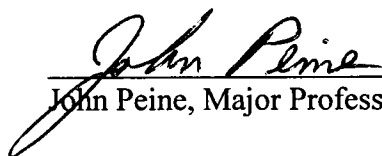
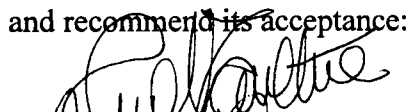
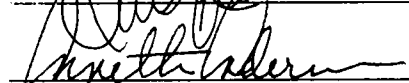


To the Graduate Council:

I am submitting herewith a thesis written by Micheal G. Collins entitled "A Demonstration Project for Sustainable Development Principles: A Case Study in Pittman Center, Tennessee". I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science in Planning.


John Peine, Major Professor

We have read this thesis
and recommend its acceptance:

Accepted for the Council:


Associate Vice Chancellor and
Dean of The Graduate School

A Demonstration Project for Sustainable Development Principles: A Case Study in
Pittman Center, Tennessee

A Thesis
Presented for the
Master of Science Degree
in Planning
The University of Tennessee, Knoxville

Micheal G. Collins
December 1997

DEDICATION

This thesis is dedicated to all those who believe we only have one earth, and that we should strive to preserve its beauty for those who still have not enjoyed it.

After all, the earth does not belong to us, we belong to it.

ACKNOWLEDGMENTS

I am thankful to my friends, family, and committee members for the support they have given me throughout this long process of writing a thesis. They kept me calm during those moments when I felt that this thing would haunt me like a recurring nightmare. Those people I'd like to personally thank include my family, Jessica Michaels, Dan Johnson, Pete Preston, Barbara Manzer, Carrie Park, Teresa Gunter, Dr. John Peine, Dr. Cecila Zanetta, Annette Anderson, Dr. David Patterson, Nancy Loftis, and the staff at the Center for Neighborhood Development. They made sure that my thesis would be finished on time, gave me huge amounts of encouragement, and pushed me on those many occasions when I would have rather slacked off than write. All their effort and patience paid off in the end, and that has made me one happy camper.

Thanks guys!

ABSTRACT

Government leaders, city officials, non-profit groups, and others interested in protecting the environment while promoting economic development are realizing that the key to a healthy future is to promote sustainable development. Pittman Center, a small, mountain community in east Tennessee is interested in taking this step towards sustainable development. City leaders want to develop a vacant piece of property adjacent to the Great Smoky Mountains National Park at the Greenbriar entrance. They want to develop a commercial enterprise on this site based upon guidelines and principles of sustainable development.

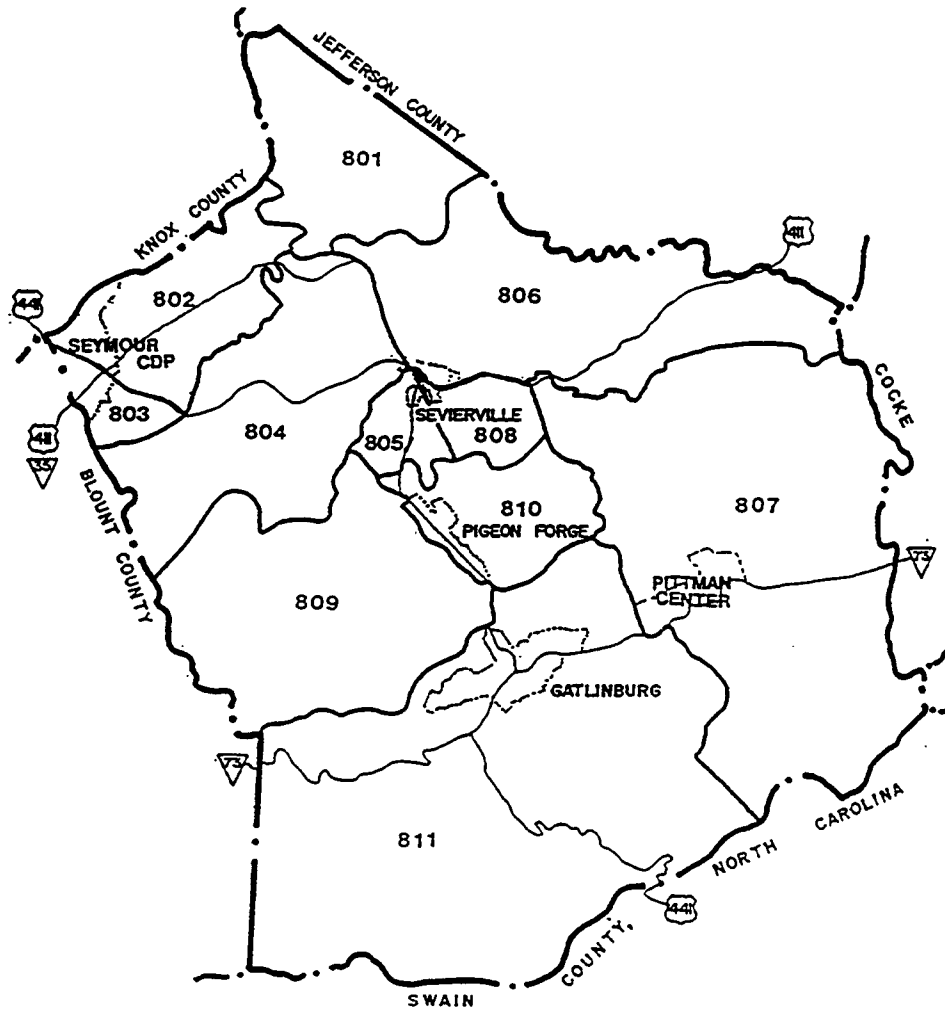
This thesis outlines and reviews general principles of sustainable development (protecting the environment, promoting social equity), and uses them to develop a site design concept based upon specific principles. The design concept is site specific to Pittman Center, and can be used as a guide for developers interested in developing the property. This thesis also reviews assistance through grants and loans for Pittman Center, and explains the benefits to implementing a community development corporation or land trust to develop the property. It has examples of other organizations active in land conservation and sustainable development, and explains how they could aid in Pittman Center's sustainable development initiative.

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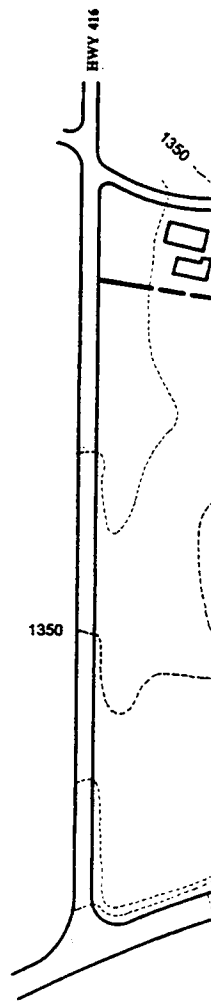
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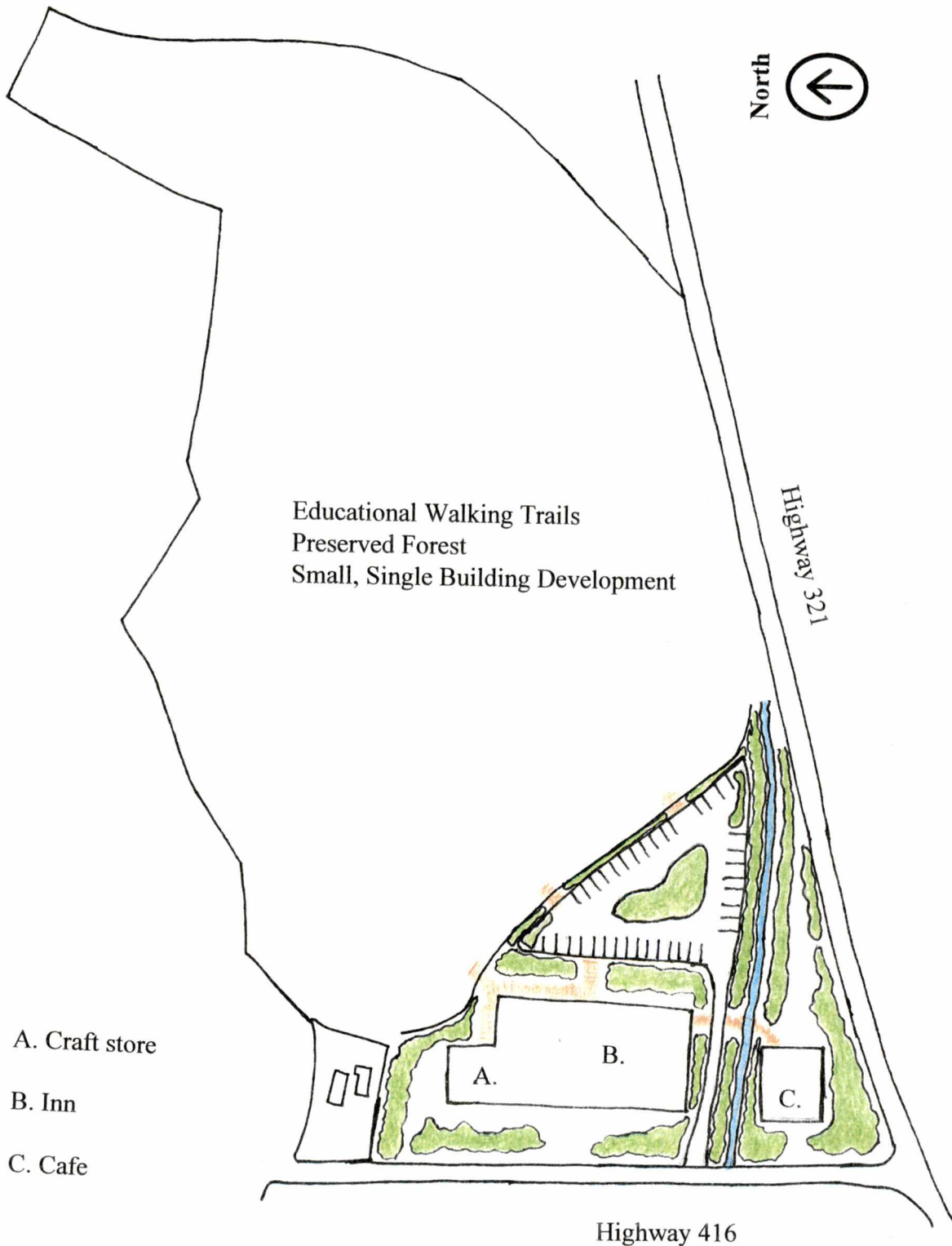
SEVIER COUNTY

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Pittman Center Property Conceptual Design



Chapter One: Pittman Center, Tennessee

Introduction

To create and perpetuate a quality living environment and to encourage quality development that supports that end. To encourage development that supports a tourist-oriented economic base that relates to and magnifies our unique relation to and with the Great Smoky Mountains

FutureScapes

This Vision Statement of the Pittman Center Planning Commission reflects its desires for development in the community which reflects their quality of life. Pittman Center, located in Sevier County, Tennessee, is a tiny mountain community nestled in the coves and hills of southeastern Sevier County. It is somewhat isolated from other communities in the surrounding area, but is also within some of the most expensive real estate and rampant development in the country. It is a community almost untouched by the modern forces that affect other cities in Sevier County. It is devoid of the huge, obtrusive signs that are popular for commercial business. Nor are there tacky tourist stores, gas stations and convenience stores, hotels with expansive asphalt-covered parking lots, or bright, flashy lights illuminating waterslides, golf courses and go-cart tracks. This is the type of development found in the cities of Gatlinburg and Pigeon Forge, and serves as examples of how Pittman Center does not want to develop.

Instead, one finds a lush, green, wooded haven. A place where one can see the night time stars, be surrounded by nature, listen to the river and creek as they rush through the community, smell fresh air, and have the feeling of solitude. Pittman Center is unique in East Tennessee, especially in Sevier County which is developing at an

alarming pace, and not always for the betterment of the community or the environment. For example, the development of ridges and hillsides are popular in Gatlinburg where a mammoth condominium complex stands on the top of a mountain. This area once known for its natural beauty and peacefulness is rapidly becoming an unplanned tourist trap. In this area designs by the dollar replace environmental design, and quality land is going to the developer with the deepest pockets.

Pittman Center has avoided this tourist fate, and has remained a place where residences “roam over several hillsides and meadows---with no Main Street, no town square, no obvious core” (FutureScapes: 4). The only noticeable center is the collection of buildings consisting of the City Hall, an elementary school, and a community center. Pittman Center is truly a community that has remained green and natural, and this is what residents would like to conserve and to protect.

One explanation for why Pittman Center has remained as it is is due to the fact that residents have seen the development occurring in neighboring areas and are adamant about preventing it from coming to Pittman Center. The community has adhered to its profile of being “slow-paced [and] environmentally friendly” (News-Sentinel: 23 June 97). Upon incorporation, city leaders created a planning commission that to this day has ensured that Pittman Center remain green, ecologically friendly, and with no tourist development similar to that in other Sevier County cities.

Citizen Characteristics

“They are conservative in nature, from the ruggedly independent descendants of the original mountain families to the newcomers” (FutureScapes: 19). This insight to the character of the citizens of Pittman Center describes a typical rural Appalachian community: strong, proud, rugged, individualistic. Many families have lived here for generations, and their descendants have lived within these coves and hills their entire lives. Descendants of the original mountain pioneers know their community, and enjoy a unique way of life, isolated from outside influences. Today’s residents include a more diverse group of people through the development of better roads and communication between the coves and surrounding areas. As Pittman Center became more accessible, and a national park was established on its border in 1934, it became a residence for people wanting to live in a rural, pastoral setting. Residents now include the original descendants of earlier settlers, people who own summer homes but reside in Pittman Center part of the year, and retirees from other regions.

Wealthy individuals looking for a comfortable place to live and work in a small, rural community, and those living in Pittman Center who work in surrounding cities are also part of the group of people that contribute to the diversity of this area.

Telecommunications (computers, telephones, and fax machines) have allowed those who can afford it, to live in Pittman Center, but work elsewhere. These various residents of Pittman Center have their own desires and opinions about what path should be taken for community growth. Though there is disagreement at times concerning what is best for the

community, the main objective is to act in its best interest, and to protect its unique heritage, values, and natural environment.

Community Desires

Residents and city officials have a well defined general development plan based upon the character and desired growth of the community. Their community is adjacent to the busiest national park in the country, and if a clear plan and vision is not followed, Pittman Center will come to resemble Gatlinburg and Pigeon Forge. Keeping Pittman Center small, predominately rural, and natural is a main community objective.

Uncontrolled growth and development that does not follow this vision, such as strip development, neon signs, fewer forested areas, pollution of both the air and water, and development that works against the natural environment have been declared inappropriate, and will be discouraged.

One method which Pittman Center has used to retain its natural surroundings, culture and heritage is to have participated in the 1993 FutureScapes project headed by the East Tennessee Community Design Center. "FutureScapes is an innovative plan employed by residents of communities like Pittman Center to promote both environmental preservation and appropriate economic development. Spawned in 1990 by the East Tennessee Community Design Center in Knoxville, FutureScapes recognizes that every community wants to thrive economically and save something that's distinctly its own: its historic landmarks, its natural vistas, its healthy environment" (FutureScapes: 9). FutureScapes helped Pittman Center residents realize what they had in their

community, and determined what they would like to see accomplished in terms of environmental protection and preservation, development, cultural protection, and economic development. One important outcome of the community-wide workshops was the formulation of five goals:

1. Preserve water quality.
2. Preserve the community's mountain heritage.
3. Enhance the natural environment and open space.
4. Build a local economy which promotes the other goals and provides good jobs and good investment returns.
5. Build with an excellence worthy of the environment.

(FutureScapes: 8)

These five goals are representative of the values and objectives of Pittman Center, and reveal residents' desires about actions that should be taken to improve the community. Pittman Center has not grown like Gatlinburg and Pigeon Forge, which have been developing as tourist economies since the 1960's. With this in mind, residents' main objective is to prevent negative growth and development before it happens. Many communities across America want to control development after it has already begun. A development is seen as harmful or detrimental to the community, and residents devise methods to overcome it. Pittman Center operates at the other end of the development spectrum.

Since no commercial development is found in the community, few negative impacts resulting from such development have occurred. Examples of these negative impacts include neon signs, T-shirt shops, large parking areas, and increased traffic. A principal objective is to prevent this type of negative development from ever coming to

Pittman Center. This approach has left the community as still largely rural and natural.

Using this strategy, future problems can be avoided because the already agreed upon set of values creates a clear vision for the future. Using forethought in development instead of afterthought prevents damage that is either expensive to repair or irreparable.

Pittman Center residents have particular desires they want to see respected in development projects regarding what to build and what not to build. A community can preserve its natural heritage, culture and character, as well as protect the natural environment, if there is agreement on what type of development should be allowed. This agreement, in effect, creates a peaceful and friendly community. Some development ideas which residents would like to see built include:

1. uniform signage made of natural materials.
2. commercial development which harmonizes with natural scenes.
3. galleries and shops that reflect mountain heritage.
4. good water and wastewater system, path along river (and roads) connecting to park.
5. wildflower gardens, nature trails, mountaintop trails, and roadside wildflower planting.
6. stronger link to national park.
7. crafts center, farmer's market, clean/green enterprises, and an interpretive nature center and living pioneer farm.

(FutureScapes: 6)

These are a few of the many ideas and opinions that those attending visioning workshops felt were important for the community. Each of these ideas fit into the goals designed by these workshops, and provide for an economical and sustainable community. These visioning workshops also allowed residents to define the development which they felt was unacceptable. These included:

1. tall buildings over three (3) stories.
2. garish, lighted signs, billboards.
3. watersides, amusement parks, tacky attractions, T-shirt shops.
4. environmental changes to river or landscape.
5. four-lane highways.
6. "seas of asphalt" parking lots.
7. multi-screen movie theaters, transmission/radio towers, and trailer parks.

(FutureScapes: 7)

Unwelcome and environmentally damaging development is what Pittman Center is trying to prevent, and residents are determined to accomplish this. This task though will not be so simple as defining a vision, and agreeing upon a set system of values and principles which to follow. A set of clear objectives is also required. For example the first goal of *preserving the water quality* is extremely important to the community "since the river [Little Pigeon River] and its major tributaries dominate Pittman Center". A strategy to achieve this goal was to form a Water and Wastewater Commission to address water problems in the area. Another strategy was to implement a wastewater system which would work with the land development system, thereby encouraging clusters of development. The river is such an important aspect of Pittman Center's heritage that residents feel any new development should negatively impact it as little as possible.

The second goal, *to enhance the natural environment and open space*, is vital if Pittman Center wants to prevent the fate that befell other small, rural communities with a tourist based economy--the development of practically every square foot of the landscape with little regard for possible future problems and conditions. Land prices in Sevier County are such that open space and green land is seen as not being as important as

economic development. Land that would be almost worthless in other parts of the country is worth more money per acre in Sevier County due to the rapid development as a result of the popularity of the tourist industry.

“Pittman Center is a place of exceptional beauty and serenity. Instead, Pittman Center’s vision of itself in the future “is as a ‘city in a forest’, a place which develops as a small city without losing the beauty and serenity which keeps and brings people here and makes all its citizens lovers of their special place in the world” (FutureScapes: 16). Strategies to achieve this goal include trails which would connect residential areas with activity centers, underground utilities, and replace trees during and after development projects. Other strategies state that Highway 321 should be classified as a scenic highway, vistas must be preserved, parking areas should be hidden by development, or shrouded with trees native to the area, and all roads and development should be lined with vegetation.

The third goal, *preserving the mountain heritage*, an important goal in many rural Appalachian communities, can be achieved by celebrating the area’s history through museums, living history farms, and heritage festivals for both citizens and tourists. Other methods include heritage trails connecting historical places and places of interest; businesses designed to promote local arts, crafts, and traditional employment (produce farms, weaving, basket making, quilting, local artisans and craftsmen); construction of new buildings reflecting traditional mountain architecture (log cabins and rustic

farmhouses); and local tourist information centers which provide information on the community and surrounding areas.

