

A collage of photographs arranged in a circular pattern. The top half features several images of a red crane structure, showing its lattice framework and various components. The bottom half features several images of a river, showing water, rocks, and tree reflections. A central green banner contains the text 'CRANE 2031'.

# CRANE 2031



# ACKNOWLEDGEMENTS

The Hammons School of Architecture and the Center for Community Studies (CCS) would like to recognize many groups and people, without which the successful completion of this project would not have been possible.

We would like to thank the members of our visioning committee. Your enthusiasm inspired us and your guidance and patience provided us with direction. Thank you for your time, concerns, and dedication to the renewal and growth of your town.

We would like to acknowledge the community of Crane, Missouri for their support over the past few months. We have enjoyed working with the community as we developed our final recommendations and appreciate the efforts to accommodate our group and ensure the success of the project.

We would like to thank the First Baptist Church, Crane R-III School District, and the Classey Corner for acclimating us to Crane and allowing us to use your facilities for presentations.

We would like to thank Mayor Collin Brannan and the town Aldermen Kyle Bentley for their support of our efforts throughout the process.

We would also like to thank Jayon You for her academic guidance and support.

We also extend our thanks to Jeff Barber from the University of Missouri Extension. His knowledge of community development provided us with valuable insights.

Finally, we would like to thank the Director of the Drury University Center for Community Studies, Jay Garrott.

**Drury University,  
Hammons School of Architecture**

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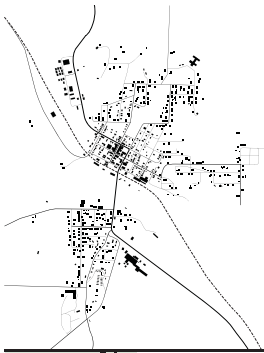
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# INTRODUCTION: PREFACE

Crane, Missouri is a once thriving industrial agriculture town in Southwest Missouri that has many opportunities for enhancement. Drury University Center for Community Studies (CCS) approached Crane proposing assistance in creating a visionary plan. This process would have students propose physical solutions for the renewal of Crane. The town was selected as a project of the CCS for Spring 2011, and in January 2011, five students visited Crane to begin work.

The community studio class promotes the critical, creative, and innovative exploration of environmental, human, and tectonic factors associated with 'real world', financially supported, community-based architectural and urban design problems. All proposals are student developed and managed under the Director of CCS, Jay Garrott, and Professor Jayon You. Emphasis was placed on interdisciplinary and participatory investigations of the community issues.

Our analysis revealed that Crane had more assets than just its downtown alone, thus expanding the parameters to the wider area. Our research made it evident that Crane's heritage as a rural community would play an important role as to how the community would be developed. Based on our research and analysis, our problem statement has been formulated as "the revitalization of a community rich in heritage and active living opportunities." The goal of this project is to unify and organize Crane by creating a community that is independent and sustainable through community supported economic opportunities.

## VISION STATEMENT

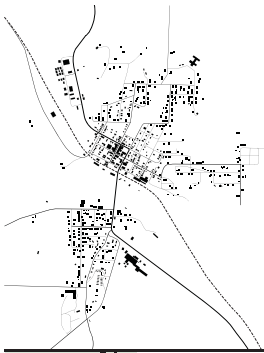
The solutions to the challenges that Crane faces are not completely physical. It is not only new buildings or systems that must be created to enhance Crane, but also the re-connection and enhancement of the current assets unique to Crane. These assets are the wealth of community relationships and a rich heritage This will lead to the re-establishment of physical and economic vitality. The current assets of the community serve as a strong foundation for developing a strategy for growth and renewal of the future of Crane.

There is a national trend and movement advocating the return to small-town values. Whether in a struggling rural area or dense urban center, citizens are searching for communities which are tight-knit and where neighbors support one another. They want to live in places which are family friendly and which promote and accommodate an active outdoor lifestyle. They are moving to towns that celebrate their heritage and take pride in their place. They prefer communities which are self-sufficient; places where they can shop for locally produced goods rather than big box stores' mass produced goods. They want easy access to these services and retail areas. Crane already possesses many of these qualities, and we see the potential for Crane to become a regional leader in this new trend and to begin to attract attention from the surrounding region.

## MISSION STATEMENT

This document, and our work throughout the semester, seeks to outline a comprehensive plan for the future of Crane, Missouri. The Project Team has worked with the community, the University of Missouri Extension, and the Director of the CCS to identify ways that address the current and future issues of Crane. Below is an overview of how the team proposes that the vision of the comprehensive renewal might be achieved.

- **Connecting the Community:** creating a sense of community through further development of Cranes assets and enhancing the social connections
- **Engage Social Assets:** activating the downtown and park system to be central gathering places for the community
- **Re-connecting Roles in the Community:** creating opportunities for vocational training
- **Promoting an Active Living Lifestyle:** using existing amenities to enhance opportunities of outdoor recreation
- **Re-capturing the Heritage:** activation of the agricultural and railroad assets through the city of Crane
- **Connecting the Region:** creating a link between Crane, Galena, and Reeds Spring



# INTRODUCTION: EXECUTIVE SUMMARY

## INTRODUCTION TO THE EXECUTIVE SUMMARY

The following is a summary of the Crane 2031 proposal. This summary highlights the issues and proposed solutions to the community. Three projects of focus have been established, the downtown business district, parks and recreation, and the Crane Community Supported Agriculture, and under each will be a set of projects that address the identified issues, along with specific sets of concerns and recommendations.

This comprehensive plan, in all, delineates how its community might utilize the rich heritage and outlying resources to accomplish the previously stated vision and mission statements. Focus will be placed on using the railroad, agricultural heritage, and extensive green systems to mobilize the community residents to regenerate the community. Through the reactivation of local heritage, the proposal aims to demonstrate how local heritage can be used as an activating mechanism to generate physical and economical vitality.

This document is meant as a comprehensive analysis of the community of Crane, its challenges and assets, and our recommendations based on the analysis. It is the belief of the Project Team that, through these recommendations, a more sustainable, independent, thriving community of Crane will be developed. The Project Team hopes that this document will serve as a tool for transforming the city of Crane.



## DOWNTOWN BUSINESS DISTRICT

The downtown district is located within the confines of MO Byway 413, the Crane City Park, and Hemphill Ave. Main Street is the most active road in the district, which contains commercial businesses to the south of MO 413 and residential homes to the north. Main Street contains antique markets, restaurants, service providers, and a small industrial company. There is a small section west of Main Street that contains rentable housing. The area can be expanded to allow for more flexible housing options within the community. Main Street business owners extending their hours can create a more social Main Street lifestyle.

### STREETSCAPE

**Issue:** Streetscaping is roadway designs and conditions that impact street users and nearby residents. Main Street is currently underutilized and the street is setup for two one way traffic lanes in addition to two rows of angled parking, which leaves room for only a small sidewalk on both sides.

**Concern:** Walkability

**Recommendations:** The width of Main Street is an immense opportunity to allow for reduction of vehicular traffic, and expansion of pedestrian friendly features.

An expanded sidewalk provides space for businesses and organizations to spill out into the sidewalk. Independent stands may also be setup to include more shop space for special events.

By creating a more pedestrian friendly streetscape, visitors will be more comfortable walking between nodes of interest within the town.

**Concern:** Lack of Activity

**Recommendation:** The Main Street streetscape is essential in creating an activity and social center. The expansion of the sidewalks allows for the creation of areas with benches and vegetation that pedestrians may use as areas of social interaction.

**Concern:** Parking

**Recommendations:** A large percentage of the street currently being used by two rows of angled parking spaces. Use of parallel parking along a single side of the street reduces the amount of space required for parking and encourages pedestrian traffic.

The redeveloping of public parking lots, visible from MO 413, would attract vehicular traffic to stop and explore the city center. The unique path that MO 413 takes through the community would allow traffic to have multiple chances to stop and explore the community.



# INTRODUCTION: EXECUTIVE SUMMARY

## FACADES

**Issue:** Facades are the face of the buildings; they can express the values and principles of the community through architectural style, language and upkeep. Currently, the Main Street facades do not form a cohesive sense of place within the downtown district. The facades are incoherent using a different set of materials and different colors.

**Concern:** Storefronts

**Recommendation:** The storefronts should be open to the street visually, physically, and socially. The transparency of the first floor should be greater than the transparency of the above floors to help accomplish the connection between public and private spaces.

**Concern:** Building Use

**Recommendation:** The building use on the street level should be controlled in the downtown area to businesses that relate to the pedestrian oriented amenities and commerce to reinforce vitality on the street level. Multi-story buildings should limit the second level as offices or lofts. All buildings types should avoid uses that do not reinforce the streetscape.

**Concern:** Fenestration

**Recommendation:** Materials and detailing of building facades should be considerate and respectful of the facades of neighboring buildings. This creates a stronger sense of place within the area.

## RENTABLE HOUSING

**Issue:** Rentable housing provides a housing option that does not require the purchase of land and allows smaller households more flexibility. Currently, there are two blocks that contain small apartment complexes. Time intensive professions and commuters do not have the time needed to maintain a home, creating a need for various rentable housing types.

**Concern:** Condition of Housing

**Recommendation:** Currently, the condition of rentable housing in Crane is in disrepair. The two apartment complexes, just west of Main Street, do not fulfill the demand for rentable housing. Most of the community's smaller households commute into Crane. Seasonal employees have limited options for housing, but the few homes that are for rent are in disrepair. There are a variety of housing options that could be developed in Crane, such as downtown lofts, duplexes, and apartment complexes.

**Concern:** Density

**Recommendation:** Expanding rentable housing

in the downtown district to increase the population density will create an opportunity for commercial growth within a walkable distance from residences.

## COMMUNITY OWNED STOREFRONTS

**Issue:** Community owned storefronts are owned by the local community and leased out to aspiring entrepreneurs. There is currently a lack of entrepreneurship opportunities to promote new businesses starting in Crane.

**Concern:** Commercial Growth Opportunity

**Recommendation:** Offering commercial space at a low rent to entrepreneurs allows businesses to grow from within the community and provides income to the city. A connection with the city is formed and encourages businesses to stay within Crane.

**Concern:** Education

**Recommendation:** An environment for start-up businesses to develop also serves as educational opportunities for the business owners to learn about running a business without taking significant financial risks at the beginning phase of the start up.

## PARKS AND RECREATION

**Issue:** Crane has a strong local park system that acts as activity nodes at various locations within the community. Crane City Park divides the community creating a disjunction between the two sides of the community. Its location could actually help aid in connecting the north and south sides of the city. The North Park is

currently located at the center of a large residential zone and is separated from the Crane City Park by the downtown district, and in this location it could be used to activate this area of the city.

**Concern:** Split in the Community

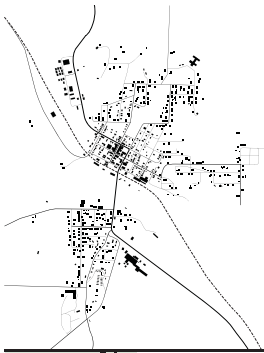
**Recommendation:** While Crane City Park splits the community, the park provides an opportunity to be used as transitional connections between the separate areas of the city. The park can become community gathering spaces instead of solely functioning as physical separates.

## CRANE CITY PARK

**Issue:** MO 413 runs through Crane City Park with the west side containing the function of a fairground, and the east side containing baseball fields and a large amount of unused land. This division of the park creates a challenge to create a cohesive park system.

**Concern:** Lack of Activity

**Recommendation:** Designing the Crane City Park can activate the surrounding area and further promote an active living lifestyle that improves the quality of life.



# INTRODUCTION: EXECUTIVE SUMMARY

**Concern:** Connecting

**Recommendation:** Designing walkways that connect the community with the parks, neighborhoods, and greenway trails can create a different mode of transportation from one place to another.

## NORTH PARK

**Issue:** North Park features the public pool and a skate park, the Project Team believes that this park is underutilized with its prime location in the center of a large residential district of Crane and is adjacent to a large amount of unused land. The majority of the park land is currently undeveloped and is only being used for its two main assets; the skate park and pool.

**Concern:** Lack of Activity

**Recommendation:** Placing activities that can vary for all ages will enhance the area as a node for a social center of the immediate community. The development of a disc golf course would allow for the majority of the parks land to be developed into an active community amenity.

**Concern:** Connection

**Recommendation:** Enhancing the experience of the park can create a connection point to the residential homes surrounding it and linkage to the downtown district.

## GREENWAYS

**Issue:** Greenway trails are an excellent way to connect the community with its local conservation areas. Development of trails in these areas would allow for patrons of the trails to explore the local nature, while promoting awareness of the various social concerns the trail has to offer. Currently, the nearby conservation areas are separated from the community and lack any recreational trails within.

**Concern:** Active Living

**Recommendation:** Creating trails that engage the user with the surrounding natural environment will promote active living and a healthy lifestyle.

**Concern:** Education

**Recommendation:** Creation of educational nodes along the greenway trail at key developments will create opportunities for the community to develop awareness about the Wire Road Conservation Area's mission, the CCSA, the railroad heritage, and the benefits of active lifestyles.

**Concern:** Eco-Tourism

**Recommendation:** Expanding the parks with the addition of walking and biking trails and promoting the park regionally will attract people in the region to travel to the city to use its parks and trails.



## COMMUNITY CENTER

**Issue:** The lack of an activity center that the community may use during anytime of the year diminishes community involvement. Community centers provide a facility that encourages community interaction, and they provide positive influences upon the growth of the surrounding neighborhood.

**Concern:** Sense of Community

**Recommendation:** Community center can be a space to bring the community into contact with each other, and a stronger sense of community and bonding can be formed.

**Concern:** Health

**Recommendation:** Providing a variety of sports such as basketball, racquetball, weight lifting, and volleyball, along with classes for activities as yoga, dancing, aerobics, and pilates.

**Concern:** Community Activities

**Recommendation:** The community center may be used for a variety of activities, such as classes, sales, and sports leagues. The facilities should be flexible in order to adapt to the needs of the community.

## ENTERTAINMENT

**Issue:** The community is required to leave the town on most evenings in order to participate in any sort of entertainment. In order to create a more self-sustained community, entertainment opportunities must be implemented into the community. Entertainment options will help attract and retain residents.

**Concern:** Lack of Entertainment opportunities

**Recommendations:** Crane has a lack of evening activities that provide entertainment to the community. In the summer months baseball games are the largest form of entertainment within the community. Year round entertainment opportunities would help keep community members occupied in the city.

An effort to encourage citizens to spend more time within the community would increase the local revenue earned by local spending. Exploration of various entertainment opportunities, such as bowling, go-carts, or a billiard hall allow youth and families to stay within the community for their entertainment.



# INTRODUCTION: EXECUTIVE SUMMARY

## WALKABLE NEIGHBORHOODS

**Issue:** The residential roads in the community lack defined street edges which help separate public and private spaces. Sidewalks are maintained within the city center, but shortly outside of the city center the sidewalks disappear. There is a lack of connection between the important nodes and a cohesive sense of place within the community.

**Concern:** Connecting

**Recommendation:** Designing the connection between nodes of the city allows for neighborhoods to have a cohesive sense of place throughout the community.

**Concern:** Socialization

**Recommendation:** Designing neighborhoods to be walkable encourages interaction amongst the community, re-linking the local social network.

**Concern:** Active Living

**Recommendation:** Walkable neighborhoods that are designed to create connection points between points promote active living and healthy lifestyles.

**Concern:** Parking

**Recommendation:** Strategically placing parallel parking along busy streets can serve as a barrier for bikers and walkers from vehicle traffic.

## CRANE COMMUNITY SUPPORTED AGRICULTURE (CCSA)

**Issue:** The largest challenge within the community is a lack of economic development and jobs. Crane has a unique opportunity to utilize its farming heritage and grasp the current market trends of locally produced organic food.

**Concern:** Industrialized Farming

**Recommendations:** The dominant food production is global scale mega-markets and shipping. With fuel costs raising the cost of fresh produce, however, many regions are looking to locally-produced food.

Crane has the opportunity to become a local food production center using the existing rail system as a means of distribution.

## CCSA FARM

**Issue:** The CCSA Farm is a model of a community farm that can be expanded through the use of city owned property to supply the community with locally-produced organic food.

**Concern:** Economic Opportunity

**Recommendation:** Involved community members and organizations benefit from lower food costs. It can also grow into regional-scale production with economic growth potential.

**Concern:** Education

**Recommendation:** The CCSA Farm can be used to promote the education of where the food we eat comes from, how it is produced, and of safe farming practices. The farm will also set an example to demonstrate the regional growth potential.

**Concern:** Community Involvement

**Recommendation:** The CCSA Farm requires involved community members to participate in the production of food for a set amount of hours annually. This strengthens ties between community members and encourages more of the community to become involved.

## MARKET BISTRO

**Issue:** The Market Bistro is a space that can activate Main Street and the downtown through the promotion of locally produced foods and provide a gathering space for people of all ages.

**Concern:** Promotion of Locally-funded Organic Food

**Recommendation:** A space that serves and sells the organic foods grown in Crane should also serve as a space for expositions on organic food to future clients in the region.

**Concern:** Community Involvement

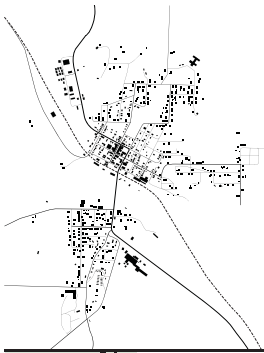
**Recommendation:** Located on Main Street, this market/restaurant could become a place of community pride and a beacon for community involvement that is promoted to visitors.

## VO-TECH

**Issue:** Post high school educational opportunities are limited in Crane. A Vo-Tech program that is expanded and integrated with the CCSA would offer more educational opportunities in the community.

**Concern:** Education

**Recommendation:** Placing a Vo-Tech in Crane will educate the community in locally produced foods and other areas of special training.



# INTRODUCTION: EXECUTIVE SUMMARY

**Concern:** Community Involvement

**Recommendation:** Learning about agriculture can encourage community members to be involved in creating local gardens.

## CRANE DISTRIBUTION CENTER

**Issue:** After the growth of the CCSA farms begins, the capacity for distribution will need to be expanded. A distribution center for the locally produced food is essential for making Crane the center of a regional CCSA plan. It would be designed with the intent that its practices would be transparent to the public in an effort to promote the education of its process.

**Concern:** Economic Opportunity

**Recommendation:** The distribution center would allow for the CCSA economic model to be expanded into the Springfield/Branson markets.

**Concern:** Education

**Recommendation:** Designing a distribution center that allows people to take tours to learn how a distribution center works can potentially provide revenue and aid in the education of the organic food.

**Concern:** Utilization of Railway

**Recommendation:** The distribution center should be located along the existing railway to create opportunities for further distribution throughout the region.

## BUSINESS & INDUSTRIAL PARK

**Issue:** The industrial park is located on the south edge of the community on the site of the old poultry processing plant. There is currently only one business located in the industrial park.

**Concern:** Industrial Park Land Use

**Recommendation:** The industrial park is currently advertised as an industrial use, but there is an opportunity to dispell the notion of industrial use and expand to include buisness and mixed use.

**Concern:** Location

**Recommendation:** Relocation of the industrial park can create a more useful environment. Moving the industrial park to a location that has easy access to the highway and the railroad will prove to be more beneficial to any potential industries.

**Concern:** Utilization of the Railway

**Recommendation:** If the industrial park is moved to a location that utilizes the railroad, this can be used to transfer goods and services around the region more efficiently.



**Concern:** Economic Opportunities

**Recommendation:** Having an industrial park creates opportunities for economic growth. With the benefits of having the railroad and the highway close by, it provides opportunities for distribution and manufacturing companies.

### TRAIN DEPOT

**Issue:** As fuel costs continue to rise, alternative transportation methods should be further explored and funded. The revitalization of the railroad is inevitable and provides Crane with the opportunity to utilize its heritage as a railroad town. A train depot allows for passenger rail to run through Crane.

**Concern:** Heritage Tourism

**Recommendation:** Using the train depot as a museum of the local heritage and railroad will attract tourism. This museum will become a node along the greenway trail system that connects the community. The roundhouse asset would provide an opportunity for an outdoor Railroad Heritage Museum.

**Concern:** Active Living

**Recommendation:** Adding a train depot can increase the opportunity for active living. The train will provide members of the community with an opportunity to travel regionally.

**Concern:** Education

**Recommendation:** Using the train depot as an

educational hot spot can increase the sense of place for the community.

### TRI-CITY

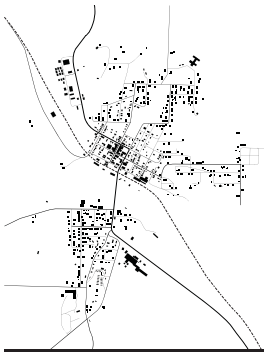
The Missouri Scenic Byway 413 and the Missouri North Arkansas Railway run through the three, once thriving, communities of Crane, Galena and Reeds Spring who share a similar history and culture. These three communities are not currently using these opportunities between them to cooperate with each other and to create a more cohesive regional image and destination.

### SCENIC BYWAY 413

**Issue:** Crane's largest source of traffic is the Missouri Scenic Byway 413. This byway runs through the city center and Crane City Park and travels adjacent to Crane's school. The route of the byway forces drivers to slow to reasonable speeds within the city center region, providing an opportunity to see key aspects of the community. The city is currently not using the byway to their advantage in attracting visitors to the city.

**Concern:** Gateway to Crane

**Recommendation:** The city center is clearly identifiable upon entry into the community from the north. Two signs are located in route to the city which provide adequate signage creating awareness of the approach the community.



# INTRODUCTION: EXECUTIVE SUMMARY

**Concern:** Main Street and MO 413 Intersection

**Recommendation:** The intersection of Main Street and MO 413 currently allows vehicular traffic to cross the intersection at unsafe speeds for pedestrians. There is an opportunity in slowing the traffic down prior the arrival of the intersection from the north. It would allow for vehicular traffic to notice and gain interest in the city center district.

**Concern:** Community Identity

**Recommendation:** Vehicular traffic moving through Crane gets an interpretation of Crane's community identity through the route of MO 413. This is an opportunity that may be utilized by improvements of key assets located off of MO 413.

## MISSOURI NORTH ARKANSAS RAILWAY

**Issue:** The Missouri North Arkansas Railway runs through the Tri-City of Crane, Galena, and Reeds Spring, as well as through Springfield and Branson. The railway provides a linkage through the region and can provide opportunities for distribution and transportation between the cities. Currently the railway is not being taken full advantage of by the cities with only one customer located in Crane and only one passenger train a year.

**Concern:** Community Identity

**Recommendation:** The Tri-City region was developed as a railroad region and prospered during its prime years an industrial center in the Ozarks. The tri-city region should capitalize on the railway heritage embracing and educating visitors of this intergal part of their history.

**Concern:** Lack of Utilization

**Recommendation:** As gas prices rise the railway will once again become essential for an economic mode of transportation and shipping method. The tri-city should begin preparation for the expansion of rail traffic within the country making as an alternative transportation once again become popular.

## IMPLEMENTATION STRATEGIES

With the preparation of the Crane 2031 document the first step in the community's visioning process is complete. The process used to create this document was intended to identify the goals and objectives of the community; to propose innovative solutions to meet those goals, and to educate the community about the challenges and opportunities Crane will encounter in the future. With this document, the community may now begin creating its vision of the future of Crane. This document is not intended to be the vision for the community, but rather a toolkit that may be used by the community of Crane to develop its own vision.

**Concern:** Review, Modify, and Affirm

**Recommendation:** Upon receiving the Crane 2031 document, the visionary committee and city officials should formulate a community process for the systematic review of the Issues, Guidelines and Visions presented. The continued association with Mr. Jeff Barber, University of Missouri Extension, is recommended as a resource for the continued visioning process and technical expertise. After review of the document the committee should modify the Crane 2031 document to fit the consensus of those involved.

**Concern:** City Council Resolution

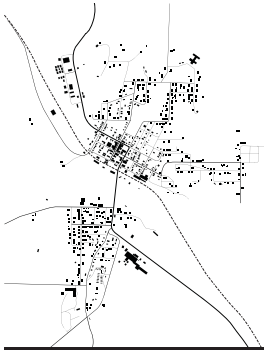
**Recommendation:** The visionary committee should prepare a resolution outlining the community's Crane 2031 vision and the principles that will guide its implementation. Then the resolution should be provided to Crane City Council for ratification.

**Concern:** Respect the Vision's Principles & Guidelines.

**Recommendation:** The Crane 2031 document outlines the principles and guidelines for the consideration of the future community goals and objectives related to the evolution of the city center. As long as the principles and guidelines that have been ratified are respected. The incremental implementation of the vision will remain cohesive and allow for a flexible response to future opportunities and circumstances.

**Concern:** Review, Modification, and Reaffirmation every 5 years

**Recommendation:** To keep the vision relevant, it is recommended that as part of the resolution presented to the City Council it states that the city is charged with orchestrating a community review of the vision's implementation at least every five years for the purpose of either modifying or reaffirming the community's vision principles and guidelines.



# PROJECT ANALYSIS: LOCATION

## LOCATION OF CRANE

Crane, Missouri is located thirty miles southwest of Springfield on Missouri's scenic byway 413. It is the first city in Stone County's string of small towns that lead southeast to Branson, along with Galena and Reeds Spring. The town is developed around a railroad system that once brought vitality to the region.

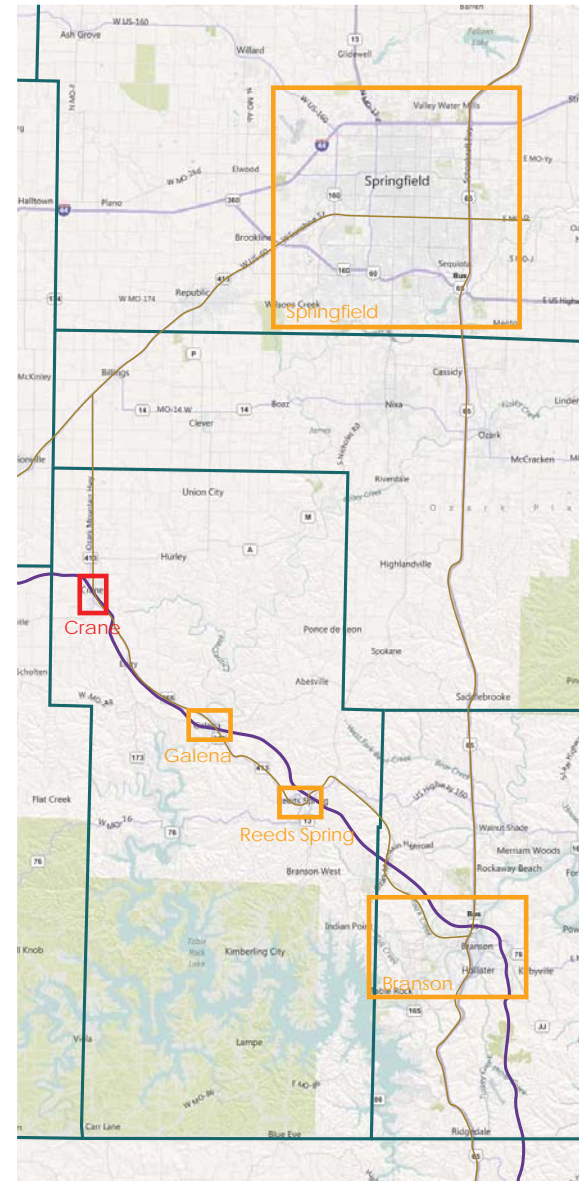


FIG. 1.1 Regional City map

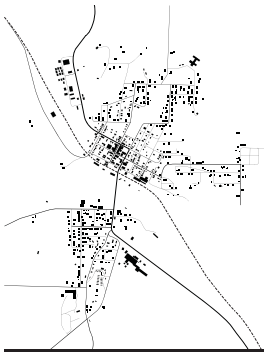




FIG. 1.2 Regional Connection map

## COUNTY CONNECTIONS

Crane is located in the northwest corner of Stone County, bordering Barry, Lawrence, Christian, and Taney Counties. The map in FIG 1.5 shows Crane's relationship to the string of towns along the Missouri scenic byway and its location in relation to Springfield and Branson. Many other communities in the area, such as Hurley and Elsey, feed into Crane. Missouri Byway 413, the Branson Railroad, and some minor farm roads all connect into Crane.



# PROJECT ANALYSIS: HISTORY

## OVERVIEW OF CRANE'S PAST

Crane, Missouri was founded in 1880 when it was first known as Hickory Grove. When its Post Office was built, Hickory Grove had to change its name due to another city already having that name. The name Crane was chosen because of the near by creek and the herons that lived there.

Crane first included the Crane Christian church, a log schoolhouse, a general store, mill, blacksmith, and a few homes located on the south side of the creek. The Crane school district was organized in 1880. Around 1911, the new brick school building was completed and provided sufficient room for the entire student body. Since then, the school has grown from a three year educational system to a four year high school that currently offers twenty-four dual-enrollment credit hours.



FIG. 2.1 Crane Depot  
Local residents picking up shipments and enjoying socializing with neighbors and friends. In early days, train depot's telegraph office reported important national news and sport scores.

## THE RAILROAD

Arrival of the railroad, in 1904 brought many industries to Crane such as the lumber industry, tomato canning industry, and the broiler industry. In more recent history, several of these industries have been in Crane: a casket factory, garment factory, and a steel manufacturer. The steel manufacturer is currently the only industry left functioning in the city.

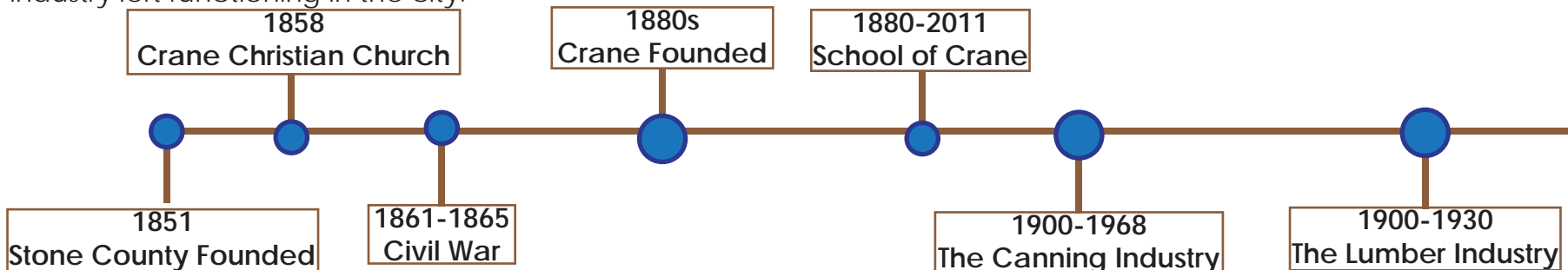


FIG. 3.1 Timeline shows the highlights of Crane's historical past

In 1904, the first railroad west of the Mississippi River reached Crane. A division terminal was built downtown in June of 1905 with the Roundhouse being built in 1906. The the railroad prompted business to cross over to the north side of the tracks, in turn moving Main Street from the south side to the north side of town. The railroad employed many of the locals and allowed for industries, such as lumber, tomato canning, and the broiler farming to be established in Crane.

## MAJOR INDUSTRIES

### LUMBER MILLS (1900-1930)

During the 1900's, railroad cross-ties became a valued product in the US, for the expansion of the railroad. Most ties were cut by the farmers from the timber on their own land. The lumber industry cut deep into Crane's native forests as railroads provided an economical transportation mode of transportation for year-round lodging. The Ozarks Forest, supplied lumber and wood products for both the Great Plains and the eastern states. After the forests had been harvested the land became fertile, making it more suitable for farming.

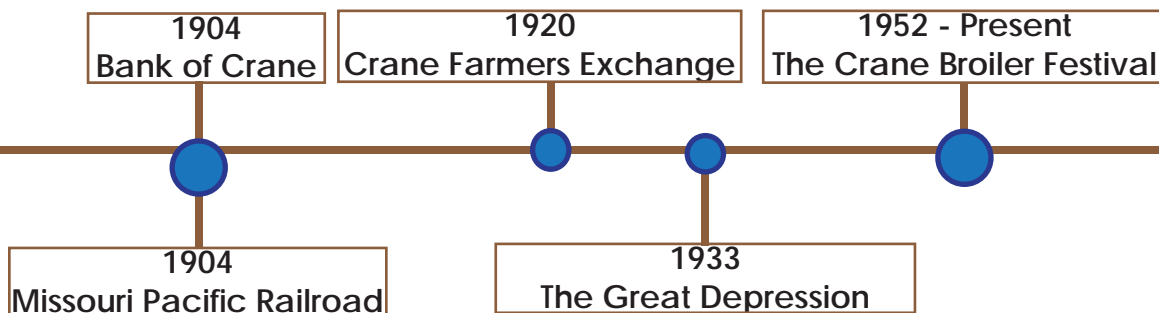


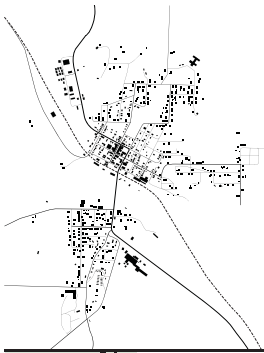
FIG. 2.2 Lumber Company



FIG. 2.3 Tomato Canning



FIG. 2.4 Broiler Festival



## PROJECT ANALYSIS: HISTORY

### TOMATO CANNING (1900- 1968)

From 1900 to 1968, the biggest business in Stone County was tomato canning. The canners had a contractual agreement with the farmers that stated they would supply the seeds and the fertilizer for the growers, in exchange, the canners would buy the tomatoes from the farmers for the contracted price per ton. The income from the canning factories made a positive impact on the workers and farmers in the late summer, early fall. The tomato canning industry began to close in the 1950's due it being a seasonal job in this region.



