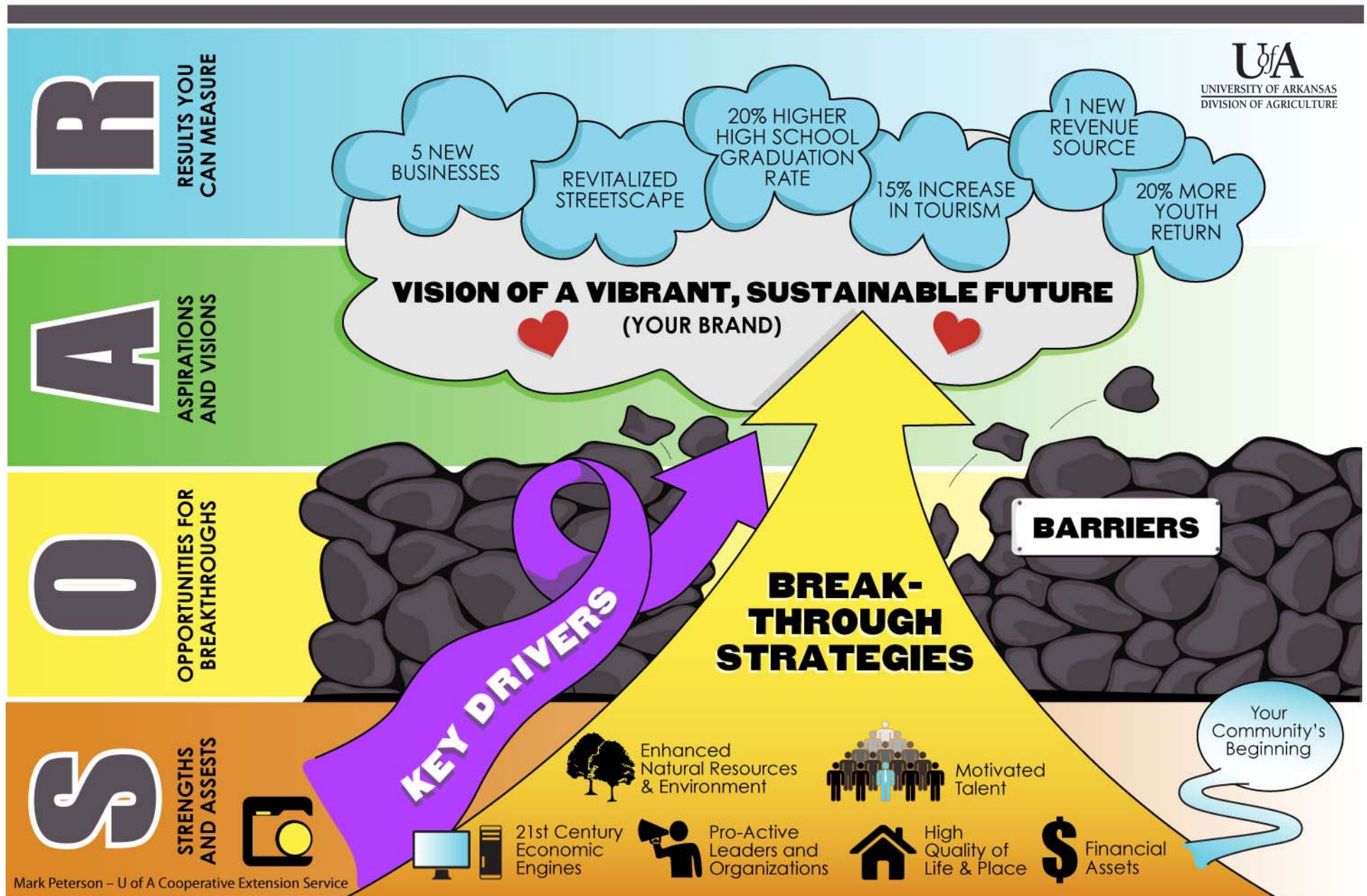
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