The fourth goal, *build a strong local economy which promotes the other goals* consists of six areas of economic development: (1) cultural tourism and ecotourism; (2) specialty produce and natural foods restaurants; (3) environmental education, experiences, and conferences; (4) experiences in Appalachian culture such as a 'living farm' a museum of local history and cultural trails, tours, and events; (5) promotion of telecommuting by attracting residents who would work at home for businesses in Knoxville and Asheville; and (6) expansion of the arts and crafts community and arts and crafts education. (FutureScapes: 20). Methods in which to achieve this goal include attracting small-scale, environmentally sound accommodations for those who want to enjoy the mountains and nature; development that has high standards of quality, design, and development of which locals are proud and that attract tourists; a retreat from overt commercialism; and a community development corporation which can provide technical assistance, find investors and market development ideas.

The fifth goal, *building with an excellence worthy of the environment*, is one to which many communities in the past have paid little attention. This attitude is unfortunate since this is one of the best goals a community can have when wanting to protect the environment. "Physical characteristics such as quality of materials, siting of buildings and compatibility of new landscaping, translate a feeling of integration or

appropriateness for a new development. This ‘feeling’ provides the observer with a good idea of the values of a place and its people” (FutureScapes: 22).

Pittman Center Meeting

One of the first steps to accomplish these development goals took place at a meeting held on 26 November 1996 at the Pittman Center City Hall. This meeting included city officials, architects from the National Park and Knoxville, and residents interested in developing the vacant property at the junction of Highways 321 and 416. City officials chose this particular piece of property to begin their sustainable development initiative because they were given a two year option by the land owner to decide whether or not they wanted to purchase and develop the site.

This brainstorming meeting was the first meeting to decide what type of development should be constructed on this property, and to give those involved the opportunity to participate in the visioning process. The objective of the meeting was to develop a list of potential projects for the site that adhere to citizens’ beliefs and values, and that is based upon sustainable development and design. These project proposals were:

1. city hall
2. police station
3. log cabin
4. post office
5. national park visitor center
6. living history area
7. craft shop area (shops intermingling with hills)
8. farmer’s market
9. mountain lodge
10. mill
11. trail head (bikeway)

12. information center
13. bathroom facilities
14. food facilities
15. museum (Native America, Pittman Center history)
16. community center
17. walking trails
18. open area for special events
19. church

Each of these proposals is the type of desirable development that would be beneficial for the community, and they coincide with resident desires found in the FutureScapes study. Desirable development is one which is environmentally sensitive, economically sustaining, and showcases Pittman Center's mountain heritage and culture to everyone in the area. The goal statements, the visioning process, and the participation in the FutureScapes program will help Pittman Center prevent the problems which other tourist communities have faced. This is the first step in building a community based upon the values and principles which they have expressed.

Pittman Center does have some potential threats to developing the community they desire based upon the principles and goals found in FutureScapes. One threat that could hinder their goals of sustainability is location. Pittman Center is adjacent to Gatlinburg which is steadily growing eastward. It might be difficult to combat any development that creeps along this highway since Gatlinburg has more money and access to money than does Pittman Center.

The second threat is funding. Pittman Center is not a large urban area, and has neither the tax base nor the income to take on a major development project alone. Their property tax revenues currently are only \$30,000 per year which makes it difficult to help

in the purchase of expensive tracts of land, City officials must play a role in applying for federal resources for land purchase in order to control development, and to support development projects that are deemed appropriate for the community. For example, the current site under proposal has a purchase price of \$700,000 which requires that any project will have to generate a substantial amount of revenue. This is a difficult problem for a small, rural community, and it limits the possibilities of what can be built. A development with little or no economic base would not be an acceptable idea if few funds would be re-entering the community to offset the purchase cost.

Site Analysis

The site's topography is divided into two general topographical areas. The soils in the area are poor to moderate soils. The poor soil in the steep section of the site has "severe limitations--unsuitable percolation rates, excessive slopes, and bedrock often at or near the surface". (PC Land Use Plan). The moderate soil, located in the front of the site has "moderate limitations--percolation rates marginal, slopes rolling to steep, shallow depth to bedrock, and occasionally high watertable. The front part of the site is also located within the Flood Hazard Area.

The small five acre area at the front of the property, adjacent to the intersection of Highways 321 and 416 is flat with easily buildable grades. The elevation does not extend higher than 1,350 (0-10% slope) (PC Land Use Plan) feet, except the incline separating the parcel and Highway 321. This incline has a steep grade (20%) which does not allow development to be directly adjacent to the highway. This lower end of the property is

also susceptible to traffic noise from Highway 321 during the winter when there is little vegetation cover lining the road.

A small creek runs along the south side of the property, and serves as a water run off system. It is an asset to the property and compliments the surrounding open space, as well as being visually and esthetically pleasing for any development project. The other approximately 25 acres consists of steep grades in excess of 1,500 feet (+20% slope) (PC Land Use Plan), and is less suitable for development than the flatter portion. One existing pioneer road, fronting off Highway 321, leads into the property, and an old cemetery is located within the tree cover. This section is heavily forested and provides a beautiful view for travelers along Highways 321 and 416. The southwest portion is the best suitable for building, and should be the location of any primary development while the large forested and hill section should be preserved as green space with little development.

Overview of Thesis

The first purpose of this thesis is to provide a site design for a sustainable development project for a small, rural community in East Tennessee--Pittman Center. The community is located adjacent to the Great Smoky Mountains National Park, and is a community that wants to attract the right type of development. The second purpose is to examine the options open to the community that they can use to develop a vacant tract of land within the city limits. It will show community leaders where they can start regarding the development process, and to give an idea of the options that are out there.

General Overview of Purpose

This thesis will accomplish three main objectives: (1) examine general principles of sustainable development, (2) provide a series of site design considerations for a sustainable development concept, (3) examine the options available to the community for implementing a sustainable development project.

The first objective consists of a general overview of the principles of sustainable development based upon current literature. This outlines the different principles and concepts of sustainable development, and gives the reader a basis on which to define his or her own definition. These principles are all general in scope and reflect the magnitude of definitions for sustainable development. It explains what sustainable development is, and how it is incorporated into various cities' and corporations' policies and master plans.

This chapter is meant to give the reader a broad, general background about sustainable development so that he or she can familiarize his- or herself with these principles. Also included is how these general principles of sustainable development work in a rural context such as Pittman Center. Urban and rural areas effect each other both negatively and positively so it is necessary to understand this connection in terms of sustainable development.

The second objective of this thesis is to take the general steps and principles of sustainable development, and fit them into a development project on a vacant tract of land at the junction of highways 321 and 416. The concept will use this site as a model on how to design a structure so that it fully emulates the general principles of sustainable

development found in Chapter Two. The importance of this sustainable development concept is that it could serve as an example to potential developers as to the type of design and function city officials and residents would like to see entering Pittman Center. This vacant site is important in that it is located close to the National Park along busy tourist Highway 321. A sustainable development project constructed there would be visible to all those passing by, and would be an example to visitors of the type of design that Pittman Center wants to occur.

The third objective that this thesis will accomplish is to outline steps towards implementation of a sustainable development project upon this site. It examines the constraints that could impede future development on the property, as well as possible solutions to alleviate them. Other issues in the implementation process will be addressed, such as possible resources for land acquisition, the development of a community development corporation or a land trust, and the steps necessary to form a non-profit organization.

Research Question

How could a demonstration project be constructed and implemented to emulate desired principles of sustainable development?

Methods

This thesis will use the following research methods to answer the above research question.

- 1) It will research and examine the general principles of sustainable development that constitute a sustainable community. It will obtain this

information from current literature on the concept of sustainable development available on the Internet, magazines, newspapers, journals, and books.

2) It will research design format and guidelines that promote the concept of sustainable development. Research will be conducted from manuals and essays on the concept of sustainable design.

3) It will research foundations, sustainable development organizations and federal and state programs on information about resources available to Pittman Center for site development.

4) It will research the concept of using a community development corporation or land trust in Pittman Center by researching other such organizations in the region.

5) It will research the process necessary to form a non-profit corporation through available literature and examples of by-laws and articles of incorporation.

Overview of Chapter Contents

This study consists of five chapters. Chapter One is the introduction consisting of community desires about development, a site analysis of the property, and an overview of the thesis that includes the purpose and accomplishments of the thesis, the research question and the methods for research. Chapter Two is the literature review, and outlines the steps on how to create a sustainable development community based upon current literature. It focuses on the general principles of sustainable development, and how these principles fit into a rural context. It also explains how a sustainable development demonstration project can reflect these principles. Chapter Three creates a demonstration project for the property. The site design and concept consist of landscaping ideas, building suggestions, and environmental technologies based on sustainable development principles.

Chapter Four explains the methods on how to make this demonstration project into a reality. It focuses on creating a community development corporation and a land trust, examines available funding and grant sources, and reviews the role of local economic partners (National Park Service) to help Pittman Center in developing this and other development ideas. Chapter Five is the conclusion chapter and reiterates the benefits of sustainable development and explains how planning fits into the concept of sustainable development.

Chapter Two: Steps for Creating a Sustainable Community

Sustainable Development

“Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs.”

*UN World Commission on Environment and Development
1987 Bruntland Commission*

“Then I say the earth belongs to each...generation during its course, fully and in its own right, no generation can contract debts greater than may be paid during the course of its own existence.”

Thomas Jefferson, 6 September 1789

There is a great deal of information and literature pertaining to the concept of sustainable development. This literature focuses on many different topics. Examples of the literature include such issues as the reasons why sustainable development is so important at both the urban and rural level; principles that guide sustainable development; the influence of sustainable design on new and existing structures; cities, towns, communities, and corporations that support sustainable development; and methods that a community can take to become sustainable. This chapter focuses on the concepts, ideas and principles put forth by the literature available on sustainable development.

Sustainable development is not a new concept. Preserving the environment and natural resources for future generations has been considered by some as an important concept throughout history. Even Thomas Jefferson saw the importance of not spoiling our natural environment, but instead understood that costs which one generation incurs should be paid by that generation instead of being passed on to future generations. That logic is the basic idea of sustainability and sustainable development. World leaders,

governments, and citizens are realizing that our environment, natural resources, and energy sources are being rapidly depleted by overpopulation, overuse of energy sources, and rampant development. The consistent waste of both energy sources and natural resources, the non-recycling of waste products, and myriad causes are reasons why sustainable development is so important to the future.

Through the rapid growth of industrialization, the attitude that the earth's natural resources and energy forms are infinite is beginning to shift. This shift is based upon more than a century's worth of the belief that at-any-cost economic development was the most productive way to improve a person's quality of life and human condition. It was not until the mid-1980's that world leaders came to realize that economic development is useless if it harms and undermines the natural and social foundation of our planet (Hubbard: 1).

Uncontrolled economic development and growth result in urban sprawl at the city's fringe, air and water pollution from industries where profit is the major motivation, and increased traffic congestion. Other results include a decrease in public transportation use, overflowing landfills, increase of toxic waste, and a rise in social problems and pathologies, especially in the inner city. These were, and still are, major problems in both America's urban and rural areas. They can be overcome if Americans, and the international arena, think and act sustainably at all levels of government and society.

World leaders and individuals are realizing that if current attitudes and ways which created today's environmental and social problems are continued the further

degradation of the quality of life and increased environmental problems will be exacerbated for future generations. Sustainable development is one way to prevent this increasing degradation and to renew the environment and natural resources. It is a key phrase for today's society which is proclaiming that economic profit and gain has been influencing the world's leaders and policy for too long. The only way to combat this growing problem is through sustainable design and policy in every facet of government and in the development process. Sustainable development is a far-reaching approach to combat the problems associated with rampant economic growth, and is "an ongoing process and something to strive for, rather than a static set of characteristics" (Hubbard:1).

Sustainable development, renewable energy forms, recycling endeavors, electric cars, solar energy, agro-farming, and a host of other environmentally sound practices are finding their way into policy statements of local, state, and federal governments, non-profit organizations, universities, foundations, and research think tanks. Ordinary citizens who feel that the environment and natural resources must be protected for future generations are also adhering to the concept of sustainable development. The concept is difficult to define with one definition, but can mean many different things to many different people. It is a concept which molds and fits itself into each situation and community, and trying to define sustainable development is similar to trying to define democracy, liberty, or justice. It is difficult to place an actual definition down on paper,

but one knows the guiding principles and general qualities from where one gets the basis for definition.

Principles of Sustainable Development

Principles are a useful way to define a particular belief, idea, or concept, as well as a way to express commitment to that concept. They are also guidelines for making decisions, public policy, and influencing behavior. Principles reflect a community's circumstances or beliefs in a concept or idea, and can "act as a touchstone for all who may be involved in a community sustainability initiative" (Ontario-2.3: 1). Since there is no one particular set of principles for a concept as broad and encompassing as sustainable development each city, county, group of individuals, organization, community, and neighborhood has its own set of defining principles. These are based upon their particular situation and beliefs of how they feel sustainable development can guide future development in social, environmental, and natural policies.

So instead of one set of principles there are a variety of widely accepted general principles to which those promoting sustainable development adhere. These include principles such as protecting the environment, replacing forests, using renewable energy sources, and social equity and representation. Policies based upon these principles are also community specific, and what works for one community might not work completely in another. It is necessary to take site specific factors into consideration when formulating goals, strategies and objectives for sustainable development. Sustainable development includes general principles such as "integration of environmental and

economic decisions, stewardship, shared responsibility, prevention, conservation, recycling enhancement, rehabilitation and reclamation, scientific and technological innovation, inter-generational equity, and global responsibility” (IISD: 10).

The city of Portland, Oregon, said by some to be one of the most progressive and “green” cities in America, adopted in 1994 a set of sustainable development principles to guide city officials in development and policy issues. The City of Portland has agreed to promote a sustainable future to meet today’s needs without putting pressure, stress, or compromising the ability for future residents to successfully meet their needs.

To do this, city officials have accepted responsibility to:

- a) support a stable, diverse, and equitable economy,
- b) protect the quality of the air, water, land, and natural resources,
- c) conserve native vegetation, fish, wildlife habitat and other ecosystems, and
- d) minimize human impacts on local and worldwide ecosystems.

In order to achieve the above goals, elected officials have decided to do the following:

- 1) encourage and develop connections between environmental quality and economic vitality,
- 2) include cumulative and long term impacts in decision making,
- 3) ensure commitment to equity,
- 4) ensure environmental quality,
- 5) use resources efficiently,
- 6) prevent additional pollution,
- 7) act locally to reduce adverse global impacts of rapid growth population and consumption,
- 8) purchase products based on long term environmental and operating costs,
- 9) educate citizens and businesses about Portland’s Sustainable City Principles and take advantage of community resources, and

10) report annually on the health and quality of Portland's environment and economy.

These are some principles which a community can follow in order to provide a sustainable future to its citizens. These principles take more into consideration than simply focusing on promoting economic growth at any cost, and illustrate how a community can incorporate sustainable development into both its policies and master plans. Because Portland adheres to these principles, city officials are taking a step away from uncontrolled economic growth and development, and are considering the social, environmental, and resource depletion costs that burden the city. The importance lies in that it looks at both the short and long term costs and benefits, thereby preventing harm to the environment. It also promotes renewable energy forms, the public spread of information, and social equity, equality, and justice. Portland, through the encouragement of these principles, is a leader in the sustainable city movement, and serves as a model for other cities and communities wanting to develop sustainably.

“ A sustainable city has a strong economy, a clean environment, social equity, and civic engagement” (Sustainable Cities Symposium: 2). These are the core principles of sustainable development which any community, city, development or action should emulate if it wants to be considered sustainable. Table 1, taken from the Sustainable Cities Symposium at the University of North Carolina on March 1996, shows approaches, both less and more sustainable, necessary to achieve sustainability (Sustainable Cities Symposium: 2)

Table 1.
Principles of sustainable development

Principle	Less Sustainable	More Sustainable
Strong Economy	Competition, large industry recruitment, targeted business retention, tax incentives, public investment, waivers of regulations and charges	Strategic alliances, upgrading of workforce skills, infrastructure and information base, tax-base sharing, creation of attractive environment
Clean Environment	Use of "abundant" resources, highest and best use, separation of use, sprawl	Resources conservation, pollution prevention and abatement, mixed use, coordination with transportation system, creation of parks and preserves, end-growth boundaries, higher densities in certain areas
Social Equity	Growing disparity between income groups and races, specific services to individual clients	Strategic investments in workforce and opportunities seen as public and private responsibility, integrated services to families and communities
Engagement	Minimum civic participation, centralized government	Civic participation encouraged, local autonomy, cross-jurisdictional, strategic alliances

These approaches can be used to define policy for a community, and serve as a guide to describe what policies and decisions are sustainable. This set of principles, like the Portland example, takes all aspects of development policy into consideration. Policies such as economic equality, natural resources and the use of renewable energy, civic participation and social equity, development working with nature, the spread of information, equal access to revenue, and other principles are promoted through this symposium.

Another city which is actively promoting sustainable development, and devising policy based upon these principles is New Pattonsburg, MO. Here, city officials are promoting sustainable development in economics, ecology, and community process. The

objectives for building a sustainable economy include such strategies as strengthening local capital and resources to finance economic ventures, encourage ecologically safe businesses, and to encourage local ownership. City officials plan to promote a sustainable ecology by recycling materials, reducing water consumption, and to use clean and renewable resources.

The designing of alternatives that promote and encourage using sustainable resources, “green” technologies and methods while preserving the quality and health of the natural environment are also objectives. Regarding community process, the open spread of information and education of citizens on sustainable development is equally important. New Pattonsburg has also agreed to sponsor community gatherings, and events and community based committees which encourage participation in the decision making process and develop ideas on how to do so.

Principles of sustainable development have also extended into the corporate and industrial world. Corporations are promoting sustainably and finding innovative methods to act in accordance with sustainable development. Corporations and industries have had a history of polluting the environment, and depleting the earth’s valuable natural resources. That fact is changing as corporations desire to act more sustainably, from outside pressures (environmentalists, pressure groups), and from an inside drive to promote sustainable development.

An example is the CERES (The Coalition for Environmentally Responsible Economics) Principles which call for the protection of the biosphere, the sustainable use

of natural resources, the reduction and disposal of waste, the wise use of energy, risk reduction strategy (minimize the health risk to both employees and communities in which they are located). Other principles include marketing safe products and services, damage compensation, disclosure to employees and the public incidents that cause environmental harm or which pose health or safety hazards, and assessment and audit on how the corporation is implementing the above principles (IISD CERES Principles). CERES is “a coalition of investors, public pension trustees, foundations, labor unions, and environmental, religious and public interest groups [that] believes that globally sustainable economic activity must be environmentally responsible (IISD CERES Principles: 1).

Theses are examples of the many corporations and local governments which are implementing sustainable development principles into their policies. Sustainable development is an important part of any community’s long-range plan to connect economic development and the environment. It is imperative to realize that problems arise when economic development undermines and harms the environment, and that only a healthy economy is able to invest time and resources into environmental protection policies. “The recognition of the critical link of the economy to the environment and social well-being is the cornerstone of sustainable development.” (Scruggs: 1). The economy is important to a community’s quality of life, but so is a healthy and non-polluted environment, and only when that balance is achieved will sustainable growth occur.

Principles of Sustainable Development in a Rural Context

The previous section of Chapter Two examined the principles of sustainable development that urban areas and corporations are doing to promote sustainability. This section relates these principles in a rural context, and shows how they are also useful for small, rural communities. First, one must realize that sustainable development exceeds past the limits of a city, reaching out into the countryside and rural areas. The Wingspread Conference held in Racine, Wisconsin in August of 1996 explained the importance and value of sustainable development at the rural level:

We can no longer afford to separate rural and urban in our conceptualization and in policy. What happens in inner cities has an effect on biological diversity in wilderness areas. The urban economy has a direct, although not always well understood, impact on rural communities, while resources found in rural areas--agricultural, recreational opportunities--are critical to urban well-being. Effective policy making and development comes from viewing cities, suburbs and rural areas as part of a continuum along which all parts relate.