FIG. 2.5 Crane Farmers' Exchange



## CRANE FARMERS' EXCHANGE (1920)

The Crane Farmers' Exchange was organized in 1920. The exchange was founded on the notion of omitting the 'middle man' by purchasing farm supplies and selling their product to the highest offer. In 1951, the exchange had expanded to include groceries, hardware, appliances, feed, and farm implements. It also brought poultry, eggs, cream, and in the winter, rabbits and fur. The customer base grew to around 1,200 people in the 1951 annual report.

## BROILER INDUSTRY AND FESTIVAL (1952- PRESENT)

On October 9, 1952, the Southwest Missouri Growers Association, along with the assistance of the Crane Metro Club, sponsored the first Broiler Festival that was held in the Crane City Park, which was a celebration of the success of the broiler industry. Five thousand broilers (chickens raised for their meat) were barbecued for this one day event. The festival attracted a large crowd from four surrounding states. When the Southwest Missouri Broiler Growers Assoc. became inactive due to the decline of the broiler industry, the event was kept alive by a loyal group of citizens acting as a non profit organization.



FIG. 2.6 Crane Public School



FIG. 2.7 Crane High School



FIG. 2.8 Main Street 1910

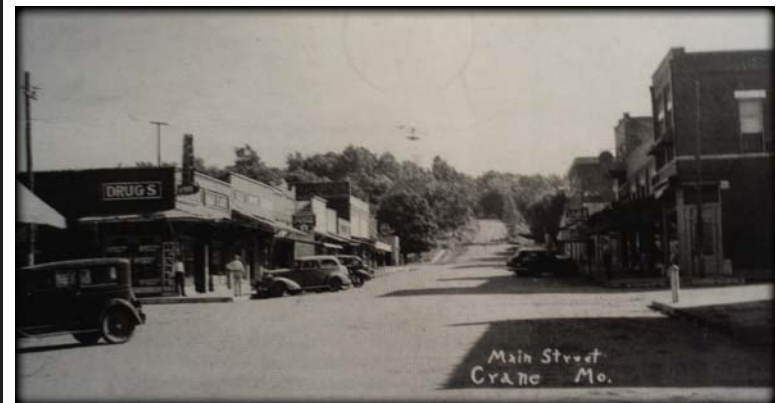
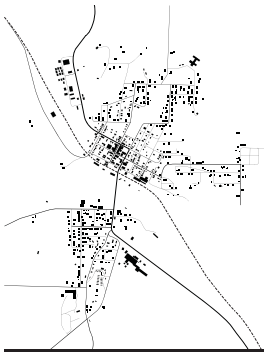


FIG. 2.9 Main Street 1940



# PROJECT ANALYSIS: DEMOGRAPHICS

## DEMOGRAPHICS OF CRANE

Demographics are the statistical data of a community or population which typically provide information about age, income, education and other data. From the study of demographics in Crane the Project Team was able to better comprehend the population that the project would be serving. A large portion of the community's population is youth and mature adults. The dominant religion in Crane are those of the Christian faith. Political stances in this small rural county are favorable to the republican party. The majority of the working class are commuters driving to Springfield or Branson daily. Crane has a higher than state average high school graduation rate, but lacks in a population who continues education after high school.

population by age

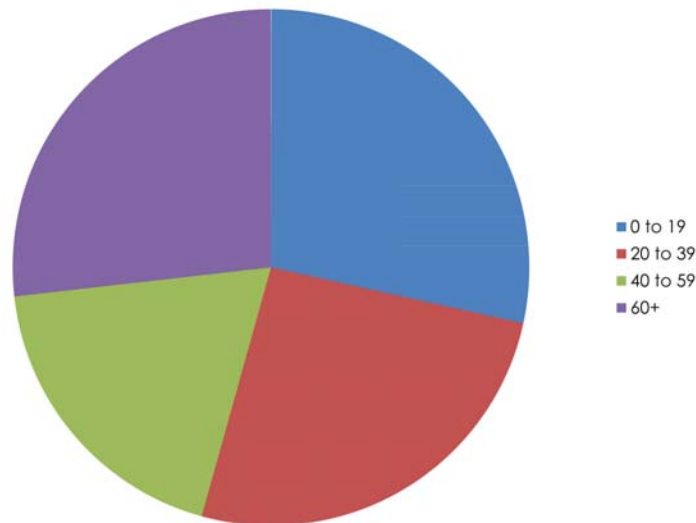


Fig. 2.10 Population of Crane by age groups



Fig. 2.11 Typical Residential Road



Fig. 2.12 Senior Housing



Fig. 2.13 BMW Rally



Fig. 2.14 Broiler Festival



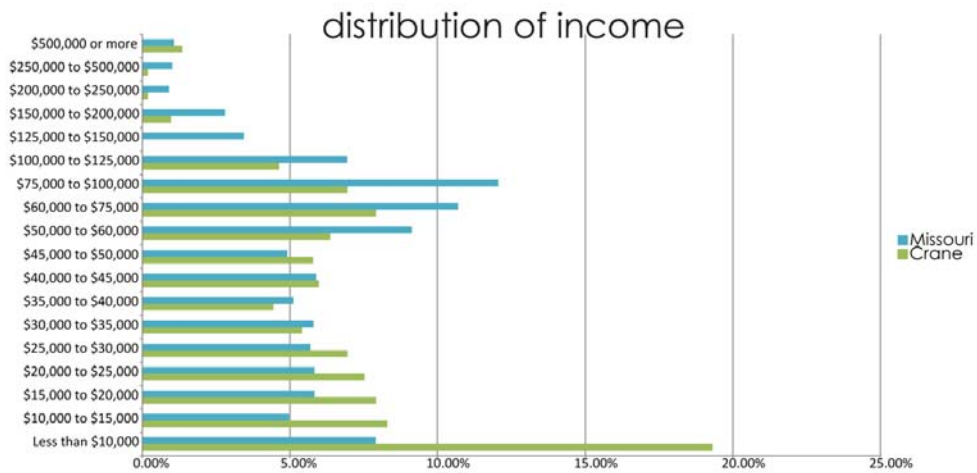


FIG. 2.15 Distribution of income

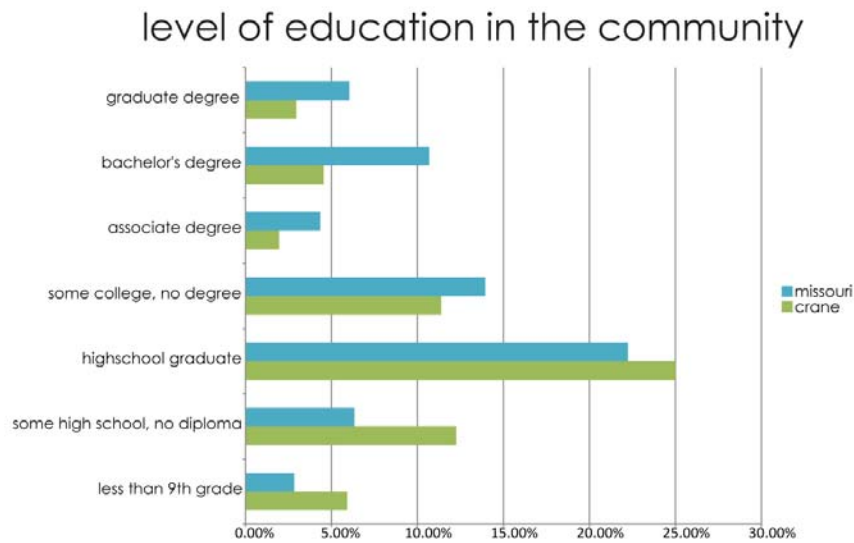


FIG. 2.16 Level of education in the community

### Organizations

- Crane Broiler Festival Association
- North Stone County Food Pantry
- Crane Chamber of Commerce
- Future Business Leaders of America

### Churches

- Assembly of God
- Bible Baptist Church
- Crane Fundamental Methodist
- Crane Christian Church

First Baptist

Morning Star Baptist

### Events

- Broiler Festival
- BMW Bike Rally
- Baseball leagues
- Basketball teams
- Movies in the Park



# PROJECT ANALYSIS: IDENTITY

## SENSE OF PLACE

As the Project Team walked around Crane getting familiar with the town, the question asked was, “what makes Crane unique?” It was observed that there was a strong existing social network. Though the town doesn’t seem to be active during the weekdays, the community comes to life during the weekends and events. The reception the Project Team received was inviting, and the community made us feel like a part of itself. We even observed that some these strong relationships are not limited to Crane itself, but extended regionally to Hurley, Eley, Galena, and Reeds Spring.

Crane’s rich social capital helped create its identity. When asked what was unique to the community, residents responded with an overwhelming answer focused on its ‘friendly and supportive nature’ as well as the ‘interaction among neighbors.’ Based on these responses the social aspects of the community must be utilized. Celebrating and strengthening the bonds of Crane’s residents can set the community apart from other communities in Missouri and help make it distinctive.



FIG. 2.17 Downtown Crane



FIG. 2.18 The Classey Corner in Crane



FIG. 2.19 Downtown Crane



FIG. 2.20 Young people of the community

## AGRICULTURE HERITAGE

Crane is defined by its heritage, its relationship to the railroad, and its long history of agriculture. This heritage is celebrated and sets Crane apart from other local communities throughout the region. The Broiler Festival brings thousands of people to Crane from all over the region, and the Crane City Park turns into a hub for social interaction during the annual event. Crane has many opportunities to reclaim its small town values and self-sufficiency, to which many Americans are interested in returning. With organic foods on the rise throughout the country, Crane has a unique opportunity.

## SPORTS

The residents of Crane take great pride in their school and its sports programs. Most residents said that the entire community is involved in the sports programs. Some stores even close during sporting events because the entire community attends them, and there is no point for them to be open. This year, 2011, most of the community went to Columbia, MO to watch the boys' basketball team become the state champions.



FIG. 2.21 State Champion Basketball 2011



FIG. 2.22 Broiler Festival

# PROJECT ANALYSIS: URBAN FABRIC



## FIGURE/GROUND STUDY

This figure/ground study, analyzes the composition and organization of Crane. Fig 2.23 depicts the relationship between the built environment and the open space in the community. The study clearly shows the division located between the north and south sides of town which creates a division in the community. The densities shown in this map also begin to define the city limits. The dense areas can be identified as potential destinations and as locations for future development.



FIG. 2.23 Figure/Ground Study



## ROAD PATTERN STUDY

The road pattern study reveals the main thoroughfares within the city, traffic patterns, and the structure of the cities with two juxtapositioned grid patterns: The northern part of the community is a grid oriented along the railroad at that particular bend, with the roads running parallel and perpendicular to the railroad. The southern part of the community is on a more traditional grid oriented on the north-south and east-west axes.

The major development of larger commercial buildings are located around the Missouri Scenic Byway 413 and the railroad. The Missouri North Arkansas Railway runs northwest to southeast and splits the community. The Byway runs north and south and helps to connect the community.

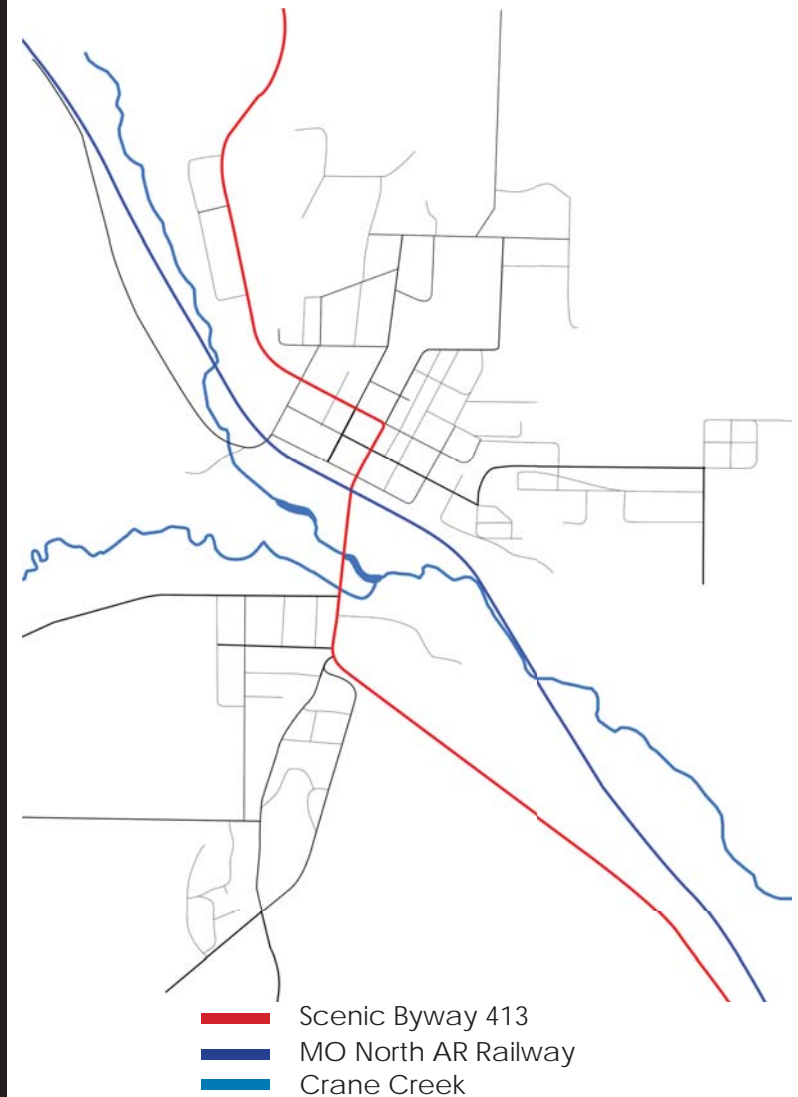


FIG. 2.24 Road Pattern Study



# PROJECT ANALYSIS: LANDUSE

## LANDUSE

The current landuse in Crane is largely residential. The two largest residential sectors are divided between the North and South sections of town.

There are four commercial zones along MO 413 that serve as the main shopping districts within the town.

The two industrial zones which are mostly not in use: V-Mar currently occupies a large portion of the industrial zone that runs through the center of the city. The large industrial park on the South side of town is largely unused with only one industry currently occupying a small portion of the space.

The Project Team found few mixed use areas, and the closest example is found north of town at the assisted living housing which is located behind commercial area.

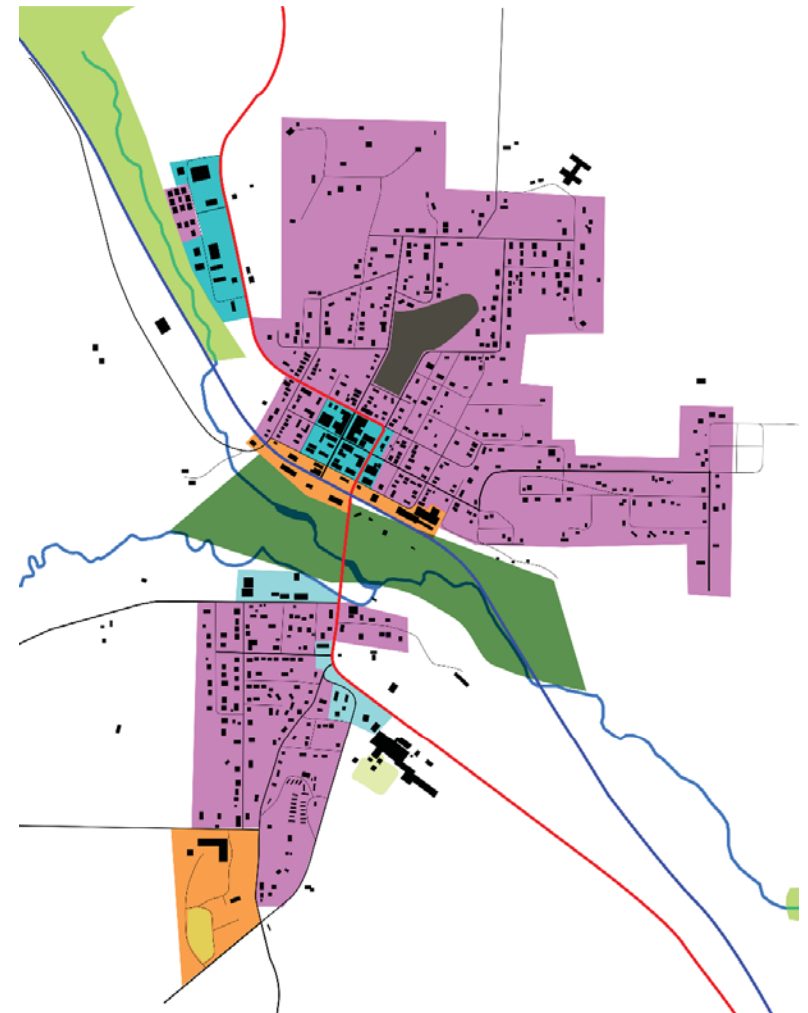


FIG. 2.25 LandUse Study



## SEVERE SLOPE STUDY

Current landuse has been guided by topographic conditions of the town. The Project Team has found a series of areas within the town that would be difficult to develop due to severe sloping of the topography. These areas have been identified through the observation of the lack of development in areas on the figure ground study and by first hand observation. The city has addressed the issue of many of these areas through designating them as park land, rather than by spending excess resources to develop them.

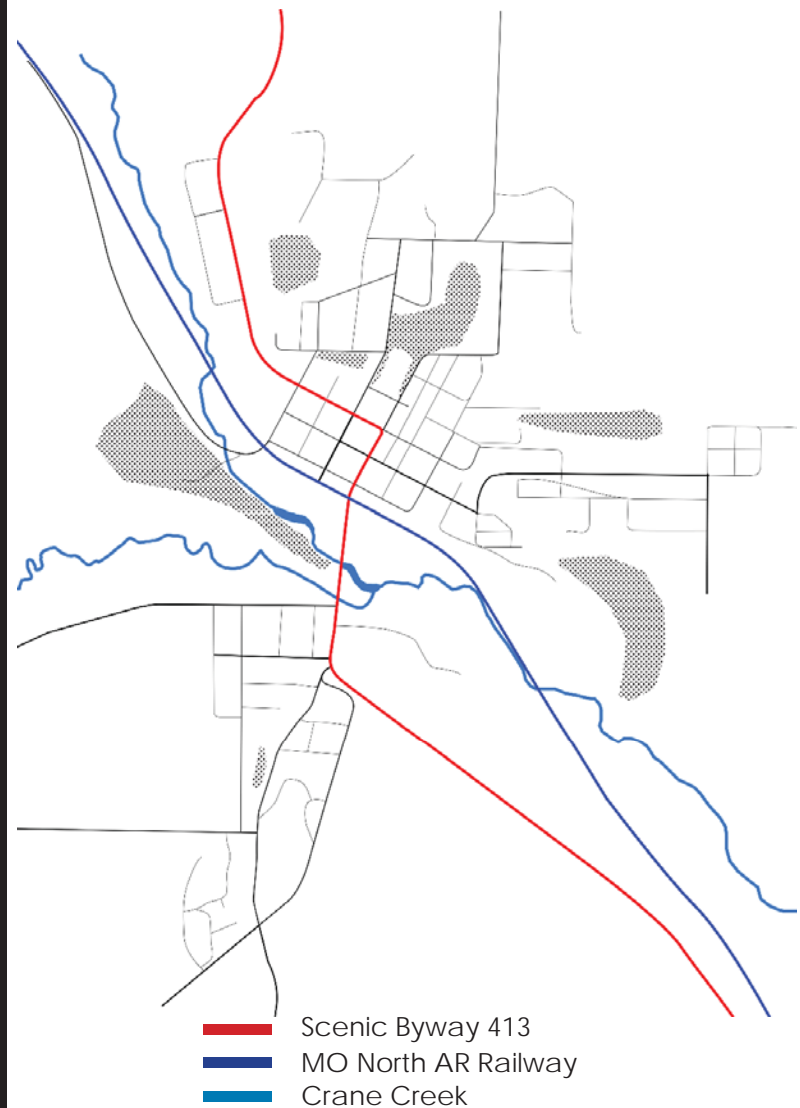


FIG. 2.26 Severe Slope Study



# PROJECT ANALYSIS: MOVEMENT SYSTEMS

## RAILROAD

The Missouri North Arkansas Railway runs through the middle of Crane dividing the community in two. The railroad is a connection from Aurora, Missouri to Branson, Missouri. Currently, a coal train runs through the community twice a day. The Project Team also found that the Branson Railroad has a passenger car that runs through Crane one time a year, but it receives poor reviews due to the lack of site seeing opportunities.



FIG. 2.27 Rail through Crane



FIG. 2.28 Street in Crane

## ROADS

The Missouri Scenic Byway 413 also dissects the center of community, which provides an opportunity for the community to become an attraction to travelers. The stretch of the byway is full of hills and curves, and it runs through trees and around bluffs, providing a scenic drive for bikers and motorists.

The roads in the city are currently in fair condition. Most roads are paved but a few through the parks are made of gravel.

## PEDESTRIAN ROUTES

Sidewalks are a scarce resource for the community of Crane. The few sidewalks that do exist, are not in the best condition. With a more developed sidewalk system, and connections to key areas of interest, sidewalks could provide an alternate mode of transportation to get groceries or to visit neighbors.



FIG. 2.29 Sidewalk in Crane



FIG. 2.30 Sidewalk conditions in Crane

## BIKE ROUTES

There are currently no bike routes throughout the community of Crane, but the community offers many green spaces which could serve as connecting points for bike and pedestrian circulation. This circulation could also connect in a broader scope to the Wire Road Conservation area. The conservation area contains a 3.7 miles of trails designated for biking, hiking, and horse riding, but these paths do not connect to the community. Creating bike routes in the community and connecting them with the trails to the conservation areas could allow people to enjoy being in nature, while also promoting use of the conservation area.

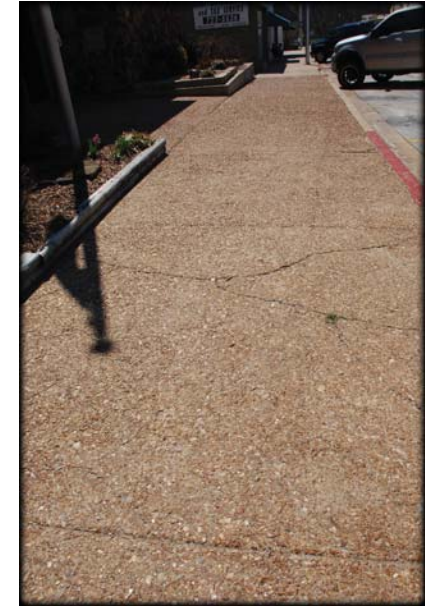
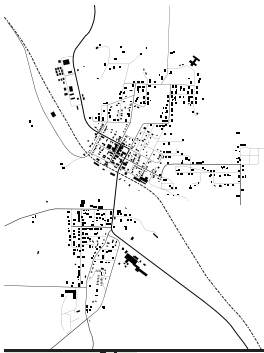


FIG. 2.31 Downtown Crane Sidewalk



FIG. 2.32 Downtown Crane





# PROJECT ANALYSIS: ASSETS & CHALLENGES

## ASSETS AND CHALLENGES

Assets are features that increase the value, whether personal or monetary, of a particular condition. Assets can create opportunities to better a community. Though Crane has a small population, containing 1,400 people, it has the largest of the three communities along the Missouri Scenic Byway. The community hosts many great assets that, when developed, will not only enhance the quality of life, but also help generate economical growth. Some of the assets that the community has to offer are: its parks and recreational areas, the Wire Road Conservation Area, the downtown Main Street, industrial park, Missouri Scenic Byway 413, the railroad, pool, and skate park. Crane has many opportunities that could be used to promote active living and smart growth.

Challenges are issues that are in the city or the area that can become problems while trying to develop the area. If not dealt with, these challenges can hinder the revitalization of the city. Through our research we have identified a few challenges within the city, which we have addressed through our design solutions.



FIG. 2.33 Crane neighborhood



FIG. 2.34 The Classey Corner in Crane

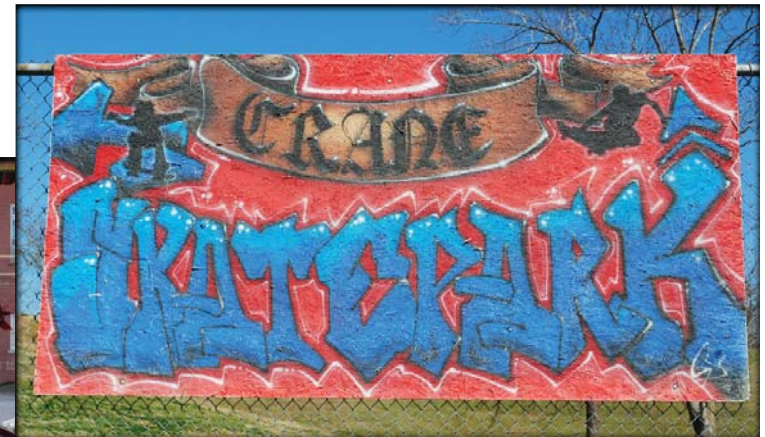


FIG. 2.35 Crane Skate Park

- 

The baseball fields are located North of the creek and often are flooded during rainy seasons.
- 

Students raised money in the community for a skate park. It is located in the northern park of Crane.
- 

The pool in Crane is the only public pool in Stone County. It is located just south of the skate park.
- 

The industrial park is located at the south end of Crane. Currently there is only a steel factory that employs fifteen people.
- 

The Roundhouse in Crane, Mo is an old train roundhouse used to turn trains around. The only thing left is the foundation covered in a brush.
- 

A railroad runs from Aurora down to Branson connecting Crane, Galena, and Reeds Springs. Currently it is mostly used for coal transportation and one passenger car that goes through once year.
- 

Missouri 413 is a scenic byway that spurs off of Highway 60 west of Springfield. This byway connects Crane, Galena, and Reeds Springs to Branson. It is also old Highway 13 that use to be the main way to get to Branson.
- 

Crane's Downtown Main St. The yellow highlight is considered the downtown of Crane while most shops are located on Main St.
- 

Crane Creek is a vital part of Crane. It is best known for the McCloud Trout that can be found here.
- 

The Wired Road Conservation Area has great opportunity to have trails that may one day attract eco-tourism.
- 

There are two main parks in Crane. The Northern Park is where the pool and skate park are located. There is also a big hill that is used to help the flooding issue. The other park is just south of Main St. and the "Broiler Festival" is held there every year.
- 

The two locations highlighted in red are area pointed out to have the most police calls in Crane. The calls are mostly domestic disturbance related
- 

There seems to be a divide in the city between the North and South with Crane City Park and one road to get from one side or the other.

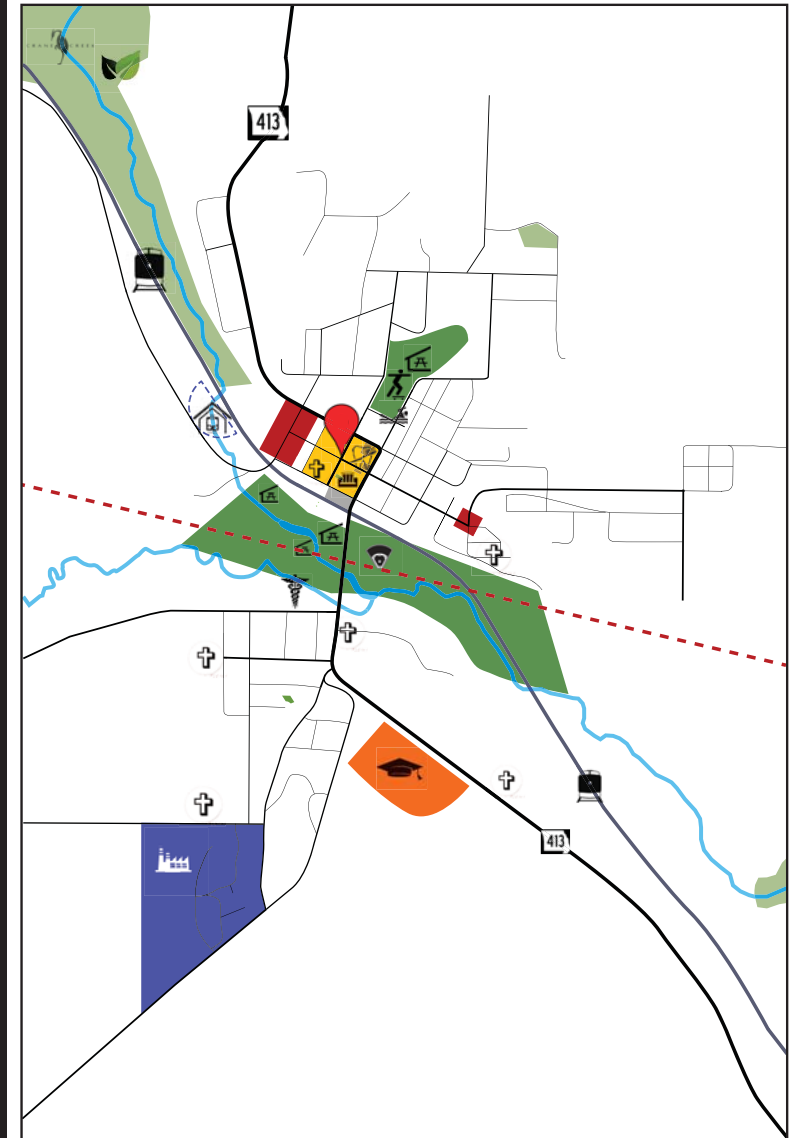
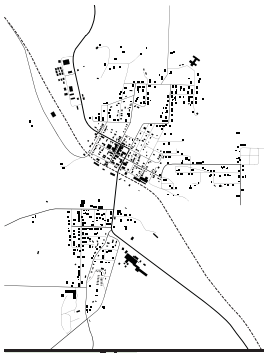


Fig. 2.36 Asset and Challenge Mapping



# PROJECT ANALYSIS: ASSETS & CHALLENGES

## NATURAL RESOURCES

### PARKS

The two parks in Crane are the Crane City Park, which hosts the Broiler Festival every year, and the North Park that is north of Main Street. The North Park is home to two actively used assets, the only public pool in Stone County and a skate park that the community raised money for and built for the kids of the community.

At the Crane City Park a caboose is parked near the bridge to recognize the railroad that was at one time more active, and the roundhouse is in close proximity between the Crane City Park and the Wire Road Conservation area. Also in this park, there is playground equipment, horseshoe lines, a pavilion, and bathrooms.



FIG. 2.42 Crane Public Pool

The North Park, north of Main Street containing the pool and skate park, has a "dam" that was built to help prevent flooding. The hill is known as 'Structure One' and provides many great opportunities for the community, especially during the winter when it is used for sledding.



FIG. 2.43 Crane Skate Park



FIG. 2.44 Bridge at Crane Park







# PROJECT ANALYSIS: ASSETS & CHALLENGES

## CRANE CREEK

Crane is known for the McCloud Trout in Crane Creek, which flows through the center of the city. The creek is a part of the Missouri Department of Conservation's trout management program and is classified as a Blue Ribbon Trout area. Crane Creek is one of five wild trout management areas in the state that receives no supplemental stocking of hatchery-raised trout. The creek is also home to one of only three remaining populations of the pure-strain McCloud River Rainbow Trout; the McCloud River does not even have a pure-strain of the fish in residence. Even though the creek is small, there are trophy-sized fish present.

This creek was originally stocked in approximately 1890 by railroad workers. No one knows the exact details of how the fishlings got there, but the railroads were commonly supplied with barrels of fish fingerlings and directed to seed stock waters that the railroad crossed.

Crane Creek has enjoyed some notoriety over the years, including articles published in well-known outdoor magazines, such as Fly Rod and Reel, and segments on sporting television shows. This publicity has not led to crowds of fishermen, largely due to the remoteness of the stream and the toughness of the fish.



FIG. 2.48 Bridge at Crane City Park



FIG. 2.49 Crane Creek in city park in the winter



FIG. 2.50 Crane Creek in city park



## INFRASTRUCTURE

### ROUNDHOUSE

In the early 1900's, the railroad made the community of Crane a pivotal point, installing a roundhouse, which allowed trains to turn around, receive maintenance, and provide storage for unused engines. Though the roundhouse does not function anymore, the foundation is still there as a landmark for the history of Crane. The foundation is overgrown with trees and shrubs but it has potential to be developed as an asset for the community.