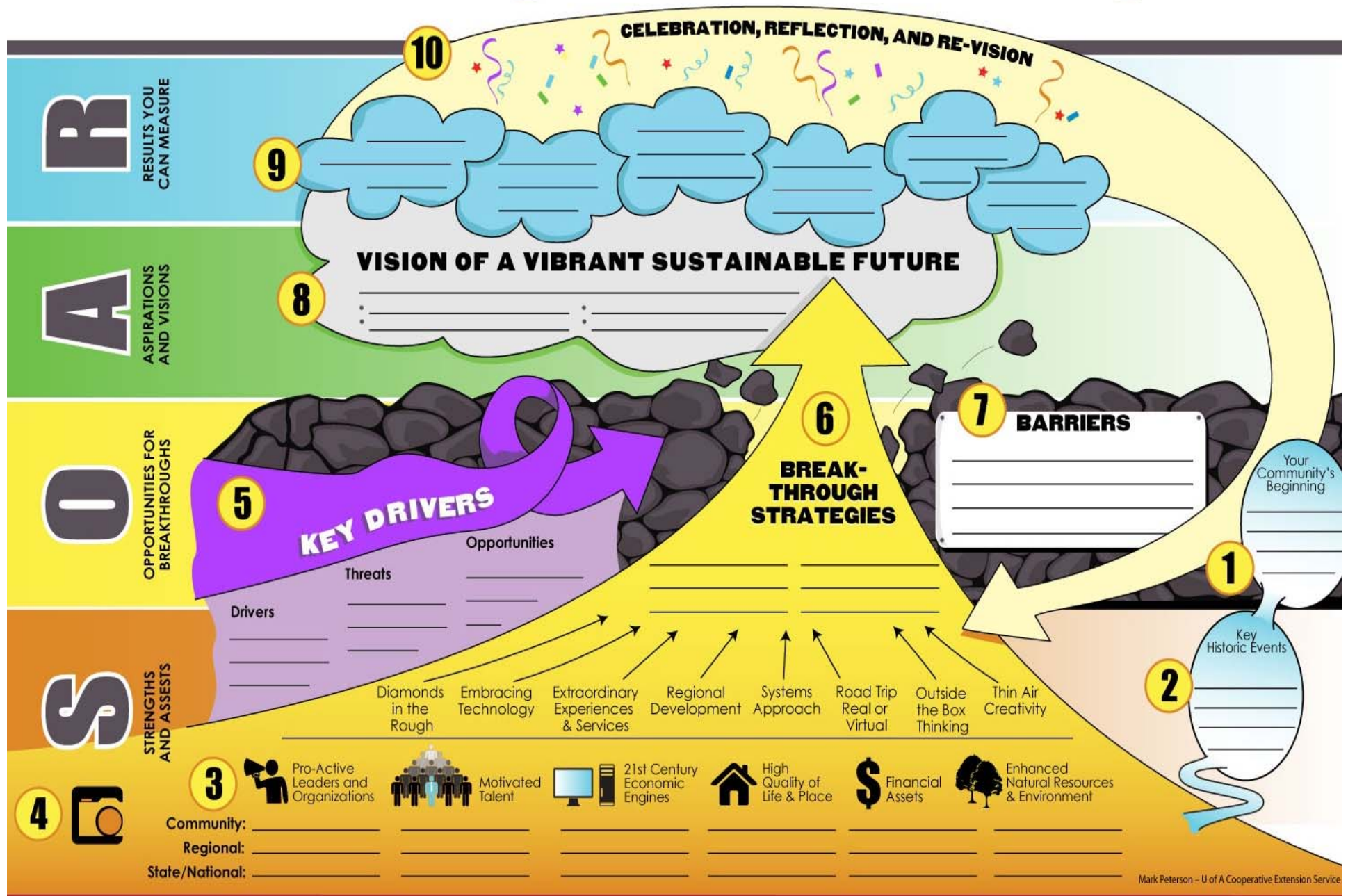