Wingspread Conference

Rural areas are as susceptible to environmental hazards and degradation as are urban areas. For example, a number of America's rural areas and small towns are choosing a tourist economy to generate income. Tourism endeavors, if not done correctly, can upset the environmental and natural balance of these areas due to an increase in the number of visitors. This increase in visitors can cause harm to the natural environment due to a higher number of automobiles, roadside litter, litter in natural areas, increasing development, and can create an imbalance in the fragile ecosystem.

Also, if local culture, heritage, landmarks, and so forth are not protected they will become lessened and disappear altogether. An example is the Gatlinburg and Pigeon

Forge area. Bad decisions and uncontrolled development have made this tourist region a place of neon signs, traffic congestion, and over development. Using sustainable development principles, Pittman Center can go in the other direction concerning development.

Pittman Center is small, accounting for only approximately 500 citizens, but they still can develop sustainably. Since the population base is equal to that of some neighborhoods in America's cities, sustainable development will be easier to implement than if the population were larger. Another reason sustainable development will be easier to implement in a rural area is because people usually locate in these areas for similar reasons--a desire to get back to nature and to experience its peace and tranquillity.

In many rural communities, the protection of the environment and natural resources is widely accepted. Ancestors who lived off the land respected it, and protected it for both themselves and for their children. The protection and enhancement of vistas and mountain slopes, an important principle of sustainable development, is plain common sense to most people living in the mountains. Building a house on a ridge where it would be susceptible to all the worst of the elements was seen as being as crazy as building a house on the side of a hill where water run off could send it plummeting down. Most people in rural areas already have a concept of sustainable development in mind just by the knowledge that one must respect the land, air, and water.

Citizens of Pittman Center have said what they want to see developed in their community--a development using local resources and labor which will employ local citizens and benefit both the community and tourists. A sustainable development initiative is feasible in rural areas because most people living in these areas do so for a reason. That reason is that they enjoy nature and strive to protect it, or together with old customs and attitudes handed down from long-time residents realize that to do certain unsound actions goes against plain common sense. In some rural areas, sustainable development is nothing new, only the name is. A second reason why sustainable development is feasible in rural areas is due to a smaller population base. As stated earlier, some rural communities are the size of an urban neighborhood. The fewer people involved in the sustainable development process the fewer problems that will arise, especially if outside influence is kept to a minimum.

A great deal of America's leisure and recreational activity, natural resources, investments, and labor come from rural areas. Sustainable development coincides with these communities by safeguarding that development is not irreversible. Any sustainable development principles can be easily inserted into a rural community. Many natural resources originate in rural areas so protecting the areas around them is critical. Also, rural areas can use alternate forms of energy and use natural resources other than fossil fuels. Using local capital, investment and resources, and keeping generated revenues in the community is another way to practice sustainable development in rural areas. Many communities today are struggling to remain alive due to an outmigration of people

looking for employment. Any revenue generated that is not kept within the limits of the community, but instead goes to other areas, is not benefiting local residents and programs. Local initiatives which not only use local investment, but also employ residents to keep revenue within the community is another way for rural communities to use sustainable development.

A third way sustainable development relates to rural communities is through cluster development and small scale mixed-use development. By clustering different uses such as a small store, a lodge, and residential areas, a rural community could prevent development from encroaching onto valuable wilderness. This idea would allow for higher density, thereby reducing the necessity of cars, and would increase the appeal and economic value of the community. Through cluster development, a rural community could do what many urban neighborhoods are trying to do--create a level of neighborliness. If residents are clustered while still retaining a sense of privacy a major sustainable development principle will have been accomplished--creating community while preventing sprawl of residential and commercial uses.

Sustainable development also fits into the rural context in other instances. Using resources efficiently and responsibly, a rural community can reduce the depletion of these resources while increasing their usage of renewable energy forms. Using solar energy instead of electricity and harvesting rainwater for irrigation purposes are two methods. The collection and harvesting of rainwater is a valuable tool to decrease the amount of water used for non-potable purposes such as irrigation of crops and plants, and for

flushing toilets. This is especially useful in communities such as Pittman Center which currently operates without water or sewer lines.

A rural community can also, by using community input, reduce further environmental pollution. By proactively seeking solutions to current problems and attracting sound economic development, leaders can be confident that they will continue to have a sustainable future. Fixing the problem through corrective measures is important in the beginning, but preventing damage from occurring later is the key to a healthy future.

Another way sustainable development can be implemented at the rural level is by residents, city leaders, and developers acting locally to prevent environmental damage outside the area. An example of this is the community implementing and promoting a set of sustainable development principles by which all development projects adhere. Rural areas play a major role in the ecosystem as a home to wildlife, trees, and vegetation in the forests, wetlands, and plains.

Cutting down trees for construction without replacing them leads to soil erosion, and an increase of carbon monoxide in the air which promotes global warming. A community could preserve a part of its limits as a natural reserve to allow wildlife safe areas in which to live, and also implement a growth boundary beyond which development would be prohibited. By designing sustainable policies and decisions a rural community would be contributing to the overall “greenness” of their area, and in even a small scope, be preventing further damage to the surrounding environment.

A final way which a rural community could use the idea of sustainability is for the local government and decision makers to accurately report on the economic, environmental, and health status of the community. This reporting would allow problems to be dealt with quickly before they turn into major environmental or social catastrophes. The education of citizens to recognize these problems early on is a valuable step to preventing their worsening. Also, through education and annual status reports citizens and businesses would know the local government's policy on sustainable development, and would realize when something might not be right.

Sustainable development can easily be implemented in a rural context, and since urban and rural areas are so tightly interconnected, this concept must be promoted in rural communities. Those rural areas where sustainable development principles are most desperately needed are ones located at popular tourist destinations like Pittman Center, those located near encroaching development from an urban area, a mining area or industrial park, and those located near or in fragile ecosystems. Sustainable development is also needed where threatened heritage or cultures exist, and in low-income areas where jobs are scarce and unemployment levels are high.

Role of a Demonstration Project

A demonstration project is a case study that exemplifies how economic development programs, building construction, design, technologies, funding sources, economic partners, and desired principles can be used for a current or future development process. This is what makes a demonstration project so helpful to others. A concept has

already been fashioned, allowing them to follow this example completely, or to redesign it to fit their own needs and specifications.

This demonstration project pertains to using principles of sustainable development to devise a concept, find funding sources and use local economic partners to develop a project to promote a sustainable community. By using the design concept, and the methods for implementing a community development corporation or land trust for developing purposes, communities wanting to develop sustainably can draw upon this case study. Demonstration projects play important roles by allowing communities to determine the feasibility of placing a similar project or development in their area.

It allows these communities to see beforehand any mistakes, pitfalls, and opportunities before beginning a similar development. A demonstration project also allows communities to evaluate and determine if they want to consider a similar design, or if another direction would not be better suited to them. This particular demonstration project promotes sustainable communities by outlining a concept for principles of sustainable development through a site design. The concept explains such issues as lighting, landscaping, water and sewer, and heating and cooling, designed in a manner to promote sustainability. It also focuses on using local labor, materials, capital and investment, and decisions.

This demonstration project will also explain how to use a community development corporation or land trust which could purchase land, develop, and market a desired project. It will provide explanation on the benefits of a community development

corporation or land trust. These issues will be based upon a concept of a small, mountain inn, a craft store, and a cafe that promote principles of sustainable development, and explains how, by using local initiative and resources, to develop a sustainable community and local economy. Sustainability is important to today's society, and this demonstration project will show how to use this concept for another area, using Pittman Center as an example.

Chapter Three: Sustainable Development Demonstration Project

“Sustainable design is not a reworking of conventional approaches and technologies, but a fundamental change in thinking and in ways of operating--you can't put spots on an elephant and call it a cheetah.”

Carol Franklin, Andropogan Associates, Ltd.

Green Buildings

A green building is one that promotes principles of sustainable design in its architecture, landscape, parking and paved surfaces, energy use, and construction materials. It works with the natural environment instead of adding to its destruction and pollution. A green building is responsive to its surroundings with principles that promote environmentally sound products, systems, and features in its design. It uses local materials and labor in its construction, the design adapts well to existing structures already in place in the community, and it is not considered an eyesore by local residents.

Green buildings are less costly in the long run because their construction and operation cause less damage on the environment. They are important to the environment and to the community in that they are based on ecological strategies that “create projects that do not alter or impair but instead help repair and restore existing site systems. Site systems such as plant and animal communities, soils and hydrology must be respected as patterns and processes of the living world. These strategies apply to all landscapes, no matter how small or how urban.” (Sustainable Site Design:1).

This chapter outlines a conceptual site design based on sustainable development principles. Its design stems from what the community of Pittman Center would like to see built, and from specific strategies to make this development sustainable. This

development will allow Pittman Center to showcase its commitment to sustainability and will give it an economically viable business that does not greatly damage the fragile and delicate environment of this area.

Site Design Concept

The methods used to create this design were based in a desire to produce a development concept that reflected the principles of sustainable development. The methods were fairly general, pertaining to a variety of issues. A development that reflects the architectural and cultural heritage of Pittman Center, as well as blends in with the landscape is extremely important in the design concept. Other methods that were considered include the use of “green” technologies (water harvesting, toilet composting, solar heating), lighting issues and technologies, and landscape design. These are all important approaches to creating a sustainable design project, and help the development to become sustainable. Equally important are the issues of streets, parking and paved surfaces. The design considerations regarding these issues are based in a desire to create a development that harms and degrades the landscape as little as possible, but is still functional for everyday traffic and usage.

Since the property’s size prohibits a large development, a small one is better suited to the site. This is beneficial to Pittman Center in that a large tourist development was seen as being negative to residents who felt that a smaller development would fit better both in the site and in Pittman Center. The site design consists of two (2) buildings, a parking lot, and a series of footpaths laid out in the undeveloped woods at the

back of the site, and open space. The first building to the north of the creek that divides the property consists of two businesses.

The first business is an inn and connected to this is a local craft store. The idea of building a small inn on the site is intended to increase revenues in Pittman Center as well as providing employment to locals. The inn will serve as a resting point to tourists visiting the National Park, especially the Greenbriar entrance, and Gatlinburg. It will have a front porch extending the front length of the structure for the use of guests and visitors.

An appropriate height for the structure is two floors. This height is beneficial for three reasons. First, without a water and sewage system the site cannot handle a large number of guests using water for everyday needs. A maximum of two floors allows for a smaller number of guests thereby reducing the need for a large number of parking spaces that could deplete the beauty of the area. Second, a shorter building does not interfere with the surrounding view. A tall building would partially block the landscape of trees, mountains and natural vegetation from Highways 321 and 416. Third, a tall building would seem out of place in the context of other structures in Pittman Center, both residential and public.

The inn would be strongly oriented thematically to the National Park and serve as the inn to the Greenbriar entrance. There is no inn as close to this entrance as is the site at Pittman Center, and this connection to the Park should be strongly encouraged. The inn, reflecting its proximity to the Greenbriar entrance, would serve as a tourist

information center to this less known area of the Park. The second business located within this structure is a small craft shop which showcases local artists' and craftsmen's work. The Appalachian Mountains are home to some of the finest woodworkers, artists, basketmakers, and quilters in the country. A place for them to promote and to sell their crafts is an excellent source of revenue for the community. It would not be on the mass production scale as in other parts of Sevier County, but would instead be geared toward predominately local artists who specialize in mountain crafts.

This development has two entrances--one directly from the inn for guests to use, and another leading from the parking lot for both visitors to the area and for residents. The front porch of the inn is continued along the front of the craft store to allow visitors the chance to sit outside and enjoy the view. This craft store gives Pittman Center a foothold in the craft market of Sevier County, and allows visitors to shop in a small store which has a wide variety of merchandise instead of the tourist dominated stores of Gatlinburg and Pigeon Forge. The focus is on hand-made crafts and not on assembly line crafts.

The second structure to the east of the creek is a small cafe. By placing a dining establishment on the site, guests of the inn and visitors to the craft store and the Park will have a non-chain food place run by local residents. It will be a place where tourists can sample and experience local dishes. An enclosed courtyard adjacent to the rear of the cafe allows diners to enjoy their meal outside surrounded by trees and vegetation, and is connected to the main development by a natural footpath across the creek. The cafe

would promote the economic development of Pittman Center, and serves dishes that are native to the area. It is completely shrouded in trees and native vegetation to give visitors the impression that is actually located in a lush courtyard. The main structure is located on the flat part of the property where development is relatively simple.

The rear of the property is less developable land consisting of steep slopes and an abundance of natural vegetation. This design concept uses this section in an ecologically friendly manner. Using natural trails or creating footpaths through the vegetation in ways so as to damage as little of it as possible, visitors could follow these natural footpaths in this preserved section.

Along the paths, small wooden signs are present to describe what type of trees, vegetation, or forest cover the visitor is seeing, as well as point out the natural habitat of any animals discovered in the vicinity. Benches and rest stops are placed in the natural clearings for visitors to use. An old cemetery is located within these trees, and is used as a destination point for interested visitors. By not developing this section of the property, and preserving it as green space it serves as a beautiful backdrop to the inn and adjoining development. Also, labeling the vegetation serves as an educational tool for visitors and locals and strengthens the sustainability of the site.

Now that the reader is familiar with the design concept the next task is to demonstrate the strategies and methods to make it sustainable. This thesis does that by outlining recommendations for seven broad issues which are as follows: Cultural and Architectural Design; Streets, Parking and Pedestrian Surfaces Design; Landscape

Design; Outdoor Lighting; Water and Plumbing Issues; Solar Heating and Daylighting; and Cooling Issues. These recommendations are site specific to Pittman Center and should be used as a guide to interested persons on methods to implement a system of sustainable buildings on this parcel.

Cultural and Architectural Design

The architectural design of the structures should reflect not only Pittman Center's culture and heritage, but its history as well. They should coordinate with the contour of the land, and should not be an eyesore on the landscape.

- Design the inn with a maximum of two (2) floors, and the craft shop and cafe with one (1) floor each so that development does not hide from view the background trees and hill, or the trees lining Highway 321.
- Design structures to blend in with the existing other architectural and cultural structures in Pittman Center.
- Use local materials and labor in building construction to promote a natural look.
- Use earth tone colors for the outside of the structure to blend with the natural environment.
- Use signs that are small, unobtrusive, and are made of natural material (wood or stone).
- Set structure back from Highway 416 which would create a "front yard" to the development.
- Bury power lines (existing and new).
- Design buildings so that they reflect the architectural culture and heritage of Pittman Center.
- Require the reduction of glare from structures' roof and sides.
- Design structures so that they are compatible with the surrounding landscape.
- Incorporate the native landscape into the design (small buildings which fit within existing vegetation).
- Use wind scoops for natural cooling.
- Orient structures to correspond with prevailing winds.
- Use heat reflective materials in windows, roofs and exterior walls.
- Position development to take advantage of passive energy technologies (solar heating, vegetation shading, wind cooling).
- Provide receptacles for recycling efforts (glass and paper containers) both throughout and around the structures.
- Design structures so that they maximize views from all angles.

- Incorporate an observatory deck in the design of structure for purposes of viewing the night sky.

Streets, Parking, and Pedestrian Surfaces Design

A development needs a required amount of paved surfaces and pedestrian avenues. A sustainable building is one that can incorporate these requirements without sacrificing the beauty of the landscape or overly harming the natural environment.

- Use existing entrance north of the creek as the entrance to the development.
- Place parking lot behind the development to shelter it from view of Highway 416.
- Align parking lot with existing land contours (hill fronting Highway 321 and hills at back of the property).
- Use single entrance in and out of the development to minimize amount of paved surfaces.
- Build pedestrian surfaces (walkways, patios, courtyards) with loose, aggregate wooden decks or well-spaced paving stones.
- Use water permeable paving materials (porous asphalt, porous cement concrete) to allow water infiltration.
- Limit paved areas to the strict minimum for their intended purposes (width of parking spaces, the width of the entrance road).
- Design paving to serve a dual purpose such as a parking lot over a gravel reservoir to hold stormwater. This combines parking and a water retention basin in the same area.
- Use porous gutters and curbless designs to allow water run off. This prevents the concentration of water which increases the potential for flooding.
- Build paths without pavement with dirt (for the paths in the woods) or crushed stone and brick (for paths connecting structures).
- Use pavement which reduces heat and glare and coordinate the design with vegetation that shades development to prevent unwanted glare or heat gain.
- Do not level any of the site for paved surfaces.
- Preserve Highway 321 as a scenic highway.
- Establish a connecting greenway system that connects this site with other parts of Pittman Center, the Greenbriar entrance to the Park, and to Gatlinburg.
- Minimize the amount of paved areas by clustering development near to the parking lot and to the entrance road.
- Leave a percentage of the total acreage of the site as undeveloped.
- Surface material should blend with predominant landscape tones.

Landscape Design

A well placed group of trees or a well designed parking lot can add a considerable amount to the economic value and overall beauty of a development.

Vegetation is an important and necessary factor to any well designed landscape, and can decrease significantly a development's total annual energy cost.

- Use native plants and/or plants that adapt well to the environment.
- Use native trees, vines and shrubs.
- Establish high and low maintenance zones for vegetation by placing plants and shrubs that require similar amounts of water and sun together.
- Edge Highways 321 and 416 with dense vegetation to increase the beauty of the site and to form a psychological noise buffer between the development and the highways.
- Use existing and new vegetation to provide shade and cool the air around the structures in the summer, and to protect them from wind in the winter.
- Use vegetation as natural corridors between the inn and craft shop, the cafe, the parking lot, and foot trails in the woods behind development.
- Surround the parking lot with trees to hide it from view of both Highway 321 and the development.
- Provide a landscaped entrance to the parking lot.
- Protect and preserve existing trees and plants in the hills behind structure by not developing in there.
- Use a system of interlinking trails and small, natural clearings for benches and rest stops in the woods behind development.
- Use deciduous plants to provide summer shade and allow sun light into structure in winter when leaves have fallen.
- Use mulching and compost to maintain the health of the vegetation and to reduce cost of chemicals for plant growth.
- Line the creek that runs through the site with vegetation native to the area, especially in the southern portion separating the inn and the cafe and also along the parking lot.
- Coordinate plantings with the water harvesting systems.
- Use vegetation which attracts desirable wildlife (butterflies, birds, squirrels).
- Protect existing vegetation during construction.
- Bury electrical and telephone lines so that they do not interfere with the beauty of the site and the development.

Outdoor Lighting

Pittman Center is a beautiful place at night and should not be destroyed by over illumination and bright neon lights. Lighting is a necessary part of a development's design, but it needs to be designed in a way that reflects the community's landscape.

- Light the minimum areas for the minimum amount of time.
- Use motion sensor lighting for security measures to alert when people are near the development at night. This reduces the amount of continuously glaring lights on outdoors, and reduces the overall energy cost.
- Use low-voltage lighting (12-volt or 24-volt) to decrease power and energy use. This form is also safer than higher voltage options.
- Use energy efficient lamps and lighting throughout the development.
- Use renewable energy sources for lighting and other outdoor power. Photovoltaic power is safe, cost-effective, and is more pleasing to the landscape than power lines. (Photo-voltaic) PV panels can be modified to fit the architectural style of the structures and can be used for night time lighting through a battery source.
- Use PV lighting to economically power night time walkways and landscape areas. A small panel above the light collects energy during the day and stores it in a battery to be used at night.
- Discourage use of bright, all night lights.
- Use fixtures which shade the bright light on signs at development from passing motorists. These shades fixed to the top of the light direct light onto the sign, and reduces the amount of wasted light.
- Use ground level lights placed along footpaths connecting the parking lot and structures to guide pedestrians at night.
- Use timers to switch unneeded lights off at appropriate times.
- Prevent the over-illumination of the night sky.
- Allow a minimum number of outdoor lights to remain on at night (signs, small low beam lamps at the entrance of development).
- Use dimmable ballasts to allow light levels to be dimmed or tuned to the desired light level. This reduces the overall energy cost and output.
- Use energy efficient exit signs within the structures (1-6 watts).
- Adjust light levels to types of space and occupancy rate, both inside and outside the structures.
- Light fixtures should remain low to the ground to avoid glare from eye level fixtures.