FIG. 2.51 Roundhouse 1962



FIG. 2.52 Caboose in Crane City Park



FIG. 2.53 Railroad near Crane's downtown



FIG. 2.54 Railroad crossing Crane Creek



## PROJECT ANALYSIS: ASSETS & CHALLENGES



FIG. 2.55 West facade of Main Street in Downtown Crane



FIG. 2.56 East

### DOWNTOWN MAIN STREET

MO Byway 413 runs through the middle of town without any effort being made to slow down the traffic it carries, and Crane's downtown Main Street is located off of the byway near a ninety degree turn in the road. The downtown Main Street was once a thriving gathering space with various businesses. All the buildings are original but in need of some maintenance. The owners of the storefronts are given the challenge of keeping up with the maintenance. Because of the challenging economic times, it is hard for the business owners to keep up with such a task. For the most part, the West facades are all brick with some type of overhang for rain protection. On the East side, the facades contain various materials and lack a cohesive appearance. The windows on the second floor of the buildings are broken and boarded up. Flea Markets make up the majority of the businesses downtown with two restaurants and the Classey Corner, which acts as a flea market/home baked goods store. The historic buildings which line Main Street would lend to the development of a distinctive community and activity hub where people would want to be.



## COMMUNITY

The relationships between the members of the community are a vital asset to the community. The bonds between members of the community are the engine that will drive the future development and allow for the community to prosper.



FIG. 2.58 Crane's trophies

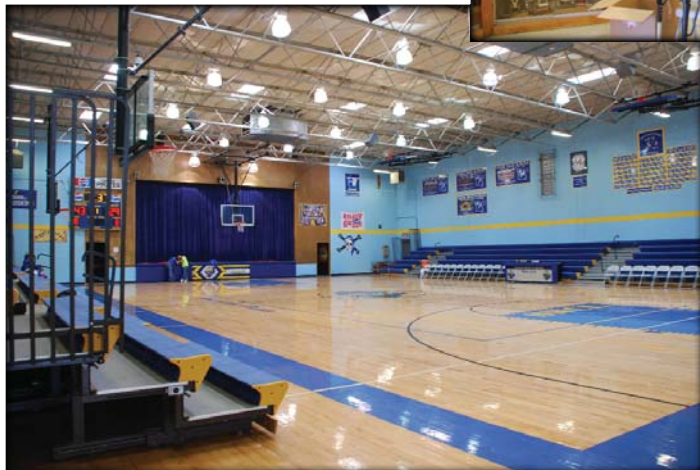


FIG. 2.57 Crane's basketball court



FIG. 2.59 Hallway in Crane's school



FIG. 2.60 Crane's school

# PROJECT ANALYSIS: ASSETS & CHALLENGES

## CHALLENGES

The primary problems in the city of Crane, like many other communities with a declining population, are in creating more economic opportunities, attracting outsiders as well as retaining residents, and keeping the young people in the community after they finish high school. Other than the problem of poverty in the region, Crane is also a “Bedroom Community”, which means that people who live in Crane commute to work outside of the community. This means that the residents spend a significant amount of time on the road to work to and from work. This lifestyle results in the decline of the community because people have less time to get involved in their own community activities. Because of this reduction in sense of community, there is a lack of organization and planning of the community activities.

Another challenge that the Project Team has noticed is a physical division of the community. The Crane City Park provides an opportunity for a great gathering spot that can potentially act as a unifying mechanism of the physical division, but the under-development of the park creates a chasm between the north and south.



FIG. 2.37 North and south divide



FIG. 2.38 Empty downtown store front



Some members of the community have expressed that teachers and other employees live outside of the community due to the lack of rentable housing in Crane. This means that the citizens of Crane leave the city for work, and the people who work in Crane commute to the city. This can cause a problem if gas prices continue to increase. This also creates a situation where people outside the community who want to visit cannot stay in the city for weekend trips or if they do not have enough money to purchase a house. This lack of rentable housing is causing the community to lose possible revenue.



FIG. 2.39 Empty downtown corner shop

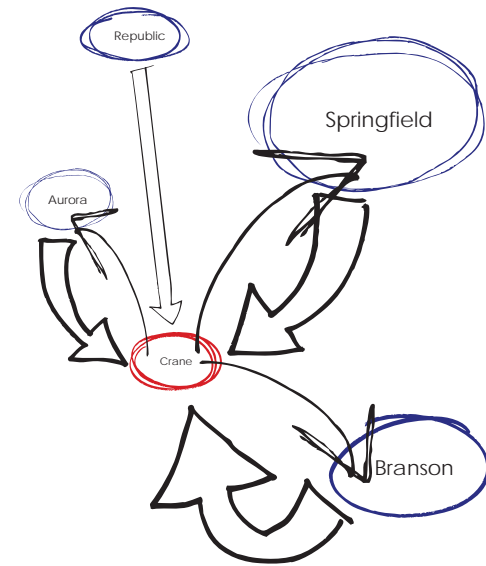
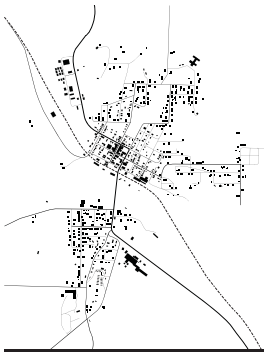


FIG. 2.40 Goods and services exchange



FIG. 2.41 Empty Feed Store



# PROJECT ANALYSIS: COMMUNITY MEETINGS

## FIRST COMMUNITY MEETING

### VISIONARY WORKSHOP

Our first meeting with the community was the Visionary Workshop. In this meeting we orchestrated an exercise meant to discover the common goals, objectives, and methods of the community. The Project Team split the attending community members into three groups and asked them to choose the most important items. Once the individuals picked these topics we asked the group to discuss which item(s) was the most important to the group as a whole. Fig 2.61 is our analysis of the meeting of which topics were the most important to the community. The Project Team used this data to shape our ideas and solutions.

#### Goal:

- To renew Crane by the establishment of economic opportunities

#### Objective:

- Provide new opportunities for recreation
- Promote regional tourism
- Provide adequate infrastructure for future growth
- Create jobs in Crane
- Develop a strong economic base

#### Method:

- Link the City
- Education and Training
- Enhance and Beautify
- Active Living
- Economic Base
- Infrastructure

Fig. 2.61 Results of the Dream Workshop

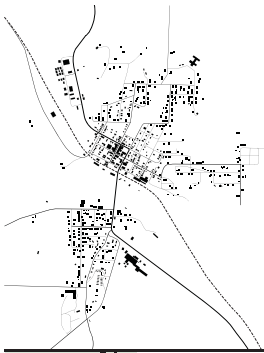
## SECOND COMMUNITY MEETING

### BEGINNING DESIGNS PRESENTATION

The purpose of the second meeting was to allow us to propose our design ideas for the community with the intent to receive feedback about our proposal. During the meeting we discovered that the community overall thought our proposal was feasible, and that some projects in the community were already in effect that could feed into our ideas. There was some concern raised that the proposal was heavily focused on agriculture, and that there was an opportunity missed by the railroad not being fully utilized.



FIG. 2.62 Second Community Meeting



# RECOMMENDATION: GOAL-IDEAS-DESIGN SOLUTION

## INTRODUCTION



The recommendation portion is the most important part of the visioning “Toolkit”. The plan is formed by three sections: Goals, Ideas and Design Solutions. The internal structure of these three sections is that the goals will be achieved by executing the Ideas, and the Ideas will be promoted and realized by the design solutions. These three sections constitute an integrated problem-solution package.

The goals are the ultimate destination of Crane by the end of the visioning “Toolkit”. The goals correspond to the current challenges that the community of Crane faces. Based on the background research, observation, analysis, and discussion, the Project Team has identified the most critical challenges and established goals that will help address these issues in Crane.

The Ideas are the models and methods that can be used to help the community achieve the goals. The challenges that the community faces are social and economical issues, so the ideas are potential social and economical models and methods that can be used to solve the problems.

The Design solutions are the recommended plans and designs of the community. The plans focus on developing and integrating certain areas based on their locations in the city. The designs include proposed new buildings/construction or restoration of existing buildings. The buildings will fulfill the planning, or provide opportunities for future development.

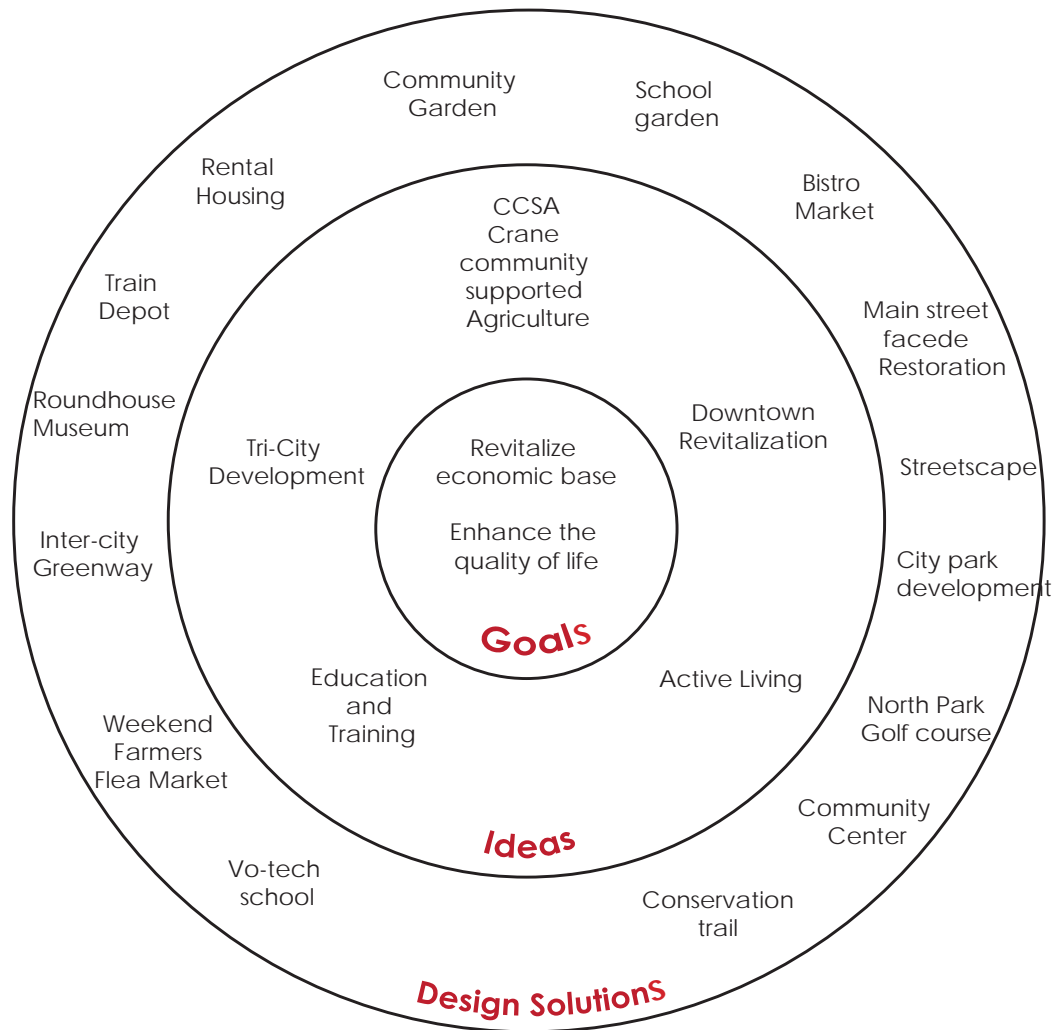
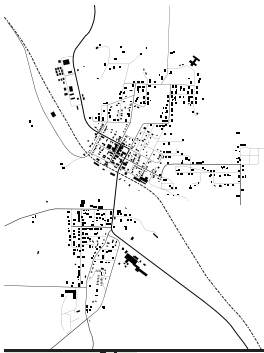


FIG 3.1 Diagram of Structure of the Recommendations





## RECOMMENDATION: GOALS

### GOALS

Based on the research and the results of the Goal-Objective-Method workshop from the first community meeting, the Project Team has determined two goals that need to be accomplished in the revitalization of the community of Crane. The goals are to revitalize the economic base and to enhance the quality of life. These goals are developed with ideas and design solutions, which come later in the book.

#### REVITALIZE THE ECONOMIC BASE

The under-developed economic base of Crane is one of the main challenges of the community. Due to a low economic base and lack of job opportunities, Crane has become a bedroom community because most of the community members who live in Crane work outside of the city. However, when looking back to Crane's history, the community once contained a strong economic base, and there were three large economic booms in its history; these were the timber industry, tomato canning and boiler farming. This industry is no longer present in Crane, and along with the decline in Crane's economy, the downtown, a traditional business center of cities, has also declined. This decline can be explained by three primary reasons: The development of industrial farming, the outsourcing of labor-intensive jobs and the process of urban sprawl. Among these three reasons, industrial farming has had the most impact on the community. The systematic way of mass production, global distribution, and international markets of industrial farming overpowers traditional local farming. The community still celebrates traditions of their history by continuing to host the Boiler Festival, but while the people of the city celebrate the tradition, the broiler farming industry is no longer active in Crane along with the majority of the farming industries in the city.

It will be important to create a strong economic base in Crane in order for the revitalization of the city to be successful. The economic base can be brought about by several ideas and solutions, and will become stronger as the city becomes activated throughout its future development.

## ENHANCE THE QUALITY OF LIFE

Since Crane is primarily a bedroom community, a majority of its residents commute to work outside of the city. Based on the statistics from a 2007 community survey of Crane, the average driving distance is 33 miles per day for the commuters. Quality of life declines when commuting distances increase. Since people of the city spend much of their time commuting, they have less time to spend with their families, spend less time in the community, and do not participate in many community activities. This results in people and the community losing their connection to each other. In order to enhance the quality of life for the people of Crane, the Project Team recognizes that the city must bring back the sense of community for the residents and create pride of place. This can be done in many ways, which will provide opportunities for the community members to spend their free time in the enhanced city and will reconnect them with their city. Enhancing the quality of life for the members of the community will create a city where the community members can live, work, and play.

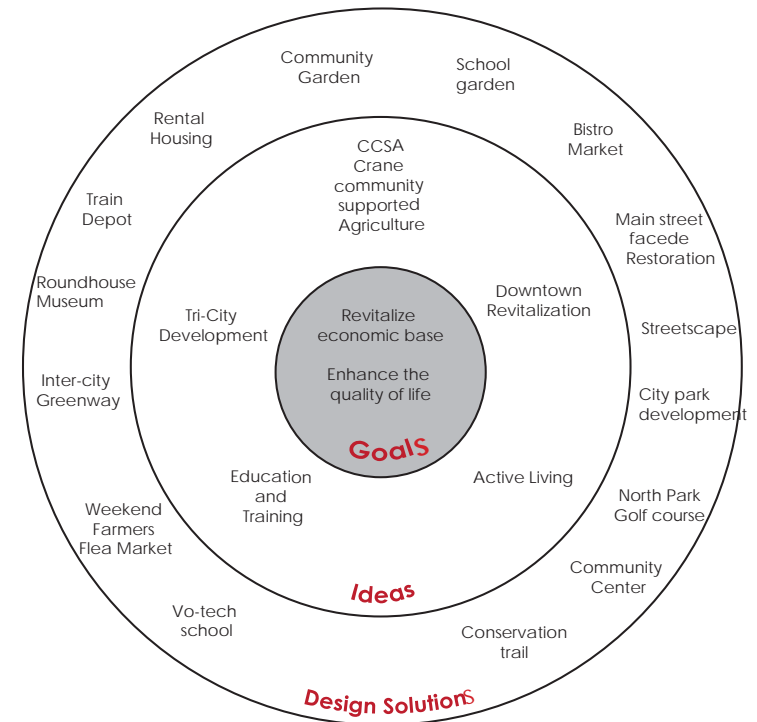
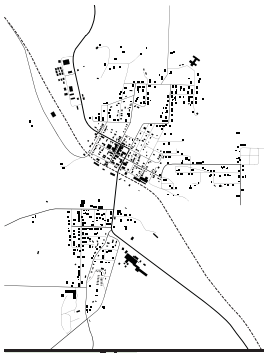


FIG 3.3 The Goals are the center of the diagram



## RECOMMENDATION: IDEAS

### IDEAS SECTION

This section is the customized ideas package that the Project Team proposes to the city of Crane. The Project Team believes that these ideas can be applied to Crane in solving the current problems in the city, which will help the community achieve the identified goals of developing an economic base and enhancing the quality of life for the members of the community.

These ideas are models and methods, which can be used to solve the economic and social issues within the city. Some of the ideas are based on concepts that have been applied to other communities around the world, and some of the ideas are developed specifically from the conditions and assets of the city of Crane and the surrounding area. All of the proposed ideas will be modified and customized to meet the needs of Crane, and the Project Team has developed these ideas into design solutions for the city of Crane, which will be described later in the book.



FIG. 3.4 Downtown Crane



FIG. 3.5 Active living



FIG. 3.6 Education and Training



FIG. 3.7 Locally-produced organic food



FIG. 3.8 Region

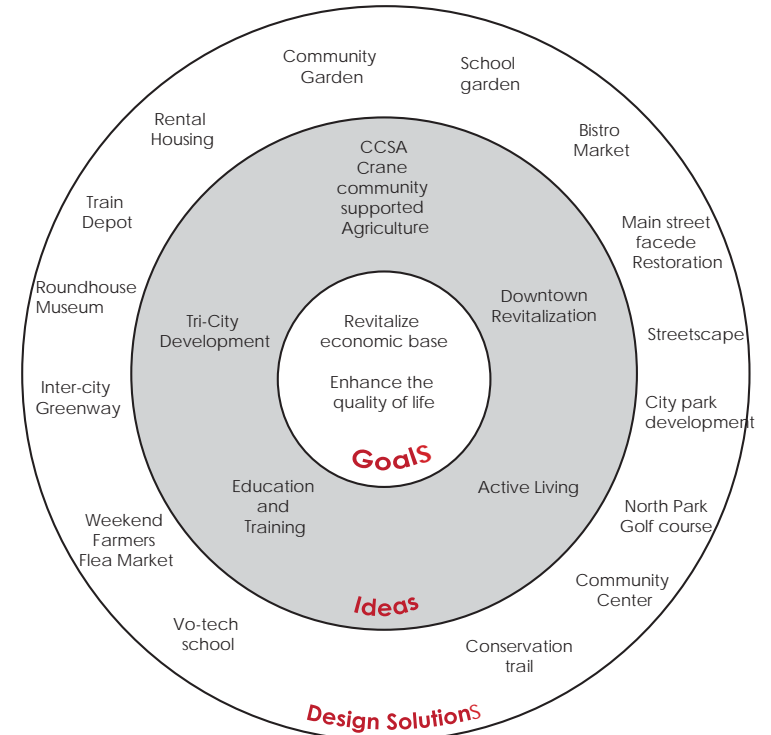
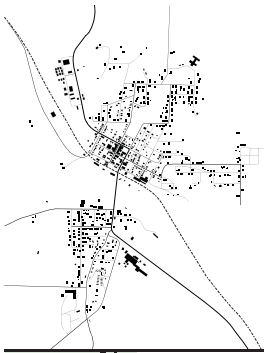


FIG 3.9 The ideas are supported by the design solutions and help achieve the goals



# IDEA: COMMUNITY SUPPORTED AGRICULTURE(CSA)

## CONCEPT

Community Supported Agriculture (CSA), a form of alternative food network, is a socio-economic model of agriculture and food distribution. CSA generally focuses on the production of high quality foods for a local community, often using organic or bio-dynamic farming methods and a shared risk membership marketing structure. This kind of farming operates with a much greater degree of involvement of consumers and other stakeholders than an industrial farm — resulting in a stronger consumer-producer relationship. The core design includes developing a cohesive consumer group that is willing to fund a whole season's budget in order to get quality foods. The system has many variations on how the farm budget is supported by the consumers and how the producers deliver the foods. CSA theory believes that the more a farm embraces whole-farm, whole-budget support, the more it can focus on quality and reduce the risk of food waste or financial loss.<sup>1</sup>

### FOUR PRINCIPLES OF CSA

#### 1 Shared Benefits and Risks

Typically, CSA farms are small, independent, labor-intensive family farms. By providing a guaranteed market through prepaid annual sales, consumers essentially help finance farming operations. In its most formal and structured forms in Europe and North American, CSAs focus is on having a transparent, whole season budget for producing a specified wide array of products for a set number of weeks a year; a common-pricing system where producers and consumers discuss and democratically agree to pricing based on the acceptance of the budget; and a 'shared risk and reward' agreement, i.e. the consumers put faith in what the farmers will grow even with the uncertain outcomes of seasonal growing.

#### 2 Organic Food

The common shared value in the CSA model is the organic food generated in the small, local farms. The CSA's "share risk and benefit" model allows farmers to not only focus on quality growing, but also level the playing field in a food market that favors large-scale, industrialized agriculture rather than local food. Vegetables and fruit are the most common CSA crops. Many CSAs practice ecological, organic or bio-dynamic agriculture by avoiding pesticides and inorganic fertilizers.



FIG. 3.10 Organic food is the essential value of CSA



FIG. 3.11 CSA's form close relationships between farmers and sharers.



### 3. Distribution

The cost of a share is usually competitively priced when compared to the same amount of vegetables conventionally grown – partly because the cost of distribution is lower. The method of distribution is one of the distinctive features of the CSA. Shares are usually provided weekly with pick-ups or deliveries occurring on a designated day and time. CSA subscribers often live in towns and cities where local drop-off locations are convenient to a number of members and are often organized at the homes of members. Shares are also usually available on-farm. This kind of arrangement is also referred to as crop-sharing or box schemes. In some cases the farmer may supplement each box with produce brought in from neighboring farms for a wider variety.

### 4. Personal Relationship

The CSA model encourages strong and close relationships between farmers and consumers. CSA members are often more actively involved in the growing and distribution process through shared newsletters and recipes, farm visits, farm work-days, advance purchases of shares and picking up their shares of produce. Farmers would have the pleasure of knowing who their product is going to and consequently feel more care, responsibility, and reward in their work. Consumers would know from whom their produce is coming, and understand the care that went in to producing it.

## CASE STUDY: MILLSAP CSA FARM IN SPRINGFIELD, MO

Millsap farm is the CSA farm in Springfield, MO. It occupies 20 acres of farm land on the north side of the city. This CSA farm was started in 2008 with 25 sharers. In 2011 it has grown to 75 Sharers. It mostly concentrates on vegetable supplies, but it also raises and sells chickens and other farm products. Millsap farm also provides internship opportunities for future farmers.

Every Tuesday is the harvest day, and members(sharers) of Millsap CSA farm will come to help with the harvesting, cleaning and distributing. There are currently 3 CSA farms in the Ozarks, and approximately 27 CSA farms in the state of Missouri. <sup>2</sup>

2. Millsap Farms <http://millsapfarms.wordpress.com/>



FIG. 3.12 Millsap farm owner, Curtis, works in the green house



FIG. 3.13 Floating row cover tunnels are covering turnips, onions, etc.



# IDEA: CRANE COMMUNITY SUPPORTED AGRICULTURE (CCSA)

## APPROACH TO CRANE: CCSA

### CONCEPT OF CCSA

Based on the CSA social-economic model, the Project Team developed the concept of Crane Community Supported Agriculture (CCSA) based on the current factors within the Crane community. This concept incorporates the ideas of the CSA model into a model designed and developed specifically for the city of Crane. The CCSA will help the community seize the opportunity of the current movement of locally-produced organic food, taking advantage of the existing assets of Crane and benefiting all those who would be involved in the system.

The CCSA is a Crane community based organization, and it is formed by the people of the community who want to be actively involved. The CCSA is an economic tool that focuses on cultivating and promoting the locally produced organic food industry. The revenue and job opportunities that can be generated by this industry can help revitalize the city and improve the quality of life of the people who live in the community. The CCSA is also a social tool that can unite the community by providing an opportunity for collaboration, bringing back the sense of place and community. As the CCSA grows, it's benefits can be extended to the people who are outside of the community by providing job opportunities and healthy food and by raising an awareness of healthy lifestyles.

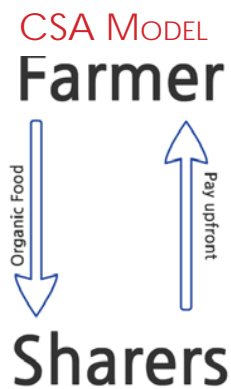
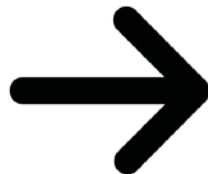


FIG. 3.14 Diagram of CSA



### PROPOSED CCSA MODEL

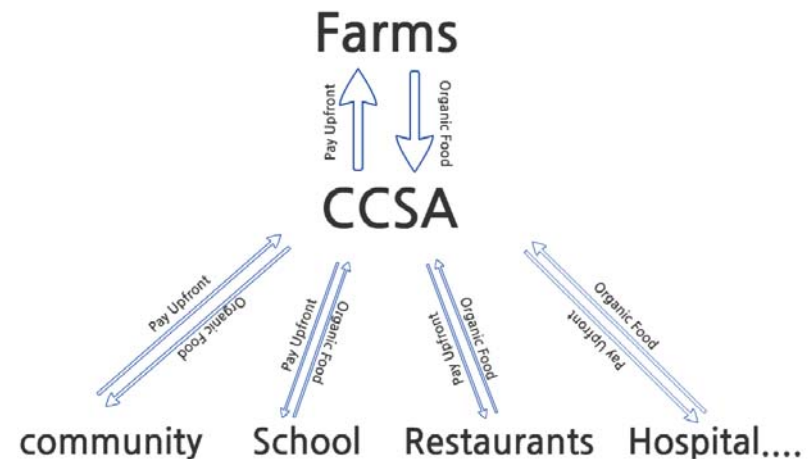


FIG. 3.15 Diagram of Proposed CCSA

## FUNCTION OF THE CCSA

In the proposed model, the CCSA acts as the organising mechanism that coordinates all the related groups and operates the system. Based on the four principles of the CSA model, (sharing benefits and risks, organic food, personal relationships, and distribution) the CCSA will coordinate all the sectors, which includes the farmers, the customers, and the community.

For the farmers: The CCSA will sign contracts with the farmers and give them a certain amount of money before each season; in return, farmers will focus on cultivating and producing organic food. Other than financial support, the CCSA also provides farmers with education and training about organic farming. The CCSA can help farmers by coordinating and sharing resources, such as machines, equipment, marketing and shipping.

For the customers: The CCSA will provide a place for people to purchase locally produced, organic food. The customers will become sharers and can become involved with the farming process, which will connect them with other people within the community and with the farmers who are growing their food.

For the community: The CCSA is the tool that can revitalize the city both economically and socially. The CCSA will help the city economically because people in the city can invest money into the organization, get job opportunities to work or volunteer in the CCSA, or they can be customers of the CCSA by consuming products in a grocery store and restaurant that could be owned by the CCSA. The CCSA will benefit the community socially by providing opportunities for community interaction and collaboration and by offering opportunities of healthy lifestyles and food.

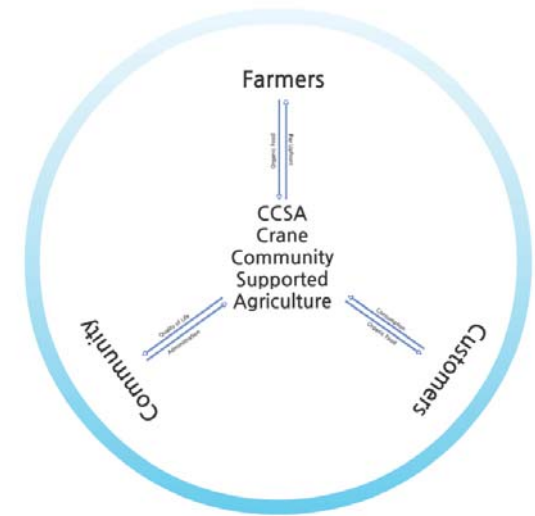
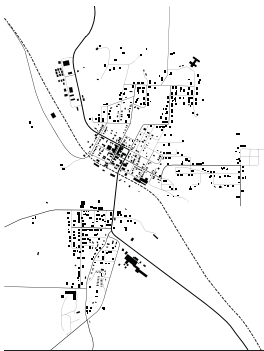


FIG. 3.16 Diagram of the Function of the CCSA



FIG. 3.17 An example of local, small-scale farming





# IDEA: DOWNTOWN REVITALIZATION

## CONCEPT

Downtown revitalization is about enhancing the social, political, physical, and economic value of the traditional central business district of a community. The goal is to expand and improve the livability and sustainability of the entire community by attracting employment, shopping, recreation, and social activities.

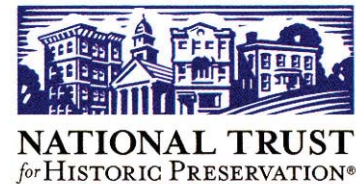
### MAIN STREET APPROACH

In 1977, the National Trust for Historic Preservation, concerned about continuing threats to downtown's commercial architecture, launched a pilot program to stimulate economic activity in small-city downtowns. This program ultimately helped develop a comprehensive downtown revitalization strategy to encourage economic development within the context of historic preservation. Today, this very successful strategy, known as the Main Street Approach<sup>3</sup>, has been implemented in more than 1,400 towns and cities throughout 41 states of the U.S.

The intent of a Main Street Approach program is to complete a prescribed set of actions and activities designed to improve the economic well-being of a traditional commercial business district and employment within a community. Main Street Approach focuses on four points: organization, promotion, design, and economic restructuring. All four activities must be integrated for a successful downtown strategy to take place. Each activity reinforces the others.

**DESIGN** enhances the attractiveness of the business district and creates an inviting atmosphere. Historic building rehabilitation, quality window displays, colorful banners, well-maintained sidewalks, landscaping, and street lighting all improve the physical image of downtown and help make it a desirable place to shop, work, walk, invest, and live. Design conveys a visual message about the downtown and what it has to offer.

**ORGANIZATION** builds consensus and cooperation among the groups that play roles in downtown. It also involves creating a network that is well represented by those who have an important stake in downtown's economic viability. A strong volunteer-driven program and an organizational structure made up of a board of directors and committees based on the four points of the Main Street Approach provide the stability to build and maintain a long-term effort.



"Main Street works because it is 'self-help',"  
--Boston Mayor Thomas Menino



**PROMOTION** creates excitement in downtown. Marketing the district's unique and enticing characteristics to shoppers, new businesses, and visitors can be an effective promotional strategy to build a positive image. Well thought-out marketing campaigns include advertising, retail promotional activities, and special events.

**ECONOMIC RESTRUCTURING** strengthens the economic base of a downtown area. Economic restructuring activities include helping existing downtown businesses expand, recruiting new businesses to provide a balanced mix, converting unused space into productive property, and sharpening the competitiveness of business enterprises.

## CASE STUDY: ROSLINDALE, MA

In 1985, Roslindale Village became one of the first urban Main Street programs<sup>4</sup>. The community formed the nonprofit Roslindale Village Main Street organization and began to implement the Main Street four-point approach:



**Design:** Tired storefront facades and unattractive signs were replaced with updated, inviting designs, and several historic buildings were renovated to preserve the unique character of the district.

**Organization:** To gain the support of the community stakeholders, a board of directors was established, drawing members from the community's residents, small business owners, and local government officials.

**Promotion:** Community events were organized, including a tree-lighting ceremony, window display contests, and a two-day international festival. These activities brought people into Roslindale Village, generating customers for local businesses, building pride among residents, and increasing overall sense of community.



FIG. 3.18 View of downtown Roslindale, MA



FIG. 3.19 Downtown Roslindale, MA

4. Reviving Main Street: Two New England Case Studies <http://www.bos.frb.org/commdev/c&b/2005/winter/Main.pdf>



## IDEA: DOWNTOWN REVITALIZATION

**Economic restructuring:** To create a vibrant business community, Roslindale Village Main Street worked with existing businesses in the square, helping them to clean up storefronts, expand where feasible, and adjust product mix to better meet the needs of local consumers. The organization conducted market research to identify opportunities for new businesses and undertook recruitment efforts to Roslindale's vacant storefronts.

Within the first three years, Roslindale Village Main Street had made major strides. Twenty-nine new businesses had opened. Seventy façade improvements had been made. Forty-three buildings had been rehabbed, and nearly \$5 million in private investment had been brought into the community. Two decades later, in 2005, the Roslindale Village renaissance is in full swing. Described as "hip" and "trendy," the village now boasts five notable restaurants, three literary book stores, and a smattering of swank boutiques. Over one thousand people patronize the square's shops and eateries each day, and despite its success,

### APPROACH TO CRANE

Downtown revitalization is an important component in the idea section of the twenty year strategic plan. Downtown is the traditional business center of the city, and it maintains the historical heritage of the city. Rental apartments and lofts in downtown can provide additional housing options for the city. The public space and activities in the downtown can help create community bonding and pride. Compared to other rural cities, Crane has a more compacted and well-preserved downtown. As an invaluable heritage both culturally and economically, downtown areas should be well restored and revitalized.

Based on the four principles of the Main Street Approach, the Project Team applies these principles to Crane's downtown and proposes the customized plan as below.

**Design:** The design of the downtown will concentrate on four fields: Creating public gathering space, increasing the density, softening the street, and improving the appearance. The four fields will be accomplished by architecture or graphic design and by the change of the physical environment with improvements to the facilities of the downtown area. Detailed design solutions will be further demonstrated in the design solutions section in the book.

**Organization:** To gain the support of the community's stakeholders, a board of directors should be established, drawing members from the community's residents, small business owners, and local government officials. The Main Street approach allows an organization to be found and focuses on revitalizing the downtown. Also, the CCSA can play a role in the revitalization of the downtown by establishing businesses in the downtown and adding housing options.