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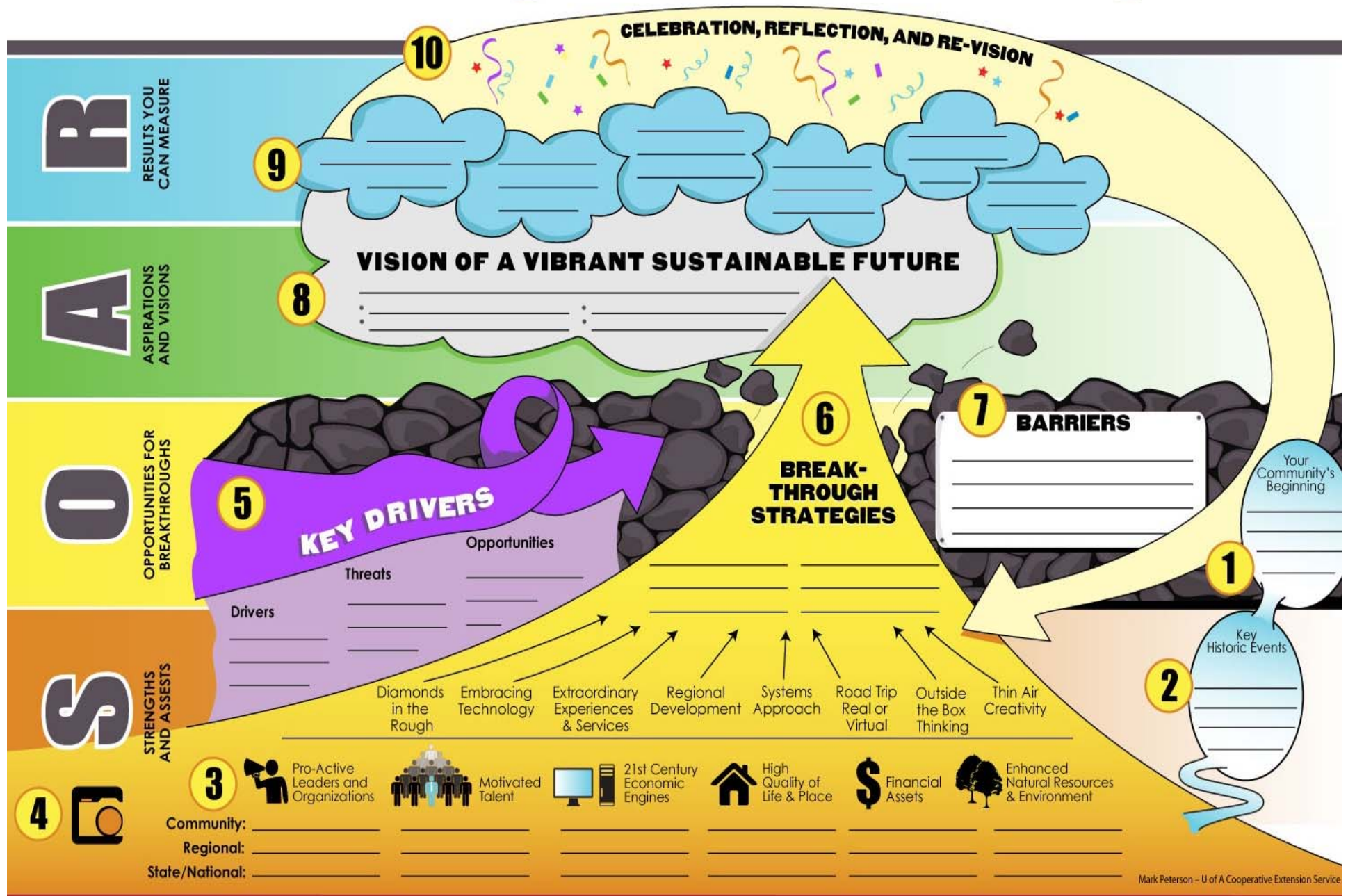