Water and Plumbing Issues

Without a water or sewer system, Pittman Center is closed to any large scale development. Nevertheless, there are still methods that can be implemented for a workable and sustainable development project regarding water issues. Other sources are available instead of piping in water from other cities.

- Reduce the overall water use by using water efficient fixtures and appliances (low flow showerheads, faucet bubblers, and flow restrictions).
- Install dual plumbing in building interiors to separate graywater from blackwater.
- Use graywater (dishwater) for nonpotable purposes such as toilet-flushing, ornamental landscaping irrigation, grass irrigation, equipment cooling water and fire protection.
- Collect and use “harvested” water. This includes water runoff, cooling and heating water and rainwater.
- Collect rainwater in storage cisterns for utilization purposes to reduce the need for utility or well provided water. Rainwater collection is a low-cost alternative to using a centralized piped water supply.
- Use utility or well provided water only for potable purposes (dish washing, drinking, bathing).
- Design a rainwater collection system into the architectural design. Examples are a catchment area (the roof), conveyance system (gutters, downspouts, piping), filtration system, storage system (cistern), and distribution system.
- Install screening on gutters to prevent debris from entering the cistern and from blocking the gutters.
- Use aerobic tank systems instead of traditional septic tanks for treatment of waste.
- Consider the use of toilet composting which is a nearly waterless technology that combines waste with organic material (lawn clippings, mulch) to be used as a soil amendment (“sludge composting”).
- Install controllers, sensors, and water booster pumps to decrease water pressure at times when water is not at a high demand (night time) or to release measured amounts of water at specific times (irrigation).
- Install drip irrigation systems which drip water onto the base of each plant.

Solar Heating and Daylighting

A successful sustainable development project uses technologies and ideas for lighting that do not deplete our earth's dwindling natural resource reserve. By harnessing solar power and "green" technologies a development can reduce its energy cost for the year.

- Design the structures to take advantage of passive solar heating by placing windows and doors on the South side of the buildings or within 15 degrees of due South.
- Design the interior of the structures to control the impact of the sun's penetration into a room, especially at late morning and early afternoon hours.
- Locate solar collector devices in areas where they will collect the most sun, but will not produce a blinding glare.
- Minimize heat loss from the system by placing the collection system and the storage source near to each other.
- Filter incoming daylight by using vegetation around the structure to let in the light but hold back heat in summer months.
- Tint or lightly shade windows (reflective films, solar optic lens film) to reduce the amount of heat coming through the windows.. These also can reduce the level of harmful UV rays, and reduce the cooling bill in summer months.
- Allow incoming light to reflect to the back of a room by bouncing off walls, the ceiling and the floor.
- Use a skylight window for the craft store and the cafe which would drastically reduce the number of lamps needed for light in these structures.
- Design clerestory windows in the inn adjacent to other windows to allow light to penetrate deep into the rooms.
- Slope the ceiling from a high point at a window or skylight to better distribute light through the space.
- Use light shelves above eye level to reflect light deeper into the space.
- Design for use of a solar hot-water heating system, or a system which uses little energy for heating water.

Cooling Issues

Natural breezes and cool mountain winds are inexpensive methods to cool the interior of a building. Other cooling sources are natural vegetation and trees surrounding the development to shade its buildings thereby keeping occupants inside comfortable.

- Take advantage of wind as a natural cooling and ventilation system in the design of structures.
- Use extendible or removable awnings and shading systems (overhangs and porches) to reduce the amount of heat in the building at the hottest times of the day. These devices allow the low winter sun to still penetrate into the room, and block the higher summer sun.
- Strategically place plants, trees and shrubs to shade the structures.
- Place trees in areas so that they help guide the air flow around structures.
- Use exterior roll down shutters or interior venetian blinds which can be used to reduce heat and glare and cool the inside spaces.
- Limit glass on the East and West sides of the structure because of the rising Eastern sun and the setting Western sun.
- Consider dehumidification methods to reduce high humidity levels during the hottest times of the year.
- Use methods that vent excess heat from the structures and brings in cooler night air.
- Design an HVAC (heating, ventilation, and air conditioning) system to coordinate with other methods of cooling and heating within structures (daylighting, natural cooling and ventilation systems).

In conclusion, for a site design to be considered sustainable it must adhere to principles that promote sustainability in the design considerations. It must promote a harmony between the structure itself and the surrounding environment. A development that fits into the natural landscape instead of harming and polluting it will not only be more attractive to the community, but will also be more cost effective. A building that is designed correctly from the drawing board will cost the community less in the future by not requiring others to correct past mistakes and failures. The rule is to do no harm in the beginning, then no one will have to correct mistakes from the past.

The design must take into account that water and natural resources are valuable and are rapidly depleting if past trends do not improve. It uses water and natural resources to the most optimum advantage, getting as much out of alternative energy and water sources (wind and solar power, water harvesting) as possible. It stores and disposes waste materials in an ecologically friendly manner so as not to pollute the water or surrounding ecosystem. Protected, on-site waste collection areas are essential to the protection of the surrounding environment on which this development rests.

A sustainable site design incorporates indigenous materials in the structures (local wood, local labor), and uses plants and vegetation that is native to the area. It knows that by introducing a tree or plant that is not native to the region could have disastrous effects on the natural environment. These effects include the foreign vegetation requiring a large amount of water, as well as the encroachment on the territory of local plants and possibly destroying them.

This has been a concept for a sustainable development project located in Pittman Center. It is not the only type of development that could be placed on this site, but is only a guide. This site is in a perfect position to showcase how the principles of sustainable development could be implemented in a small, rural community in that it is seen by a large number of tourists everyday of the year. The inn, craft store, and cafe could be used as a tourist attraction and as an educational vehicle for sustainable development for the community. Not only would it be a development that was built based upon principles of sustainable development and design, but it would also be

considered a tourist destination for those visiting East Tennessee. Pittman Center has decided to take up the challenge of sustainable development and, through this site, has decided to incorporate its ideas and principles into new a development that would place this tiny, mountain community on the road map of sustainable development.

Chapter Four: Making the Project a Reality

Introduction

In the development process it is first necessary to understand exactly what the community wants to accomplish, because without a clear vision laid out beforehand the process has not begun. Pittman Center has already accomplished this first phase through their participation in the FutureScapes project. As stated in Chapter One, citizens' beliefs, goals, and desires are clear and straightforward. They know what should and should not be built in their community. This is the first step of the development process, and with the sustainable design concept in Chapter Three city officials can proceed to the next steps in making this concept, or any other, a reality.

Just as the visioning and dreaming stage is so important to a development project, so are the financing, funding and marketing stages. There are a number of methods which a community such as Pittman Center can use to make their dream a reality. For Pittman Center some of these resources are the organization of a community development corporation (CDC), and a Community Land Trust to purchase the land and develop it within the guidelines and desires of the community. Other available resources include the use of grants and loans to develop the infrastructure of the property, and acquire the land for development. The possible roles of the East Tennessee Development District, the National Park Service, and others in the process are also important in completing the development of the site.

Constraints to Development

There is a major constraint to continuing the development process which Pittman Center must first address. This constraint is the cost of the land which is currently \$700,000 for the total 30 acres (Pittman Center). This price is too high for any organization in Pittman Center to purchase and develop the land without financial help. There are certain factors influencing this cost.

The first factor is that of the total 30 acres only approximately 7 acres are adequately suited for any major development project. As stated in the site analysis, the land adjacent to Highway 416 at the southwest of the property is easily buildable land. The rear of the property consists of steep slope, and any large scale development is impossible on this section. A suitable type of development that could be constructed here is a series of walking trails, or small, single-use types of development such as overnight cabins coordinating with the main inn. This is a serious problem when trying to attract developers and lenders since few will be interested in investing \$700,000, plus construction costs and legal fees, in a site when only a small portion is easily buildable.

If the sale price of the property were lowered to an amount which could be more easily affordable, this would increase the desirability and economic value of the site to interested investors. Economics plays a major part in this situation, and if a developer feels that he or she will not receive a return on his or her investment no development will take place, and the property will remain vacant until the purchase cost is lowered.

The fact that not all the property can be developed without serious leveling is another problem. The site only allows for a small development to be constructed which would generate less revenue than a larger development. With this in mind, a developer is unlikely to invest time and money into a project that will not only not pay for the initial cost of purchasing the land, but will also not result in considerable profit. The type of development that can be built on this property is limited by the current purchase price, and the percentage of easily buildable flat land. The economic feasibility of a small development is small compared to a development that can both generate a large amount of revenue, and allow investors and lenders to receive money for the initial purchase price and development costs.

This constraint is serious, but not impossible to reconcile. The first issue is to take measures to lower the land cost to an amount which is both affordable, and will attract developers and investors. Land value depends upon many factors. For example, the developable amount of the property is very important when devising land costs. A landowner that owns a piece of property on which only 20 per cent can be easily developed will receive less money for his land than will a landowner that owns land on which all of the property can be easily developed.

A necessary step that Pittman Center officials must take is to have an appraisal done on the land in order to find the value of the land based on different uses. The land value will fluctuate for different uses (agriculture, tourism, residential). City officials

might be able to decrease the cost of the land by having it appraised based upon a tourism use.

A second constraint that faces Pittman Center is the lack of water and sewer lines connecting the city to a water supply. Currently all water usage comes from wells, and all sewage needs are serviced by septic tanks. A water shortage or contaminated water could have a disastrous effect on the community, and any commercial tourist enterprise located within in the city limits. Through the FutureScapes study, recommendations concerning water issues and water quality were given to the community on ways to protect the water.

One of these recommendations was to form a Water and Wastewater Commission which would “advise the Mayor and Board of Aldermen on policies and manage programs related to water and wastewater and flooding” (Water Quality Issues: 2). Others included the protection of the drinking water supply through purification of the water by chlorination, ultraviolet light or ozone at the well (Water Quality Issues: 4), the development of a public water supply or buy water from another utility company, the enforcement of high standards for installing septic tanks, and a “systematic inspection, repair, and..replacement of existing equipment and drainfields” (Water Quality Issues: 8).

Sustainable Development Challenge Grant Program

The Sustainable Development Challenge Grant Program, initiated by the Environmental Protection Agency, is one of President Clinton’s “high priority” actions regarding sustainable development. It was first mentioned in the 19 March 1995 report

“Reinventing Environmental Regulation” which was part of the National Performance Review. The Sustainable Development Challenge Grant is one of 25 environmental reforms announced in this report (USEPA: 2). The Sustainable Development Challenge Grant Program was first developed in 1996 by the Environmental Protection Agency which wanted a program that was “designed to encourage people, organizations, business, and government to work together in their communities to improve their environment while maintaining a healthy economy and a sense of community well-being.” (USEPA: 2). It is a program that challenges communities to invest in their own sustainable future, and to function in a capacity that promotes sustainable development and investment in the natural environment.

The Sustainable Development Challenge Grant has seven goals that it feels are necessary for a community to do in order to achieve community sustainable development.

These seven goals, taken from the 1997 S.D.G.C. Proposal Guidance, are as follows:

- 1) Promote cooperation and collaboration among the general public, businesses, nonprofit organizations, educational institutions, government agencies, and others to develop locally appropriate tools and processes for sustainable environmental protection and economic development.
- 2) Encourage community investment in and commitment to environmental protection through a new understanding of the dependence of long-term economic health on improvement in environmental conditions.
- 3) Build local and regional capacity for conducting and implementing plans and activities that will provide for community sustainability.
- 4) Identify and design effective models and tools for sustainable development that can be shared by communities nationwide.
- 5) Create approaches that foster long-term investments in innovative sustainability efforts at the community level.

- 6) Catalyze community-based and regional projects to promote sustainable development.
- 7) Leverage public and private investments in the community to effectively address issues surrounding environmental protection, economic improvement and community well-being.

The Sustainable Development Challenge Grant provides seed money to get local projects and programs off the ground for “broader public and private sector investment in sustainability activities” (USEPA: 5). Since EPA funds can be used for no more than 80% of the total cost of the project, a matching fund is required to make up the rest of the total cost. This match can come from a variety of public and private sources, including in-kind services (volunteer services, donated office and project supplies).

There are two categories for which eligible applicants can apply. These categories are (1) those up to \$50,000 and (2) those between \$50,001 and \$250,000 of which 80% of the grant money will go to city/metropolitan-related projects, and 20% will go to support rural and non-metropolitan areas. The reason for the great disparity between the percentages is that according to the U.S. Census, approximately 80% of Americans live in urban areas, but this does not imply that rural areas should not apply for this grant. Eligible applicants include local and state governments, non-profit organizations, groups chartered by one or more local governments, educational institutions, Territories of the U.S., and Native American Tribes. The Sustainable Development Challenge Grant encourages state agencies to work cooperatively with community groups and local programs to help strengthen their proposals.

There are myriad sample eligible activities found in the S.D.C.G. Proposal Guidance that are examples of the types of projects that this program could fund. Some of the projects include promoting the principles of stewardship, ecosystem management and sustainability that would be outlined in a sustainable development plan for Pittman Center. This plan then would be presented to local citizens, and government officials outlining ways to make the community sustainable for the future. A workshop would also be developed with the help of the National Park Service and those interested in commercial and residential expansion ideas based on principles of sustainable development.. Any idea or project that will “catalyze community-based projects to promote environmentally and economically sustainable development; build partnerships which increase a community’s capacity to take steps that will ensure the long-term health of ecosystems and humans, economic vitality, and community well-being; and leverage public and private investments to enhance environmental quality by enabling sustainable community efforts to continue beyond the period of EPA funding” (SDCGP: 2).

There are also a number of other loans and grants packages that Pittman Center can obtain through the federal government. Pittman Center might be eligible for some of these grants and loans, but the complexity and difficulty of receiving these types of funds is high. Many loans require that a considerable amount of jobs be created for every so many dollars loaned. The development that Pittman Center wants would not create the necessary amount of jobs for some of these loans. Also, Pittman Center has no track record of prior borrowing. Many federal loans require that a community or organization

have a credit history prior to asking for a substantial loan or grant. This thesis though has listed in Appendix B complete information for a number of grants and loans that Pittman Center might be able to use in the future for other development projects.

Community Land Trust

A land trust “is a private, nonprofit, grassroots organization with a mission to conserve land and its resources” (Land Trust Movement: 1), and is a useful tool to protect and to preserve land and natural green space for future generations. Land trusts are set up to protect land that is being harmed or threatened. Such land includes scenic vistas, wetlands, city parks, forestland, fragile eco-systems, and many other land types. Besides preserving land as natural space, other issues that land trusts work with are the development of affordable housing, social services, and neighborhood businesses. A land trust can obtain land from a number of sources: direct purchasing, life estates, land donations, limited development, and a conservation easement. If a land trust has, or can raise, the necessary resources, it can directly purchase the land. Most land trusts though do not take this avenue due to a lack of capital. Instead, a land trust will apply for state and federal land acquisition grants, and accept donations from foundations and individuals to purchase the land. A second method land trusts use to acquire land is through private land donations by those who love their land, and want to see it protected. These landowners do not want their land to be developed as a massive housing project or theme park, so they donate their land rights over to a land trust.

Life estates are a third method land trusts use to acquire land. A life estate is a legal tool whereby a property owner donates his or her land to a land trust after he or she dies, but retain the right to still reside on it for the remainder of life. The fourth method, limited development rights, means that a landowner agrees to develop a portion of the land, but leaves the remaining portion as preserved.

A final tool to conserve land is for an owner to donate a conservation easement to a land trust which is “a right of use over the property of other” (Possibility: 11). This is a legal document that lists the restrictions a landowner wishes to place on the land, such as subdivisions, high-rise structures, and car dealerships. A conservation easement then becomes part of the deed, and if the land changes owners the new owner is bound to the terms of the original landowner. The land trust is assigned the responsibility to enforce any restrictions of the land owner, even if the land changes hands several times.

Land trusts are considered by the state and federal governments as non-profit, tax-exempt charitable organizations. Even though land trusts are exempt from state and federal taxes they still usually pay local real estate taxes on land they own. These taxes are covered mainly by lease fees paid by those leasing land from a land trust. This status allows them to provide tax benefits to donors through income tax deductions for the value of the property or conservation easement when donating to a land trust. Once a land trust has acquired the land, development, or rights through a conservation easement it “maintains a vigilant watch over protected lands forever” (Land Trust Movement: 1) never again allowing it to be bought and sold as a commodity.

Pittman Center could establish a land trust to acquire the proposed site for development, and other properties for future development. A land trust in Pittman Center would ensure that land would continue to be preserved or developed in an ecologically friendly manner. If Pittman Center creates a land trust to watch over land within the community, residents would be assured that development similar to that found in Gatlinburg and Pigeon Forge would never have a home in Pittman Center. There are strong benefits to establishing a land trust within the community. This is especially true since sustainable development building and principles are so important to residents and city officials. A land trust has an obligation to the natural environment to protect and to preserve it, and to ensure that land is not developed or used inappropriately. Since Pittman Center has such a pronounced desire to incorporate principles of sustainable development into their community, a land trust could help them immensely in realizing their vision for a sustainable community.

A land trust supports land conservation, but also is active in supporting development projects in a sustainable context. This proactive stance benefits Pittman Center by ensuring that development fits in with the landscape, and provides for an ample amount of open space surrounding a development project. A land trust also ensures that property will remain within the community, and that any revenue generated from it will remain there as well. It reduces absentee ownership, and builds a strong sense of community. Pittman Center can ensure that this and future sites will be developed in a

sustainable manner by creating a sustainable development land trust that develops property, and follows community interests.

There are a number of land trusts which Pittman Center can examine for examples of funding sources, by-laws, and incorporation rules. One of these is the Woodland Community Land Trust Development Corporation (WCLT) based in Clairfield, Tennessee near the Kentucky-Tennessee border. WCLT is primarily an organization that helps provide affordable homes, and promotes the ability for low-income individuals to own their own home. It accepts funding from individuals, area churches and businesses, federal, state, and county agencies, philanthropic foundations, and other community-based organizations.

Funding of land trusts comes from "government agencies, foundations, and corporations. Land trusts also borrow money from banks, foundations, and individuals to buy land. Loans are repaid either through fund raising, sales to conservation buyers, or in the case of advance acquisitions for local, state or federal conservation agencies, when public funds are available and the property is repurchased by the government" (Possibility: 9). Here are also three good resources that a community can use to establish a land trust in their community, and can be used as sources of information for help in the development and conservation process: The Land Trust Alliance, The Trust for Public Land, and The Institute for Community Economics.

Community Development Corporation

A community development corporation (CDC) is a public organization that promotes economic development and a sense of community. CDC's operate with affordable housing programs, and are active also in promoting economic activity, economic development and community issues. For example, such issues that CDC's work with are affordable housing and housing ownership, bringing businesses and employment to depressed areas by providing incentives for small business growth for minorities and low income individuals, improving living conditions for residents by increasing the use of local labor and volunteerism, creating a sense of community, training, technical assistance and education, promoting sustainable agriculture, and trying to solve racial and social ills.

A key function of CDC's is to reduce the feeling of helplessness that some residents feel in controlling the destiny and future of their lives and community. Another key function is to ensure that economic development is spread throughout the community, and that particular beliefs and ideas that support a sense of community are promoted. This list though is by no means exhaustive in the amount of issues in which CDC's are involved. If a community sees a problem that needs to be solved, or if it wants to direct growth and development towards a particular goal, it can create a CDC to accomplish this. There is virtually no limit to the amount of issues and topics with which a CDC can work.