FIG. 3.20 Historic Main Street sign in Crane



**Promotion:** In order to promote the city and the downtown, community events, such as festivals and community activities, will be organized. These events will bring people into Crane, and they will generate customers for local businesses, build pride among residents, and increase overall awareness of the neighborhood. In our plan Crane will become the regional center for locally-produced organic food, so festivals and activities themed about this will promote the organic food, as well as the city.

**Economic restructuring:** To create a vibrant business community, the Project Team has worked with existing businesses, helping them with design and promotion, and adjusting products to better meet the needs of local consumers. The team has also conducted market research to identify opportunities for new businesses and undertook efforts to use Crane's vacant storefronts to help boost its economy.

## PACE APPROACH

PACE is a bipartisan local government initiative that allows property owners to finance energy efficiency and renewable energy projects for their homes and commercial buildings. Interested property owners opt-in to receive financing for improvements that is repaid through an assessment on their property taxes for up to 20 years. PACE financing spreads the cost of energy improvements such as weather sealing, insulation, energy efficient boilers and cooling systems, new windows, and solar installations over the expected life of the measures and allows for the repayment obligation to transfer automatically to the next property owner if the property is sold. PACE is unique because it:

- Creates badly needed local jobs.
- Uses private capital, not taxes or government subsidies.
- Saves money for building owners and increases property values.
- Is voluntary – not a government mandate.
- Promotes energy security without driving up energy costs.
- Avoids the need to build costly new power plants.
- Reduces air pollution.



FIG. 3.21 View of downtown Crane at weekend



FIG. 3.22 People are shopping in the downtown Crane



# IDEA: DOWNTOWN REVITALIZATION

PACE programs work at the local municipal level and program elements vary to meet the needs of individual communities and reflect differences in state laws. Most PACE programs will share basic features:

- State and local governments establish, in law or public policy, a specific goal or objective: promoting energy efficiency as a means to promote jobs or better air quality, for example.
- A municipal government may establish a type of land or real property secured benefit district.
- Property owners within the district (or the municipality if a district is not required) can voluntarily choose to participate; those who choose not to see no change to their taxes and assessments.
- An experienced contractor will assess the scope of desired improvements. This may involve a thorough energy audit for efficiency measures and their projected savings and costs, or cost estimates for renewable projects weighed similarly against projected energy savings.
- The municipality will provide financing for the project, typically by selling bonds secured solely by payments made from participating property owners.
- Homeowners who receive a financing benefit from the municipality will agree to accept a property tax assessment or charge for up to 20 years, though shorter periods may be chosen or required by the municipality.

## CASE STUDY: BERLIN, GERMANY

The city of Berlin<sup>5</sup>, Germany in partnership with the Berlin Energy Agency (BEA), has provided an excellent model for improving the energy efficiency in buildings with no cost to the owners. They project manage the retrofit of public and private buildings preparing tenders for work that will guarantee reductions in emissions. The BEA is a consultancy that organizes the retrofits by setting up special contracts between the building owners and ESCOs (Energy System Company). The ESCO's that apply for the retrofit tenders must guarantee 26% energy efficiencies. They do this by installing hardware such as heating system controls, lighting, insulation, etc. The annual energy efficiencies of 26% then fund the cost of the retrofits. The BEA then helps building owners and ESCOS decide how the money will be paid back to the ESCOs. The average payback period is 8-12 years.

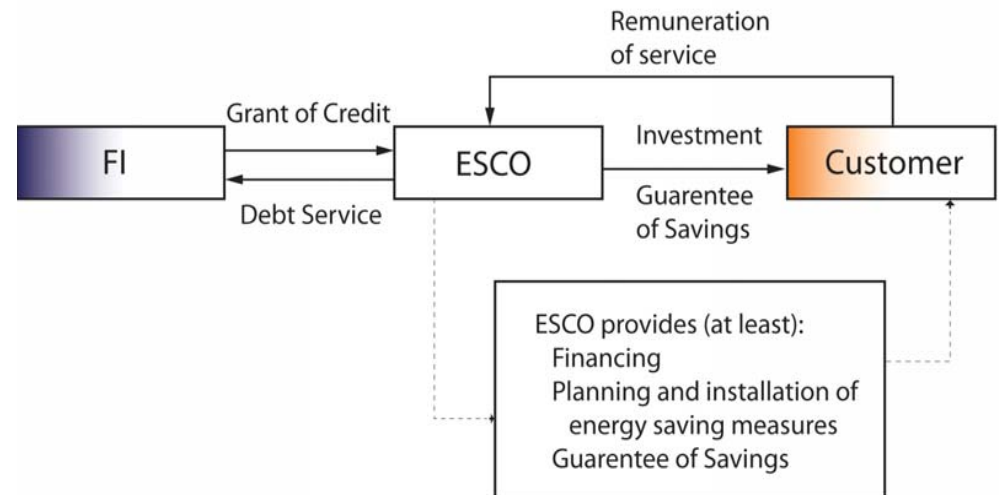


FIG. 3.23 Diagram of Energy Efficient Downtown



## CASE STUDY: SYLVA, NC

The town of Sylva has been awarded a \$38,000 grant by the North Carolina Energy Office in February 2011 to help facilitate energy upgrades to businesses in the downtown area<sup>6</sup>.



This grant is part of \$3.9 million awarded to “Main Street” projects, the funds are to be used to make downtown local government and small businesses more energy efficient, promote conservation and use of renewable fuels in industrial buildings and provide for greater energy efficiency in commercial and large nonprofit facilities.

Funds from the grant can be spent to replace windows, upgrade HVAC systems and improve insulation, etc., and must be matched 1:1 by participating property owners.

The grant came about as part of the ongoing effort to revitalize Mill Street. In 2010 when town manager Adrienne Isenhower and the Sylva Town Board were exploring grant funding possibilities for that effort, a state official recommended that they consider energy grants as well. Isenhower followed the lead, and worked with a specialist from N.C. State University to survey downtown structures for inclusion.

“These investments are more than much-needed job creating investments in our communities,” said Gov. Beverly Perdue. “These projects also will make businesses and government facilities more energy efficient, which holds down costs and helps — particularly during these challenging economic times — control government spending on utilities.”



FIG. 3.24 Views of downtown Sylva, NC



FIG. 3.25 A street scene of downtown Sylva, NC

6. Sylva awarded grant to improve downtown energy efficiency <http://www.tuckreader.com/sylva-awarded-grant-to-improve-energy-efficiency-downtown/>



## IDEA: ACTIVE LIVING

### CONCEPT

Active living<sup>7</sup> is a way of life that integrates physical activity into daily routines, such as walking to the store or biking to work. Active living brings together urban planners, architects, transportation engineers, public health professionals, and others to build places that encourage routine activity. One example includes efforts to build sidewalks, crosswalks and other ways for children to walk safely to and from school. Compact, mixed-use development areas, where residential uses are located close to stores, jobs and recreational opportunities have also been found to encourage active lifestyles. The goal of active living is to get at least 30 minutes of activity a day, and the promotion of active living can be implemented by design and modified to the specific physical environment. The mission of active living by design is increasing physical activity and healthy lifestyle through design of the built environment.

The studies on the benefits of Active living have found that:

- People who live in neighborhoods with a mix of shops and businesses within easy walking distance have 35% lower risk of obesity.
- 43% of people with safe places to walk within 10 minutes of home meet recommended activity levels, while just 27% of those without safe places to walk are active enough.
- Creating and improving places to be active can result in a 25% increase in the percentage of people who exercise at least three times a week.
- More children walk to school when there are sidewalks.



FIG. 3.26 Biking is an active living opportunity



FIG. 3.27 Walking is an active living opportunity



FIG. 3.28 Maintaining an active lifestyle



## CASE STUDY: COLUMBIA MO

Bike, Walk and Wheel is a project promoted by the coalition of Columbia local organization PedNet and Active Living by Design (ALbD). This coalition is dedicated to improving the quality of life in Columbia<sup>8</sup> through the development of an integrated bicycling, wheeling, and pedestrian network. They also support changes in the physical environment to facilitate non-motorized transportation and exercise. These projects have generated changes in lifestyle in the community, especially for young people, across a largely working class area.



Located in the center of the Missouri, the city of Columbia has a population of 90,000 residents, many of whom live in a four square-mile area, near downtown. Bike, Walk and Wheel's priority population includes 12,500 residents, and its area includes five schools. One challenge is that the area is bisected into two neighborhoods, one low-income with a mix of whites and African Americans, and the other predominantly white and middle-income. Besides this, a lack of sidewalks and bike paths, barriers to physical activity facing pre-teens in Columbia include a shortage of encouragement to get up and exercise. Walk and Wheel gives all 1,700 participants a book of exercise tips, cartoons, local information, and a calendar in which to log activities. About one-third of the students have met their individual goals as verified by their parent and have been rewarded with prizes.

Bike, Walk and Wheel's vision is well articulated by Columbia Mayor Darwin Hindman, who says: "The ultimate impact is on the lives of citizens. Clearly, more and more Columbians are walking and riding their bicycles and just plain getting out and exercising more." The mayor adds that the coalition is improving urban design, building a sense of neighborhood, and producing great benefits for the city. Immediate plans include expansion of programs and partnering with the city to make sidewalk improvements around elementary schools.



FIG. 3.29 Many students in Columbia walk to school with family everyday



FIG. 3.30 Columbia students are on the way to school



## IDEA: ACTIVE LIVING

### APPROACH TO CRANE

There are two parks in Crane. They are currently the recreation destination for the community, especially in the summer season and during the Broiler festival. However, there are not many other areas and facilities that are designed to promote active living. Based on the research of Active Living by Design and the current condition in Crane, the Project Team is proposing a community center and a greenway system as a desirable way to provide with more opportunities for physical activity the community.

#### COMMUNITY CENTER

Community centers are public locations where members of the surrounding community gather for group activities, social support, public information, and other purposes. Community centers are the cornerstone of leisure time activities in many cities, and these centers can serve as a true hub of community activity.

Community centers offer classes, programs, drop-in activities and special events for people of all ages. These centers often offer before and after school programs for school-age children and youth. Gymnasiums, meeting rooms, pools, kitchens, multipurpose activity rooms, weight/fitness rooms and pre-school rooms are some of the features that are often a part of community centers. Some centers also have computer areas that can be used by the general public. Centers also make rooms available for community meetings, classes, social events and weddings. Community centers offer an assortment of programs and activities that meet community needs and promote community involvement in recreation, cultural activities, education, health and family life activities.

Many centers are connected with outdoor amenities, and these amenities vary from site to site and include combinations of play equipment, athletic fields, multipurpose courts, picnic areas, and trails. This allows the center to accommodate both indoor and outdoor activities for the community.



FIG. 3.31 Community center can provide the community with workout facility



FIG. 3.32 Teenagers can play in community gymnasium



Community Centers usually offer activities for all the ages, thus it is eligible for every member of the family. They contain programs for adults, children, teens, and active seniors, so from after school mentor programs to sports programs, there is a variety of activities from which community members can choose.

### **SIDEWALKS, TRAILS AND GREENWAYS**

Greenways are interconnected networks of green space that vary in size and can transform urban, suburban or rural areas. Sidewalks, trails, and greenways can be used to get to destinations of interest in the community, such as schools, downtown, community centers, or workplaces. They connect the city through pedestrian pathways.

Trails and greenways that promote active living should be safe, linked to destinations of interest, and designed for multiple purposes and users. Greenway systems is an ideal way to link people to destinations of interest and recreation. They provide an alternate means of transportation that allow users to be physically active. Sidewalks, trails and greenways are all a part of active living, a way of life that integrates physical activity into daily routines.

Safe and convenient sidewalks to connect communities and schools are essential in promoting the concept of active living. Crane's school is on the south side of the city, and the major connection between the north and south sides of the city is the highway bridge that runs over the Crane City Park in the middle of the city. People must cross the highway if they walk to each side of the city. The proposed greenways and sidewalks that students can walk to school are opportunities that can encourage people to engage themselves in active lifestyles.

Other than safe sidewalk to school and other community destination, installing trail on the conservation area is another opportunity to promote active living in Crane. This trail can not only be used for hiking, biking and camping, but also a chance for people to be in the nature.



FIG. 3.33 An example of greenway trail which connects to nature



FIG. 3.34 An example of safe and comfortable sidewalk



## IDEA: EDUCATION AND TRAINING

### CONCEPT

One of the essential components in the idea section, education and training assist and enhance the other ideas. There are three groups of people who will be involved in the plan in different ways, thus the education and training will vary from group to group. In the education and training section, the Project Team will describe the specific education and training requirements and opportunities for each group, and how they work together with the ideas and help achieve the goals of Crane.

### SCHOOL EDUCATION

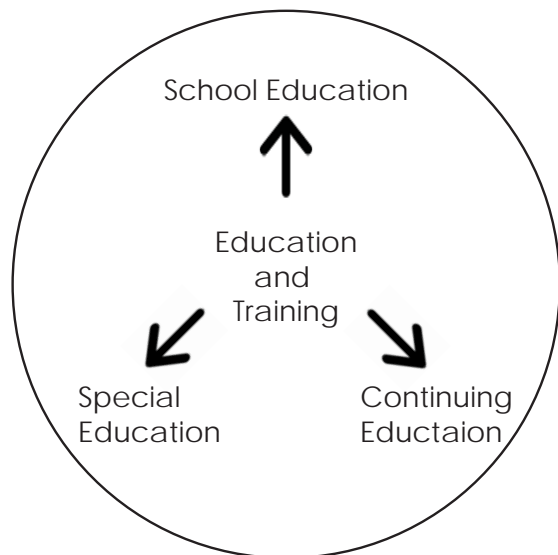


FIG. 3.35 Diagram of the education and training

Like many small-rural communities, Crane R-III school is the social hub of the city. This is not only because it provides education to the next generation of the community, but also because the school activities are social activities that unite the community. Currently, the Crane R-III school has elementary, middle and high school. It also owns library and other education facilities. These facilities and education system provide the community with the foundation for its future development.

Students are the future of Crane, and in the next twenty years, they are going to become the next generation of community leaders for the city. Education will help cultivate leaders for Crane. Providing accessible opportunities of furthering education will help encourage the young people of Crane, as well as the young people of surrounding communities, to stay in, and come to, the city after they graduate from high school. Various education content will allow students to gain knowledge, learn techniques, and get physical practice in certain areas.

One of the important education programs that can be added to the school is a leadership training program. This training can include expertise in leadership development, group dynamics, conflict management, problem solving, communication, managing change, and community and economic development. During class sessions, students can discuss and prioritize their individual and community concerns, and by the end of the education, students will know how to formulate an action plan, enabling them to put their skills to work. Local business and entrepreneur can also be involved in this training program. The "MS Excel Training"<sup>9</sup>("EXperience in Community Enterprise and Leadership") program provided by the University of Missouri Extension is one of the leadership training programs that can be accessed and applied in Crane.

## SPECIALIZED EDUCATION

In the CCSA model, the CCSA is an organization that will support farmers with education and training of organic farming. Organic farming is the form of agriculture that relies on techniques such as crop rotation, green manure, compost, and biological pest control, in order to maintain soil productivity and control the pests on a farm. Organic farming excludes or strictly limits the use of manufactured fertilizers, pesticides (which include herbicides, insecticides and fungicides), plant growth regulators (such as hormones), livestock antibiotics, food additives, and genetically modified organisms. Organic agricultural methods are internationally regulated and legally enforced by many nations, based mostly on the standards set by the International Federation of Organic Agriculture Movements (IFOAM), which is an international umbrella organization for organic farming that was established in 1972. IFOAM defines the over arching goal of organic farming:

“Organic agriculture is a production system that sustains the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions, rather than the use of inputs with adverse effects. Organic agriculture combines tradition, innovation and science to benefit the shared environment and promote fair relationships and a good quality of life for all involved (International Federation of Organic Agriculture Movements.)”<sup>10</sup>

There are many organizations and universities that offer opportunities and materials for training and education. The CCSA can be a coordinator and mediator, and it can collect and distribute information, invite professors and organizations to give presentations, and host conferences. Not only can the CCSA provide education of organic farming, it can also participate in an internship program, in which it can educate young farmers by utilizing the local resources.



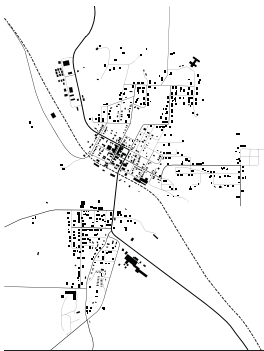
FIG. 3.36 Crane's elementary school



FIG. 3.37 The Poplar Bluff Telecommunication Community Resource Center is a distance education program funded and supported by University of Missouri Extension, the city of Poplar Bluff, and Three Rivers Community College.

10. Organic farming [http://en.wikipedia.org/wiki/Organic\\_farming](http://en.wikipedia.org/wiki/Organic_farming)





## IDEA: EDUCATION AND TRAINING

### CONTINUING EDUCATION

Rapid and widespread change in the world is affecting communities in dramatic and often unpredictable ways. Communities are faced with continued challenges of nurturing and maintaining their people and structures. If communities are to create a high quality of life locally, and to compete successfully in the new economic realities, they must invest in the development of their people. An important and basic part of this development is community education designed to build the capacities of people as involved citizens and effective leaders. In the plan that the Project Team proposes to the city of Crane, the community will be the group that will launch and carry out the projects, form the organizations, and offer administration. The community will play the most active and important role in starting, continuing, and completing this 20 year plan. In order for the proposals to be a success, the community needs up-to-date education and training.

This part of the education and training can be completed in various ways. It can consist of formal town hall meetings, informal community gatherings, conferences, classes, or even brochures and posters. Education and training for the community can also include community events and activities.

There are two main concentrations in this category of education. One focuses on the education of community heritage and current development, this can help creating the sense of community, and encourage people to become involved in the community affairs. The second focuses on the education of healthy lifestyles. This can help enhance the quality of life in the community. There is a trend occurring in which people are purchasing and appreciating locally produced organic food, and they are becoming interesting in living in healthy lifestyles. This trend can be utilized and benefit the future of Crane. If the community has access to proper education of healthy eating and active living, they will be more willing to carry on, and even push, this trend. Educating and creating awareness is an integral part of Crane's future because changing the infrastructure and environment may not be enough to enhance the community's lifestyles, economic base, etc.



FIG. 3.38 Crane's Roundhouse is a proud heritage of the city, and it can be used as part of the education plan



FIG. 3.39 Education of healthy lifestyle can improve people's quality of life



## CASE STUDY: OZARKS CRAFT

Ozarks CRAFT<sup>11</sup> (Collaborative Regional Alliance for Farmer Training) is a cooperative effort of Ozarks farms that is organized to enhance educational opportunities for farm apprentices, interns, and farmers. Ozarks CRAFT was founded in 2010 by a group of family farmers, and it works to train the next generation of farmers who will grow sustainable vegetables, livestock, fruits, and flowers. Ozarks CRAFT operates under the umbrella of Springfield Urban Agriculture Coalition, a non-profit organization based in Springfield Missouri, whose mission is to promote healthy lifestyles and environments through hands-on education about production and consumption of locally-produced, natural, healthy foods.

Internship positions at CRAFT farms provide the opportunity to observe, actively experience, ask questions, and, above all, learn about successful small-scale farming. The internships offer the invaluable benefit of being a part of the inner workings of the farm. The focus of the internship program is to train future farmers in creating a successful, diversified commercial market farm. Ideal candidates are self-motivated people who are looking for agricultural training with a community purpose, and on-site training on the working details of small-scale farm management.

CRAFT members gain access to hands-on training and learn skills that will help them advance from farming novice to starting and running their own farm. CRAFT offers on-farm training and business planning, field day workshops hosted by member farms and access to a wide variety of resources. All provided directly by the experienced farmers. Farmers will be exposed to a wide diversity of farming practices and join a supportive network of farmers and farmers-in-training.

CRAFT welcomes trainees with all levels of experience, even if they have never farmed before. CRAFT trainees include rural and urban residents, men and women, young and old. Classes and farm tours offered as part of CRAFT are open to the public.



FIG. 3.40 Interns of Ozarks CRAFT



FIG. 3.41 Working on an Ozarks CRAFT farm

11. OzarksCRAFT <http://ozarkscraft.wordpress.com/>



# IDEA: TRI-CITY DEVELOPMENT

## TRI-CITY

Stone County is located in Southwest Missouri. As of the 2000 U.S. Census, the county's population was 28,658. Stone county was officially organized on February 10, 1851, and is named after William Stone, an English pioneer and an early settler in Maryland who also served as Taney County Judge.<sup>11</sup>

There are seven main cities in Stone county; Crane, Gelena, Kimberling City, Indian point, Branson west, Reeds spring, and Blue eye. Among all of them, Crane, Gelena and Reeds Spring are the three main communities on the north side of the county. The idea of "Tri-City" that the Project Team proposes is based on this area formed by the three communities. This Tri-City area is between Springfield and Branson, the two largest cities in southern Missouri.

Among the communities in the Tri-City, Crane is the biggest community with a population around 1,400 people.

Galena, the county seat, is located along the James River. The population there was 451 in the 2000 census. Galena is the county seat. Due to its political position as the county seat, Galena has many administrative and service facilities for the county, such as a county courthouse, jail, and library.

Reeds Spring is located 35 miles south of Springfield, and 12 miles west of Branson. The city is named after the spring discovered by the Reeds brothers, and the spring was used as a water source for many years. Reeds Spring had a population of 465 in the 2000 census. Among these three cities, Reeds Spring is the one closest to Branson, and it is adjacent to Branson West.

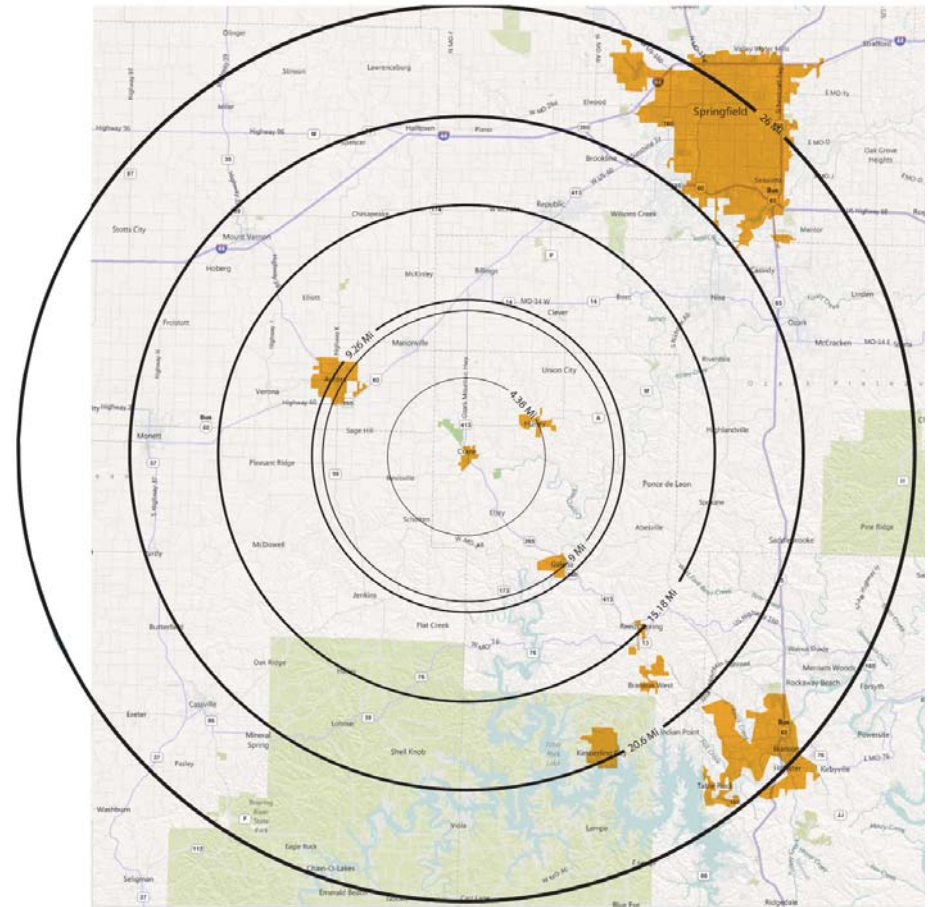


FIG. 3.42 The Tri-City development Area

## TRI-CITY SHARED BACKGROUND

### LIFESTYLE

The majority of the residences in these three communities are white people, middle class or low income. Many of the residents in these cities only contain a high school education. Almost half of the people are working outside of the cities from where they are living, commuting to work.

In terms of lifestyle, the small town feel is an advantage in gathering the community together for the future development. These three cities are located in rural areas with small populations. People in these communities maintain a close relationship with their neighbors. They know each other personally and news can quickly spread by mouth. People generally do not participate in community activities as often as they used to, and many people in this area have lost their pride in, and the connection to, their cities, due to lifestyle changes over time and due to the little amount of time that is spent in their hometowns.

### HISTORY

These three cities share similar historical movements. They were all founded in the early 1900's, due to the initial timber industry. After the timber industry, people in the three cities shifted to the tomato canning industry. During the tomato harvest, seasonal workers flooded into this area. In peak times the population of the seasonal workers was as many as the residents.

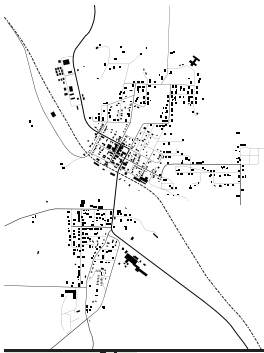
### ECONOMICS

Currently, these three cities have similar economic conditions and challenges. Since this Tri-City area was traditionally rural farming area, the historic economic boom was driven by farming opportunities; However, because of the development of industrial farming in the past 60 years, the mass-produced food industry has taken the business away from traditional local farming, and the local economies have declined in all three cities.



FIG. 3.43 Tri-City map of Crane, Galena, and Reeds Spring





## IDEA: TRI-CITY DEVELOPMENT

### LOCATION

In the Tri-City development plan, the three cities can take advantage of their geological location and relation to each other. Crane, Galena, and Reeds Spring are all located between Springfield, MO and Branson, MO. These three cities form a link between the two larger cities. The market and resources from Springfield and Branson could be served as the developing engine for the Tri-City area.

### LINKS IN TRI-CITY

Other than the shared background among the Tri-City, mutual assets shared by three communities include the Crane Creek, Missouri Scenic Byway 413 and the railway. All of these could be used to link the Tri-City together. These mutual assets can be shared and utilized by the three cities for future development.

### CRANE CREEK

Crane Creek runs through Crane and Gelena. It is a 23.2-mile-long (37.3 km) stream that flows through the town of Crane, Missouri and is notable for its trout fishery. The creek, a tributary of the James River and part of the White River drainage basin, is a part of the Missouri Department of Conservation's trout management program and is classified as a Blue Ribbon Trout Area<sup>12</sup>.

### RAILWAY

The railway is a highlight of the heritage of Crane and the surrounding area. It is part of the Missouri Pacific Railroad. This part of the railway was built at the beginning of the 1900s. It played a significant role in the early development of this area. The railway was used to ship most of the products and supplies in and out of the area. The railway also transferred passengers.

### MISSOURI ROUTE 413

Route 413 is a highway in Missouri running between Route 13 in Springfield and Route 13 in Reeds Spring. It connects all three of the cities, and it is an older alignment of Route 13, which was later rerouted<sup>13</sup>.



FIG. 3.44 Crane Creek



FIG. 3.45 Railroad and Crane Creek



FIG. 3.46 Missouri Scenic Byway 413



## TRI-CITY DEVELOPMENT

Taking advantage of the similarities and proximity of the three communities will aid in the revitalization of Crane and allow the proposed revitalization ideas and new opportunities to expand to the Tri-City and then eventually to areas outside of the Tri-City. Galena and Reeds Spring will participate and contribute to this development at the same time.

The Project Team proposes to organize Crane as the economic hub among the region to aid in the revitalization of the community. In the past, the community thrived as the hub due to the roundhouse, lumber mill, tomatoe canning, and other various industries that grew from the area. In this comprehensive plan, Crane will begin this process through the introduction of the CCSA, which provides opportunity for a locally-produced organic food industry. Revenue and jobs generated from this industry will also help to revitalize the community.

Another proposal is to develop the parks, greenway and recreational assets of the community to attract eco-tourism as well as surrounding community members with various activity options. Especially the greenway system, which connect the city and conservation area, will extend out the city limits and become alternative connection of Tri-City region.

Use of the highway and railway would aid in linking the community to the region. By capitalizing on existing assets, these movement systems could be used to transport goods and services, as well as people, throughout the region. Highway and passenger rail can provide affordable worker housing and workforce to regional employes in Monett, Springfield, Branson tiangle. Creating movement systems that connects Crane to the region that creates easy access to the community for potential visitors will aid in generating revenue.

All of these ideas, that will be discussed in depth in the design solutions portion of the document, work together to revitalize the community by the process of beautification, activation, and growth.

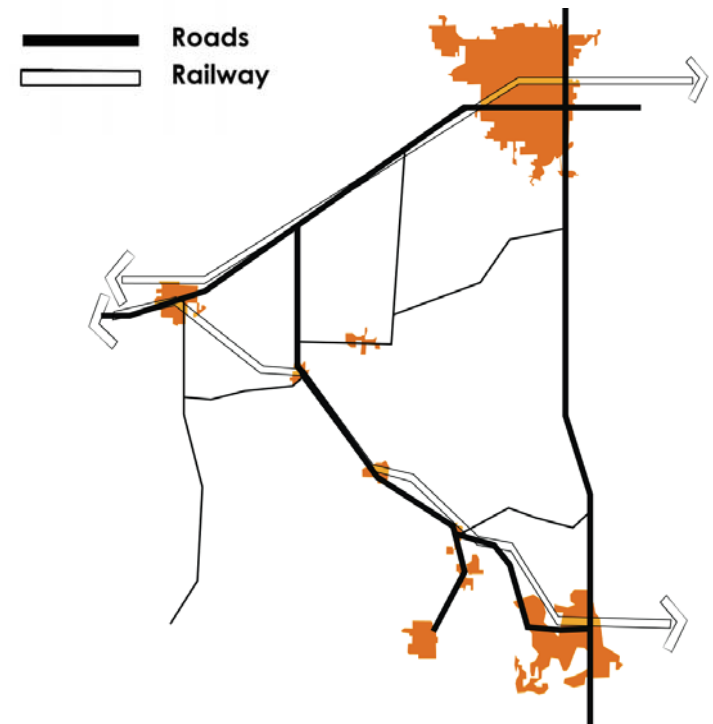


FIG. 3.47 Main Roads and Railroad connections

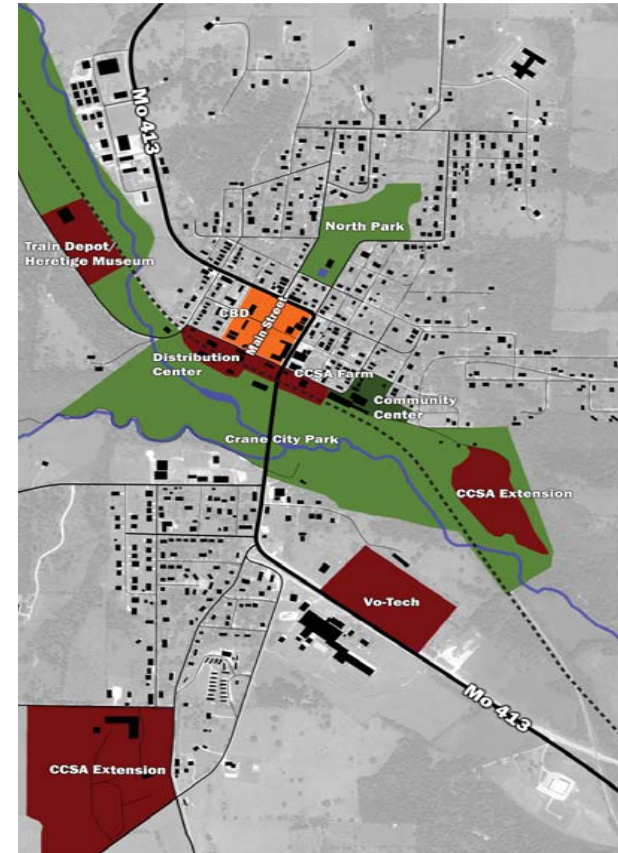


# RECOMMENDATION: DESIGN SOLUTIONS

## DESIGN SOLUTIONS AND PHASING

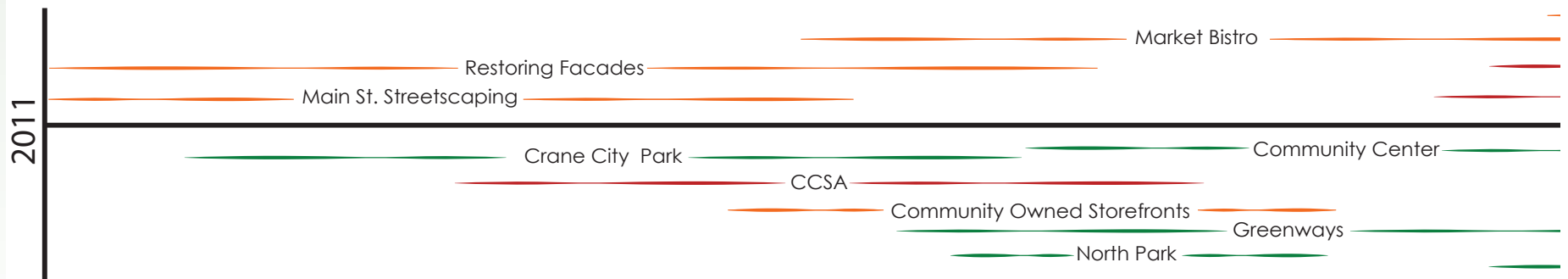
The Project Team has developed proposed design solutions, as an application of proposed ideas in the previous section, to reach the goals of creating an economic base and enhancing the quality of life for the city of Crane. These solutions are phased over a twenty year period that encompasses three phases: The first phase focuses on preparing the city which will expose the community's assets. Phase two focuses on the activation of Crane's assets, that will revitalize different sections of the city. The third phase promotes the further growth potentials by expanding the networks and integrating with additional opportunities. Through analysis and research the Project Team has chosen 3 projects as the focuses: the downtown, parks and recreation, and the Crane Community Supported Agriculture (CCSA) as areas to activate, and grow.