Breakthrough Solutions Roadmap



Breakthrough Strategies
are like football plays

Breakthrough Solutions Roadmap



Opportunities for Breakthroughs

- Diamonds in the Rough
- Embracing Technology
- Extraordinary Experiences and Services
- Regional Development
- Systems Approach
- Road Trip – Real or Virtual
- Outside the Box Thinking
- Thin Air Creativity

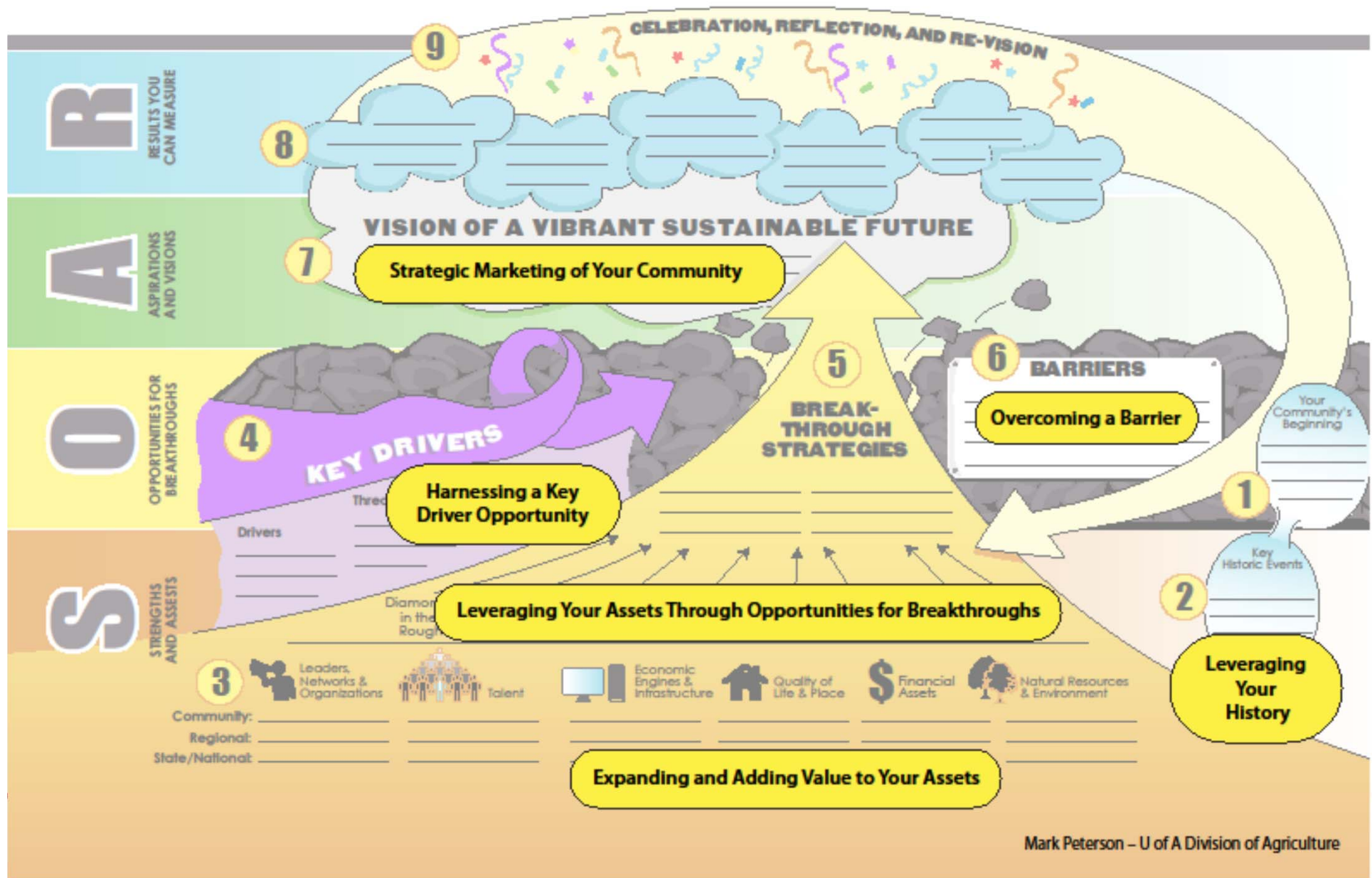
Breakthrough Strategies
are like football plays

CARES – an economic
development playbook

CARES – an economic development playbook

- * Creation
- * Attraction
- * Retention
- * Expansion
- * Systems

Sources of Breakthrough Solutions



we see your grandfather's dream realized.