CDC's fill the void that has been left behind by high housing costs, negligent attitudes about the environment, and the migration of employment from rural areas to those more prosperous. The role that CDC's play in improving the quality of life both in urban and rural areas is growing. They are assuming a larger role not only in inner cities and urban areas, but in rural areas as well. CDC's created in rural areas, have implemented programs that revive a staggering economy, provide jobs and housing to those who need them, or focus on a particular group of individuals (elderly, African-American, the handicapped). A CDC is formed by a group of interested people who share common goals and objectives, want to do something about current economic or social conditions, or want to promote a particular idea or concept.

There are eight different roles that a CDC can play to obtain its objectives. These different roles are as follows: advocate, facilitator, packager, marketer, project manager, partner, sole developer, and long-term manager (Rural Connections-ETCDC). The role of an advocate entails that a CDC advocates for a particular strategy, or set of objectives to the community. For Pittman Center, these strategies and objectives would be the promotion and support of sustainable development and design. The CDC would advocate for sustainable development, and provide information on how to encourage its use throughout the community. The second role, facilitator, means that a CDC will assist others interested in achieving the goals set forth by the CDC (i.e. affordable housing, sustainable development, social equity). This role, like the advocate, calls on the CDC to

facilitate information and training about sustainable development to interested individuals.

As a packager, a CDC would put together an enterprise or plans for others to own a similar project. For example, a landowner could see what a CDC has accomplished regarding sustainable development, and go to the CDC for information about how to develop a similar project on his or her own. The fourth role, marketer, means that the CDC assists in marketing projects which others own. This could include using the Internet or development magazines for marketing a website for potential development projects information and available real estate in the community. The fifth role, project manager, provides that a CDC manages the development process of projects owned by others, allowing it to provide services to a number of different development projects. When a CDC is in a partner status it can work with a for-profit developer to gain expertise and knowledge from the developer. A partner role allows the CDC to then take this information and perform similar endeavors in the community.

When a CDC takes on the role as sole developer it is the owner and only developer of its projects within its limits. This means that it takes on all responsibilities of purchasing and developing land, and is the only owner of its property. If a CDC is the owner and sole developer this allows them more opportunity to promote the ideas of the CDC. For example, a sustainable development CDC would be able to develop property in a sustainable manner since they have complete control and rights to the land. Finally, as a long-term manager, a CDC manages a project for a specific number of years for

another organization. Pittman Center can choose a melange of these different roles in considering how their CDC will function. For example, it could combine the roles of advocate, facilitator, partner, and sole developer. It would not only develop property for use by tourists and locals, but also would advocate and provide information on the concept of sustainable development and design.

In Pittman Center's case, a CDC could be created to support the principles of sustainable development, and incorporate them into development of the vacant property. This CDC would promote sustainable design, architecture, energy forms, and information and training on these principles. It would serve as a storehouse for information to future landowners who want to develop their vacant land in a sustainable fashion, or find ways to implement principles of sustainable development into already existing structures. In order to promote community sustainability, both economically and socially, the Pittman Center CDC must have two objectives. First, revenue generated from development of the site must remain within the community for future sustainable development projects in Pittman Center. The second objective is the promotion of education and training on sustainable development. Education and training play a major role in the creation of this CDC by allowing those interested in sustainable development to benefit from information found in the Pittman Center CDC. Pittman Center could be a resident expert on sustainable development and design by supporting and providing as much information as possible on the topic.

If the Pittman Center CDC were to act as a storehouse for information on sustainable development it would allow them to effectively promote these principles to developers, investors, planners, architects, conservationists, environmentalists, and ordinary citizens. If Pittman Center were also to include education, training, and research in the CDC, grants and funding are available for this type of function from research foundations, and private companies and foundations. Education and research would also provide Pittman Center's CDC with a much broader scope, and let it evolve into more than solely an economic development corporation. Information, education, training, and research are main foci of sustainable development, and help to spread the message to others interested in steps to a sustainable and healthy future. Pittman Center could take a leading role in this endeavor.

There are a number of rural CDC's from which Pittman Center can draw upon as examples for organization criteria, funding sources, and economic development training. Two of these rural community-based development initiatives are EcoDeposits for Sustainable Development in Willapa Bay, WA (EDSD), and the Mountain Association for Community Economic Development in Berea, KY (MACED).

EDSD promotes sustainable development by creating market-driven businesses that support the ecosystem rather than compete against it. It has received funding from numerous sources, one of which is the South Shore Bank. This bank "has become the nation's prototype community development lending bank...[which] pioneered the concept of linked deposits, which they call 'development deposits'" (C.I.E.: 24). EDSD also

worked with Ecotrust, a nonprofit organization that helps local communities apply sustainable development principles to on-the-ground projects, and was introduced to the South Shore Bank by them. Other sources of funding included the Northwest Area Foundation, the Heller Foundation, the Ford Foundation, the Carol P. Guyer Foundation, and the Sequoia Foundation.

MACED, located in Berea, Kentucky promotes sustainable communities and sustainable organizations, and has worked with those in Appalachia to create economic opportunities there. Though its scope and focus will be different than Pittman Center's, it can still be used as an example of how to establish a CDC active in sustainable development, and provide information regarding funding sources. MACED is active in issues such as businesses development, entrepreneurship initiative, sustainable communities initiative, sustainable forestry initiative, and the North Fork Clean Water Project. Regarding funding information, MACED receives funding from a number of sources. They are currently the Appalachian Community Fund, the Appalachian Regional Commission, Mary Reynolds Babcock Foundation, the Ford Foundation, W.K. Kellogg Foundation, Jessie Smith Noyes Foundation, James C. Penney Foundation, Southern Rural Development Initiative, Anne and David Stoneman Charitable Foundation, the Tennessee Valley Authority, and the U.S. Department of Agriculture, Rural Development.

Community development corporations and land trusts also have their share of problems when trying to develop or conserve a piece of property. In effect, they are

simply developers, and have the same problems and constraints as private developers. Some of these problems are lack of funding, lack of support (both public and private) on a particular project, and development costs and fees. Pittman Center must keep this issue in mind when trying to create either of these organizations for development purposes.

A land trust in Pittman Center could partner with the Foothills Land Conservancy which has been active in conserving land around the Great Smoky Mountains National Park. Pittman Center's land trust could gain the necessary support through their affiliation with the Foothills Land Conservancy, as well as reap some of the benefits accrued from this organization. It must still be remember though, that even though these organizations sometimes have greater access to capital and support than do private developers, they are still, in effect, developers.

Forming a Nonprofit

This section outlines steps in forming a nonprofit community development corporation in Pittman Center. The first step in officially forming a CDC is to contact the secretary of state (Tennessee) to obtain nonprofit incorporation information and materials. This information includes such material as a form for the Articles of Incorporation, and the nonprofit corporation's statutes that contain technical requirements for organizing and operating a nonprofit in Tennessee. The information packet is extremely important in that it includes the necessary paperwork a CDC will need for organization. Second, an official name must be chosen for the organization. It should be

a name that aptly describes the organization to everyone in the community. In this case, The Pittman Center Community Development Corporation would be sufficient.

The third step is to prepare an Articles of Incorporation that legally establishes the organization as a state chartered corporation. This step is very important in that the corporation comes officially into existence once the CDC files its Articles of Incorporation with the secretary of state. A lawyer prepares incorporation documents that include the purpose of the corporation, the name, nonprofit nature and powers, and the organizers' names. The Articles of Incorporation provide the legal framework for the corporation and officially formalizes the organization to the Federal government. The fourth step in creating a CDC is to apply for tax exempt status from the Federal government. This allows the CDC many privileges, some of which are bulk mailing postal rates, exemption from taxes on own corporate income, as well as charitable contributions. Exemption from state and local taxes are possible if the nonprofit completes a separate application process from the state.

The fifth step is to prepare the CDC's by-laws which are the rules and regulations of the organization, and explain how it will conduct its business. Once the by-laws are written they can only be changed by an organization's Board of Directors. "The primary practical benefit of adopting the rules contained in the by-laws is for the corporations to arrive at a good, workable consensus regarding the ground rules of the corporation" (Mancuso: 7.4). When a corporation wants to expand, or take on other obligations, members must document these changes in the by-laws of the corporation. The Articles of

Incorporation though are not changed regarding most changes to the basic operation and business practice of the corporation.

Also during this time of creation, the CDC must develop a comprehensive long range plan for what it will accomplish in the community. Also at this time, it must identify areas where the CDC is most needed. In Pittman Center this would be an organization that develops property through principles of sustainable development, and serves as a storehouse for information on sustainable development, design and technology. Once the Articles of Incorporation and by-laws of the organization are complete, and a plan of action is devised, a CDC must then attend to staff matters. It must determine the relationship between staff and the Board of Directors, how they will work together, and who will be in control of what functions.

Getting a nonprofit off the drawing board is not an easy task to accomplish. The process takes a lot of work, commitment and effort to complete. To make the process somewhat easier this thesis includes in Appendix D the Articles of Incorporation and the by laws of MACED. The guidebook How To Form a Nonprofit Corporation by Anthony Mancuso, an attorney in California, is an excellent guide for establishing a nonprofit in that it gives complete step-by-step instructions, plus the necessary forms and examples. Finally in Appendix D is important legal information concerning the proper channels through which a group must go to start a nonprofit corporation in the State of Tennessee.

Economic Partners

There are also other organizations with which Pittman Center can work to implement sustainable development designs and development. The first organization is the East Tennessee Development District (ETDD) located in Knoxville Tennessee. The ETDD serves a number of counties in the East Tennessee area, including Sevier County. It provides assistance with community and economic development in such areas as water and sewer infrastructure, road construction, and clearing and grading of land if the community chooses to do so. It also provides assistance in helping Pittman Center find resources to develop the property. The ETDD has a set of loan and grant packages, both in house and through the state. The ETDD also has programs that provide assistance for landscaping, historic preservation, and methods to generate tourism in Pittman Center.

The National Park Service (NPS) also can play an important role in the development of this property. The service that the NPS can provide will be mainly in technical and design assistance. For example, the landscape architect for the National Park has been working with city leaders of Pittman Center to devise a workable site design based upon the criteria and desires of the community. The role of the NPS would help educate local residents, tourists, and interested citizens about the concept of sustainable development, and the prospective benefits it could have on the community.

Another aspect of the NPS role would be to aid in the design process of a development on the site. The architects and designers of the NPS could provide a site

drawing based upon sustainable development and design for the community. The NPS has a history of promoting sustainable development and design in the communities around its national parks, and could educate Pittman Center city officials, a land trust, or a CDC about land conservation and protection.

The Appalachian Regional Commission (ARC), located in Washington D.C. promotes economic development within the Appalachian region. Its main objective is "the creation of new jobs...ARC provides funding in area development for the creation of new jobs and private investments." (Sacam-ARC:1). These are supported by grants for water and sewer services for industrial and commercial needs, small business development, and the development of natural resources.

Chapter Four has described available assistance to Pittman Center so that the vacant site within the community can be developed based upon the objectives and guidelines of the community. It has explained the benefits and objectives of both a community development corporation, a Land Trust, and the benefits that these organizations could have on Pittman Center. It has examined constraints to development, and has offered solutions to alleviate these constraints.

Pittman Center wants to develop an economically viable option for development of their vacant property based upon principles of sustainable development. They can use a development on this site as a showcase for how mountain communities can develop in a sustainable fashion. City officials and residents are nervous about development similar to that in Gatlinburg and Pigeon Forge coming to their small community. As long as they

remain true to their goals and objectives, and establish an organization that can help them develop properly, they will be able to achieve their vision.

Chapter Five: Conclusion

Sustainable Development and Community

The days when at-all-cost development and profit were the most important issues in economic development are receding. Citizens, activists, city leaders, planners, developers, environmentalists, and governments are coordinating their efforts to produce developments, concepts, and projects which promote economic and development sustainability. There are a number of non-profit groups, organizations, and state, federal, and local governments that are incorporating sustainable development principles into policies, master plans, and decisions.

Benefits accrued from the promotion and incorporation of sustainable development principles are numerous. Focusing on the relationship between sustainable development and economic development, communities receive considerable gains, more so than if they choose to disregard the costs of their decisions. For example, clustering new development projects promotes a higher building density and results in an increase in open space. This increase adds to the livability of the community, and makes it more attractive to future developers and residents due to a large amount of open and green space. This increase in density also allows development to be more accessible to current residents, primarily the handicapped, the elderly, low-income individuals without private transportation, and children.

Also, by actively promoting sustainability current residents can ensure that natural resources, employment, and the beauty of the landscape will still be available for future

generations to enjoy. Thinking and acting sustainably means not depleting and destroying the environment and natural resources, but to act in their best interests. Using local resources, both natural and social (local labor), a community will expand its economic and employment base considerably. Many communities employ outside individuals instead of tapping into those who are readily available, and using them to develop and construct a project, and then work there once completed. Using local resources also reduces a community's reliance on outside individuals, thereby increasing the community's economic self-sustainability, employment base, and economic development.

Pittman Center is on the correct path to future sustainable economic development. A general plan for development, the belief that sustainable development is important to the community, and the financial resources are needed to make this development and future projects a reality. City leaders realize that being adjacent to the busiest national park in America contains both good and bad consequences. Pittman Center is attempting to eliminate the bad consequences such as overcrowding, and negative and harmful development. Instead there is a focus on the benefits of development that supports sustainable development principles. Pittman Center can have the best of both worlds by correctly developing this parcel of land, and can demonstrate how a small community can be adjacent to a busy national park, but still develop sustainably and thwart unwanted development.

Sustainable development and sustainable community development must understand and respect the connection between the following three issues: economics, environment, and social equity. Figure 1 below shows the relationship between these three issues.

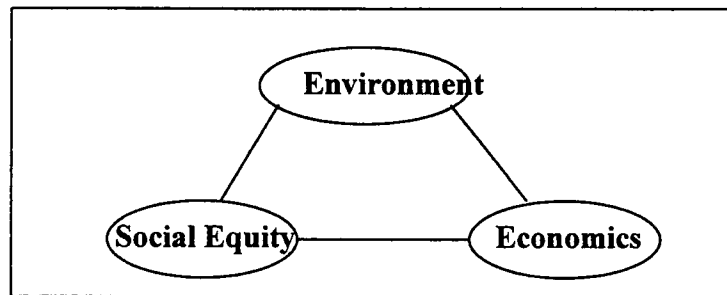


Figure 1.
Sustainable Community Matrix

The first connection is between the environment and economics. It was stated in a previous chapter that governments and businesses disregarded to a large extent negative effects their decisions had on the environment. Natural resources were seen as infinite, and pollution of air and water was rampant, with regulations being either barely, or not enforced. Ducktown near Chattanooga is an example of the harmful effects man has had on the environment. Copper smelting had completely destroyed vegetation around the area. It was, and still is, a barren wasteland--a tribute to humans' disregard for the environment in past decades. If a government does not consider the consequences of its actions and decisions on the environment regarding economic development it is not promoting sustainable development.

A sustainable community realizes that what it does in economic terms effects the surrounding environment, locally, regionally, and now globally. Attracting businesses

and industries that have a habit of protecting the environment, and using environmental friendly technologies can both create an economic base for locals while also preserving the natural environment. That is the first key to sustainable community development--connecting the environment to economics.

The second connection is between social equity and economics. A sustainable community is one that provides employment and job opportunities for all social classes. It does not provide job opportunities to only the wealthy or middle class. Nor does it direct a majority of economic development projects to these two classes while providing few opportunities to those in lower economic ranges. A sustainable community is a healthy economic community where all interested citizens can find employment, regardless of their income level.

A community that creates economic development for only those who can pay the most property taxes, and who can most support the government financially will never obtain a status of being a sustainable community. This approach excludes those who want to work, but economic opportunities are closed to them because decision makers are directing the most energy toward those in the community with money. Low income persons also need to be provided with economic incentives, and given the chance to be employed.

A community's minority population should also not be left out of the economic development loop. A sustainable community celebrates its diversity and calls upon the job skills, qualifications, and education of all its citizens--regardless of ethnic background

or gender. Providing economic development to all its citizens is the second way a community can become sustainable.

The third connection for sustainable community development is between social equity and the environment. People like to be happy and content in the areas in which they live. They also like to feel safe, and live in an unpolluted environment. This is true for both urban and rural areas. A sustainable community is one that ensures its citizens can enjoy their neighborhood or land, and that it will be relatively free of harmful effects from government decisions and development (pollution, incinerator located in a neighborhood, strip development, car lots).

It is a community that reaches its decisions by studying all the issues of a site before developing a piece of land. It does not place a "locally unwanted land use" in an area simply because local residents do not have the power, or are not well enough organized, to prevent the development. A sustainable community protects and preserves the natural environment of its entire area, regardless of ethnicity or economic status.

Site Contribution to Sustainable Development

If developed properly, the site in Pittman Center will enhance the sustainability of the community. If development proposals consider the relationship between the connection of social equity, environment, and economics, and strives to build upon this relationship, it will have achieved its goal of sustainable community development. By developing an inn, a craft store, and a small cafe, Pittman Center will be continuing its steps towards sustainable development. Since the property development concept will

work with the natural environment, as well as the cultural and architectural heritage of the community, this will promote community sustainability regarding the environment and economics.

The development will be small and unobtrusive, and construction will resemble the mountain heritage of Pittman Center, which is one of the main objectives of community development there. Also, by using “green technologies”, the development will not be polluting the environment like a development that uses conventional technologies. Development will leave the site as natural and green as possible so that future generations will be able to enjoy both the scenic beauty of the site, as well as enjoy the commercial development found on it.

This site will provide jobs and economic opportunities to local citizens. By employing local residents to work in the inn, and the surrounding development revenue generated will remain within Pittman Center to promote future sustainable development projects and concepts. Job growth and creation are important aspects of sustainable development in that they reduce unemployment of local residents, and increase their quality of life. A stable economy is necessary for a community to be sustainable, and this site will help promote this part of sustainable development.

Similar to other cities that are encouraging sustainable development in official policies and decisions, Pittman Center can use this site to promote its own form of sustainable development. The site concept given in this thesis provides for a stable and equitable economy for the citizens of Pittman Center. The architectural design of the

development was developed to reduce negative impacts upon the environment, such as air, water, and land pollution, as well as the further rampant depletion of our earth's natural resources. The site will preserve and protect the natural vegetation of this region of the Appalachian Mountain region. It does not support the infiltration of outside plants and vegetation, but instead supports vegetation that is grown within this area. This protects the environment, the natural resources of the area, and provides places where local vegetation can continue to thrive.

The site supports cluster development in that the structures are within walking distance of each other, and a feasible transportation network connects it to other parts of Pittman Center, and to the national park (Highways 321 and 416, greenway system within the community). It also supports natural green space and open space. Certain sections of the site will not be developed, but will instead remain green and natural. These include areas on the front half of the site fronting Highway 321, and most of the steep, hilly terrain located at the rear of the site.

By employing sustainable development within all phases of development and construction of the site, it will enhance the beauty of the region, and will aid in its desire to become a showcase of sustainability. That is the major purpose of the site. Through its design and development it will support and promote the principles of sustainable development that the citizens and city officials of Pittman Center think are appropriate. Shifting from an economic development-only approach to one that combines economic

development with environmental protection is the goal that this site, and the site concept, is to accomplish.

Sustainable Development and Planning

Pittman Center is also taking a lead in incorporating sustainable development into the field of planning. A well defined master plan espousing the benefits of sustainable development, and placing its principles into the goals, strategies, and objectives of the plan is highly important for a community to act and develop in a sustainable manner. Sustainable development should play a key role in any city or community's master plans, and must be upheld and promoted by the local planning commission. City leaders and planners can more accurately plan for future growth, remain aware of fragile areas where development should not occur, examine the sort of growth appropriate for the community, and review areas that should be protected or remain undeveloped.

The basis of a master plan is to plan a community, city, or region in a way that benefits citizens and protects the environment and natural resources. Placing an emphasis on sustainable development and environmentally friendly projects, a community can be assured that what has been conceived will benefit present and future residents as well as the environment. Planners play a major role in sustainable development through the designing of a master plan that promotes sustainable development, and carrying out these policies in all new projects.