- Prepare and expose the community assets
- Active the assets by introducing anchors
- Grow by expansion



Crane 2031 Master Plan

FIG. 4.1



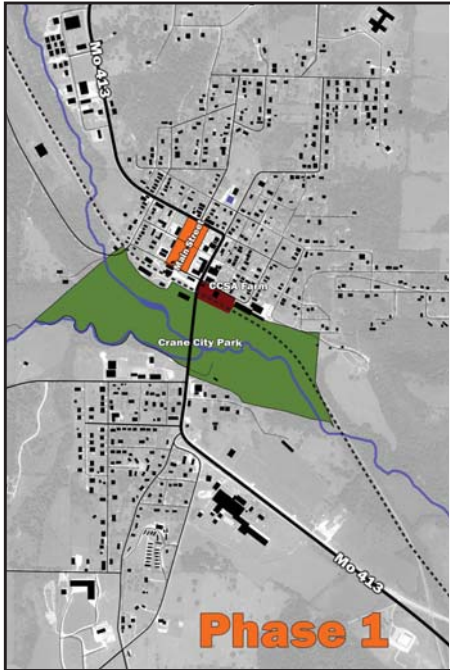


FIG. 4.2

### Phase I: Prepare

- Main Street Facades
- Downtown Streetscapes
- Developing City Park
- Creation of CCSA



FIG. 4.3

### Phase II: Activate

- Market Bistro
- Community Center
- Greenways
- North Park
- Community Owned Storefronts
- Vo-Tech

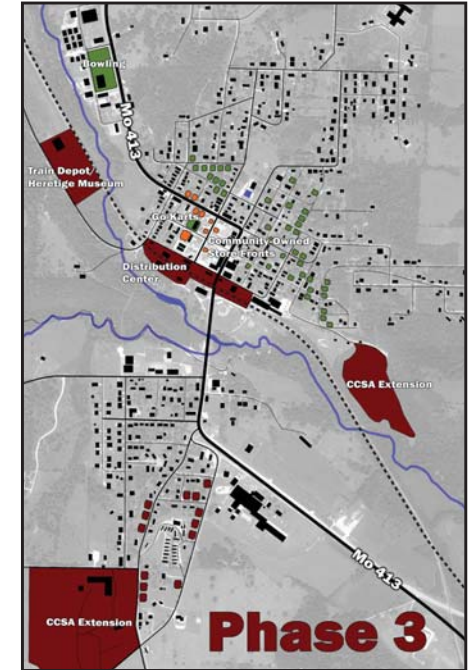
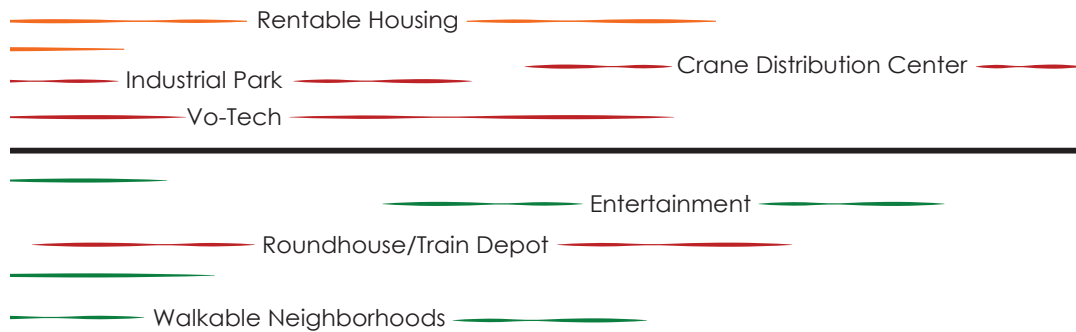


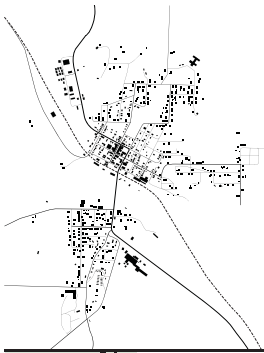
FIG. 4.4

### Phase III: Grow

- Rentable Housing
- Crane Distribution Center
- Entertainment
- Roundhouse Train Depot
- Walkable Neighborhoods



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# RECOMMENDATION: DOWNTOWN

## DOWNTOWN REVITALIZATION

The downtown area of Crane is approximately four blocks, which includes the historic Main Street, storage, the city hall, the fire department, some private businesses, and some single family housing. The goal of the downtown revitalization is to create a city center which attracts businesses, creates housing opportunities, and becomes a connection between the communities two main parks. The proposals of downtown revitalization have been developed over the course of the three phases.

In phase one of the downtown revitalization the Project Team proposes to begin renovating the facades and begin the Main Street streetscaping. This will be the first step toward attracting businesses to downtown, and will also connect the North Park and City Center Park with an attractive pedestrian corridor. In the second phase, we will introduce the Market Bistro into the downtown, and start to develop rentable housing for the future development of Crane. Future business and rentable housing development are essential for the future plan of Crane. The last phase of the downtown revitalization will provide opportunities for entrepreneurship within the downtown area. This will both bring business and boost Crane's economy

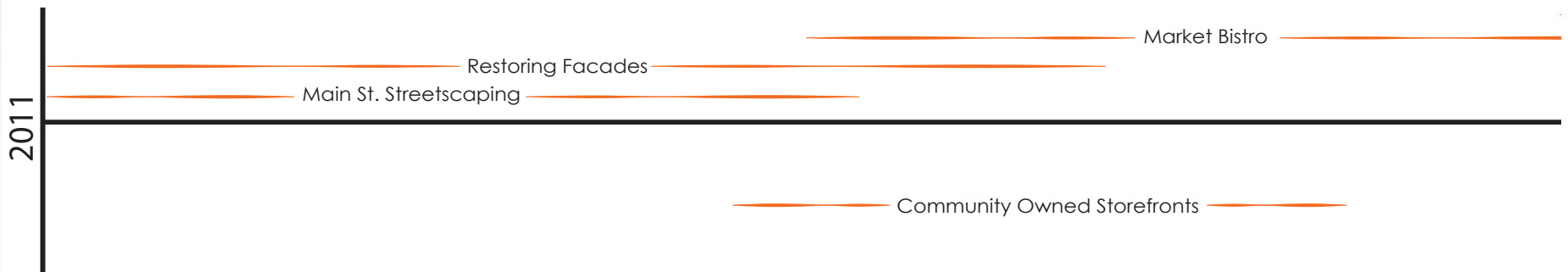






FIG. 4.5 Downtown Master Plan

————— Rentable Housing —————

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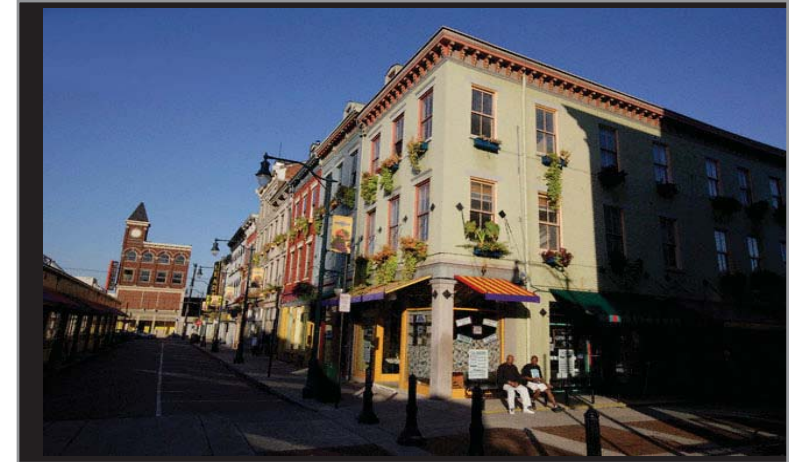


FIG. 4.6 An example of revitalized downtown



FIG. 4.7 An example of refurbished downtown facade

# RECOMMENDATION: DOWNTOWN PHASE I

## A. MAIN STREET FACADES

Renovating the Main Street facades is one of the first steps of the beautification of Crane, which will restore the image of the downtown and shape it into the business district of the city. Promoting this business district will attract investors to the area, which will benefit Crane's economy.

Currently, the facades are fairly well maintained but are not held to a set of guidelines. This has created a clash of opposing styles on Main Street. The facades need to appear more polished, and should be painted and kept to their historical appearances through the use of coordinating colors, materials, and design. The buildings can then relate to one another in order to create a cohesive up-kept environment. Renovating the facades will bring the downtown back to life by creating an inviting area for businesses to come and for people to gather.



Fig. 4.8 Location of Facade Scheme

Restoring Facades  
Main St. Streetscaping

2011

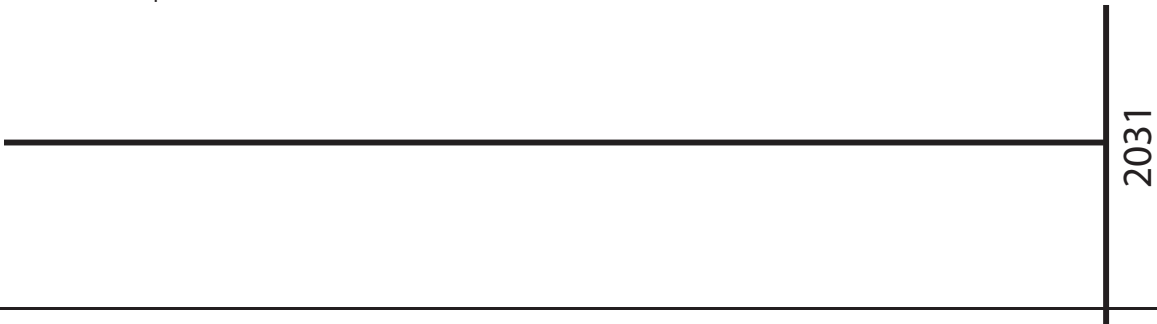
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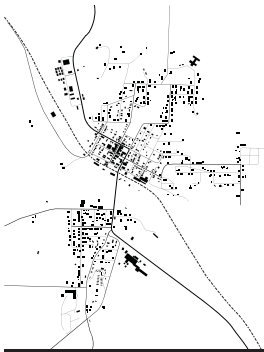


FIG. 4.9 Proposed Main Street west facade



FIG. 4.10 Proposed Main Street east facade





# RECOMMENDATION: DOWNTOWN PHASE I

## B. DOWNTOWN STREETSCLAPING

Developing the streetscape in the downtown area will create a corridor between the two parks in Crane. This will allow active living opportunities as well as the renovations of downtown. The district then would acquire a lively and attractive atmosphere that will encourage more businesses to come to the area, which will help increase Crane's economic base.

The Project Team proposes a new design of the Main Street with streetscaping. The current Main Street is a two lane one-way street with angled parking on each side of the street. In the new design of Main Street the angled parking is changed to parallel parking, along with parking lots that will be added or repaved off of 413 behind the funeral home and the current V-mar parking. This will allow the sidewalks to be widened for walking, biking, gathering, storefront overflow, and vegetation. Public gathering spaces like plazas are essential in bringing business to the downtown and to create a sense of place. Even relatively small areas, such as the empty lot adjacent to the library, can bring life to the street and nearby businesses. Other elements of streetscaping that will be used are benches, planters, and trees along the street and sidewalks. With these changes the Main Street will become pedestrian friendly and will encourage activities to occur along the sidewalk. This will create social spaces in the downtown area and will also create a more comfortable and lively downtown.



FIG. 4.11 Downtown Crane revitalized



FIG. 4.12 Downtown Crane





The streetscaping will also involve the addition of signs and streetlights. The signs will let people know they have entered the district, promote the area, and create a downtown identity and cohesive sense of place. The streetlights will enhance the historic downtown look, and they will allow the downtown to be a safe and attractive place to be at night.

Since the Main Street connects the North Park and the Crane City Park, the streetscaping will create a corridor that links the parks and creates an appealing transition between them, while also providing additional opportunities for outside social interaction. It is essential to create a clear image of the Main Street corridor in order to draw in visitors and people driving through the city. In order to do this, a green intersection will be placed at the Missouri Byway 413 and Main Street intersection that will slow down the traffic to draw attention to the Main street corridor.

After the streetscaping of Main Street, it becomes a comfortable and vibrant space to be used during festivals and events. The programming of festivals and activities will then further promote the city and its assets. With more utilization of the Main Street corridor will bring people into Crane, which can generate a customer base for local businesses, build pride among residents, and increase overall awareness of the city and its assets.

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FIG. 4.13 A downtown sidewalk as a social space



FIG. 4.14 Addition of trees along 413 and Main St.



# RECOMMENDATION: DOWNTOWN PHASE II

## MARKET BISTRO

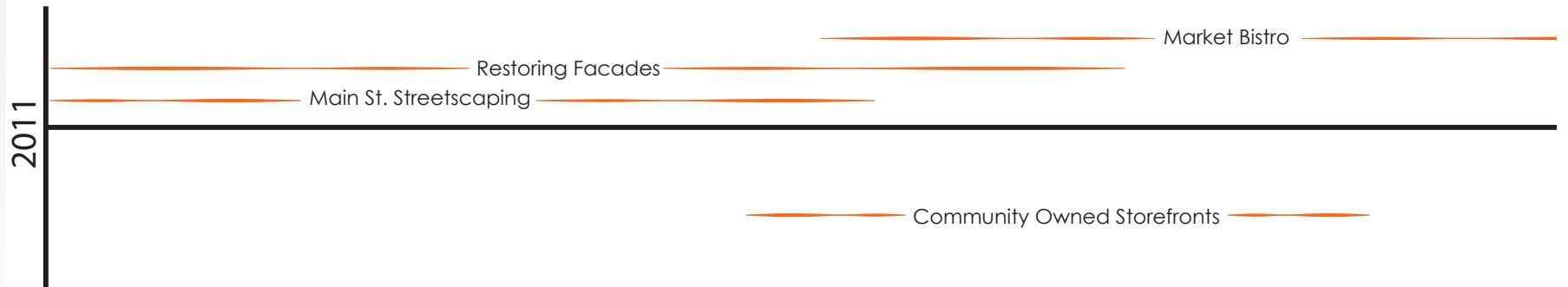
The first phase of beautifying the Downtown district through streetscaping and facade renovations, begins the process of activating the assets of downtown.

The Market Bistro is a proposed local downtown restaurant and co-op market. The opportunity for a market to develop within phase II is created following the beautification in phase I and the development of the CCSA. The activation of Main Street is therefore promoted through the CCSA, while the CCSA also benefits financially through Main Street. This link to the CCSA will be used for the exchange and market of the fresh local produce. While the produce can be sold in the market, and it can also be used as ingredient in the meals on the menu.

The venue will provide a gathering space for community members of all ages. It also promotes active living by encouraging the community to be a part of the Main Street life. This will be a place where the community can come to relax, play games, and get a bite to eat. Local musicians will also have an area in the market where they can perform and share their music with the community.



FIG. 4.15 Location of Market Bistro



The Market Bistro can also play a part in the Tri-City Development after it has grown. To promote the CCSA to the region, the distributors of the CCSA produce can bring their clients to the Market Bistro to sample the produce. This can also generate interest in the regional CCSA farms



FIG. 4.16 Bistro



FIG. 4.17 Market



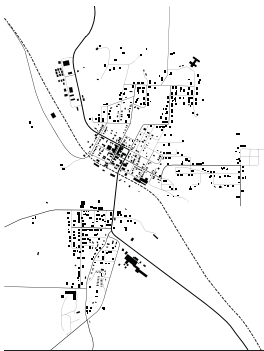
FIG. 4.18 Market Bistro design proposal in Crane



FIG. 4.19 Market Bistro design proposal in Crane

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# RECOMMENDATION: DOWNTOWN PHASE II

## C. COMMUNITY OWNED STORE-FRONTS

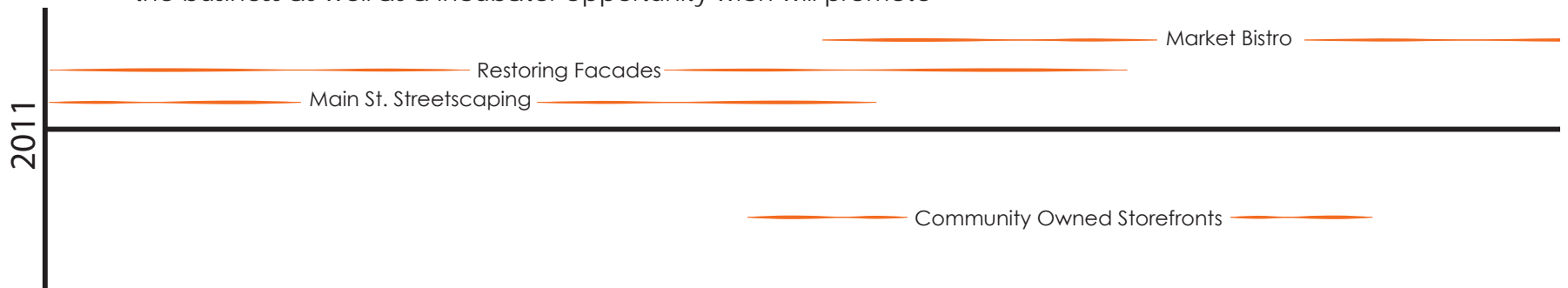
The economic downturn in 2008 has forced many downtown businesses to close, and the vacant storefronts now provide opportunity to promote entrepreneurship. Phase three focuses on the growth of downtown after the area has been beautified and activated. The Project Team proposes to create community owned store-fronts, which are stores owned by a community trust, which the community allows new businesses to use. A community owned store-front promotes the growth of the business district by providing an opportunity for new businesses to begin.

As Main Street becomes more active through this comprehensive plan, a community owned store front can provide a space that encourages young entrepreneurs to set up businesses for a fixed amount of time for rent-free or a relatively low rent. As the business grows and becomes self-sustaining, it can move to a nearby location in Crane to function on its own.

This idea supports downtown revitalization by creating a store-front that changes through time, allowing consumers to experience something different every time they visit. Filling store-fronts with business that is changing will create a dynamic environment that draws people to Main Street, in turn aiding the success of the business as well as a incubator opportunity which will promote



FIG. 4.24 Community Owned Store-Front location map





entrepreneurship and development of high school or higher education business opportunity.

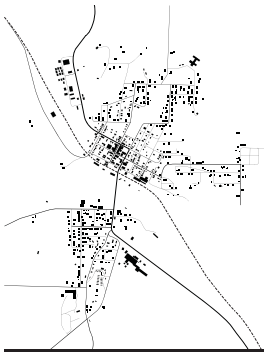


FIG. 4.25 Proposed example of a Crane Community Owned Store-Front



FIG. 4.26 Existing vacant store front

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# RECOMMENDATION: DOWNTOWN PHASE III

## D. RENTABLE HOUSING

As the downtown becomes activated and revitalized, rentable housing and lofts will be brought to the area. There are not many rentable housing opportunities currently available in Crane, the provision of which will fulfill the current need, by single parent families and independent professions. The existing rentable housing is occupied and the vacancies that do exist are in a state of disrepair.

The rental housing development is essential for the future plan of Crane because of the current need for rental housing and because jobs created from ideas in the master plan and the revitalization of the business district will bring in people wanting to live and work in downtown in Crane. These people might be temporary, seasonal workers, and may want to live close to the place in which they work, so the rentable housing in the downtown area would be a viable option for them.

The rental housing project will begin by renovating some of the storage buildings surrounding the downtown vicinity into apartments. Another option for providing rentable housing is transforming the upstairs of downtown buildings into rentable lofts. This area can be transformed into a loft space that is rented



FIG. 4.20 Potential sites for rentable housing



out by the building owner. This could be short term leasing for visitors who are just passing by or are staying for the various festivals hosted by Crane, and they can also be long term leasing for tenants. Tenants like returning college students, empty-nesters and young professionals. As the downtown becomes revitalized and activated, this will become an appealing place to live and a sought-after location for rentable housing. Not only will this bring more people to the downtown area, it also has the possibility of densifying the city towards downtown.



FIG. 4.21 Downtown Multi-use building

Rentable Housing

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FIG. 4.22 A downtown loft with a view

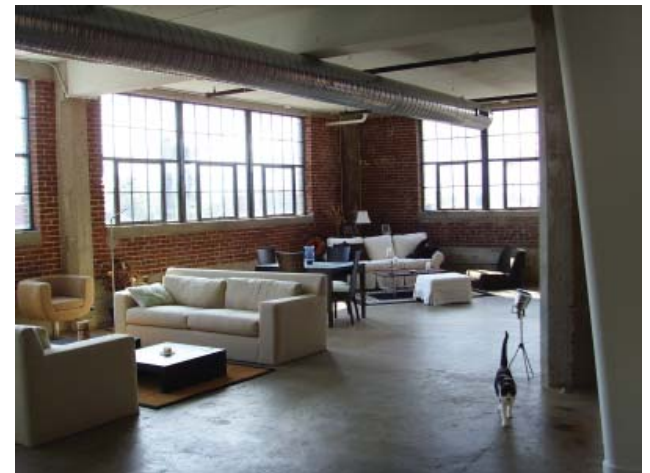
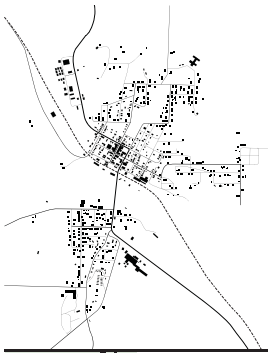


FIG. 4.23 An example of a loft renovation



# RECOMMENDATION: PARKS & RECREATION

## INTRODUCTION

The goal of developing this area is to promote active living and to enhance the quality of life. Not all of the following ideas for this area can be implemented at once, thus they are laid out in 3 phases. These phases are planned in a way that will help to beautify the area, beginning the process of revitalizing the community. The purpose of developing Crane City park is to create a connection between the two communities on either side of the park. This connection is essential to revitalizing the social network of the community and providing a gathering space that promotes active living and an enhanced quality of life.

In the first phase, development of Crane City park, integrates walking trails and a plaza to define a node that creates the connection of the community. Creating a space to socialize on nice days provides opportunity for engagement with other neighbors. After first activating the social network, the second phase is to start the process of creating a self-sustaining community. North of Crane City park is a small plot of land that the CCSA can start. This is a prime starting spot that is centrally located in the community that is accessible by the entire community through trails and roads. The final phase helps the community to grow. Providing walkable neighborhoods attract potential homeowners with safe streets. Entertainment is added as well to attract people from surrounding communities, generating revenue for the city of Crane. All of these phases work together to by first beautifying then activating, and finally promoting growth in the community.

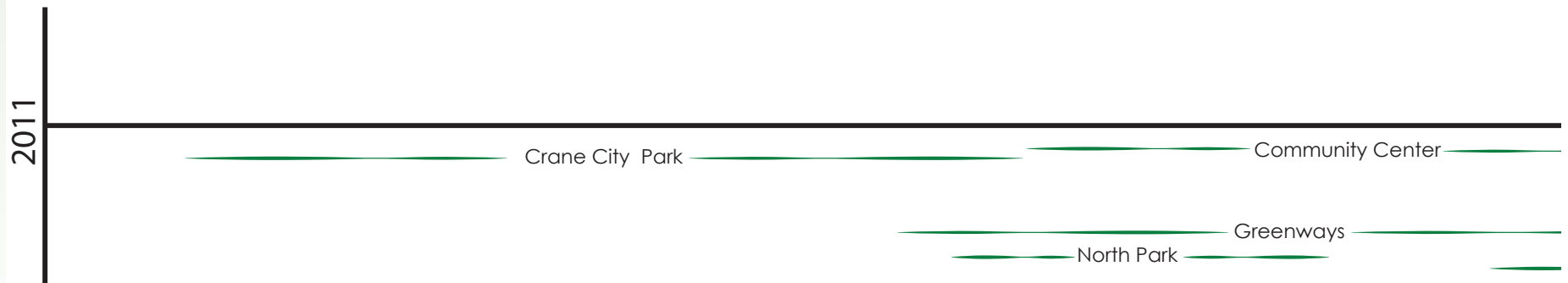






FIG. 4.27 Concentrated area map



FIG. 4.28 Diagram of the Area being focused on.



FIG. 4.29 Kids playing in the park.



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# RECOMMENDATION: PARKS & RECREATION PHASE I

## CRANE CITY PARK

The park is located in the center of the community and spans from the Wire Road Conservation area past the baseball fields. Though only the area for the Broiler Festival and ball fields are currently developed, the park provides a great opportunity to connect the two sides of the community to Main Street and the conservation area. The park can also act as a gathering space for the community for various festivals and farmers markets.

### PLAZA

The plaza, located near the creek and the overpass, will provide a gathering space where people can go to relax during the day. It will highlight Crane Creek, which is known for the McCloud Trout, and the overpass as monuments to the community. The plaza will also provide opportunities for local craftsmen to display their works. The Plaza also acts as a connection of walking trails for pedestrians. Trails will flow throughout the park and the greenway system that connects to the conservation area. Walking trails will enhance quality of life through promotion of active living.

### CCSA (CRANE COMMUNITY SUPPORTED AGRICULTURE)

The CCSA, located just north of the park and east of the Missouri Byway 413, will begin here as a small scale farm. With this as the starting point, the CCSA can expand farther to the eastern part of the park over time. It's accessibility from the Byway and within walking distance from the entire community makes it the most suitable location.



FIG. 4.30 CCSA Farm



FIG. 4.31 Plaza Proposal

Crane City Park

Greenways



## PAVILION

The addition of a pavilion will provide a space for outdoor performances and evening movies to happen during nice summer days. Creating a natural stadium-style seating can also provide an oasis in an urban space.

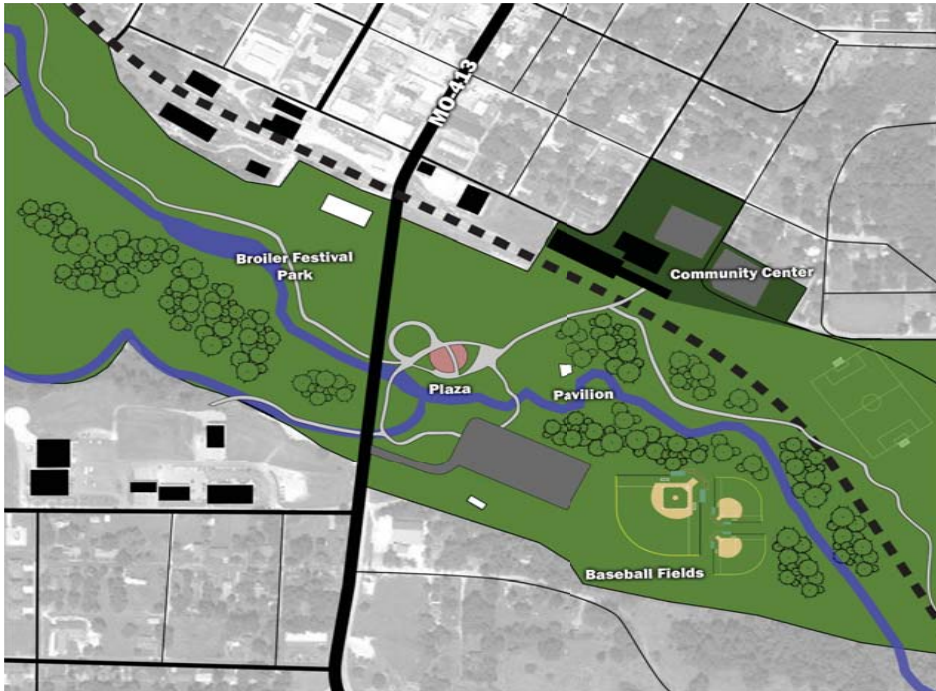


FIG. 4.32 Central space of the Crane City Park

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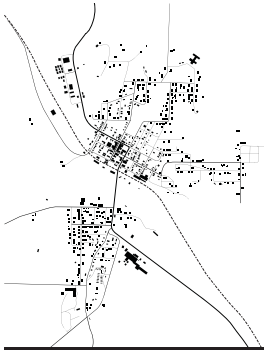
FIG. 4.33 Baseball Fields



FIG. 4.34 Plaza



FIG. 4.35 Pavilion



# RECOMMENDATION: PARKS & RECREATION PHASE II

Phase I creates the connection point for the next phase to happen. Phase II begins with the development of the greenway system, the north park, and the community center to activate the community through opportunities of active living. Though all ideas can relate to active living, this phase implements activities for the community.

## GREENWAY

The greenway system is an active living feature that will incorporate the Crane City Park and the nearby conservation areas. The conservation areas will be a vital part of the greenway system because they contain a majority of the proposed trails, and have potential to become a part of the Tri-City connection. The greenway systems will consist of a series of trails for walking, hiking, running, and biking. The trail will be a mixed experience that follows the highway, railroad, and the creek. With the increased popularity of mountain and road biking in recent years, the addition of bike trails will promote eco-tourism in the area. It is a growing sport that has people traveling all over the country to try new routes. Along these routes would be educational stopping points that inform people of the variety of different facts about Crane, the creek, and the surrounding areas. This will also create an opportunity to educate people about the CCSA program and its potential impact on people's lives through active living.



FIG. 4.36 Map highlighting the regional greenway trail





## TRI-CITY CONNECTION

The conservation areas can become part of the Tri-City development by using the greenway trails to connect the three cities. The trails will run from Crane to Galena and Reeds Spring, which will allow people who are outside the city of Crane to have access to the trails and active living opportunities. This allows non-community members to be connected with Crane and its assets, and provide an alternative mode for getting people to Crane.



FIG. 4.37 Biking on the greenway

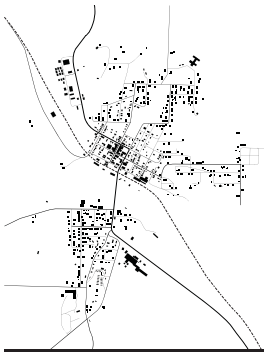


FIG. 4.38 Family enjoying greenway trail



FIG. 4.39 Greenway incorporating water

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# RECOMMENDATION: PARKS & RECREATION PHASE II

## NORTH PARK

The North park has many opportunities to further develop and activate the area through promotion of active living. Currently the park boasts the only public pool in Stone County and a skate park that the community students raised money for. The location of the park in relation to Crane Community Park allows Main Street to become a connection between the two. This will create a walkable corridor for numerous activities.

To make the park more inviting to the community, creating a more defined entrance will provide a sense of wholeness to the park. Benches throughout the park, picnic tables, and parking spaces will create an inviting atmosphere and more enjoyable experience for the community.

Activating the north park will create a positive influence on the surrounding neighborhood by providing a social and activity node in the area. Residential development will increase around the park once an interest in the area has begins to develop.

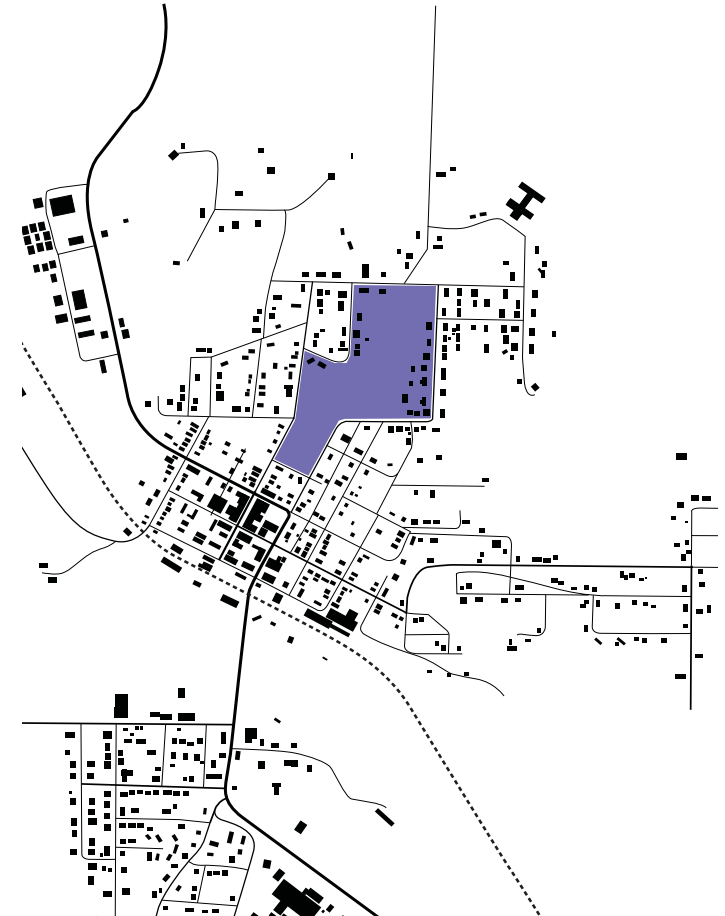


Fig. 4.40 North Park location map



## DISC GOLF COURSE

Bringing a nine hole disc golf course to the northern park of Crane can activate the area further to a broader range of community members. This course can be expanded to a full 18 hole course once more land is acquired or the site is more tightly developed.