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Key Drivers of Change at the National and Global Level

*

Key Drivers of Change

1) DEMOGRAPHY

2) ECONOMY

3) DEMANDS FOR ACCOUNTABILITY

4) TECHNOLOGY

Key Drivers of Change

**1) DEMOGRAPHY: Growing population –
older, diverse, and on the move**

Key Drivers of Change

- 1) **DEMOGRAPHY: Growing population – older, diverse, and on the move**
- 2) **ECONOMY: Frugality is the new prosperity**

Key Drivers of Change

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- 2) **ECONOMY:** Frugality is the new prosperity
- 3) **DEMANDS FOR ACCOUNTABILITY:**
Greater scrutiny, accountability,
and expectations for results

Key Drivers of Change

- 1) **DEMOGRAPHY:** Growing population – older, diverse, and on the move
- 2) **ECONOMY:** Frugality is the new prosperity
- 3) **DEMANDS FOR ACCOUNTABILITY:** Greater scrutiny, accountability, and expectations for results
- 4) **TECHNOLOGY:** Always connected, very mobile

Key Drivers of Change

5) GLOBALIZATION AND THE INTERNET: A marketplace for ideas, products, talent, and competitive advantage

Key Drivers of Change

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6) LOCALIZATION OPPORTUNITIES: Local foods, art & crafts, music, drama, history, and unique skills, products, or services

Key Drivers of Change

- 5) GLOBALIZATION AND THE INTERNET: A marketplace for ideas, products, talent, and competitive advantage
- 6) LOCALIZATION OPPORTUNITIES: Local foods, art & crafts, music, drama, history, and unique skills, products, or services
- 7) QUALITY OF PLACE: Building communities for people – livable communities, great places, healthy lifestyles**

Key Drivers of Change

**8) SUSTAINABILITY: Sustainable development for our children and grandchildren
*(economic, equity, environmental,
electronic, energy)***

Key Drivers of Change

8) SUSTAINABILITY: Sustainable development for our children and grandchildren
(economic, equity, environmental, electronic, energy)

9) MOTHER NATURE IN TRANSITION:
Climate change, natural disasters, and threats to natural systems

Key Drivers of Change

- 8) **SUSTAINABILITY:** Sustainable development for our children and grandchildren
(economic, equity, environmental, electronic, energy)
- 9) **MOTHER NATURE IN TRANSITION:**
Climate change, natural disasters, and threats to natural systems
- 10) **GEO-POLITICAL PRESSURES AND EVENTS:**
Loss of petro-dollar, tensions in the Middle East = **HIGHER PRICES**

Overarching Driver of Change

FAST PACE AND INTERRELATEDNESS OF CHANGE: Accelerating change, economic uncertainty, global impacts

Overarching Driver of Change

FAST PACE AND INTERRELATEDNESS OF CHANGE: Accelerating change, economic uncertainty, global impacts

Earthquake in Pacific Ocean:

- Fukushima nuclear explosions**
- impacts global automobile supply chain**
- milk supply in California**

Key Drivers of Change

- 1) DEMOGRAPHY**
 - 2) ECONOMY**
 - 3) DEMANDS FOR ACCOUNTABILITY**
 - 4) TECHNOLOGY**
 - 5) GLOBALIZATION AND THE INTERNET**
 - 6) LOCALIZATION OPPORTUNITIES**
 - 7) QUALITY OF PLACE**
 - 8) SUSTAINABILITY**
 - 9) MOTHER NATURE IN TRANSITION**
 - 10) GEO-POLITICAL PRESSURES AND EVENTS**
- FAST PACE & INTERRELATEDNESS OF CHANGE**

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Breakthrough Solutions – Because life
Is too short for ordinary
strategic planning.









































**"Never give up on what you
really want to do.
The person with big dreams is more
powerful than one with all the facts."**

H. Jackson Brown