Planners also can use zoning techniques to prevent unwanted and unsustainable development projects from coming to the community. Zoning is a powerful tool that

planners use in such situations. Without the help of planners and their knowledge of zoning laws and regulations a community would be susceptible to any amount of undesired development, resulting in a landscape much different than if local planners and planning guidelines were used effectively. Communities cannot sporadically place new development at any location without first taking into consideration the social, economic, and environmental ramifications of their actions.

An environmental impact statement, an understanding of the soils and topography of the site, the impact of development on local residents and culture, the economic aspects of the development, and the opinion of residents concerning the project are all factors that planning takes into consideration before a project is begun. Development that follows a community's master plan and strives to implement its recommendation will be advantaged in that its development pattern will be one which follows a general plan, resulting in a more efficient, productive, and sustainable community.

The use of planning principles and a master plan for design and development are two of the greatest assets a community can have to promote sustainable development, and to be a community that develops with the environment in mind. This is the role planning plays in promoting sustainable development, and providing for a sustainable community. A well-conceived plan with vision, goals and objectives, alternative solutions, development scenarios, and a wish to develop and plan sustainably will benefit the community in both the short and long run.

This thesis has demonstrated how one small, rural community is taking the initiative to develop sustainably, and to use resources locally available to them. It has demonstrated that through vision, planning, and a desire to incorporate principles of sustainable development into development projects, the types of development that would be suitable to Pittman Center, as well as what future development should be. It has also examined some of the resources available to city officials and planners that can be used to make a sustainable development project an actuality. It can serve as a model for other communities that are trying to plan and develop for a sustainable future by explaining the benefits of implementing a community development corporation or a Land Trust, providing information about funding sources, grants and loans, and by providing a sustainable site design concept. Each community though will have different threats and opportunities, and development projects that have been successful in Pittman Center might not be appropriate for another community.

The underlying factor though for any community to be successful is a planning commission active in sustainable development, a strong desire on the part of the community to develop sustainably, and to protect the environment and natural resources. If a community believes in and supports the concept of sustainable development it will have accomplished its goal of providing a sustainable future to its residents, and becoming a sustainable community. This closing quote explains the need for sustainable development and shows why all communities, rural or urban, have an obligation to, and should actively pursue policies of sustainable development--"Prosperity, fairness, and a

healthy environment are interrelated elements of the human dream of a better future.

Sustainable development is a way to pursue that dream through choice and policy.”

(PCSD: 4).

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<http://iisd1.iisd.ca/sd/principle.cfm?pid=42&display=1>

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http://www.rti.org/units/ssid/sustain_cities_nr.html

Sustainable Development Challenge Grant Program
<http://www.epa.gov/region3/sdwork/challeng.htm>

Sustainable Site Design Philosophy
[http://www.nps.gov.dsc/sdgncnstr/gpsd/ch5.html](http://www.nps.gov/dsc/sdgncnstr/gpsd/ch5.html)

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APPENDICES

Appendix A

Appendix B

Appendix C

Appendix D

Funding Databases

Federal Grants and Loans

Sustainable Development Challenge Grant

Non-profit Information

Appendix A
Funding Databases

Foundations and Funding Resources

Searchable Databases:

1. [Advanced Technology Program Grants \(WWW\)](#)
 2. [Catalog of Federal Domestic Assistance](#)
 3. [Commerce Business Daily](#)
 4. [CRISP \(Computer Retrieval of Information on Scientific Projects\) Gopher](#)
 5. [Dept. of Agriculture Research Database](#)
 6. [Dept. of Agriculture Procurement Notices](#)
 7. [Dept. of Agriculture Program Information](#)
 8. [Guide to U.S. Dept of Education Programs \(gopher\)](#)
 9. [ERIC-archive \(WAIS\)](#)
 10. [Eligible Equipment Grant Access Data System \(EEGADS\)](#)
 11. [Federal Information Exchange: Cross Agency Procurement Notices](#)
 12. [Federal Register \(gopher\)](#) (Full text restricted to Counterpoint subscribers.)
 13. [Federal Register \(WWW\)](#) – via Community of Science.
 14. [Government Contract Resource Center](#). Includes Commerce Business Daily.
 15. [Government Publications](#)
 16. [Government Publication Office Access](#). WAIS databases. Includes Federal Register.
 17. [National Endowment for the Humanities](#)
 18. [National Institutes of Health \(gopher\)](#)
 19. [National Institutes of Health \(WWW\)](#)
 20. [National Science Foundation \(WWW\)](#)
 21. [National Science Foundation Awards \(WAIS\)](#)
 22. [National Science Foundation Publications \(WAIS\)](#)
 23. [Small Business Research Innovation Grants \(WWW\)](#)
 24. [U.S. Government Information Services \(WWW Virtual Library – Also a subject listing\)](#)
-

Other Resources:

1. [American Heart Association](#)
2. [The Annenberg/CPB Project](#)
3. [ARPA Grants \(gopher\)](#)
4. [ARPA Grant \(WWW\)](#)
5. [Carnegie Foundation](#)
6. [Community of Science Web Server](#)
7. [Crestar Student Lending](#)
8. [Dept. of Agriculture: Higher Education Challenge Grants Program](#)
9. [Dept. of Agriculture: 1890 Inst. Capacity Building Grants Program](#)
10. [Dept. of Agriculture: Research Apprenticeship Program](#)
11. [Dept. of Education: Grant Competition Notices](#)
12. [Federal Agency Research Operations via MSU](#)
13. [FEDIX](#)
14. [The Foundation Center](#)
15. [Funding Resources Synopses \(from UC-Santa Barbara\)](#)
16. [Grantseeker's Resource Center](#)
17. [Guide to Corporate Funding from USC](#)
18. [IREX Grant Opportunities for Academic Year 1995-1996](#)
19. [MOLIS \(Minority Online Information Service\)](#)
20. [National Institutes of Health \(gopher\)](#)

21. [National Science Foundation: Grants/Funding/Programs](#)
22. [National Science Foundation: Program Deadlines](#)
23. [National Science Foundation: \[Unsolicited\] Grant Proposal Guide](#)
24. [Newsgroup: Info.NSF.grants](#)
25. [Naval Research: Tactical Picture Agent Grant Solicitations](#)
26. [Office of Educational Research and Improvement Bulletin](#)
27. [Office of Telecommunications and Information Applications Activities](#)
28. [Researcher's Guide to the U.S. Dept. of Education](#)
29. [The Rotary Foundation](#)
30. [Sloan Foundation](#)
31. [Teacher's Guide to the U.S. Dept. of Education](#)
32. [White House Fellowships](#)

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4/28/95

Please send suggestions.

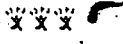


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- II Pricing and Ordering

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U.S., Canadian and Other International Resources

• General Resources

- [Federal Information Exchange, Inc.](#)
 - [FEDIX ALERT](#) Receive Funding Notices for Selected Keywords by Email
 - [Grants Keyword Thesaurus™](#) New in February 1997
- [Agency Solicitations, Procurements, and Program Announcements](#) via TRAM
- [The Community of Science](#)
- [The Federal Marketplace](#) Excellent FAR and CAS Listings
- FEDERAL REGISTER
 - [Government Printing Office Gateway](#) Federal Register, Legislation, etc.
- COMMERCE BUSINESS DAILY (CBD)
 - [CBDNet \(GPO Listing\) ***NEW***](#)
 - [Loren Data Corp. \(Good CBD Listing\)](#)
 - ["govcon" -- Government Contractor Resources](#)
(Free Registration Required or use "guest" for user ID and password)
- CATALOG OF FEDERAL DOMESTIC ASSISTANCE (CFDA)
 - [Web -- Catalog of Federal Domestic Assistance](#)

• Canadian Resources

- General Locators
 - [Gateway to Canadian Government Information](#)
 - [Canadian University Information](#)
 - [Canadian Industry and Government Information](#)
- [National Research Council](#)
- [Medical Research Council - MRC](#)
- [Natural Sciences & Engineering Research Council - NSERC](#)

• International Resources

- Australia
 - [Australian Science and Technology](#)
- Great Britain
 - [Gateway to U.K. Government Research Councils](#)
 - [Office of Science and Technology](#)
 - [The British Academy](#)
- Israel
 - [Funding Opportunities in Israel](#)

- Federal Agencies

- General Locators
 - [Gateway to All Federal Agencies](#) (*Library of Congress*)
 - [Federal Agencies](#) (*well done by LSU*)
 - [FedWorld Information Network](#)
 - [The Federal Web Locator](#)
- National Institutes of Health
 - [QER Home Page](#)
 - [January 1997 Revision and Update of the Biomedical Research and Development Price Index](#)
 - [NIH E-Mail Directory](#) — *Searchable*
 - [NIH Web Site Directory](#)
 - [NIH Guide](#)
 - [NIH Guide](#) (Searchable Archive from NYU Medical Center)
- [NIH Institutes, Centers, and Divisions](#)
- [National Institute of Mental Health](#)
- [National Science Foundation](#)
 - [NSF Fast Lane](#)
 - [NSF Directory](#) *By Person OR By Unit — Non-Searchable*
OR By Name — Searchable
 - [Grants Proposal Guide](#)
 - [NSF Forms Info](#)
 - [Guide to Programs — FY96](#)
 - [Program Deadlines](#)
 - [Program Areas](#)
 - [NSF Bulletin](#)
 - [NSF Expenditure Reports](#) — *Including latest available FY95 Data NEW!!!*
 - [NSF Data on Research Rankings](#)
 - [NSF Institutional Profiles](#)
 - [CISE — "Seedbed of the Information Highway"](#)
- [National Endowment for the Humanities](#)
 - [NEH Directory](#) (with E-Mail Links)
- [National Endowment for the Arts](#)
 - [NEA Grants to Organizations](#)
 - [ArtsEdge](#)
- [NASA](#)
- [Small Business Administration](#)
 - [Small Business Administration — Hot List](#)
 - [Small Business Administration — Commerce Business Daily Links](#)
- [U.S. Department of Commerce - Telecommunications and Information Infrastructure Assistance Program \(TTIAP\)](#)
- [U. S. Department of Education](#)
 - [Researchers Guide to the U.S. Department of Education](#)
 - [What Should I Know About ED Grants? -- A Complete Guide for Grants Writers](#)
 - [ERIC — Educational Resources Information Center](#)
 - [QERI Bulletin](#)
- [U. S. Department of Energy](#)
 - [Grant Application Forms](#)
 - [DOE Pittsburgh Energy Technology Center](#)
 - [DOE Financial Assistance Home Page](#)
 - [DOE Procurement Home Page](#)
- [The U.S. Army Research Institute for the Behavioral and Social Sciences](#)

Policy Info & OMB Circulars

- Regulatory & Policy Aids
 - [Federal Register \(GPO\)](#)
 - [University of Michigan Document Center](#)
 - [U.S. Code \(USC\) \(1/4/93\) via U.S. House of Representatives \(Searchable\)](#)
 - [U.S. Code \(USC\) \(most up to date\) via U.S. House of Representatives \(Not Searchable\)](#)
 - [U.S. Code \(USC\) via Cornell \(Searchable by Number\)](#)
 - [Code of Federal Regulations \(CFR\) via U.S. House](#)
 - [CFR Sources Directory \(CFR\) via U.S. House](#)
 - [Federal Acquisition Regulations via The Federal Marketplace](#)
 - [Federal Acquisition Regulations via GSA in PDF Format](#)
 - [FAR Forms via GSA in PDF Format](#)
 - [Federal Acquisition Regulations via GSA in HTML Format](#)
 - [Defense \(DFAR\) FAR Supplement](#)
 - [NASA FAR Supplement](#)
 - [DOE FAR \(DEAR\) Supplement](#)
 - [Federal Acquisition Regulations \(FAR Search Engine\) via University of California](#)
 - [Cost Accounting Standards via The Federal Marketplace](#)
- Standard Federal Agency Policies
 - [Federal Demonstration Partnership \(FDP\) Terms and Conditions](#)
 - [Federal Demonstration Partnership \(FDP\) Web Site](#)
 - [NSF Grants Policy Manual](#)
 - [NSF GC-1 General Conditions](#)
 - [NIH Manual](#)
 - [PHS Grants Policy Statement \(GPS\)](#)
 - [HHS Grant Regulations - Title 45 CFR](#)
 - [HHS Grants Administration Manual \(GAM\)](#)
 - [HHS Grants Policy Directives \(GPDs\) -- Phased Replacement of GAM](#)
 - [EDGAR - Part 74, EDGAR - Part 75-N4](#)
 - [DOD Grant and Agreement Regulations \(DoDGR's\) \(Proposed Regs\)](#)
 - [DOD Directives](#)
 - [Defense Acquisition Deskbook](#)
 - [Federal Travel Rates](#)
 - [Guide for the Care and Use of Laboratory Animals](#)
- Circulars
 - [OMB Circulars -- White House List](#)
 - [OMB Circulars -- via TRAM](#)
 - [Circular A-21](#)
 - [OMB Circular A-110](#)
 - [OMB Circular A-133 \(From OMB Home Page\)](#)
 - [OMB Circular A-87](#)
 - [OMB Circular A-102](#)
 - [OMB Circular A-122 \(Current\) via TEF's](#)
 - [OMB Circular A-122 \(Proposed\)](#)
 - [OMB Circular A-128](#)

- Legislation

- [Cash Management Improvement Act](#)
 - [Intergovernmental Cooperation Act of 1968](#)
 - [The Single Audit Act of 1984](#)
 - [Other Legislation via FinanceNet](#)
-

General Resources

- Electronic Publications

- [UniSci - Research News from American Universities](#)
- [USAToday Science](#)
- [E-Newsstand's Science and Technology](#)
- [Electronic Newsstand](#)
- [Medical Newsletters and Journals Directory](#)
- [SCIENCE](#)
- [The Scientist](#)
- [Nature](#)
[Requires first-time registration here for Nature News Network]
- [JAMA](#) Journal of the American Medical Association
[Requires first-time registration here]
- [Radiation Research Journal](#)
- [Academe This Week](#) from *The Chronicle of Higher Education*
- [Philanthropy Journal of North Carolina](#)
- [Intellectual Property Magazine](#)
- [The Academic - Corporate Nexus: Innovation, Technology Transfer and Business](#)
- [Technology Review](#)
- [Quebec Science](#) (In French)
- [USA Today](#)
- [The New York Times](#)
- [U.S. News Online](#)
- [Time](#)
- [The Wall Street Journal](#)
- [Business Week On-Line](#)
- [The Washington Times Weekly Edition](#)
- [London Telegraph](#)

- Deadline Postings

- [Deadlines in Academe -- Chronicle of Higher Education](#)

- Grant Forms

- [NSF Forms Info](#)
- [Grant Resources](#)
- [TRAM Forms](#)
- [Baylor Forms](#)
- [University of Texas Forms](#)
- [Texas Engineering Experiment Station Forms](#)

- Aids from the Council on Governmental Relations (COGR)

- [COGR Home Page](#)
- [COGR Good Practices Manual](#)
- [COGR University Technology Transfer](#)
- [COGR -- The Bayh-Dole Act: A Guide](#)
- [COGR -- Access to and Retention of Research Data](#)
- [COGR -- Review of University - Industry Research Relationships](#)
- [COGR -- Technical Data and Computer Software: A Guide to Rights and Responsibilities under Federal Contracts, Grants, and Cooperative Agreements](#)

- [COGR -- Rights in Technical Data and Computer Software: A Faculty Guide](#)
- Other Research Administration and Web Topics
 - Professional Development & Education Programs, ERA, and Certification
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 - [The Body of Knowledge Reference Tool \(NEW AND IMPROVED\)](#)
 - Electronic Research Administration
 - [Electronic Research Administration Home Page](#)
 - [UCLA's ERA Web Site](#)
 - [NCURA's ERA Web Site](#)
 - [NSF FastLane Home Page](#)
 - [FastLane Wins 1996 National Information Infrastructure Award](#)
 - [Loren Data Corp. -- EDI & Electronic Commerce Links](#)
 - [Loren Data Corp. -- World-Wide EDI\(sm\) FAQ](#)
 - [Electronic Data Interchange -- EDI Primer](#)
 - Certification
 - [The Certified Research Administrator \(CRA\) Home Page](#)
 - Other
 - [Education World -- Ed Resources on the Web ***NEW***](#)
 - [A Guide to Cyberspace by Kevin Hughes](#)
 - [Toward and Ethics and Etiquette for Electronic Mail -- RAND Report](#)
 - [Universal Access to E-Mail -- RAND Report](#)
 - Legal Issues
 - [U.S. Patent Office](#)
 - [Patent Search](#)
 - [Intellectual Property Law -- Short Cuts Hotlinks](#)
 - [Patent Information - \(Some Search Capability\)](#)
 - [Intellectual Property & Copyright Information](#)
 - [Virtual Law Library](#)
 - Other Institution and Related Associations Web Sites
 - [TRAM's University Departmental and Sponsored Research Offices Listing](#)
 - [Bar-Ilan University, Israel](#)
 - [National Council of University Research Administrators "NCURA"](#)
 - [NCURA/AUTM - Sample Policies](#)
 - [Council on Governmental Relations "COGR"](#)
 - [Association of University Technology Managers "AUTM"](#)
 - [Association of American Universities "AAU"](#)
 - [American Association for Clinical Chemistry "AACCC"](#)
 - [Association of American Medical Colleges "AAMC"](#)
 - [Association of Independent Research Institutes "AIRI"](#)
 - [Foundation for Biomedical Research "FBR"](#)
 - [National Academy of Sciences "NAS"](#)
 - [National Academy Press Bookstore](#)
 - [National Association for Biomedical Research "NABR"](#)
 - [National Association of College and University Business Officers "NACUBO"](#)
 - [American Association for the Advancement of Science "AAAS" R&D Page](#)
 - [National Association of State Universities and Land Grant Colleges "NASULGC"](#)
 - [Applied Research Ethics National Association "ARENA"](#)
 - Writing Tips
 - [Strunk's Elements of Style -- Writer's Guide](#)
 - [Grammar and Style Guides for Writers](#)
 - [The Jargon File](#)
 - [Proposal Writing Short Course -- Foundation Center](#)

Appendix B

Federal Grants and Loans

10.767: Intermediary Relending Program

10.767 Objectives: To finance business facilities and community development.

MAIN TOPICS:

- ELIGIBILITY REQUIREMENTS
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 - POST ASSISTANCE REQUIREMENTS
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10.767 ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Eligible intermediaries may include: Private nonprofit organizations, State or local governments, and Federally recognized Indian tribes and cooperatives.

Beneficiary Eligibility: Ultimate recipients may include: For profit organizations, individuals, public and private nonprofit organizations.

Credentials/Documentation: Intermediaries must have adequate legal authority and a proven record of successfully assisting rural businesses and industries. Ultimate recipients must not be located within a city with a population of 25,000 or more. Both intermediaries and ultimate recipients must be unable to obtain the loan at reasonable rates and terms through commercial credit or other Federal, State, or local programs. This program is excluded from coverage under OMB Circular No. A-87.

10.767 APPLICATION & AWARD PROCESS:

Preapplication Coordination: This program is excluded from coverage under OMB Circular No. A-102. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal

Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review. An environmental impact assessment is required for this program.

Application Procedure: Potential intermediaries should file applications with the Rural Business-Cooperative Service, Business and Industry Division, Room 6321, South Agriculture Bldg., Washington, DC 20250-0700. The application package includes Form FmHA 1948-1 and a written work plan. More details are available in CFR 1948.122, or from the RBS National Office or any Rural Development (RD) State Office. RD administers the program on the local level. Intermediaries develop their own application procedures for ultimate recipients.

Award Procedure: The application of each intermediary may be evaluated by the RBS National Office or authority may be delegated to an RD State Office. Applications received by RBS will be reviewed and ranked quarterly and funded in the order of priority ranking.

Deadlines: None.

Range of Approval/Disapproval Time: From 30 to 60 days.