Disc Golf brings many benefits to the community. The course is environmentally friendly and inexpensive to install. The impact of the course on the community will be significant. By offering a new amenity to another niche group that might not currently visit Crane, adding vitality to the surrounding neighborhoods.

This low impact intergenerational exercise can be enjoyed by the entire community, providing an opportunity to enhance the social network of the community. With yearly tournaments held at Crane, regional community members can be invited, enhancing Crane's connection to the region.

The disc golf course can provide a possible source of revenue as well. As the popularity of this competitive sport increases, "pay-for-play" tournaments can be held at Crane. The tournaments can generate seasonal revenue and promote other amenities at the park, as well as youth based business.

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FIG. 4.41 Disc Golf Course



FIG. 4.42 People playing disc golf



# RECOMMENDATION: PARKS & RECREATION PHASE II

## COMMUNITY CENTER

Community members often have to leave the community to find activities rather than spending their spare time inside Crane. The community of Crane could benefit from the addition of a community center. The community is currently lacking places to come together and do activities.

The abandoned casket factory has the potential of being renovated into a community center. Its size and location are ideal, making it accessible from all areas of the community. Located near downtown and next to the park, the community center connects to the Greenway system, providing a connection to the various outdoor movement and recreational systems.

The community center could contain a basketball court, a weights gym, classrooms, a meeting hall, a bike rental shop, and many other activities to be open to the public. It would activate the surrounding area of the community and allow for potential housing development in the surrounding neighborhood. A community center, over all, would allow the people of Crane to live and play inside the community.

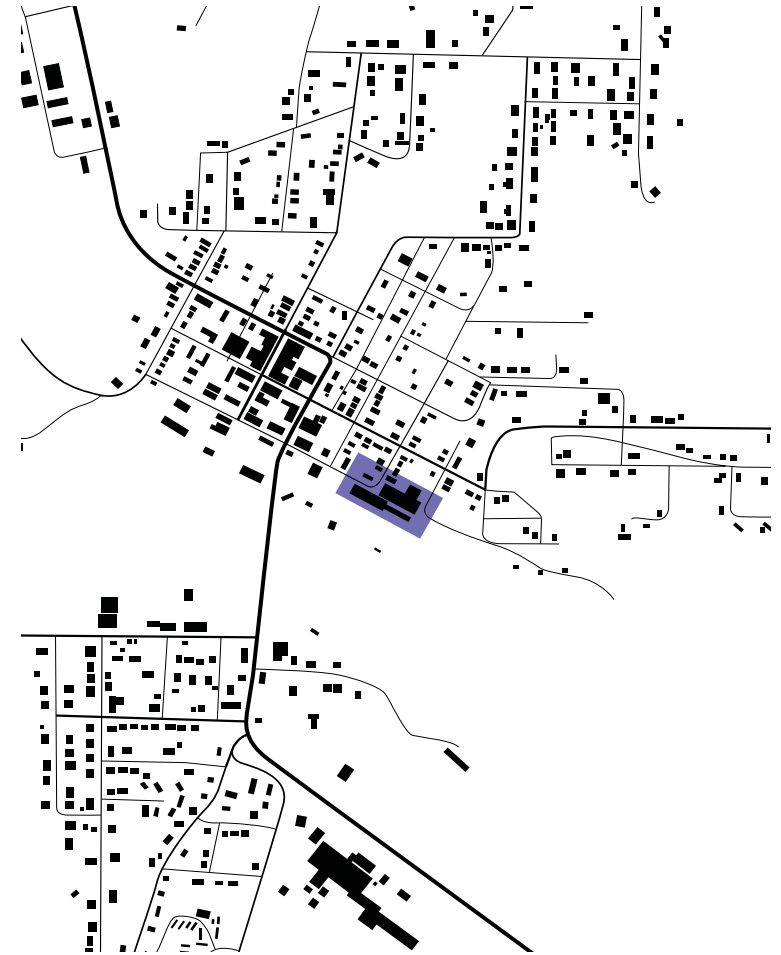


FIG. 4.43 Community Center location map

Crane City Park

Community Center

Greenways

North Park



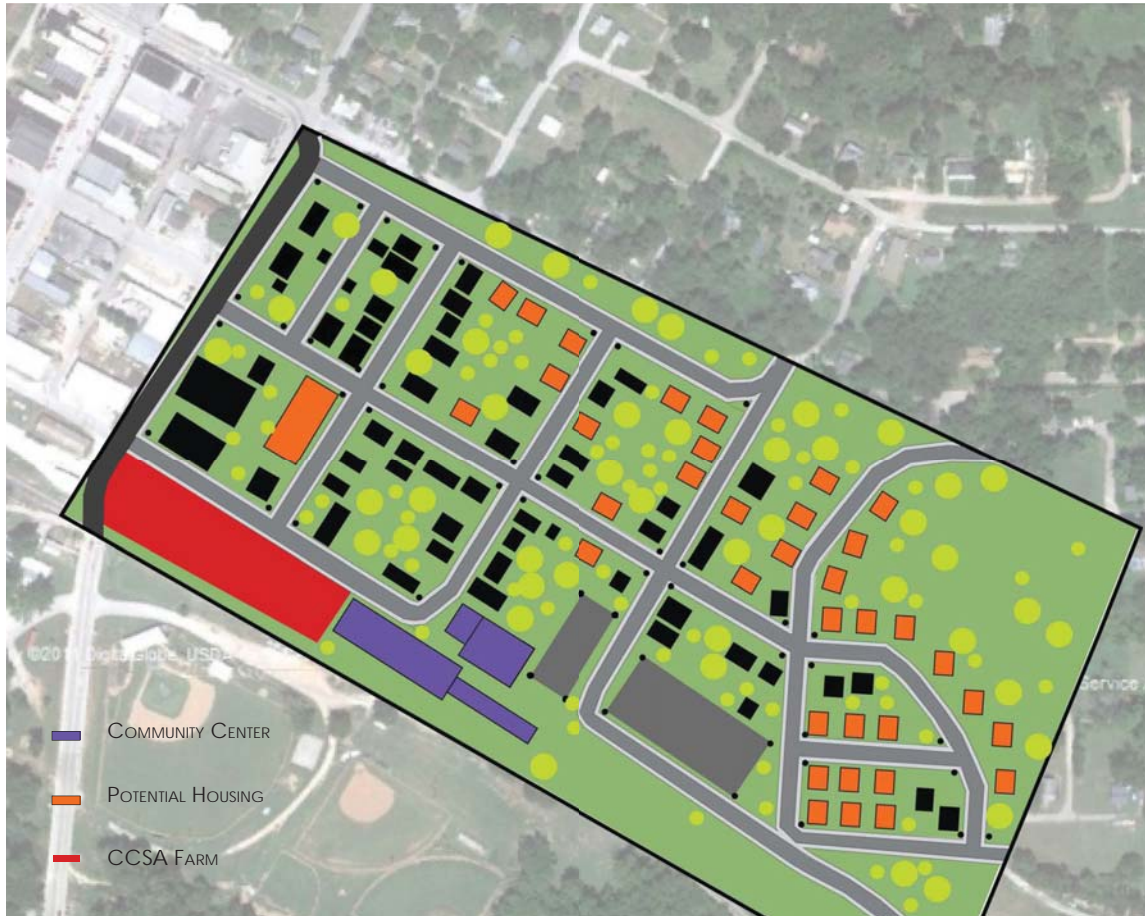


FIG. 4.44 Community Center Master Plan

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FIG. 4.45 Community Center perspective



FIG. 4.46 Community Center perspective



FIG. 4.47 Community Center perspective



# RECOMMENDATION: PARKS & RECREATION PHASE III

Phase III promotes growth throughout the community through walkable neighborhoods and providing activity opportunities. With the first two phases paving the way by preparing the community and activating the assets, growth can occur further.

## WALKABLE NEIGHBORHOODS

Developing the streetscape in the community would help beautify the neighborhoods, making it more attractive to visitors and community members and promote an opportunity for active living. Streetscaping includes the visual and experiential elements of a street, such as roads, street furniture, trees and plants, open spaces, and parking; combined to form the street's character. Improving the streetscape by adding sidewalks throughout the town would create walkable neighborhoods that provide a safe path for walking, running, or biking separate from vehicular traffic providing some that won't follow the streets. Adding streetlights to the neighborhoods also promotes safety and sense of cohesion throughout the community.

A well designed streetscape promotes active living and can enhance the social network. Walks around the neighborhood promote spontaneous opportunities for community members to interact and strengthen the community bond in the many anchors we are providing. Walkable neighborhoods can also provide a shorter path from one destination to the other. Rather than depending on vehicles as the only way of mobility around the community, a bike path and walking trail will provide an alternative, cost-effective and easy access to local



FIG. 4.48 Neighborhood sidewalk

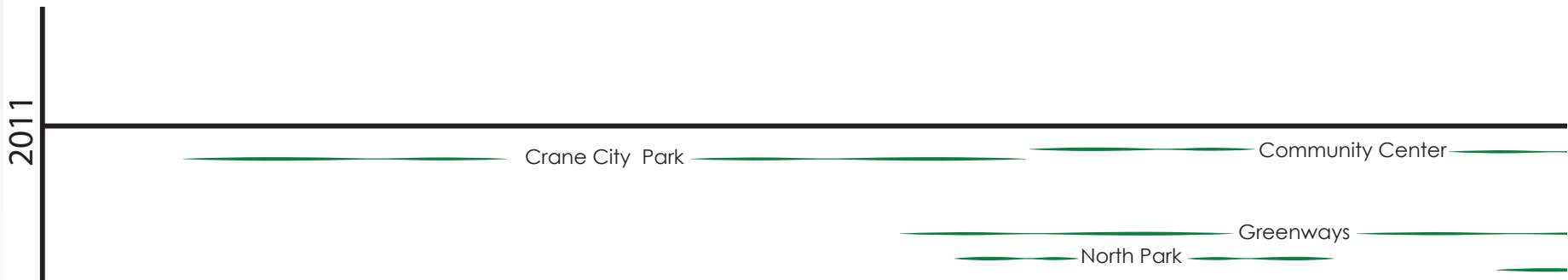






FIG. 4.49 Neighborhood sidewalk



FIG. 4.50 Hiking and Walking path

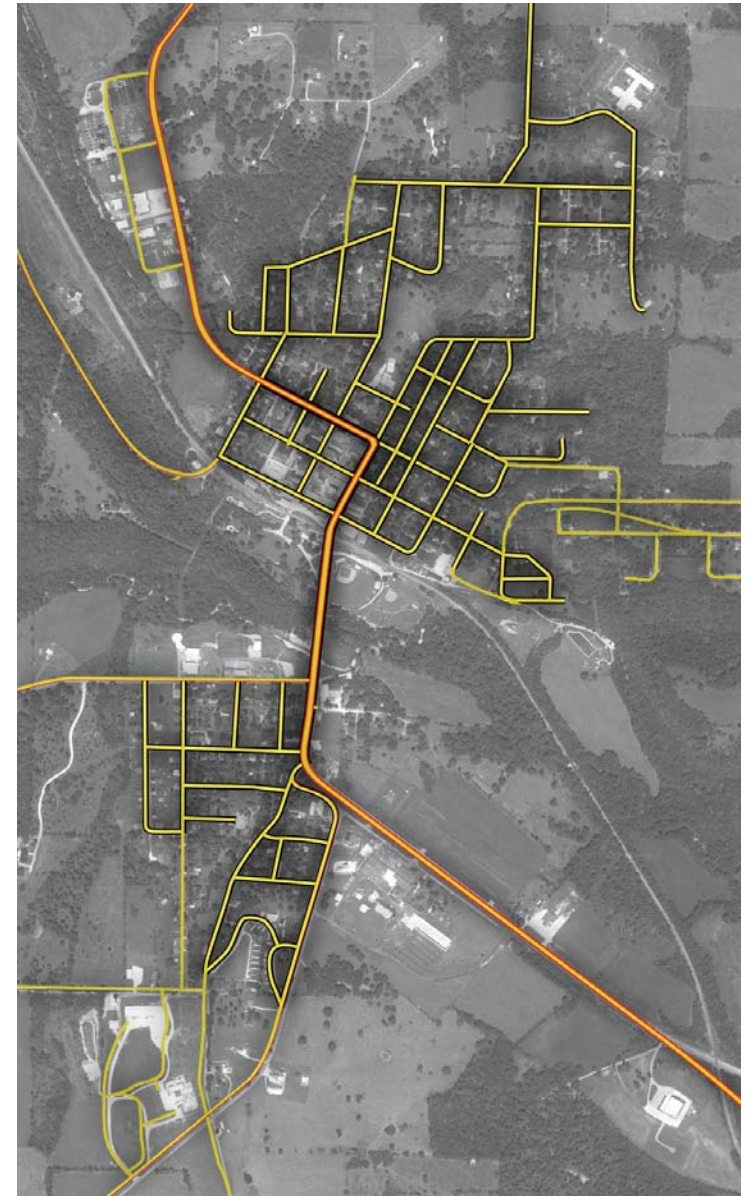
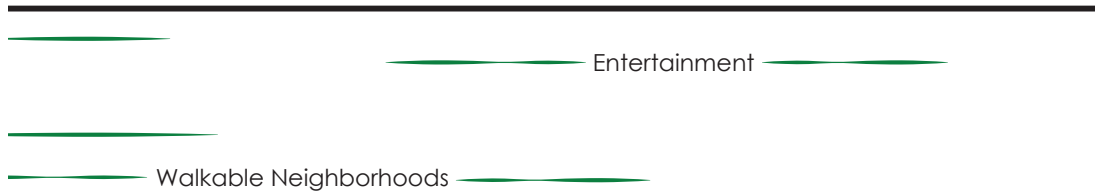


FIG. 4.51 Walkable Neighborhoods



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# RECOMMENDATION: PARKS & RECREATION PHASE III

## ENTERTAINMENT



Fig. 4.52

Throughout the revitalization of Crane, the community should encourage and promote the development of a few entertainment areas in the community, which would provide additional opportunities for people to gather inside the community. These could become activity centers for people of all ages, particularly for the young adults and students, who do not find much to do to occupy their spare time inside the community. This will attract and retain young families.



Fig. 4.53 Kids bowling

### (A) BOWLING

Converting the abandoned grocery store on the north side of the community into a bowling alley will activate the surrounding area through entertainment. This would create a place for people of all ages to spend time in the community. Crane could house a regional league as well a high school league. It not only provides a fun activity for the area, but also generates revenue and jobs to the community.



Fig. 4.54 Entertainment location map

- A. Bowling
- B. Outdoor Movies
- C. Go-Karts





### (B) OUTDOOR MOVIES

Other opportunities for entertainment are movies in the park, and go-karts. Movies would be shown in the North Park, just north of the skate park, using the dam as stadium-style seating. On scheduled dates throughout the warmer, summer days of the year, a community wide movie screening event can be placed. With a screen and a projector set up in the park, the entire community can gather around and watch movies. This could possibly be a youth based enterprise.

### (C) GO-KARTS

A go-kart track can be set up inside and around the old garment factory. This is located near downtown Crane. Placing this activity near Main St. will broaden the variety of activities downtown. Birthday and other party events for younger generations can be planned here and further help to activate the area.

These elements would feed into the Tri-City development and provide alternative entertainment opportunities without having to drive to Springfield or



FIG. 4.56 Movie in the park



FIG. 4.55 Outdoor Go-Kart trac

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Entertainment

Walkable Neighborhoods



# RECOMMENDATION: CCSA

## INTRODUCTION

The purpose of the CCSA is to create a self-sustaining community through locally produced agriculture. This involves distribution of organic foods locally and regionally, educating the community to understand the benefits of organic foods, and creatively engaging various modes of transportation throughout the region, including the railroad.

The goal of the CCSA is to develop the growth of the community through expansion of local goods and services, education of agriculture, vocational training, and transportation throughout the region. Not all of the following ideas can be implemented at one time, therefore they are laid out in the following three phases. These phases are structured in a way that will aid in the development and activation of the community educationally and regionally.

The CCSA is a design solution that will be a overlay of the previous ideas. This allows for it to become a piece of the puzzle that can be in filled with another economic driver that can also work along side with the renewed downtown and active living aspects currently in progress.



FIG. 4.57 Produce from CSA

The first phase will introduce the CCSA at a location that is accessible to the entire community. By creating awareness of the CCSA farm and its function, the CCSA will continue to grow throughout each of the phases. The CCSA is a vital part of the self-sustaining community. It is connected to the entire community to provide food and revenue for the community. This first phase is the education and trial phase of the program.

As awareness continues to grow, continuing education will be introduced in the second phase. The addition of the Vo-Tech and training center will educate students and community members about technologies in agriculture and organic foods. This allows for the community to organize for future growth.

The third phase develops the regional connection through transportation and distribution. The distribution center will provide a means to transport the locally produced, organic food throughout the immediate region. A train depot is also added in this phase. It allows the community members another means of transportation as gas prices continue to grow. The depot will also allow other people around the region to travel to Crane and provide opportunities for heritage tourism. All of these phases work towards community growth beyond the confines of the city limits, first by establishing a self-sustaining community, then growing regionally to bring in revenue in various ways.

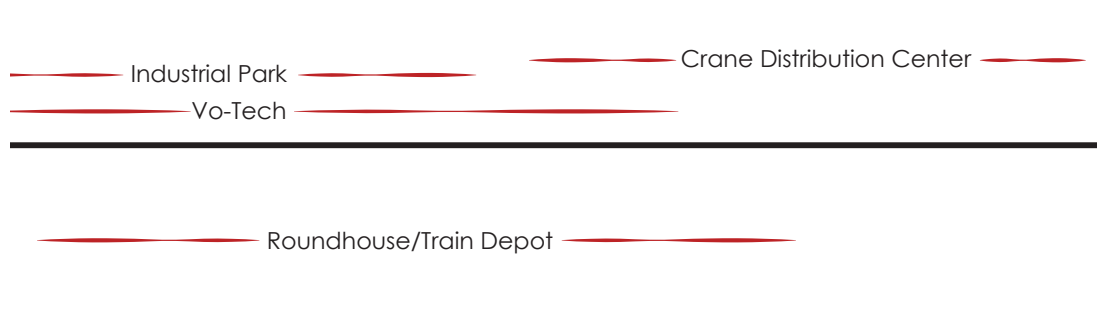
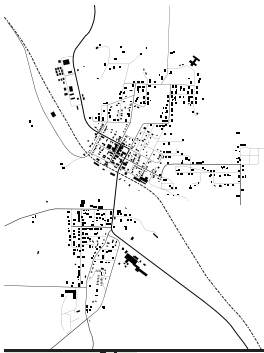


FIG. 4.58 Prepared share from CSA



FIG. 4.59 CSA share being prepared





# RECOMMENDATION: CCSA PHASE I

## CCSA FARMS

In phase I, the CCSA will primarily focus on the area within the community. At this stage, the CCSA's mission is to raise the awareness of the locally-produced, organic food within the community, and start a small scale farming community and school gardens, which will provide locally-produced food to the school and the community. This will help create and spread the image that Crane is becoming a place for locally-produced, organic food for the local and regional area. Throughout the season, all the members of the CCSA will share the food produced by the CCSA farms, and the school's cafeteria will receive a large portion of the produce harvested. This will provide the students with fresh, locally-produced food, improving the quality of school lunches and snacks.

The CCSA will have small scale community gardens for the community to work and school gardens. The CCSA will also plan community and regional-wide activities and festivals to promote itself and the city. The farmers and sharers of the CCSA will sign a contract and make a payment before each season. The CCSA will provide farmers with financial support as well as education and training in organic farming techniques.





The CCSA can become a place for the region to purchase affordable and locally-produced, organic food. The organic farms in Crane can serve as tourist destinations which visitors can tour and become educated about farming techniques, value-added agriculture and organic food. As the CCSA grows, it can benefit the people of Crane as well as the people in the wider region by providing job opportunities for farmers and distributors and by promoting health.



FIG. 4.62 Working on the farm



FIG. 4.63 People gathering food on the farm



# RECOMMENDATION: CCSA PHASE II

## GROWTH OF FARMS

In Phase II, the CCSA will continue to develop within the community while it will also grows outside of the city limits and begins to re-engaged local farm land. People in the community begin to have a clear understanding of the CCSA, while more and more people get involved in this program. Also in this phase, the community will be provided with opportunities for continuing of education.

The CCSA can benefit the region in many ways. Since Stone County has a tradition of farming communities, the cities within this area share similar farming history and character. So the CCSA can grow into a regional collaborative. The members of these communities can join the CSA model, start small scale farming within their communities, and share the production.



## EDUCATION

In the second phase of the CCSA, building the education sector of the community is highly important. It is necessary to continue educating people about agricultural techniques and the CCSA Program, as well as provide opportunities to gain knowledge and skill base for those in need of work.

To build upon existing foundations within the community, the expansion of high school programs, such as Dual credit, A+, Advance Placement and the international Baccalaureate Program, will be essential. These programs prepare students with opportunities after high school.

## VO-TECH

Development of the Vo-Tech as an education center that focuses on agriculture and mechanical systems will provide an opportunity to improve agricultural techniques within the region. Crane's Vo-Tech will have two separate buildings; one for agriculture and one for mechanics. The Agriculture building will house classrooms, labs, lecture halls, and a greenhouse. The mechanical building will have classrooms and shop areas for working on different machines. This center is to be used by the community or visitors from the surrounding area. The idea of the Vo-Tech is to prepare young people for the work force and provide older people with an opportunity to learn new techniques. As the interest in the CCSA grows, the farm land will serve as the main farm used in the program. The farmland grows as the program grows.

Once the benefits of new high school programs are realized, neighboring towns will start to use them as well. This will make Crane the seed that spreads knowledge throughout the area. The Vo-Tech will become a technical center for Crane and also for surrounding cities. Not only does this allow for people to get training, it will also generate more interest in the CCSA in the region.



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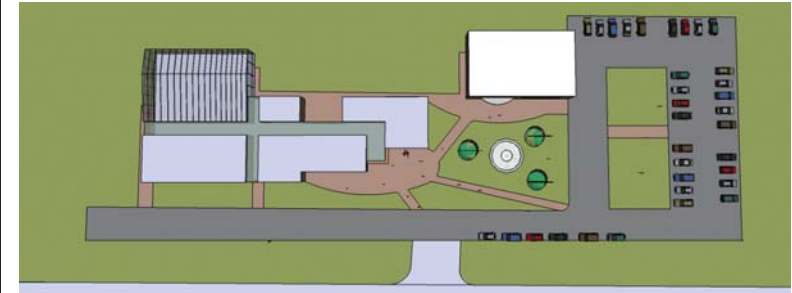


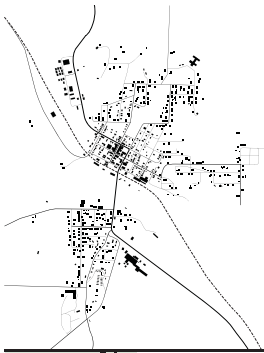
FIG. 4.65 Vo-Tech Education Center Plan



FIG. 4.66 View of center entrance



FIG. 4.64 View of both educational buildings



# RECOMMENDATION: CCSA PHASE III

## INTRODUCTION

In phase III, Crane will be developed into a center of locally-produced food for the surrounding area, which includes Springfield, Branson and Stone County. The community will be a hub for producing, exporting, training/educating, and of organic tourism. The CCSA farm will be producing large amounts of food for all of the customers in the region. In this phase, the original CCSA farms are developed into larger-scale, organic farms, and each farm can specialize on harvesting a few items of food rather than a large variety, which will maximize its production. The CCSA would assist the large scale farms by providing financial support, equipment, systematic shipment, unified marketing, and concentrated education. Since the farms will be expanding to the region in this phase, distribution and transportation will become an important part of the CCSA, and utilization of the railway becomes essential. Expanding the railway can be achieved in a way that allows for both the distribution of the organic foods and for transportation of the community members and visitors. Expanding and re-activating the railway will not only provide a means of distribution of products, but also provides an opportunity to promote eco-tourism, and will provide place of attraction and a gathering space for visitors to Crane as well as for the community members of Crane.





## A. TRAIN DEPOT/HERITAGE MUSEUM

A heritage museum is a effective way to educate people about the past to better understand the present and create a better future. With the railway once being a primary form of transportation in the past and now beginning to be revitalized with the rising gas prices. The combination of a train depot and a heritage museum creates a gateway into the community which educates visitors of the heritage of the community and provides alternative transportation for the community. The railway is connected to nearby communities utilizing the train as transportation will promote eco-tourism opportunities to the area. This museum will also educate people about trains and the part they played in this area. This depot museum ties together our active living and education, two of the main ideas for the city plan. The depot museum will be located at the site of the roundhouse which has trails running through it for the greenway system.

This railway Heritage Museum is a lite rail train system which will provide easy, safe, and economically friendly transportation for the area. The train comes through Crane on its route between Springfield and Branson connecting Galena, Reads Spring, and Crane. The depot brings people to Crane to experience the opportunities it has to offer. People can use the trails though the park and conservation area, playing Frisbee golf in the North Park or even spend the afternoon walking though the beautiful downtown.



FIG. 4.68 Train Depot Museum perspective



FIG. 4.69 Train Depot Museum perspective



# RECOMMENDATION: CCSA PHASE III

## B. DISTRIBUTION CENTER

The Crane Distribution Center will work alongside the V-Mar, which is currently active in Crane, to serve as the community owned distribution center for the foods produced in the CCSA, as well as other goods produced in Crane. The railway, which runs next to the center, makes distribution to the wider region quick and easy, and provides direct routes to Galena, Reeds Spring, Springfield and Branson. This distribution center will provide economic efficiency for the community by shipping directly to Crane for distribution, instead of going through Galena or Reeds Spring. This center will also host educational exhibits that explain the production and distribution methods of the CCSA. Having a distribution center in Crane will help cut the distribution cost for all the communities in the area by providing one that is close instead of having to send things to other cities.



FIG. 4.70 Distribution Center



FIG. 4.71 Heavy rail train used for distribution



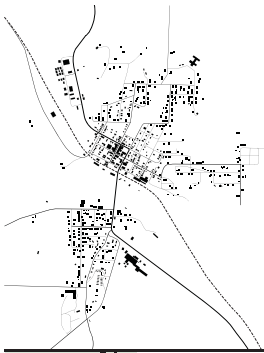
FIG. 4.72 Distribution center perspective



FIG. 4.73 Distribution center



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## APPENDIX: RESOURCES

### Brownfields and Land Revitalization

#### **Brownfields program**

Since its inception in 1995, EPA's Brownfields Program has grown into a proven, results-oriented program that has changed the way contaminated property is perceived, addressed, and managed. EPA's Brownfields Program is designed to empower states, communities, and other stakeholders in economic redevelopment to work together in a timely manner to prevent, assess, safely clean up, and sustainably reuse brownfields. A brownfield is a property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.

#### **Funding**

EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

#### **Implementation**

1. Decipher environmental concerns
2. Determine steps needed to clean up to brownfield standards
3. Residential area needs has the highest level of cleanup



Crane could apply for a Brownfield Voluntary which would give the city technical oversight and a certificate of completion once the clean up was finished. This process can take up to 2 years but is worth it in case of any lawsuits about health from a site.

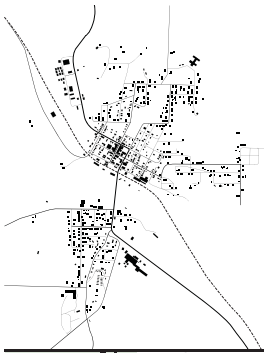
Clean up costs can be up to \$200,000 per site but a waiver can be applied up to \$350,000.

FEMA approved permit needed for building in flood plain.  
State of Missouri Brownfield Tax Credit in which cities are eligible.  
City would need to hire a Brownfield tax specialist  
Someone would have to pay for the cost up front

Other funding can come from EIERA, which is a branch of the Department of Natural Resources. The community could receive:

- A revolving loan fund for clean up
- Deferred loans at about 3% interest
- A non-profit could get clean-up funding

source: [http://epa.gov/brownfields/grant\\_info/index.htm](http://epa.gov/brownfields/grant_info/index.htm)



## APPENDIX: RESOURCES

### Greenways Development Sources

#### Greenway

Greenways are linear parks which preserve undeveloped ribbons of natural habitat, usually through urban areas. Greenways typically follow stream corridors or abandoned railroad rights-of-way. Hard surfaced paths with minimal grade provide access to walkers, runners, bicyclists, in-line skaters, wheelchairs and baby strollers. A greenway offers an alternate transportation route for all kinds of people within a city, but this is not the only reason a greenway is necessary for the vitalization of the natural environment. A greenway trail can also serve as a conduit for wildlife by connection what was once only paved streets and concrete to other natural habitats that are found in the outskirts of the community. This greenway must also offer a continuous link with as little disturbance from roads and other development as possible.

The cost of building a trail:

- \$15/linear foot for wood chips and volunteer installation at 6 ft. wide trails
- \$25/linear foot for asphalt at 10 ft. wide trails.
- \$55/linear foot for concrete at 10 ft. wide trails.

In order to receive Federal Grants:

The trailways should be treated like a highway and have entrances and exit ramps

Money can be funded by:

- Parks and Recreation
- Transportation Department
- Flood Plain Mitigation
- Health Department
- Recreation Trails

#### Funding

There are many different sources of funds for the acquisition, development and management of greenway facilities. To maximize the amount of financial support for any greenway project, local public sector funds should be combined with funds from state, federal and private sector sources. Many communities involved with greenway implementation are choosing to leverage local money as a match for outside funding sources, in essence multiplying their resources.

The Transportation Efficiency Act of the 21st Century (TEA21), and its predecessor, the Inter-modal Surface Transportation Efficiency Act (ISTEA), is the single largest source of federal funding for greenway and other bicycle and pedestrian projects in the United States. It is administered through the United States Department of Transportation and provides up to 80% of the cost of developing and constructing facilities such as greenways, rail-trails, sidewalks and bike lanes.

### Implimutations

- Combine recreation and transportation plans, and combine different modes of travel.
- Link adjacent subdivisions with non-motorized connections, bike-and walk-ways, and short-cuts that encourage walking and bicycling.
- Provide trail linkages to workplaces and trails near employment centers as well as to residential areas.
- Use major planning initiatives as opportunities for trail system development.
- Look at all kinds of corridors, transportation, utility, streams, and drainage as opportunities to include greenways and recreation.
- Work with all varieties of agencies, governments, and institutions to include greenways in planning efforts.
- Look beyond the movement of people to attract support from environmental, education, and open space preservation interests.
- Promote trails and greenways as a resource for the future: an investment in more livable communities.

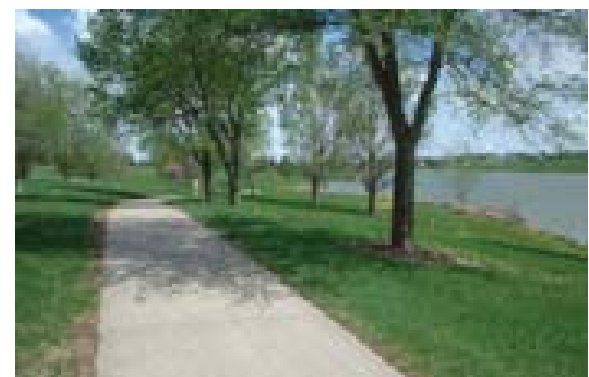
SOURCE: [www.ozarkgreenways.org](http://www.ozarkgreenways.org)



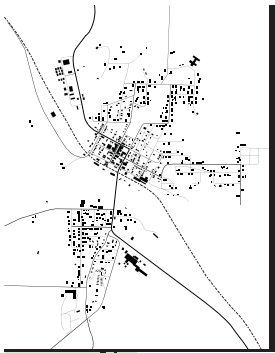
Wood Chip Trail



Asphalt Trail



Concrete Trail



## APPENDIX: RESOURCES

### L.I.D. (Low Impact Development)

#### L.I.D

LID is an approach to land development (or re-development) that works with nature to manage stormwater as close to its source as possible. LID employs principles such as preserving and recreating natural landscape features, minimizing effective perviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product. There are many practices that have been used to adhere to these principles such as bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavements. By implementing LID principles and practices, water can be managed in a way that reduces the impact of built areas and promotes the natural movement of water within an ecosystem or watershed. Applied on a broad scale, LID can maintain or restore a watershed's hydrologic and ecological functions. LID has been characterized as a sustainable stormwater practice by the Water Environment Research Foundation and others.