Appeals: Adverse actions by RBS in connection with this program may be appealed by contacting the Area Supervisor of RECD the National Appeals Division. Appeals will be handled in accordance with 7 CFR 1900-B.

Renewals: Not applicable.

Criteria for Selecting Proposals: Factors considered in judging applications include: Financial condition, assurance of repayment ability, equity, collateral, experience and record of managing a loan program or providing other assistance to rural businesses, ability to leverage with funds from other sources, extent assistance would flow to low income persons.

Examples of Funded Projects: (1) \$1,560,000 loan to a nonprofit corporation to relend to businesses within a State; (2) \$1,300,000 loan to a nonprofit corporation to relend to businesses within six counties in two States; (3) \$2,120,000 loan to a nonprofit corporation with a nationwide service area, for relending to rural transportation facilities; and (4) \$510,000 loan to a nonprofit corporation serving an eight-county area for relending to businesses.

Range & Average of Financial Assistance: \$250,000 to \$2,000,000; \$773,810.

10.767 RELATED PROGRAMS:

- 10.769, Rural Development Grants.

10.767 PROGRAM ACCOMPLISHMENTS: In 1995, 135 applications were received (including 12 carried over from fiscal year 1994) and 77 loans were approved. It is anticipated that in fiscal year 1996, 150 applications will be received (including 97 carried over from fiscal year 1995) and 37 loans will be approved.

10.767 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: RURAL BUSINESS-COOPERATIVE SERVICE, DEPARTMENT OF AGRICULTURE

Type of Assistance: Direct Loans.

Obligations: (Loans) FY 95 \$85,153,646; FY 96 est \$37,638,000; and FY 97 est \$80,000,000.

Budget Account Number: 12-4233-0-3-452; 12-2069-0-1-452.

Authorization: Health and Human Services Act of 1986, Section 407, Public Law 99-425, 7 U.S.C. 1932 note; Food Security Act of 1985, Section 1323, as amended, Public Law 99-198, 7 U.S.C. 1631; Community Economic Development Act of 1981, Section 623, as amended, Public Law 97-35, 42 U.S.C. 9812.

Regulations, Guidelines, & Literature: 7 CFR 1948, Subpart C; 7 CFR 1951, Subpart R.

10.767 INFO CONTACTS:

Regional or Local Office: RBS State Office listed in Appendix IV of the Catalog.

Headquarters Office: Rural Business-Cooperative Service, Room 6321, South Agriculture Bldg., Washington, DC 20250-0700. Phone: (202) 690-4100. FTS is not available.

10.767 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: This program has no statutory formula or specific matching requirements, but RBS funds loaned to one ultimate recipient by an intermediary must not exceed 75% of the cost of the ultimate recipient's project.

Length & Time Phasing of Assistance: Applicant intermediaries must show a need for the funds and generally should limit the request to an amount they can expect to use within one year. After a loan is approved, the funds are released to the intermediary in multiple advances as required to fund loans to ultimate recipients.

Uses & Use Restrictions: An entity that receives an Intermediary Relending Program (IRP) loan from the Rural Business-Cooperative Service (RBS) is referred to as an intermediary. Intermediaries must relend all of the loan funds received from the IRP loan, for business facilities or community development in rural areas. An entity that receives a loan from an intermediary is referred to as an ultimate recipient. The maximum loan to any one intermediary is \$4 million. Until August 31, 1996, at which time, this amount will convert back to \$2,000,000. The maximum term is 30 years and the interest rate is 1% per annum. Intermediaries may not use IRP funds to finance more than 75% of the cost of an ultimate recipient's project or for a loan of more than \$150,000 to one ultimate recipient.

10.767 POST ASSISTANCE REQUIREMENTS:

Reports: Intermediaries must submit quarterly reports on lending activity, income and expenses, financial condition and progress, an annual budget, an annual report on assistance to low-income persons.

Audits: In accordance with the provisions of OMB Circular No. A-128, "Audits of State and Local Governments," State and local governments that receive financial assistance of \$100,000 or more within the State's fiscal year shall have an audit made for that year. State and local governments that receive between \$25,000 and \$100,000 within the State's fiscal year shall have an audit made in accordance with Circular No. A-128, or in accordance with Federal laws and regulations governing the programs in which they participate. Any intermediary not having audits under OMB Circular No. A-128 must have an annual audit completed in accordance with generally accepted auditing standards.

Records: Records and accounts must be maintained to reflect the operations of each project.

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59.013: Local Development Company Loans

59.013 Popular Name: 502 Loans

59.013 Objectives: To make Federal loans to local development companies to provide long-term financing to small business concerns located in their areas. Local development companies are corporations chartered for the purpose of promoting economic growth within specific areas.

MAIN TOPICS:

- **ELIGIBILITY REQUIREMENTS**
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59.013 ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Loans are available to local development companies which are incorporated under general State corporation statute, either on a profit, or nonprofit basis, for the purpose of promoting economic growth in a particular community within the State.

Beneficiary Eligibility: Potential beneficiaries are small businesses independently owned and operated for a profit and not dominant in their fields. More specific criteria defining a small business are established by the Small Business Administration.

Credentials/Documentation: The application should include, among other things, a copy of the development company's charter, bylaws, list of stockholders or membership, and all prescribed financial data.

59.013 APPLICATION & AWARD PROCESS:

Preapplication Coordination: Other Federal agencies, State lending authorities, and private institutions, if any, participating in financing the project cost. This program is excluded from coverage under E.O. 12372.

Application Procedure: Application must be made on SBA Form 1244 for Local (502) Development Company loans and requirements set forth thereon must all be fully complied with by the local development company (borrower) and the small business being assisted.

Award Procedure: Applicant is notified by authorization letter from regional or district SBA office.

Deadlines: None.

Range of Approval/Disapproval Time: Within 10 days after formal acceptance of an application.

Appeals: Request for reconsideration of a declined loan will be granted at any time within 6 months from the date of decline, providing that reasonable evidence is submitted to substantially overcome the stated reasons for decline.

Renewals: Not applicable.

Criteria for Selecting Proposals: Not applicable.

Examples of Funded Projects: Not applicable.

Range & Average of Financial Assistance: Guarantee Loans: Up to \$1,000,000; \$824,602.

59.013 RELATED PROGRAMS:

- [59.011](#), Small Business Investment Companies;
- [59.041](#), Certified Development Company Loans (504 Loans).

59.013 PROGRAM ACCOMPLISHMENTS: During fiscal year 1995, 54 loans were approved.

59.013 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: SMALL BUSINESS ADMINISTRATION

Type of Assistance: Guaranteed/Insured Loans.

Obligations: (Loans) FY 95 \$43,149,000 (Guarantee); FY 96 est \$0; and FY 97 est \$0.

Budget Account Number: 73-1154-0-1-376.

Authorization: Small Business Act of 1953, as amended, Public Law 97-35.

Regulations, Guidelines, & Literature: "Loans to Local Development Companies," OPI-17; "Key Features of SBA's Principal Lending Programs," OPI-7, "Long-Term Financing Through the Secondary Market of the U.S. Small Business Administration," SBA-475.

59.013 INFO CONTACTS:

Regional or Local Office: See Appendix IV of the Catalog for a listing of the Small Business Administration offices.

Headquarters Office: Office of Rural Affairs and Economic Development, Small Business Administration, 409 3rd Street, SW., Washington, DC 20416. Phone: (202) 205-6485. Use the same number for FTS.

59.013 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: Generally, 10% of the project cost must be provided by the local development company. The development company funds may be obtained from the sale of securities or memberships to local people, or from the small business loan recipient.

Length & Time Phasing of Assistance: Loans to local development companies are generally on a progress payment basis.

Uses & Use Restrictions: Loans to local development companies are for the purchase of land, buildings, machinery, and equipment, or for constructing, expanding, or modernizing buildings. Loans are not available to local development companies to provide small businesses with working capital or for refinancing purposes. Loans may not exceed 25 years.

59.013 POST ASSISTANCE REQUIREMENTS:

Reports: Annual financial statements by the local development company; annual and semiannual financial information required from the small business concern.

Audits: Small Business Administration shall have the right to conduct an audit of the books of the borrower and the small business concern, at its discretion.

Records: During the term of the loan, both the borrower and the small business concern assisted must maintain financial records and information adequately reflecting all transactions and results of operations.

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11.305: Economic Development: State and Local Economic Development Planning**11.305 Popular Name:** 502(a) Grants-State and Urban Planning Programs**11.305 Objectives:** To help States, substate planning units and/or local urban governments strengthen the economic development planning capability and formulate and establish comprehensive economic development plans designed to reduce unemployment and increase incomes.**MAIN TOPICS:**

- **ELIGIBILITY REQUIREMENTS**
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- **APPLICATION & AWARD PROCESS**
[[Preapplication Coordination](#) | [Application Procedure](#) | [Award Procedure](#) | [Deadlines](#) | [Range of Approval/Disapproval Time](#) | [Appeals](#) | [Renewals](#) | [Criteria for Selecting Proposals](#) | [Examples of Funded Projects](#) | [Range of Assistance Given](#)]
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11.305 ELIGIBILITY REQUIREMENTS:**Applicant Eligibility:** Eligible applicants are the Governor of a State, the chief executives of cities, urban counties or substate planning units meeting EDA eligibility criteria.**Beneficiary Eligibility:** States, urban areas, the unemployed and low-income residents of those areas.**Credentials/Documentation:** None. Costs will be determined in accordance with OMB Circular No. A-87 for State and local governments.**11.305 APPLICATION & AWARD PROCESS:****Preapplication Coordination:** Submit a letter of interest, a statement of distress, and a proposed work program not to exceed ten pages. Assistance in the preparation of a formal application may be requested from EDA staff. The standard application form as furnished by EDA and required by 15 CFR, Part 24, "Grants and Cooperative Agreements with State and Local Governments," must be used for this program.**Application Procedure:** Following invitation by the Agency, submit a formal application (original and one copy) to the appropriate EDA Regional Office and a copy to the EDA Economic Development Representative for the State. A State plan is not required. Applications must be cleared by the State's Intergovernmental Review Process as authorized under Executive Order 12372.**Award Procedure:** The EDA Regional Director approves initial grant awards and amendments to previously approved grants.**Deadlines:** Formal applications will be processed in the order received. Applications received after the fiscal year funds are exhausted may be retained by EDA for consideration the following fiscal year, if funds are made available by Congress.**Range of Approval/Disapproval Time:** From 30 to 60 days.**Appeals:** Not applicable.**Renewals:** Grants are made for up to an 18-month period and may be renewable for up to a total of three awards if program performance is satisfactory, the area continues to exhibit substantial economic distress, and the proposed work program is acceptable.**Criteria for Selecting Proposals:** Quality of proposed work program, level of distress, evidence that EDA funding can contribute significantly to applicant's economic development efforts.

Examples of Funded Projects: Projects are for the purpose of supporting staff to undertake comprehensive economic development planning by States, cities and urban counties.

Range & Average of Financial Assistance: \$20,000 to \$95,000 to \$200,000.

11.305 RELATED PROGRAMS:

- [11.302](#), Economic Development: Support for Planning Organizations.

11.305 PROGRAM ACCOMPLISHMENTS: In fiscal year 1995, 46 grants to States, cities and urban counties were funded. These entities carried out a variety of planning and related efforts aimed at generating jobs and income for their areas and for unemployed and underemployed residents.

11.305 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: ECONOMIC DEVELOPMENT ADMINISTRATION, DEPARTMENT OF COMMERCE

Type of Assistance: Project Grants.

Obligations: (Grants) FY 95 \$4,339,000; FY 96 est \$5,293,000; and FY 97 est \$5,293,000.

Budget Account Number: 13-2050-0-1-452.

Authorization: Public Works And Economic Development Act of 1965, Public Law 89-136, as amended, 42 U.S.C. 3151a.

Regulations, Guidelines, & Literature: Regulations in 13 CFR Part 307.50.

11.305 INFO CONTACTS:

Regional or Local Office: Refer to Appendix IV of the Catalog for EDA Regional Office address.

Headquarters Office: Luis F. Bueso, Director Planning Division, Economic Development Administration, Room H7319, Herbert C. Hoover Bldg., Department of Commerce, Washington, DC 20230. Phone: (202) 482-3027. Fax: (202) 482-3742.

11.305 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: This program has no statutory formula. No legal or administrative regulations prescribe factors to be used to allocate funds among eligible applicants. A minimum of 25 percent of the total budget must be obtained from nonfederal sources. This may be in the form of cash and/or in-kind contributions. The primary statistical factors used for eligibility are the unemployment rate, per capita income and population.

Length & Time Phasing of Assistance: Up to 18 months. Funds are released in 2 or more payments over the course of the grant period.

Uses & Use Restrictions: Grants are used for planning staff salaries, related administrative expenses and to conduct studies.

11.305 POST ASSISTANCE REQUIREMENTS:

Reports: Quarterly financial reports, progress report at mid-point of grant and final report 60 days after grant ends.

Audits: In accordance with the provisions of OMB Circular No. A-128, "Audits of State and Local Governments," State and local governments that receive financial assistance of \$100,000 or more within the State's fiscal year shall have an audit made for that year. State and local governments that receive between \$25,000 and \$100,000 within the State's fiscal year shall have an audit made in accordance with Circular No. A-128, or in accordance with Federal laws and regulations governing the programs in which they participate.

Records: Financial records must be maintained until 3 years after the completion of the grant project or submission of the final financial report, whichever is later, and be readily available for inspection and audit. All financial and programmatic records, supporting documents, statistical reports, and other records of grantees or subgrantees are required to be maintained by the terms of the agreement.

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10.760: Water and Waste Disposal Systems for Rural Communities

10.760 Objectives: To provide basic human amenities, alleviate health hazards and promote the orderly growth of the rural areas of the nation by meeting the need for new and improved rural water and waste disposal facilities.

MAIN TOPICS:

- **ELIGIBILITY REQUIREMENTS**
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- **APPLICATION & AWARD PROCESS**
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10.760 ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Municipalities, counties, and other political subdivisions of a State, such as districts and authorities, associations, cooperatives, corporations operated on a not-for-profit basis, Indian tribes on Federal and State reservations and other Federally recognized Indian tribes. Facilities shall primarily serve rural residents and rural businesses. The service area shall not include any area in any city or town having a population in excess of 10,000 inhabitants according to the latest decennial census of the United States. The applicant must: (1) Be unable to finance the proposed project from its own resources or through commercial credit at reasonable rates and terms; and (2) have the legal authority necessary for constructing, operating, and maintaining the proposed facility or service, and for obtaining, giving security for, and repaying the proposed loan. Plans and specifications must be developed to comply with State and local health and pollution regulations and other requirements. Grants are made only when necessary to reduce the average annual benefitted user charges to a reasonable level. Normally, grants are considered only when the debt service portion of the cost to grant eligible users exceeds the following percentages of median household incomes (MHI) for the applicant service area: 0.5% when the MHI of the service area is below the poverty line or below 80% (whichever is higher) of the State's non-metropolitan household income (NMHI); 1.0% when the NMHI of the service area exceeds the 0.5 percent requirement but is not more than 100% of the State's NMHI; no RUS grant funds will be used in any project when the MHI of the service area is above the poverty line and more than 100% of the State's NMHI. The RUS grant may not exceed 75% of the eligible project development cost when the MHI of the service area is below the poverty line or below 80% (whichever is higher) of the State's NMHI; 55% when the MHI of the service area exceeds the 75% requirements, but is not more than 100% of the State's NMHI. Assistance is authorized for eligible applicants in rural areas of the United States, Puerto Rico, the Virgin Islands, Guam, Commonwealth of Northern Mariana Islands, American Samoa, and to the extent the Secretary determines feasible and appropriate, the Trust Territory of the Pacific Islands.

Beneficiary Eligibility: Farmers, ranchers, rural residents, rural businesses and other users in eligible applicant areas.

Credentials/Documentation: Evidence of legal capacity, economic feasibility and financial responsibility relative to the activity for which assistance is requested. Costs will be determined in accordance with OMB Circular No. A-87 for State and local governments.

10.760 APPLICATION & AWARD PROCESS:

Preapplication Coordination: The standard application forms as furnished by the Federal agency and required by OMB Circular No. A-102 must be used for this program. An environmental assessment is required for this program. This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review.

Application Procedure: The Rural Development Services (RD) administers the program on the local level. Preapplication Form SF-424 is filed at the local RD Office from which assistance may be obtained. This program is subject to the provisions of OMB Circular No. A-110.

Award Procedure: After the preapplication has been reviewed by the RD District Director, it is forwarded to the RD State Director for

review and processing instructions. Following completion of application processing requirements and loan/grant approval, funds are made available to the RD District Director for delivery.

Deadlines: None.

Range of Approval/Disapproval Time: From 30 to 90 days.

Appeals: If an application is rejected, the reasons for rejection are fully stated. The applicant may request a review of this decision at the RD or RUS National level.

Renewals: Not applicable.

Criteria for Selecting Proposals: In selecting applications for funding, the agency cooperates with appropriate State agencies. RUS assistance for water and waste disposal projects will be directed toward truly rural areas and rural communities. Considerations for available funds emphasize such criteria as: Population; low income unemployment; and health and sanitary problems. RUS financed facilities will not be inconsistent with any development plans of the State, multijurisdictional area, county, or municipality in which the proposed project is located.

Examples of Funded Projects: The following areas received funds for specified projects: Construct new water system consisting of water lines, pumping stations, wells, storage tanks and treatment plants; water system improvements consisting of additional water lines, new water treatment facility and booster pump; renovation of existing water system which includes new distribution lines, wells and pressure tanks; construct new waste water collection and treatment systems; replace waste water treatment plant and improve waste water collection lines; rehabilitate waste water collection lines and construct lift station; purchase site for landfill; and purchase trucks and equipment for solid waste disposal.

Range & Average of Financial Assistance: (FY 1995) (Direct Loans) \$5,000 to \$9,118,200; \$783,248; (Grants) \$8,000 to \$6,237,000; \$357,221.

10.760 RELATED PROGRAMS:

- 11.300, Economic Development: Grants for Public Works and Infrastructure Development;
- 14.218, Community Development Block Grants/Entitlement Grants.

10.760 PROGRAM ACCOMPLISHMENTS: There were 1,052 direct loans and 713 grants made in fiscal year 1995. It is estimated that 685 direct, 10 guaranteed loans, and 1,151 grants will be made in fiscal year 1996. It is estimated that 985 direct, 0 guaranteed loans, and 1,932 grants will be made in fiscal year 1997.

10.760 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: RURAL UTILITIES SERVICE, DEPARTMENT OF AGRICULTURE

Type of Assistance: Project Grants; Direct Loans; Guaranteed/Insured Loans.

Obligations: (Direct Loans) FY 95 \$827,892,670; FY 96 est \$546,524,444; and FY 97 est \$800,000,000. (Guaranteed Loans) FY 95 \$0; FY 96 est \$50,000,000; and FY 97 est \$0. (Grants) FY 95 \$507,610,593; FY 96 est \$400,117,161; and FY 97 est \$590,000,000 (technical assistance and training (TAT) and grants earmarked under section 306C of the Consolidated Farm and Rural Development Act to Colonias are included in these estimates).

Budget Account Number: (Loans) 12-4155-0-3-452; 12-1980-0-1-452; (Grants) 12-2066-0-1-452.

Authorization: Consolidated Farm and Rural Development Act, as amended, Section 306, Public Law 92-419, 7 U.S.C. 1926.

Regulations, Guidelines, & Literature: 7 CFR 1942, Subpart A (loans) and 7 CFR 1942 Subpart H (grants); Water and Waste Disposal Loans and Grants, PA 1203, 7 CFR 1980, Subpart I; Community Programs Guaranteed Loans, PA 1100.

10.760 INFO CONTACTS:

Regional or Local Office: Consult your local phone directory for RECD County or District Office number. If no listing, get in touch with the appropriate RECD State Office listed in Appendix IV of the Catalog.