#### How to implement L.I.D?

##### Flow Control Devices:

Flow control devices are used to reduce peak discharge, attenuating concentrated stormwater flows. These devices are placed in areas of concentrated sheet flow, channel flow, or pipe flow to attenuate stormwater runoff prior to it entering a stormwater management system. These facilities require regular management and inspection of remove excess sediment, trash, and debris.

Check dams are small dams that are constructed across a ditch or swale to slow and temporarily hold water during larger storm events. They can be placed in areas such as the dried up creek that feeds into Crane Creek to help regulate flood flow.

##### Dry Swale:

A dry swale, or grassed swale, is an open grassed conveyance channel that filters, attenuates, and detains stormwater runoff as it moves down stream. Dry Swales can improve site aesthetic and provide wildlife habitat, depending on the type of grasses planted. Periodic inspections of dry swales are needed in order to manage grass growth, and remove large debris and/or trash.

##### Rain Water Harvesting:

Rainwater harvesting involves collection, storage, and reuse of runoff from roofs. Maintenance needs are



moderate compared to other LID technologies, however, water must be used periodically between rain events to maximize storage capacity, minimize runoff, and avoid odors.

### **Pervious Paving:**

Water cannot penetrate traditional paving methods thus the runoff increases potential for flooding. The runoff also washes contaminants from the pavement into the storm system and contributes to downstream pollution. Most pollutants entering the porous pavement are removed by filtration in the pavement's base course or digestion by micro-organisms in the soil. Pervious, or permeable, paving allows water to vertically flow through hard surfaces. As substitutes for impervious paving, they support both pedestrian and vehicular traffic. Large scale vacuums must be used to clean out gravel, paver, and porous systems. When it rains, the water drains directly through the paving to the surface of the ground and eventually into the water table. Since the early use of porous pavement contractors have been able to define ways to make this material more attractive and more decorative with the addition of color and increased attention to texture details. Use of a porous pavement can lead to savings by not having to put in large storm drains and retention basins. Additionally, the pervious concrete allows air to infiltrate the soil, making it practical to pave under the drip line of trees without suffocation them.

### **Infiltration Trench:**

Infiltration trenches are laminated systems with fabric-lined excavations atop a fabric-lined reservoir to increase infiltration. Infiltration trenches require less maintenance if upstream pre-treatment facilities like filter strips are used. Trees should not be planted near infiltration trenches. Annual inspection is recommended to remove large debris and/or trash.

### **Tree Box Filter:**

A tree box filter or in ground well consists of a container filled with amended soil and a planted tree. Underlain by crushed gravel media. They can be incorporated into urban retrofits with the added benefits of water quality improvements and reduction of the urban heat island effect. Occasional inspection is required to remove large debris and/or trash.

### **Rain Garden:**

A rain garden is a planted depression designed to infiltrate stormwater runoff, but not hold it. Rain gardens should be located at least 10 feet away from buildings and from large trees. This prevents water seepage into foundations or underneath houses and allows exposure to sunlight so that rain gardens may dry out between storms.



## APPENDIX: RESOURCES

### Property Assessed Clean Energy Financing (PACE)

#### What is PACE?

PACE emerged in 2008 with a pilot program in California and quickly caught the attention of communities around the country. In just two years, enabling legislation was passed in 23 and is being considered in nearly 20 more. Early California programs in Sonoma County and Palm Desert were soon followed by ones in Boulder County, CO and in Babylon, NY. Before programs were stopped by the Federal Housing Finance Agency (FHFA), Fannie Mae, and Freddie Mac, over 2,000 homes and commercial buildings had used PACE to finance efficiency and renewable energy projects. Here, you can find information on:

- PACE Program Basics – information on understanding PACE and its fundamentals
- PACE Senior Lien – the precedent for senior lien status and its importance
- Making PACE Safe – the steps taken to make PACE safe for all program participants
- How to Establish PACE in Your State – with sample letters to legislators and links to legislation in other states.

#### How to implement?

PACE programs work at the local municipal level and program elements vary to meet the needs of individual communities and reflect differences in state laws. Most PACE programs will share basic features:

- State and local governments establish, in law or public policy, a specific goal or objective: promoting energy efficiency as a means to promote jobs or better air quality, for example.
- A municipal government may establish a type of land or real property secured benefit district.
- Property owners within the district (or the municipality if a district is not required) can voluntarily choose to participate; those who choose not to see no change to their taxes and assessments.
- An experienced contractor will assess the scope of desired improvements. This may involve a thorough energy audit for efficiency measures and their projected savings and costs, or cost estimates for renewable projects weighed similarly against projected energy savings.
- The municipality will provide financing for the project, typically by selling bonds secured solely by payments made from participating property owners.
- Homeowners who receive a financing benefit from the municipality will agree to accept a property tax assessment or charge for up to 20 years, though shorter periods may be chosen or required by the municipality.

source: <http://pacenow.org/blog/>

## Main Street Restoration Fund

### What is the Community Development Block Grant Program?

The Community Development Block Grant Program (CDBG) offers grants to Missouri communities to improve local facilities, address health and safety concerns, and develop a greater capacity for growth. This category provides assistance to improve the condition of a community's downtown area.

### Funding

#### ELIGIBILITY CRITERIA

State CDBG funds are only available to cities and counties in non-entitlement areas. A non-entitlement area is a city with population less than 50,000 and/or a county with population less than 200,000.

#### PROGRAM BENEFITS/ELIGIBLE USES

Grants may be used for public infrastructure and improvements that will significantly contribute to the revitalization or redevelopment of the downtown. These improvements may include, but are not limited to, water, sewer, electric, gas, sidewalks, curb cuts, street paving, parking, lighting, professional services and administration activities. Marketing costs are not eligible.

The maximum amount any applicant can apply for is \$400,000.

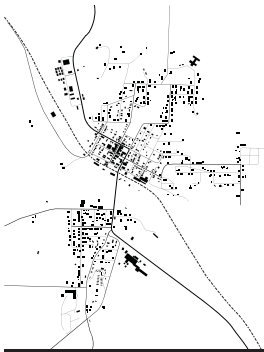
### How to implement?

Communities interested in applying for grant assistance should complete a CDBG application. The application cycle is open year-round with no deadline date and is based upon availability of funds. Applications are rated on need, project impact, local effort, and past efforts. Applicants must score a minimum of 65 points out of 100 to gain a recommendation for award.

### SPECIAL PROGRAM REQUIREMENTS

- Funding is based on several factors. These include, but are not limited to, developing and utilizing adopted design guidelines, maintaining an active downtown organization capable of providing a coordinated redevelopment strategy, and tailoring the public improvements to be a planned and incremental part of a comprehensive revitalization process. Public improvements must be part of a comprehensive redevelopment process such as the Main Street approach, which balances activities in four basic areas: organization, promotion, design, and economic restructuring. The rehabilitation of historic properties must conform to the Secretary of the Interior's Standards.
- The Downtown Revitalization Program requires \$1 of private investment committed for every \$1 of CDBG funds requested. Although there is no local match requirement, successful applicants often include local cash and in-kind to support the projects.
- Downtown revitalization must benefit at least 51% LMI (low to moderate income benefit), or be slum and blight clearance.

SOURCE: <http://www.missouridevelopment.org/topnavpages/Research%20Toolbox/BCS%20Programs/Community%20Development%20Block%20Grant/Funding%20Categories/Downtown%20Revitalization.html>



## APPENDIX: RESOURCES

### Community Connect Grant Program

#### What is the community connection program?

The Community Connect program serves rural communities where broadband service is least likely to be available, but where it can make a tremendous difference in the quality of life for citizens. The projects funded by these grants will help rural residents tap into the enormous potential of the Internet. The Community-Oriented Connectivity Broadband Grant Program (Community Connect Grant Program) is designed to provide financial assistance to furnish broadband service in rural, economically-challenged communities where such service does not currently exist.

**Funding:** \$25,000,000

**Eligibility:** The following entities are eligible for funding::

Incorporated Organizations

Indian Tribes or Tribal Organizations, as defined in 25 U.S.C. 450b(b) and (c).

State or local units of government, or Cooperative, private corporations or limited liability companies, organized on a for-profit or not-for-profit basis

**Eligible areas include:** A single community with a population less than 20,000 which does not have Broadband Transmission Service Applications

**Fund Uses:** Funds may be used to build broadband infrastructure and establish a community center which offers free public access to broadband for two years.

#### How to implement?

Grant funds may be utilized to: (1) deploy broadband transmission service to critical community facilities, rural residents, and rural businesses, (2) construct, acquire, or expand a community center, and (3) equip and operate a community center that provides free access to broadband services to community residents for at least two years. Grants will be awarded on a competitive basis to entities serving communities of up to 20,000 inhabitants to ensure rural consumers enjoy the same quality and range of telecommunications service as are available in urban and suburban communities

SOURCE: [http://www.rurdev.usda.gov/utp\\_commconnect.html](http://www.rurdev.usda.gov/utp_commconnect.html)



## Vo-Tech Grant

### What is the Perkins Collaborative Resource Network grant?

The Office of Vocational and Adult Education (OVAE), Division of Academic and Technical Education (DATE), administers the Carl D. Perkins Career and Technical Education Act (Perkins) and is responsible for helping all students acquire challenging academic and technical skills and be prepared for high-skill, high-wage, or high-demand occupations in the 21st century global economy.

The Perkins Collaborative Resource Network (PCRN), the face of the Division of Academic and Technical Education (DATE), is a resource and information-sharing forum for state CTE professionals. It provides a peer-to-peer forum for states to improve their capacity to promote quality CTE programs and collect quality data as it relates to the Perkins accountability requirements.

Each year under Perkins IV, Congress appropriates more than \$1.1 billion dollars in formula grant funds under Title I (basic state grants) and Title II (tech prep grants) to states, the District of Columbia, Puerto Rico, Guam and the Virgin Islands.

### Funding

#### Title I Basic State Grants

Title I provides the basic assistance and the major share of funds, under Perkins IV, to states for career and technical education

### How to implement?

- Conduct an assessment of the career and technical education programs funded under Perkins IV.
- Develop, improve, or expand the use of technology in career and

technical education.

- Offer professional development programs at the secondary and postsecondary levels.
- Integrate academics with career and technical education.
- Provide preparation for non-traditional fields in current and emerging professions.
- Support partnerships among local educational agencies, institutions of higher education, adult education providers, and other entities to enable students to achieve state academic standards, and career and technical skills, or complete career and technical programs of study.
- Serve individuals in state institutions.
- Provide support for programs for special populations that lead to high-skill, high-wage, and high-demand occupations.
- Offer technical assistance for eligible recipients.

source: <http://cte.ed.gov/perkinsimplementation/titlei.cfm>



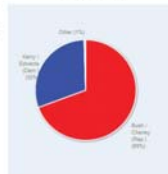
# APPENDIX: COMMUNITY BOARDS

## Crane, MO Economic & Political Data

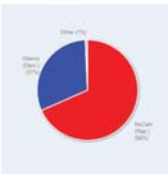
### Governing structure

Crane, Mo is part of Stone County, with the county seat in Galesburg, MO. Since Crane is part of the bible belt of southern Missouri it tends to lean towards more conservative principles which makes most people vote Republican. Stone county is completely controlled by the Republican party at the local level seeing that all elective officeholders are in fact Republican.

2004 Presidential Election results in Stone County Missouri.



2008 Presidential Election results in Stone County Missouri.



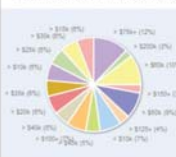
### Sources of Income

Since there are little to no businesses in Crane, the source of income for the city comes from city taxes and dues. Most residents of crane commute to nearby cities for work. Last year the city of Crane's total revenue was \$328,786.95 and project there revenue for this year to be \$600,479.22 according to the budget for this fiscal year. The median household income for Crane is \$26,091 compared to \$45,229 for the state of Missouri.

Income distribution in Crane (%)

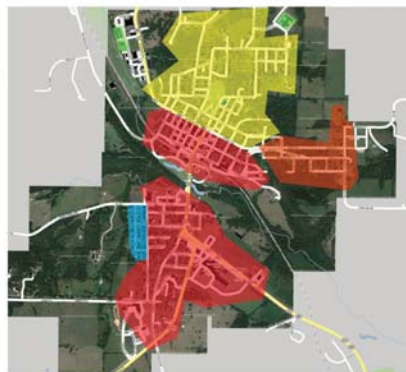


Income distribution in Missouri (%)



### Economic/Business Activities

Since most people of Crane commute to their jobs, there isn't much economic and business activity. Crane is home to over 100 local businesses including many shops, flea markets, cafes and eateries. There once were a few factories located in crane, a chicken factory and a coatlet factory but these have been closed and relocated elsewhere. Every year Crane host a broker festival and a B&W like rally. These produce little to know income in comparison to the cost of assets.



Distribution of Wealth through Housing

## Crane, MO Geographical/Environmental

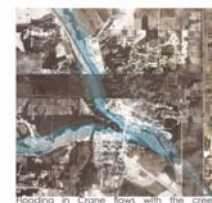


### HYDROLOGY:

Crane contains the permanent Crane Creek, which runs through the town, providing opportunities for outdoor aquatic activities.

There is flooding in Crane, and there are flood plains that run along the sides of Crane Creek.

Crane has a Karst Geology, which is causing the creek to sink into the earth through cracks within the earth.



Flooding in Crane flows with the creek.

### TOPOGRAPHY:

The terrain is very hilly, which creates scenic views around the city, but also is a major cause of the flooding in Crane.

### GREEN AMENITIES:

Crane contains the Wire Road Conservation Area, which encompasses 793 acres and consists of two tracts. The main tract is on the North side of Crane, and the second tract is to the East. This area is about half forest and also consists of old fields, pasture and some grassland.

There are two designated trails through the area. There is a 1.0 mile hiking trail, and a 3.70 mile multi-use trail for hiking, biking, and horse riding.

There are two small parks in Crane, which contain green space and space for recreational activities and festivals.

Right: Parks in dark green/conservation area in light green



### ENVIRONMENTAL ISSUES:

The Crane-area's historical land activity is slightly above the Missouri state average and is 94% greater than the overall U.S. average.



Aurora, Missouri tornado in 2003



The 2007 annual Water Quality Report explains that the drinking water of Crane is contaminated. Some of the contaminants include Copper, Lead, Barium, Arsenic, Selenium, and Radium, which can be caused by corrosion of household plumbing systems, discharge of drilling wastes, discharge from metal refineries, and erosion of natural deposits. This presence of contaminants does not necessarily indicate that water poses a health risk. Some people may be more vulnerable to contaminants in drinking water than the general population, such as people with cancer undergoing chemotherapy and people who have undergone organ transplants, and some elderly and infants can be particularly at risk from infections.

### WILDLIFE:

Crane contains a good population of McCloud Rainbow Trout, which are rare and bring many anglers to the area. The trout are protected by the Missouri Conservation Department with catch-and-release regulations. So, one can fish for the trout, but once caught, the trout must be released unharmed immediately if it is not longer than 18 inches. You can keep one trout a day if it is longer than 18 inches. Crane also contains a fair population of deer, dove, rabbit, squirrel, and turkey.



# Crane, MO

## History

**1820** **Founding of Crane**  
Crane, Mo called "Hollow Grove" in the early 1820s, was a settlement of about 100 people, including the first school, the first church, and the first store. The settlement was founded by a group of pioneers who had come to Crane to work on the Crane River. The settlement was named "Hollow Grove" because of the large number of hollow trees in the area.

**1821** **Founding of Stone County**  
Stone County was organized in 1821. It was named in honor of the first settler, John Stone. The county seat was established in Crane. The county was one of the original counties in Missouri.

**1825** **Crane Christian Church**  
The first church in Crane was the Crane Christian Church. It was founded in 1825. The church was one of the first churches in the area. It was a Methodist church.

**1830** **Crane Farmers Exchange**  
The Crane Farmers Exchange was organized in 1830. It was one of the first farmers exchanges in the area. The exchange was used to help farmers sell their products. It was a place where farmers could buy and sell their goods.

**1835** **Bank of Crane**  
The Bank of Crane was organized in 1835. It was one of the first banks in the area. The bank was used to help people with their money. It was a place where people could deposit their money and get loans.

**1840** **The Civil War**  
The Crane River was used as a route for the movement of supplies and troops during the Civil War. The river was a major waterway in the area. It was used to transport goods and people.

**1845** **Railway**  
The Crane River Railway was organized in 1845. It was one of the first railways in the area. The railway was used to transport goods and people. It was a major mode of transportation in the area.

**1850** **Crane Broker Festival**  
The Crane Broker Festival was organized in 1850. It was one of the first festivals in the area. The festival was a place where people could buy and sell their goods. It was a major event in the area.

**1855** **Lumber Industry**  
The lumber industry in Crane was organized in 1855. It was one of the first industries in the area. The industry was used to produce lumber. It was a major source of income in the area.

**1860** **Schools in Crane**  
The first schools in Crane were organized in 1860. They were one of the first schools in the area. The schools were used to educate children. They were a major part of the community.

**1865** **Caning Factory**  
The Crane Caning Factory was organized in 1865. It was one of the first factories in the area. The factory was used to produce cane. It was a major source of income in the area.

**1870** **Great Depression**  
The Crane River was used as a route for the movement of supplies and troops during the Great Depression. The river was a major waterway in the area. It was used to transport goods and people.

# Crane, MO

## Socio-Cultural Demographic

**distribution of income**

Crane average income is lower than that of the state, with 20.8% of the residents below the poverty level. There is a small percentage of wealth located within the city limits, during our visit to crane we were taken through two newer and more wealthy developments being built just outside of the city limits.

**population by age**

**level of education in the community**

while the city boasts a higher percentage of high school graduates than the state there is a lack of college education within the community. the city also has a higher than state average high school dropout rate.

**organizations**

- Crane Broker Festival Association
- North Stone County Food Pantry
- Crane Chamber of Commerce
- Crane Christian Church
- Crane Business Leaders of America

**events**

- Crane Broker Festival
- BMX bike rally
- summer ball games throughout the week
- movies played in the park weekly
- the retirement home has local bands play during summer weekends
- Spirit of Liberty

**churches**

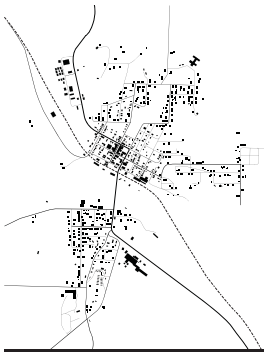
- Assembly of God
- First Baptist Church
- Crane Fundamental Methodist
- Crane Christian Church
- First Baptist Church
- Faith Chapel
- Faith in God Family Church
- Morning Star Baptist Church
- Presbyterian Church
- Spirit of Liberty

**percentages of crane**

**Crime areas**

**Community Gathering Areas**





# APPENDIX: COMMUNITY BOARDS

## Crane, MO

Goal-Objective-Method

### Goal:

● To renew Crane by the establishment of economic opportunities

- To renew Crane by creating a community that is energy independent
- To revitalize Crane by further promoting its role as a tourist destination

### Objective:

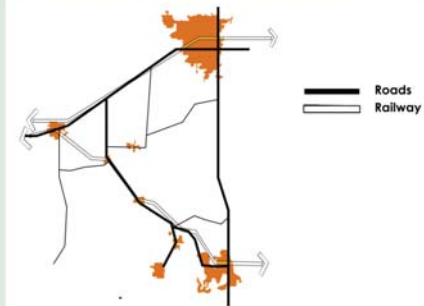
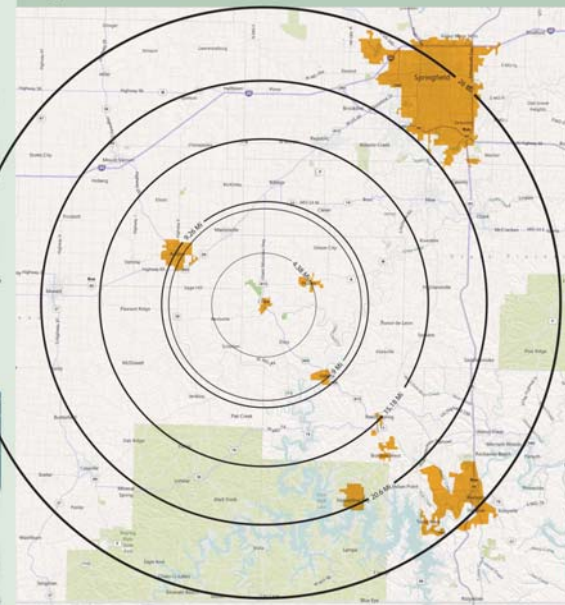
- Provide new opportunities for recreation
- Develop a strong economic base
- Provide adequate infrastructure for future growth
- Promote regional tourism
- Create jobs in Crane
- Provide opportunities for advanced education and training
- Develop social resources to promote/strengthen community bonds
- Create strong regional partnerships
- Enhance the aesthetics of neighborhoods and city of Crane overall
- Provide a range of housing options
- Develop the local industrial park

### Method:

- **Link the City**
  - Promote the local parks and conservation area
  - Develop Crane Creek's embankment for trails
  - Connect North and South side of Crane
  - Establish trails for walking and biking
  - Link conservation area and Crane
  - Link pool/skate park, downtown and city park
- **Enhance and Beautify**
  - Highlight and restore the historic Main St.
  - Enhance the landscape in the city to be more attractive
  - Enhance the Skate park by developing the structure / flood control hill
  - Develop guidelines for unified downtown facades
- **Active Living**
  - Establish a Community Center
  - Community events and the Bioller Festival
- **Economic Base**
  - Encourage entrepreneurship through community owned store front
  - Introduce an investor-owned industry that the community can take part ownership of
  - Introduce a downtown farmer's market
- **Infrastructure**
  - Introduce "complete street" system on Main St.
  - Develop train depot for transportation of people and goods
- **Education and Training**
  - Increase academic value through obtaining the A+ scholarship
  - Collaborate with the school to establish a training center for career opportunities
  - Enhance the experience and aesthetics of the library
- **Energy Independency**
  - Converting agricultural land into emergency energy solutions

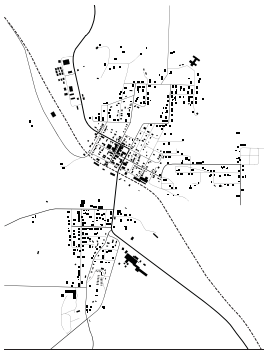
## Crane, MO

regional context









# APPENDIX: COMMUNITY BOARDS

## Crane, MO

### Precedent: Community Centers

**What They Are:**

Community centers are public locations where members of the surrounding community gather for group activities, social support, public information, and other purposes. Community centers are the cornerstone of leisure time activities in many cities, and these centers can serve as a true hub of community activity.



**Who They Are For:**

Community Centers usually offer something for every member of the family. They contain programs for adults, children, teens, and active seniors, so from after school mentoring to sports programs, there is a variety of activities from which community members can choose.



**What They Contain:**

Community centers often offer classes, programs, drop-in activities and special events for people of all ages. These centers often offer before and after school programs for school age children and youth. **Gymnasiums, meeting rooms, pools, kitchens, multipurpose activity rooms, weight/fitness rooms and pre-school rooms** are some of the features that are often a part of community centers. Some centers also have **computer areas** that contain computers that can be used by the general public. Centers also make rooms available for community meetings, classes, social events and weddings. Community centers offer an assortment of programs and activities that meet community needs and promote community involvement in recreation, cultural activities, education, health and family life activities.



**Outdoor Amenities:**

Many centers are connected with outdoor amenities, and these amenities vary from site to site and include combinations of **play equipment, athletic fields, multipurpose courts, picnic areas, and trails.** This allows the center to accommodate both indoor and outdoor activities for the community.



### Concept: Community Center

The city of Crane could benefit by the addition of a community center. This could be a place that would bring the community together and provide opportunities for active living. People of all ages would have a place to go and spend their leisure time, and Crane is currently lacking in places for leisure time activities. Having a community center would help encourage the community to spend time in crane rather than going outside to city for activities.



Proposed location: Abandoned casket factory



The abandoned casket factory would be a prime location for the community center because of its possible connection to the city park and its central location in the city. It could be renovated into a nice and functional community center.



# Crane, MO

Precedent: Downtown Revitalization



**Downtown revitalization is enhancing the social, political, physical, and economic value of the traditional central business district of a community. The goal is to expand and improve the livability and sustainability of the entire community by attracting employment, shopping, recreation, and social activities.**

## Main Street Approach

In 1977, the National Trust for Historic Preservation, concerned about continuing threats to downtown commercial architecture, launched a pilot program to stimulate economic activity in small-city downtowns. The program ultimately helped develop a comprehensive downtown revitalization strategy to encourage economic development within the context of historic preservation. Today, this very successful strategy, known as the Main Street Approach, has been implemented in more than 1,400 towns and cities throughout 41 of the United States.

The intent of a Main Street Approach program is to complete a prescribed set of actions and activities designed to improve the economic well-being of a traditional commercial business district and employment center within a community. Main Street Approach focuses on four pillars: organization, promotion, design, and economic restructuring. All four activities must be integrated for a successful downtown strategy to take place. Each activity reinforces the other three.

**DESIGN** enhances the attractiveness of the business district and creates an inviting atmosphere. Historic building rehabilitation, quality window displays, colorful awnings, well-maintained sidewalks, landscaping, and street lighting all improve the physical image of downtown and help make it a desirable place to shop, work, walk, invest, and live. Design conveys a visual message about the downtown and what it has to offer.

**ORGANIZATION** means building consensus and cooperation among the groups that play roles in downtown. It also involves creating a network that is well represented by those who have an important stake in downtown's economic viability. A strong volunteer-driven program and an organizational structure made up of a board of directors and committees focused on the four points of Main Street provide the stability to build and maintain a long-term effort.

**PROMOTION** creates excitement downtown, marketing the district's unique and enticing characteristics to shoppers, new businesses, and visitors can be an effective promotional strategy to build a positive image. Well thought-out marketing campaigns include advertising, retail promotional activities, and special events.

**ECONOMIC RESTRUCTURING** strengthens the economic base of a downtown area while diversifying it. Economic restructuring activities include helping existing downtown businesses expand, recruiting new businesses to provide a balanced mix, converting vacant space into productive property, and sharpening the competitiveness of business enterprises.



**"Main Streets works because it is 'self-help,'" says Boston Mayor Thomas Menino.**

## Roslindale MA



In 1985, Roslindale Village became one of the first urban Main Street programs. The community formed the nonprofit Roslindale Village Main Street organization and began to implement the Main Street four-point approach.

**Design:** Tired storefront facades and unattractive signs were replaced with updated, inviting designs, and several historic buildings were renovated to preserve the unique character of the district.

**Organization:** To gain the support of the community's stakeholders, a board of directors was established, drawing members from the community's residents, small business owners, and local government officials.

**Promotion:** Community events were organized, including a tree-lighting ceremony, window display contest, and a two-day international festival. These activities brought people into Roslindale Village, generating customers for local businesses, building pride among residents, and increasing overall awareness of the neighborhood.

**Economic restructuring:** To create a vibrant business community, Roslindale Village Main Street worked with existing businesses in the square, helping them to clean up storefronts, expand where feasible, and adjust product mix to better meet the needs of local consumers. The organization conducted market research to identify opportunities for new businesses and undertook recruitment efforts to fill Roslindale's vacant storefronts.

Within the first three years, Roslindale Village Main Street had made major strides. Twenty-nine new businesses had opened. Seventy facade improvements had been made. Forty-three buildings had been rehabilitated, and nearly \$3 million in private investment had been brought into the community. Ten decades later, in 2005, the Roslindale Village renaissance is in full swing. Described as "hip" and "trendy," the village now boasts five notable restaurants, three literary book stores, and a smattering of walk boutiques. Over one thousand people patronize the square's shops and cafes each day, and despite this success, almost all of the businesses remain locally owned.



# Concept: Downtown Revitalization

## Design Principles of Main Street Approach



### Public Gathering

Public or semi-public squares such as plazas and squares. Even relatively small areas adjacent to the sidewalk can bring life to the street and nearby businesses.



### Create Density



A change in the building intensity that signals the transition from a residential area into the heart of business activity. On-street parking also accomplishes the perceived narrowing. This "tuning in" creates the illusion that the street has narrowed, so drivers tend to slow down and watch for pedestrians and parking cars.



### Signs

Signs that let you know you have entered the district promote an area's identity and sense of place.



### Soft the street

"Soft" visual signals, such as street trees, lighting at the pedestrian level, hanging planters and generally lower sidewalks with display benches, benches, trash receptacles, drinking fountains and bike racks. These design elements can play off the character of historical period of the main street.



Downtown West Elevation



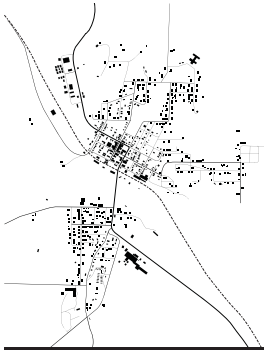
Downtown East Elevation

Use traditional materials as bricks instead of aluminum

The color doesn't match the overall color of downtown buildings

Open the facade with glass window instead of block them





# APPENDIX: COMMUNITY BOARDS

## Crane, MO

Precedent: Center City Park



**CENTER CITY PARK**  
Greensboro, North Carolina

The mission of Center City Park is to serve as a central gathering place for Greensboro's residents and visitors in a setting that is both relaxed and lively. Center City Park incorporates themes and details inherent to Greensboro's history and culture and is designed to represent our city as an open and welcoming place of diverse people. The support of and use of local artists in the Park's art features are an important part of that statement.



*I judge a city by its parks. Growing up, we had an air conditioning, so the only way a good way to cool off. If you had a fan, you'd be back to back. The fan had a fan on the motor to jump into the air, like Superman.*

The design and detailing of the pergolas, which are wooden canopy structures with intricately woven details, are inspired by the shuttle and weaving loom, recalling the importance of the textile industry to the early growth of Greensboro.

The Oval Lawn and Pavilion create a venue for infinitely scaled activities and daily events. The Pavilion provides protection from the sun and bad weather, as well as housing restrooms, support facilities for vendors and special events, and an enclosure for park and fountain plumbing and mechanical operations.

Each edge and corner of the park responds to the adjacent context. Gateways of the northwest and southwest edges are visually porous so as to give pedestrians an open invitation to enter and experience the park. Both northwest and southwest gateways are identified with pergola structures and sculptures to mark the entries.



The fountain is an abstract representation of the seasonal stream beds found throughout the Piedmont region of North Carolina. It increases in size and intensity as the water flows along the elevational change of the water table and culminates at the base of the Great Lawn.

Center City Park was conceived as a series of outdoor rooms that are comfortable and functional for large scale events as well as for small groups and individuals to relax and socialize.



The Great Lawn, adjacent to the main entrance, is oriented to overlook the fountain and slopes down toward Crane Street, forming a natural amphitheatre. This broad lawn supports both daily park use and staging for large events.



City Center

**Broiler Festival Park**

**Crane City Center Park**

**Baseball Fields**

**L.D. PARK**

**BASEBALL FIELDS**



# Crane, MO

## Precedent: Roundhouse Reuse

### Pila, Poland

The town of Pila located in Poland a community that is currently trying to utilize and develop the heritage train structures into an asset that the community may use as an inspiration for future growth. The committee that was formed to oversee the redevelopment of this space within the city has described the potential of the area as a center for tourism and cultural activities. The site of roundhouse is located where many of the cities bike paths converge, the railroad passes, the river that runs through the city is located a short distance away.



Pila Roundhouse

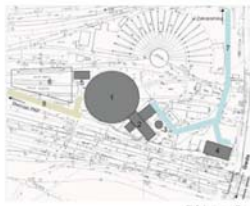
This is a short list of some of the cities objectives and the methods they intend to follow.

#### Objectives:

- Protecting the roundhouse building complex as if a part of the railroad history
- Developing an awareness of the rail heritage
- Promotion of the town and region
- Promotion of tourism and active forms of entertainment

#### Methods:

- Inspiring and developing civil initiative
- Accumulating financial assets
- Organizing cultural tourist events
- Taking part in initiatives with the city and region
- Providing information, promotion, and education



Pila Redevelopment Plan

### Toronto, Canada

The Toronto Historical Railway Association is currently developing three sites in order to contribute to revitalization of the Waterfront. The John Street Roundhouse has been renovated and now contains the Steam Whistle Brewery and a furniture store. Surrounding the roundhouse structure the THRA has created Roundhouse Park. The combination of these two assets creates an outdoor exhibit illustrating Toronto's rail history. The THRA is also relocating historical railway buildings to this park as further additions to its exhibits.

The THRA has named this effort the Railway Heritage Centre and states that these are some of the benefits of such a development:

- It will create a major tourist attraction, which they state is key to reviving tourism in Toronto which has been declining since 2003.
- The tenants of the renovated roundhouse will create tax revenue for the city.
- It describes the role Toronto played in the development of the railways in Canada.
- The railway museum will be the most accessible of any museum in Canada as it is located in Toronto's tourist district.



## Concept: Roundhouse Station



The existing roundhouse foundation provides a unique piece of heritage history. This foundation is proposed to be the center piece of an outdoor railway heritage museum which collects local railroad pieces. The regional greenway trail system would make use of this park as a point of interest along its route.

This new development is proposed to become the passenger rail depot for the regional passenger rail system. The facility is to include rentable space for small retail outlets and a restaurant. As a future gateway to the community this area will create a positive image for the community and draw the visitors into the city.





# APPENDIX: COMMUNITY BOARDS

## Crane, MO

### Precedent: Greenways

Greenways are very beneficial to communities and surrounding areas in many ways. Not only do they help aid in the preservation of the natural features, wildlife and the ecosystem, but it also provides recreation and alternate transportation opportunities. In some cases having a greenway system can even bring up the property value of the surrounding area. Greenway systems are usually strips of land either undeveloped or redeveloped. They accentuate parks and serve as a connector to important places to a city.

#### Boise River Greenbelt

Boise, Idaho is the home of the Boise River Greenbelt. This greenway system is used for recreation and alternate transportation along the banks of the river. Along this greenway also includes many spurs and trails throughout the surrounding area. The greenway system collectively is a little over 30 miles long. This greenway system connects many of Boise's riverside parks and connects with other neighboring municipalities.

#### South Platte River Greenway

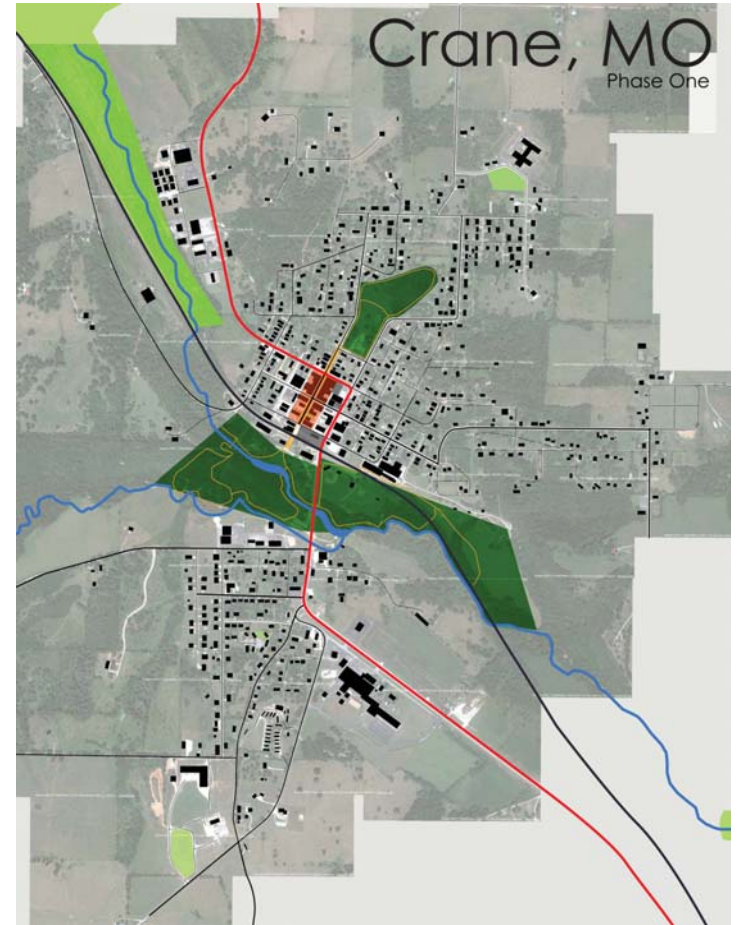
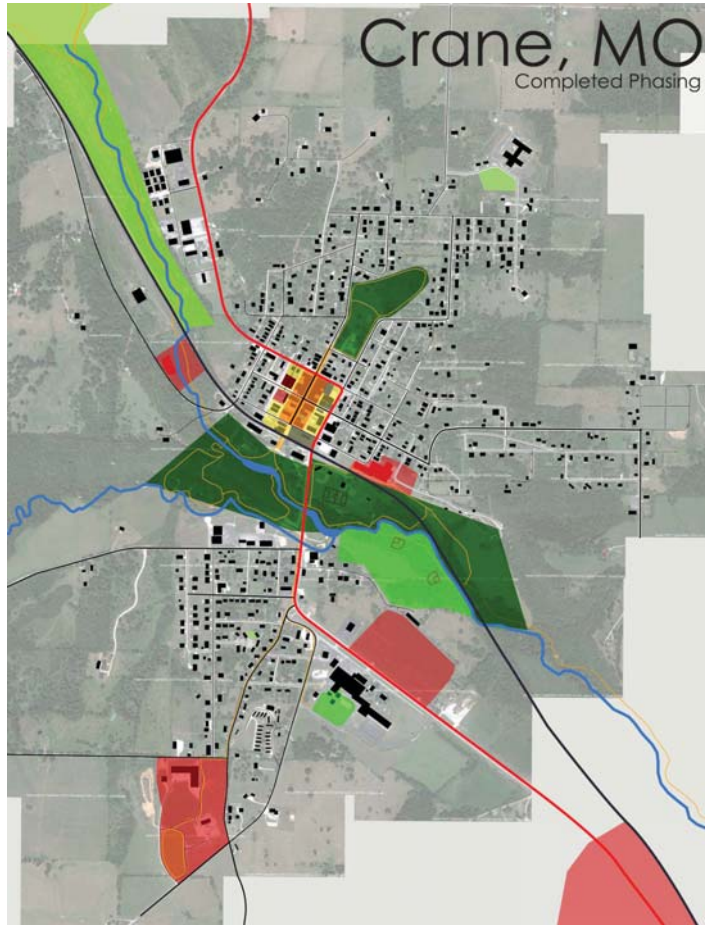
In Denver, Colorado here is the South Platte River Greenway. A once polluted and forgotten about river has been transformed in to an ecological and recreational destination of the city. This greenway has 30 miles of trails which is connected to many parks, boat launches and many other attractions.

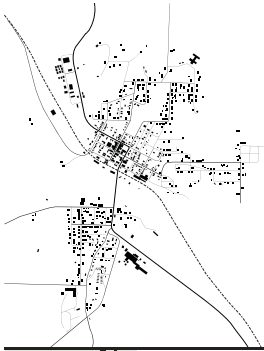
Focusing on parkland, development and educational programming the development of this green way has brought more recreation and education for the residents and visitors of Denver, CO. This renewed interest in the river and greenway has provided more residential development and investment for the area.

#### RIVER NORTH GREENWAY VISION

## Concept: Greenways





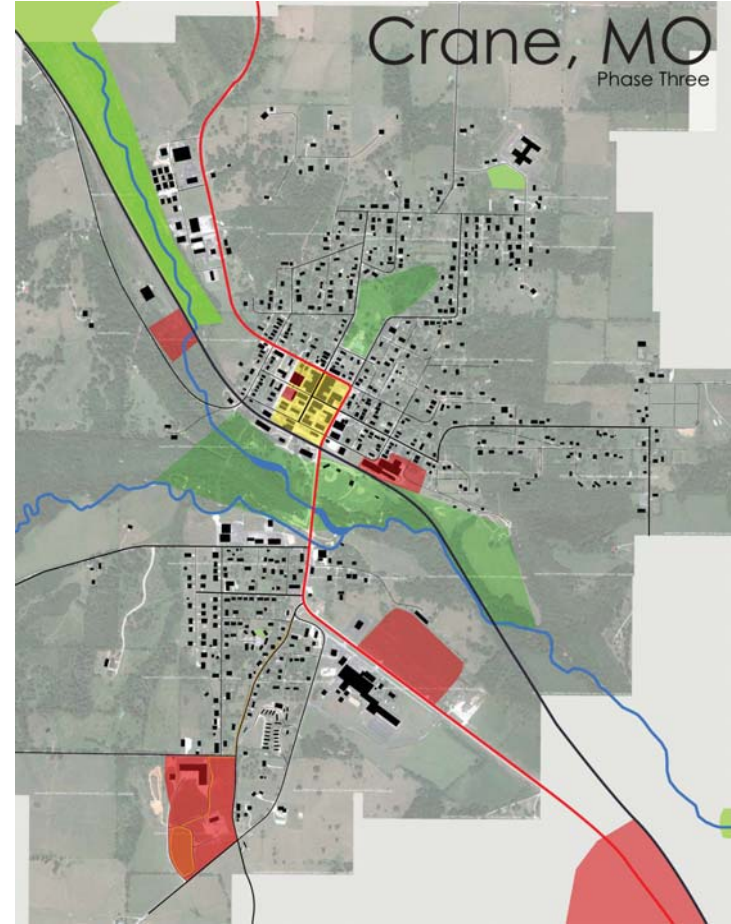
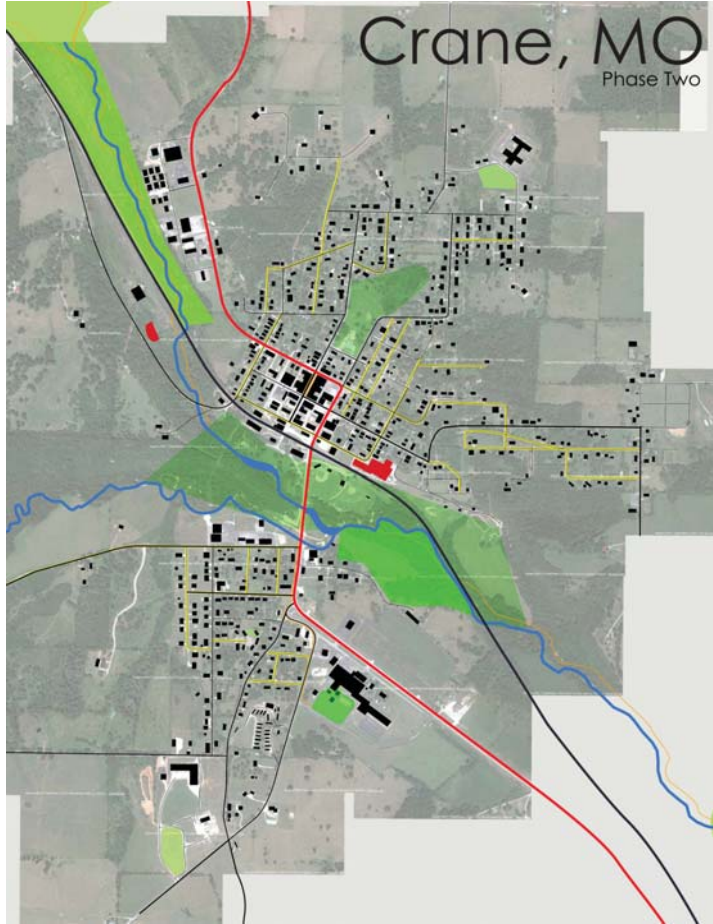


# APPENDIX: COMMUNITY BOARDS

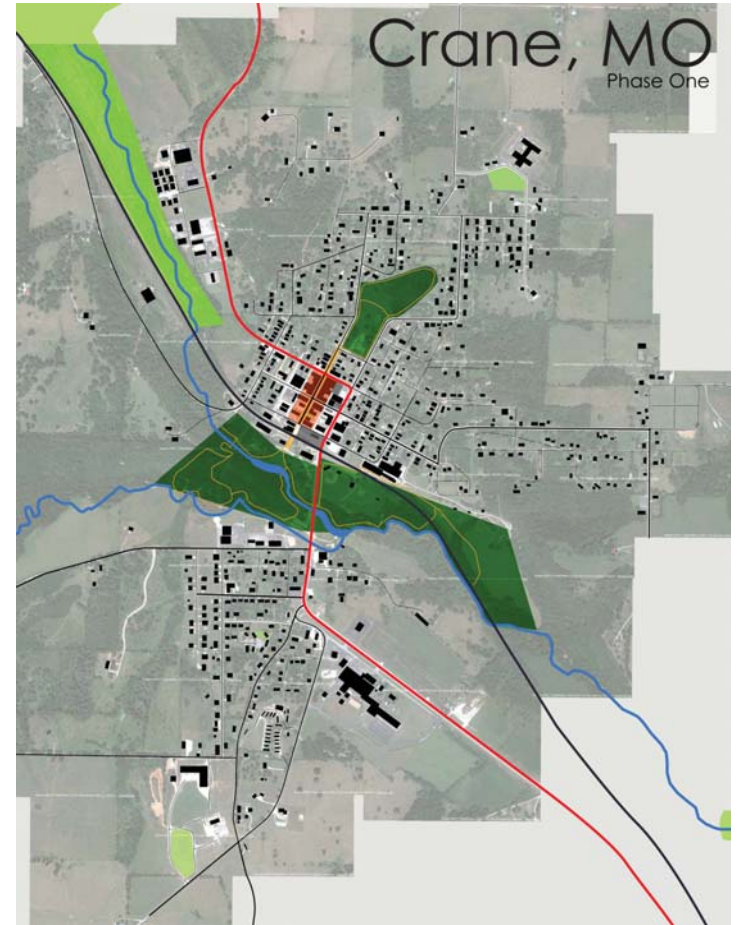
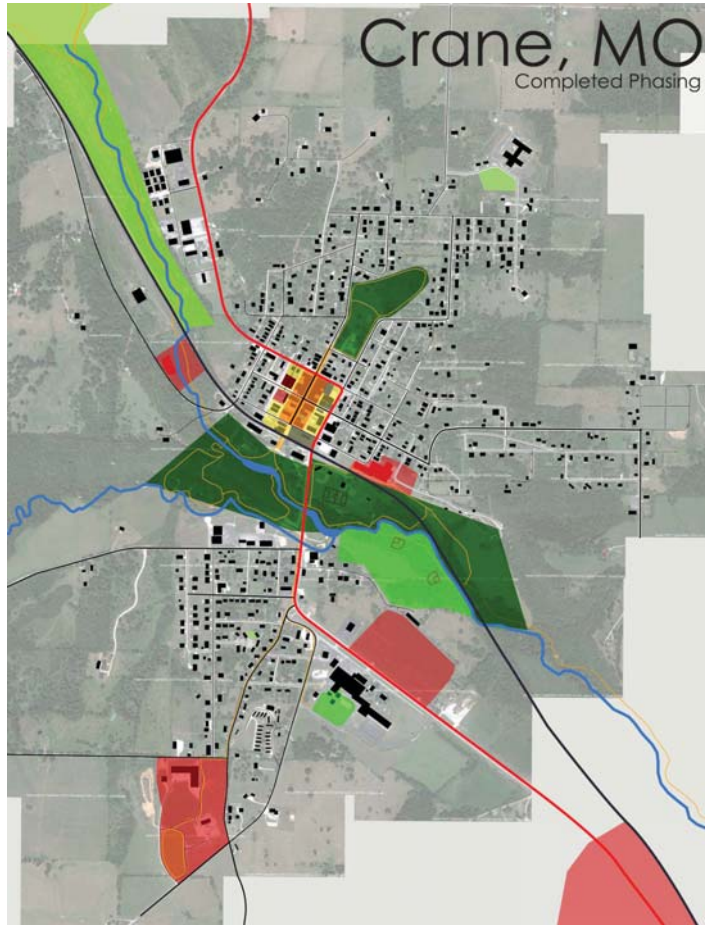
CRANE, MISSOURI

CENTER FOR COMMUNITY STUDIES

DRURY UNIVERSITY





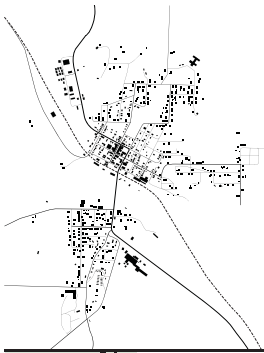




## APPENDIX: REFERENCES

- FIG 1.1 PRODUCED BY CRANE PROJECT TEAM  
FIG 1.2 PRODUCED BY CRANE PROJECT TEAM  
FIG 1.3 PRODUCED BY CRANE PROJECT TEAM
- FIG2.1 CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, MO.: STONE COUNTY, 1895-1985. CRANE, MO.: S.N., 1985. PRINT  
FIG2.2 CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, MO.: STONE COUNTY, 1895-1985. CRANE, MO.: S.N., 1985. PRINT  
FIG2.3 LONG, KATHRYN. STONE COUNTY, MISSOURI. VIRGINIA BEACH, VA: DONNING, 2001. PRINT  
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FIG2.5 CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, MO.: STONE COUNTY, 1895-1985. CRANE, MO.: S.N., 1985. PRINT  
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FIG2.7 CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, MO.: STONE COUNTY, 1895-1985. CRANE, MO.: S.N., 1985. PRINT  
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FIG2.9 LONG, KATHRYN. STONE COUNTY, MISSOURI. VIRGINIA BEACH, VA: DONNING, 2001. PRINT  
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FIG2.18 PRODUCED BY CRANE PROJECT TEAM  
FIG2.19 PRODUCED BY CRANE PROJECT TEAM  
FIG2.20 PRODUCED BY CRANE PROJECT TEAM  
FIG2.21 [HTTP://WWW.PATRICKFALLONPHOTO.COM/2011/03/25/ON-ASSIGNMENT-STATE-BASKETBALL-CHAMPIONSHIPS-ROUND-UP/](http://WWW.PATRICKFALLONPHOTO.COM/2011/03/25/ON-ASSIGNMENT-STATE-BASKETBALL-CHAMPIONSHIPS-ROUND-UP/)  
FIG2.22 [HTTP://WWW.FLICKR.COM/PHOTOS/BORNOFHIM/3854974228/](http://WWW.FLICKR.COM/PHOTOS/BORNOFHIM/3854974228/)  
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FIG2.46	<a href="http://www.flickr.com/photos/knarfmo/page7/">HTTP://WWW.FLICKR.COM/PHOTOS/KNARFMO/PAGE7/</a>
FIG2.47	<a href="http://extra.mdc.mo.gov/documents/area_brochures/8307map.pdf">HTTP://EXTRA.MDC.MO.GOV/DOCUMENTS/AREA_BROCHURES/8307MAP.PDF</a>
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FIG2.49	PRODUCED BY CRANE PROJECT TEAM
FIG2.50	PRODUCED BY CRANE PROJECT TEAM
FIG2.51	CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, Mo.: STONE COUNTY, 1895-1985. CRANE, Mo.: S.N., 1985. PRINT
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## APPENDIX: REFERENCES

- FIG2.60 PRODUCED BY CRANE PROJECT TEAM  
FIG2.61 PRODUCED BY CRANE PROJECT TEAM  
FIG2.62 PRODUCED BY CRANE PROJECT TEAM
- FIG3.1 PRODUCED BY CRANE PROJECT TEAM  
FIG3.2 PRODUCED BY CRANE PROJECT TEAM  
FIG3.3 PRODUCED BY CRANE PROJECT TEAM  
FIG3.4 PHOTO COMPILATION BY CRANE PROJECT TEAM
- FIG3.5 [HTTP://WWW.ALASKA-IN-PICTURES.COM/KIDS-LAUNCH-AT-THE-PARK-4473-PICTURES.HTM](http://www.alaska-in-pictures.com/kids-launch-at-the-park-4473-pictures.htm)  
FIG3.6 [HTTP://WWW.NATCOM.ORG/DEFAULT.ASPX?ID=347&LIBID=368](http://www.natcom.org/default.aspx?id=347&libid=368)  
FIG3.7 [HTTP://WWW.ALASKA-IN-PICTURES.COM/KIDS-LAUNCH-AT-THE-PARK-4473-PICTURES.HTM](http://www.alaska-in-pictures.com/kids-launch-at-the-park-4473-pictures.htm)  
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FIG3.9 PRODUCED BY CRANE PROJECT TEAM  
FIG3.10 [HTTP://WORLD.EDU/CONTENT/ORGANIC-FOOD-HISTORY-ORGANIC-FOOD/](http://world.edu/content/organic-food-history-organic-food/)  
FIG3.11 [HTTP://WWW.ENTERPRISEIRREGULARS.COM/WORDPRESS/WP-CONTENT/UPLOADS/2010/09/RELATIONSHIP.JPG](http://www.enterpriseirregulars.com/wordpress/wp-content/uploads/2010/09/relationship.jpg)  
FIG3.12 [HTTP://MILLSAPFARMS.WORDPRESS.COM/](http://millsapfarms.wordpress.com/)  
FIG3.13 [HTTP://MILLSAPFARMS.WORDPRESS.COM/](http://millsapfarms.wordpress.com/)  
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FIG3.16 PRODUCED BY CRANE PROJECT TEAM  
FIG3.17 [HTTP://STATIC.HOWSTUFFWORKS.COM/GIF/COMMUNITY-GARDEN-INTRO.JPG](http://static.howstuffworks.com/gif/community-garden-intro.jpg)  
FIG3.18 [HTTP://WWW.FLICKR.COM/PHOTOS/GIGHARMON/SETS/72157621910455445/](http://www.flickr.com/photos/gigharmon/sets/72157621910455445/)  
FIG3.19 [HTTP://WWW.FLICKR.COM/PHOTOS/GIGHARMON/SETS/72157621910455445/](http://www.flickr.com/photos/gigharmon/sets/72157621910455445/)  
FIG3.20 PHOTO COMPILATION BY CRANE PROJECT TEAM  
FIG3.21 PHOTO COMPILATION BY CRANE PROJECT TEAM  
FIG3.22 PHOTO COMPILATION BY CRANE PROJECT TEAM  
FIG3.23 [HTTP://WWW.C40CITIES.ORG/BESTPRACTICES/BUILDINGS/BERLIN\\_EFFICIENCY.JSP](http://www.c40cities.org/bestpractices/buildings/berlin_efficiency.jsp)  
FIG3.24 [HTTP://WWW.STAYANDPLAYINTHESMOKIES.COM/EVENT/GREENING-UP-THE-MOUNTAINS-FESTIVAL-5K/](http://www.stayandplayinthesmokies.com/event/greening-up-the-mountains-festival-5k/)  
FIG3.25 [HTTP://WWW.FLICKR.COM/PHOTOS/RIVERST/3501448751/](http://www.flickr.com/photos/riverst/3501448751/)



- FIG3.26 [HTTP://WWW.CUES.FAU.EDU/TOOLBOX/IMAGES2/ACTIVE\\_LIVING.JPG](http://www.cues.fau.edu/toolbox/images2/active_living.jpg)
- FIG3.27 [HTTP://WWW.CUES.FAU.EDU/TOOLBOX/IMAGES2/ACTIVE\\_LIVING.JPG](http://www.cues.fau.edu/toolbox/images2/active_living.jpg)
- FIG3.28 [HTTP://WWW.MEDIAREN.NET/CATEGORY/JOGGING](http://www.mediaren.net/category/jogging)
- FIG3.29 [HTTP://ACTIVELIVINGBYDESIGN.ORG/COMMUNITIES/PROFILES/COLUMBIA-MO](http://activelivingbydesign.org/communities/profiles/columbia-mo)
- FIG3.30 [HTTP://ACTIVELIVINGBYDESIGN.ORG/COMMUNITIES/PROFILES/COLUMBIA-MO](http://activelivingbydesign.org/communities/profiles/columbia-mo)
- FIG3.31 [HTTP://BLOG.ITECHTALK.COM/2009/TOP-FIVE-NOS-IN-THE-GYM/](http://blog.itechtalk.com/2009/top-five-nos-in-the-gym/)
- FIG3.32 [HTTP://HEADWATERSNEWS.NET/ECONOMY-ARTICLE/BUILDING-COMMUNITY-AT-KI-SAWYER/](http://headwatersnews.net/economy-article/building-community-at-ki-sawyer/)
- FIG3.33 [HTTP://WWW.FRANCEPARK.COM/TRAIL.JPG](http://www.francepark.com/trail.jpg)
- FIG3.34 [HTTP://WWW.REDBANKGREEN.COM/IMAGES/2009/07/FH-SIDEWALK.JPG](http://www.redbankgreen.com/images/2009/07/fh-sidewalk.jpg)
- FIG3.35 PRODUCED BY CRANE PROJECT TEAM
- FIG3.36 PHOTO COMPILATION BY CRANE PROJECT TEAM
- FIG3.37 [HTTP://TELECENTER.MISSOURI.EDU/POPLARBLUFF/](http://telecenter.missouri.edu/poplarbluff/)
- FIG3.38 CRANE POLLYANNA CLUB, COMP. HISTORY OF CRANE, MO.: STONE COUNTY, 1895-1985. CRANE, MO.: S.N., 1985. PRINT
- FIG3.39 [HTTP://WWW.BESTHEALTHYLIFESTYLETIPS.COM/WP-CONTENT/UPLOADS/2011/03/BENEFITS-OF-A-HEALTHY-LIFESTYLE.JPG](http://www.besthealthylifestyletips.com/wp-content/uploads/2011/03/benefits-of-a-healthy-lifestyle.jpg)
- FIG3.40 [HTTP://MILLSAPFARMS.WORDPRESS.COM/INTERN-ON-THE-FARM/](http://millsapfarms.wordpress.com/intern-on-the-farm/)
- FIG3.41 [HTTP://OZARKSCRAFT.WORDPRESS.COM/OUR-HOST-FARMS/URBAN-ROOTS-FARM/](http://ozarkscraft.wordpress.com/our-host-farms/urban-roots-farm/)
- FIG3.42 PRODUCED BY CRANE PROJECT TEAM
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- FIG3.44 PHOTO COMPILATION BY CRANE PROJECT TEAM
- FIG3.45 PHOTO COMPILATION BY CRANE PROJECT TEAM
- FIG3.46 [HTTP://EN.WIKIPEDIA.ORG/WIKI/MISSOURI\\_ROUTE\\_413](http://en.wikipedia.org/wiki/Missouri_Route_413)
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- FIG4.1 PRODUCED BY CRANE PROJECT TEAM
- FIG4.2 PRODUCED BY CRANE PROJECT TEAM
- FIG4.3 PRODUCED BY CRANE PROJECT TEAM
- FIG4.4 PRODUCED BY CRANE PROJECT TEAM
- FIG4.5 PRODUCED BY CRANE PROJECT TEAM
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- FIG4.7 [HTTP://WWW.PRESERVATIONNATION.ORG/MAIN-STREET/MAIN-STREET-NEWS/STORY-OF-THE-WEEK/2010/ADDING-NEW-DIMENSIONS-TO.HTML](http://www.preservationnation.org/main-street/main-street-news/story-of-the-week/2010/adding-new-dimensions-to.html)
- FIG4.8 PRODUCED BY CRANE PROJECT TEAM
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## APPENDIX: REFERENCES

- FIG4.10 PRODUCED BY CRANE PROJECT TEAM
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- FIG4.13 [HTTP://BLOG.TIMESUNION.COM/TABLEHOPPING/13879/SEASONAL-RETURN-IMMINENT-FOR-SIDEWALK-CAFES/](http://BLOG.TIMESUNION.COM/TABLEHOPPING/13879/SEASONAL-RETURN-IMMINENT-FOR-SIDEWALK-CAFES/)
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- FIG4.18 PRODUCED BY CRANE PROJECT TEAM
- FIG4.19 PRODUCED BY CRANE PROJECT TEAM
- FIG4.20 PRODUCED BY CRANE PROJECT TEAM
- FIG4.21 <http://ashevilleloft.files.wordpress.com/2009/01/asheville-loft-exterior-view2.png?w=339&h=259>
- FIG4.22 [HTTP://ACTIVERAIN.COM/BLOGSVIEW/638626/LOFT-PHOTOGRAPHY-LEXINGTON-KY-DOWNTOWN-CONDOS-AND-LOFTS](http://ACTIVERAIN.COM/BLOGSVIEW/638626/LOFT-PHOTOGRAPHY-LEXINGTON-KY-DOWNTOWN-CONDOS-AND-LOFTS)
- FIG4.23 [HTTP://WWW.LUXIST.COM/2006/12/19/3224-LOFTS-URBAN-CHIC-IN-ST-LOUIS/](http://WWW.LUXIST.COM/2006/12/19/3224-LOFTS-URBAN-CHIC-IN-ST-LOUIS/)
- FIG4.24 PRODUCED BY CRANE PROJECT TEAM
- FIG4.25 PRODUCED BY CRANE PROJECT TEAM
- FIG4.26 [HTTP://WWW.TACOMADAILYINDEX.COM/PORTALS-CODE/LIST.CGI?PAPER=88&CAT=23&ID=1745403&MORE=0](http://WWW.TACOMADAILYINDEX.COM/PORTALS-CODE/LIST.CGI?PAPER=88&CAT=23&ID=1745403&MORE=0)
- FIG4.27 [HTTP://WWW.BOROUGH.SHIPPENSBURG.PA.US/BOROUGH-DEPARTMENTS/PARKS-RECREATION/](http://WWW.BOROUGH.SHIPPENSBURG.PA.US/BOROUGH-DEPARTMENTS/PARKS-RECREATION/)
- FIG4.28 [HTTP://WWW.BCIBURKE.COM/](http://WWW.BCIBURKE.COM/)
- FIG4.29 PRODUCED BY CRANE PROJECT TEAM
- FIG4.30 [HTTP://WWW.THEPUREBAR.COM/VERONICASBLOG/?CAT=8](http://WWW.THEPUREBAR.COM/VERONICASBLOG/?CAT=8)
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- FIG4.35 PRODUCED BY CRANE PROJECT TEAM
- FIG4.36 PRODUCED BY CRANE PROJECT TEAM
- FIG4.37 [HTTP://WWW.TRAVERSECITY.COM/HIKING,-BIKING-AND-SKATING-12/](http://WWW.TRAVERSECITY.COM/HIKING,-BIKING-AND-SKATING-12/)
- FIG4.38 [HTTP://WWW.THECOVESNC.COM/HOMESITES.PHP](http://WWW.THECOVESNC.COM/HOMESITES.PHP)
- FIG4.39 [HTTP://WWW.HOTELHAPPYSTAR.COM/HOTEL-NEIGHBORHOOD/CYCLING/](http://WWW.HOTELHAPPYSTAR.COM/HOTEL-NEIGHBORHOOD/CYCLING/)

FIG4.40 PRODUCED BY CRANE PROJECT TEAM  
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FIG4.47 PRODUCED BY CRANE PROJECT TEAM  
FIG4.48 [HTTP://WWW.EXAMINER.COM/WALKING-FITNESS-IN-ST-PETERSBURG/ST-PETERSBURG-URBAN-WALKERS-MEETUP-GROUP-PICTURE?SLIDE=31293306](http://www.examiner.com/walking-fitness-in-st-petersburg/st-petersburg-urban-walkers-meetup-group-picture?slide=31293306)  
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FIG4.53 [HTTP://WWW.OREGONLIVE.COM/OUTDOORS/INDEX.SSF/2008/02/KIDS\\_OF\\_ALL\\_AGES\\_DISCOVER\\_A\\_GA.HTML](http://www.oregonlive.com/outdoors/index.ssf/2008/02/kids_of_all_ages_discover_a_ga.html)  
FIG4.54 PRODUCED BY CRANE PROJECT TEAM  
FIG4.55 [HTTP://WWW.MGCDEVELOPERS.COM/MGCGOKARTTRACKS/INDEX.HTM](http://www.mgcdevelopers.com/mgcgokarttracks/index.htm)  
FIG4.56 [HTTP://WWW.OPENAIRCINEMA.US/BLOG/2009/TORONTO-CANADA-FREE-OUTDOOR-MOVIES-DOWNSVIEW-PARK/](http://www.openaircinema.us/blog/2009/toronto-canada-free-outdoor-movies-downsvew-park/)  
FIG4.57 PRODUCED BY CRANE PROJECT TEAM  
FIG4.58 [HTTP://WWW.PUGETSOUNDFRESH.ORG/CSA.ASP](http://www.pugetsoundfresh.org/csa.asp)  
FIG4.59 [HTTP://ROOTDOWNFARM.NET/COMMUNITY-SUPPORTED-AGRICULTURE/](http://rootdownfarm.net/community-supported-agriculture/)  
FIG4.60 [HTTP://WWW.ECOVILLAGEITHACA.ORG/EVI/INDEX.PHP?OPTION=COM\\_CONTENT&VIEW=ARTICLE&ID=55&ITEMID=63](http://www.ecovillageithaca.org/evi/index.php?option=com_content&view=article&id=55&Itemid=63)  
FIG4.61 [HTTP://WWW.BOSTON.COM/LIFESTYLE/FOOD/ARTICLES/2009/02/11/FRESH\\_IDEA\\_FOR\\_SUPPORTING\\_AGRICULTURE/](http://www.boston.com/lifestyle/food/articles/2009/02/11/fresh_idea_for_supporting_agriculture/)  
FIG4.62 [HTTP://HOMEGROWN.ORG/BLOG/CATEGORY/WHY-WE-FARM-SERIES/](http://homegrown.org/blog/category/why-we-farm-series/)  
FIG4.63 [HTTP://WWW.NYTIMES.COM/2009/07/01/BUSINESS/ENERGY-ENVIRONMENT/01FARM.HTML](http://www.nytimes.com/2009/07/01/business/energy-environment/01farm.html)  
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FIG4.66 PRODUCED BY CRANE PROJECT TEAM  
FIG4.67 PRODUCED BY CRANE PROJECT TEAM  
FIG4.68 PRODUCED BY CRANE PROJECT TEAM  
FIG4.69 PRODUCED BY CRANE PROJECT TEAM  
FIG4.70 [HTTP://WWW.WALLYSPICEPHOTOGRAPHY.COM/BLOG/](http://www.wallyspicephotography.com/blog/)  
FIG4.71 [HTTP://WWW.RJCORMAN.COM/DISTRIBUTION.HTM](http://www.rjcorman.com/distribution.htm)  
FIG4.72 PRODUCED BY CRANE PROJECT TEAM  
FIG4.73 [HTTP://WWW.WESTERN-EAGLE.ORG/PRESS22.HTM](http://www.western-eagle.org/press22.htm)