Headquarters Office: Assistant Administrator, Water and Waste Rural Utilities Service, Department of Agriculture, Washington, DC 20250. Phone: (202) 690-2670. Use the same number for FTS.

10.760 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: This program has no statutory formula. Administrative rule reference is 7 CFR 1940 Subpart L. Funds are allocated to States based upon rural population, number of households in poverty, and unemployment. This program has no matching requirements.

Length & Time Phasing of Assistance: A time limitation is not specified for the use of RUS loan or grant funds. Funds will be awarded when all RUS requirements are met and the project can be completed on a timely basis. Funds may be advanced on an as needed basis by the RUS to cover expenses for a 30-day period.

Uses & Use Restrictions: Funds may be used for the installation, repair, improvement, or expansion of a rural water facility including distribution lines, well pumping facilities and costs related thereto, and the installation, repair, improvement, or expansion of a rural waste disposal facility including the collection, and treatment of sanitary, storm, and solid wastes. Grant funds may not be used to pay: Interest

on loans, operation and maintenance costs, or to acquire or refinance an existing system. No maximum loan amount is established by statute. The maximum term on all loans is 40 years. However, no repayment period will exceed any statutory limitation or the organization's borrowing authority nor the useful life of the improvement or facility to be financed. There are currently three interest rates for direct loans: A 4.5% rate when the loan is required to meet health or sanitary standards and the median household income of the service area is below the poverty line; the intermediate rate, halfway between 4.5% and market rate, if the median household income of the service area is not more than 100% of the nonmetropolitan median household income of the State; and market rate for those applicants that do not qualify for 4.5% or intermediate rate. The interest rate on guaranteed loans is negotiable between the applicant and the lender.

10.760 POST ASSISTANCE REQUIREMENTS:

Reports: Periodic reports are to be made to the RD District Director.

Audits: Periodic audits should be made as part of the recipient's system of financial management and internal control to meet terms and conditions of loans and grants and other agreements. Audits should be completed in accordance with either the requirements of OMB Circulars A-128, "Audits of State and Local Governments," A-133, "Audits of Institutions of Higher Learning and Other Nonprofit Institutions, or RUS requirements, whichever apply.

Records: Records and accounts are required to reflect the operations of the facility.

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59.041: Certified Development Company Loans (504 Loans)**59.041 Popular Name:** 504 Loans**59.041 Objectives:** To assist small business concerns by providing long-term fixed rate financing for fixed assets through the sale of debentures to private investors.**MAIN TOPICS:**

- **ELIGIBILITY REQUIREMENTS**
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- **APPLICATION & AWARD PROCESS**
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59.041 ELIGIBILITY REQUIREMENTS:**Applicant Eligibility:** Certified Development Companies must be incorporated under general State corporation statute, on a nonprofit basis, for the purpose of promoting economic growth in a particular area.**Beneficiary Eligibility:** Small businesses independently owned and operated for profit. More specific criteria defining a small business are established by the Small Business Administration.**Credentials/Documentation:** To become a Certified Development Company (CDC), the applicant should include the following information: (1) Name and address of applicant; (2) type of CDC, State or local; (3) area of operation; (4) list of members or stockholders with address, occupation and phone number; (5) list of officers and directors; (6) SBA Form 1081 on all officers, directors, and staff; (7) certified statement that no member or stockholder controls more than 10% of the voting control; (8) resume' on each officer and director; (9) the name of each individual who provides the CDC with the professional staff capability; (10) if contracted out, a copy of the contract is required to be submitted to SBA; (11) proof of compliance of representatives from the following groups: local government, private sector lending institution, community organization and business concern; (12) an organization chart and operating plan; (13) a flow chart on the CDC (evaluating, packaging, processing, closing and servicing functions); (14) address and description of the place of business, phone number and financial statement; (15) the CDC's charter and certified by-laws; (16) articles certified by the State; and (17) a resolution of the Board of Directors certified by a corporate officer in which a company resolves to become a CDC, naming the person who is authorized to execute all documents.**59.041 APPLICATION & AWARD PROCESS:****Preapplication Coordination:** Approval by a Certified Development Company. This program is excluded from coverage under E.O. 12372.**Application Procedure:** Application must be made on SBA Form 1244 and requirements set forth thereon must be fully complied with by the Certified Development Company and the small business being assisted.**Award Procedure:** Applicant is notified in writing by the SBA Office.**Deadlines:** None.**Range of Approval/Disapproval Time:** Within 10 working days after formal acceptance of application.**Appeals:** Requests for reconsideration of a declined loan will be granted at any time within 6 months from the date of decline, providing that reasonable evidence is submitted to substantially overcome the stated reasons for decline.

Renewals: Not applicable.

Criteria for Selecting Proposals: Not applicable.

Examples of Funded Projects: Not applicable.

Range & Average of Financial Assistance: Up to \$1,000,000; \$350,000.

59.041 RELATED PROGRAMS:

- [59.013](#), Local Development Company Loans.

59.041 PROGRAM ACCOMPLISHMENTS: During fiscal year 1995, 3,749 loans were made.

59.041 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: SMALL BUSINESS ADMINISTRATION

Type of Assistance: Guaranteed/Insured Loans.

Obligations: (Guaranteed Loans) FY 95 \$1,528,225; FY 96 est \$2,650,000; and FY 97 est \$2,650,000.

Budget Account Number: 73-1154-0-1-376.

Authorization: Small Business Investment Act of 1958, as amended, Title V, Section 504 and 505, Public Law 85-699, 15 U.S.C. 696; Public Law 100-590.

Regulations, Guidelines, & Literature: SBA Rules and Regulation, Section 108.503; Section 108.504 and Section 108.505; Certified Development Company Program - Program Guide.

59.041 INFO CONTACTS:

Regional or Local Office: See Appendix IV of the Catalog for a listing of the Small Business Administration offices.

Headquarters Office: Office of Loan Programs, Small Business Administration, 409 3rd Street SW., Washington, DC 20416. Phone: (202) 205-6485. Use the same number for FTS.

59.041 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: Generally 10% of the project cost must be injected by the Certified Development Company and 50% of the project cost must be provided by a private lender. The Certified Development Company share may come from a variety of sources including the small business concern assisted.

Length & Time Phasing of Assistance: Not applicable.

Uses & Use Restrictions: Loans are to assist small businesses in the acquisition of land and buildings, construction, expansion, renovation and modernization, machinery and equipment. Loans may have either a 10 or 20 year term.

59.041 POST ASSISTANCE REQUIREMENTS:

Reports: Annual financial, management and operating reports from the Certified Development Company.

Audits: Small Business Administration has the right to conduct an audit of the books of the Certified Development Company and the small business concern at its discretion.

Records: During the term of the loan, both the Certified Development Company and the small business concern assisted must maintain financial records and information adequately reflecting all transactions and results of operations.

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62.004: Tennessee Valley Region: Economic Development

62.004 Objectives: Invest in economic development which increases the production of goods and services and generates a higher standard of living for all citizens of the Tennessee Valley Region.

MAIN TOPICS:

- **ELIGIBILITY REQUIREMENTS**
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62.004 ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: Within the Tennessee Valley, officers and agencies of State, county, and municipal governments; quasi-public agencies; and private organizations, individuals, and business firms and associations may seek technical advice and assistance in community resource development.

Beneficiary Eligibility: Ultimate beneficiaries are the people of the Tennessee Valley region at large.

Credentials/Documentation: None. This program is excluded from coverage under OMB Circular No. A-87.

62.004 APPLICATION & AWARD PROCESS:

Preapplication Coordination: This program is eligible for coverage under E.O. 12372, "Intergovernmental Review of Federal Programs." An applicant should consult the office or official designated as the single point of contact in his or her State for more information on the process the State requires to be followed in applying for assistance, if the State has selected the program for review. This program is excluded from coverage under OMB Circular No. A-102.

Application Procedure: None. This program is excluded from coverage under OMB Circulars No. A-102 and A-110.

Award Procedure: None.

Deadlines: None.

Range of Approval/Disapproval Time: None.

Appeals: None.

Renewals: None.

Criteria for Selecting Proposals: Not applicable.

Examples of Funded Projects: Not applicable.

Range & Average of Financial Assistance: Not applicable.

62.004 RELATED PROGRAMS:

- [62.001](#), TVA Environmental Research Center.

62.004 PROGRAM ACCOMPLISHMENTS: Program accomplishments are reflected in a wide range of social, economic, and demographic indicators, such as change in income and education levels, changes in employment mix, or population mobility.

62.004 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: TENNESSEE VALLEY AUTHORITY

Type of Assistance: Advisory Services and Counseling; Dissemination of Technical Information.

Obligations: (Salaries and expenses) FY 95 \$22,501,819; FY 96 est \$16,000,000; and FY 97 est \$20,818,000.

Budget Account Number: 64-4110-0-3-999.

Authorization: Tennessee Valley Authority Act of 1933, 48 Stat. 58, as amended, 16 U.S.C. 831-831dd (1976 Supp. IV, 1980).

Regulations, Guidelines, & Literature: No published regulations or guidelines. For literature relative to specific economic development activities, contact TVA Economic Development, 400 W. Summit Hill Drive, Knoxville, TN 37902.

62.004 INFO CONTACTS:

Regional or Local Office: Contact Headquarters Office for appropriate regional office.

Headquarters Office: Betsy L. Child, Senior Vice President, Economic Development, Tennessee Valley Authority, 400 W. Summit Hill Drive, Knoxville, TN 37902. Phone: (615) 632-4312. Use the same number for FTS.

62.004 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: Preferred but not required.

Length & Time Phasing of Assistance: Not applicable.

Uses & Use Restrictions: To promote the development of local economies through business development services, industrial development, advanced technology commercialization, regional development planning, and industrial skills development.

62.004 POST ASSISTANCE REQUIREMENTS:

Reports: None unless agreed upon during application process.

Audits: None.

Records: None.

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23.001: Appalachian Regional Development (See individual Appalachian Programs)

23.001 Popular Name: Appalachian Program

23.001 Objectives: To create opportunities for self-sustaining economic development and an improved quality of life for the people of Appalachia through joint Federal-State-local efforts; to stimulate investments in public services and facilities that will attract private sector investments and result in accelerated social and economic development; to help establish a set of institutions in Appalachia capable of permanently directing the long-term development of the Region; and on a joint Federal-State-local basis, to develop comprehensive plans and programs to help accomplish the overall objectives of Appalachian development.

MAIN TOPICS:

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23.001 ELIGIBILITY REQUIREMENTS:

Applicant Eligibility: States, and through the States, public bodies and private nonprofit organizations. All proposed projects must meet the requirements of the State Appalachian plan and the annual State investment program, both of which must be approved annually by the Commission.

Beneficiary Eligibility: General public.

Credentials/Documentation: (See individual Appalachian program descriptions).

23.001 APPLICATION & AWARD PROCESS:

Preapplication Coordination: General Nature and Administration of Appalachian Regional Development Program. The Appalachian Regional Development program is a joint Federal-State partnership for the development of the Appalachian region. Responsibility for the development of plans and programs authorized under the Act is vested in the Appalachian Regional Commission, composed of members who are the 13 State Governors (who may appoint alternates) and a Federal Co-Chairman. General policies and procedures, and the allocation of Appalachian funds among the various programs and States are established by the Commission itself. Application for assistance may only be made through a State member of the Commission. The Appalachian State Alternate's Offices are the coordinators for the Governors for Appalachian investments. Preapplication conferences can determine within a few weeks if the project conforms to the State Appalachian Development Plan. The appropriate local development district director should be the first contact. The District Director or State Alternate's Offices will provide guidance on specific problems and technical assistance in the preparation of applications. (See individual Appalachian program descriptions).

Application Procedure: Applications for individual projects must be submitted through and with the approval of the State Alternate to the Appalachian Regional Commission (listed in the appendix). (See individual Appalachian program description).

Award Procedure: Upon receipt of project applications approved by the State, the Federal Co-Chairman determines that the project satisfies all requirements for assistance under the Act and approves the application. The basic Federal agency is then notified and in most cases administers the grants and disburses funds. The Appalachian Regional Commission makes notification of grant award to Congressional offices and the office of the governor of grant approval. (See individual Appalachian program descriptions).

Deadlines: (See individual Appalachian Program descriptions).

Range of Approval/Disapproval Time: (See individual Appalachian program descriptions).

Appeals: There are no appeal procedures as such, project review allows for full and free interchange with applicants.

Renewals: Generally renewals are not applicable except for administrative expenses, including technical services, of local development districts (23.009).

Criteria for Selecting Proposals: See APPLICATION AND AWARD PROCESS.

Examples of Funded Projects: See USES AND USE RESTRICTIONS.

Range & Average of Financial Assistance: Not applicable.

23.001 RELATED PROGRAMS:

- 11.300, Economic Development: Grants for Public Works and Infrastructure Development;
- 11.304, Economic Development: Public Works Impact Program;
- 11.307, Special Economic Development and Adjustment Assistance Program: Sudden and Severe Economic Dislocation and Long-Term Economic Deterioration.

23.001 PROGRAM ACCOMPLISHMENTS: See individual Appalachian programs for output information.

23.001 FINANCIAL & ADMINISTRATIVE INFO:

Federal Agency: APPALACHIAN REGIONAL COMMISSION

Type of Assistance: Project Grants.

Obligations: See individual Appalachian Regional Commission programs.

Budget Account Number: 46-0200-0-1-452.

Authorization: Appalachian Regional Development Act of 1965, Public Law 89-4, as amended; 40 App. U.S.C. 1-405.

Regulations, Guidelines, & Literature: The Appalachian Regional Commission Code (limited distribution); "Appalachian Regional Commission Project Preparation Instruction" (limited distribution); A Report to Congress from the Appalachian Governors; applicable State Appalachian Plans and Guidelines; "Appalachia"- a Journal devoted to the special problems of regional development; Annual Reports, no charge.

23.001 INFO CONTACTS:

Regional or Local Office: See Appendix IV of the Catalog.

Headquarters Office: Inquiries and proposals for projects should be submitted to the Appalachian State office designated by the Governor. See address appendix. Address other inquiries to: Executive Director, Appalachian Regional Commission, 1666 Connecticut Ave., N.W., Washington, DC 20235. Phone: (202) 884-7700. Use the same number for FTS.

23.001 ASSISTANCE CONSIDERATIONS:

Formula & Matching Requirements: See individual Appalachian program descriptions. This program has maintenance of effort (MOE) requirements; see funding agency for further details.

Length & Time Phasing of Assistance: Not applicable except for operating assistance beyond start-up and the first year of operation.

Uses & Use Restrictions: Appalachian funds enable the States and local areas to develop networks of facilities and services. The individual programs following this description illustrate the types of investments that can be made. In considering programs and projects to be given assistance under this Act, and in establishing a priority ranking of the requests for assistance presented to the Commission, the Commission follows procedures insuring consideration of the following factors: (1) the relationship of the project or class of projects to overall regional development, including its location in an area determined by the State as having a significant potential for growth; (2) the population and area to be served by the project or class of projects including the relative per capita income and the unemployment rates in the area; (3) the relative financial resources available to the State or political subdivision or instrumentalities thereof which seek to undertake the project; (4) the importance of the project or class of projects in relation to other projects or classes of projects which may be in competition for the same funds; (5) the prospects that the project for which assistance is sought will improve, on a continuing rather than a temporary basis, the opportunities for employment, the average level of income, or the economic and social development of the area served by the project; and (6) the degree and manner of private sector involvement. No financial assistance can be used (a) to assist establishments relocating from one area to another; (b) to finance the cost of facilities for the generation, transmission, or distribution of electric energy; (c) to finance the cost of facilities for the production, transmission, distribution of gas (natural, manufactured, or mixed); or (d) to finance non-capital projects with no prior year obligations. Each State is required by the Commission to file a State Appalachian development plan, appraising prospects for development in its Appalachian area and relating to them all projects for which Appalachian funding is requested in that year. All projects proposed for funding must be included in an annual Implementing Investment Program. Once an application is submitted for the individual projects and given final approval, the grant is generally administered by the basic Federal agency involved in that type of program. Certain grants are administered directly by the Appalachian Regional Commission. The counties (including any political subdivision located within such area) in which investment under the Appalachian Act (40 App. U.S.C.A. 403) can be made are: in Alabama, the counties of Bibb, Blount, Calhoun, Chambers, Cherokee, Chilton, Clay, Cleburne, Colbert, Coosa, Cullman, DeKalb, Elmore, Etowah, Fayette, Franklin, Jackson, Jefferson, Lamar, Lauderdale, Lawrence, Limestone, Madison, Marion, Marshall, Morgan, Pickens, Randolph, Saint Clair, Shelby, Talladega, Tallapoosa, Tuscaloosa, Walker, and Winston; in Georgia, the

counties of Banks, Barrow, Bartow, Carroll, Catoosa, Chattooga, Cherokee, Dade, Dawson, Douglas, Fannin, Floyd, Forsyth, Franklin, Gilmer, Gordon, Gwinnet, Habersham, Hall, Haralson, Heard, Jackson, Lumpkin, Madison, Murray, Paulding, Pickens, Polk, Rabun, Stephens, Towns, Union, Walker, White, and Whitfield; in Kentucky, the counties of Adair, Bath, Bell, Boyd, Breathitt, Carter, Casey, Clark, Clay, Clinton, Cumberland, Elliott, Estill, Fleming, Floyd, Garrard, Green, Greenup, Harlan, Jackson, Johnson, Knott, Knox, Laurel, Lawrence, Lee, Leslie, Letcher, Lewis, Lincoln, McCreary, Madison, Magoffin, Martin, Menifee, Monroe, Montgomery, Morgan, Owsley, Perry, Pike, Powell, Pulaski, Rockcastle, Rowan, Russell, Wayne, Whitley, and Wolfe; in Maryland, the counties of Allegany, Garrett, and Washington; in Mississippi, the counties of Alcorn, Benton, Calhoun, Chickasaw, Choctaw, Clay, Itawamba, Kemper, Lee, Lowndes, Marshall, Monroe, Noxubee, Oktibbeha, Pontotoc, Prentiss, Tippah, Tishomingo, Union, Webster, and Winston; in New York, the counties of Allegany, Broome, Cattaraugus, Chautauqua, Chemung, Chenango, Cortland, Delaware, Otsego, Schoharie, Schuyler, Steuben, Tioga, and Tompkins; in North Carolina, the counties of Alexander, Alleghany, Ashe, Avery, Buncombe, Burke, Caldwell, Cherokee, Clay, Davie, Forsyth, Graham, Haywood, Henderson, Jackson, McDowell, Macon, Madison, Mitchell, Polk, Rutherford, Stokes, Surry, Swain, Transylvania, Watauga, Wilkes, Yadkin, and Yancey; in Ohio, the counties of Adams, Athens, Belmont, Brown, Carroll, Clermont, Columbiana, Coshocton, Gallia, Guernsey, Harrison, Highland, Hocking, Holmes, Jackson, Jefferson, Lawrence, Meigs, Monroe, Morgan, Muskingum, Noble, Perry, Ross, Scioto, Tuscarawas, Vinton, and Washington; in Pennsylvania, the counties of Allegheny, Armstrong, Beaver, Bedford, Blair, Bradford, Butler, Cambria, Cameron, Carbon, Centre, Clarion, Clearfield, Clinton, Columbia, Crawford, Elk, Erie, Fayette, Forest, Fulton, Greene, Huntingdon, Indiana, Jefferson, Juniata, Lackawanna, Lawrence, Luzerne, Lycoming, McKean, Mercer, Mifflin, Monroe, Montour, Northumberland, Perry, Pike, Potter, Schuylkill, Snyder, Somerset, Sullivan, Susquehanna, Tioga, Union, Venango, Warren, Washington, Wayne, Westmoreland, and Wyoming; in South Carolina, the counties of Anderson, Cherokee, Greenville, Oconee, Pickens, and Spartanburg; in Tennessee, the counties of Anderson, Bledsoe, Blount, Bradley, Campbell, Cannon, Carter, Claiborne, Clay, Cocke, Coffee, Cumberland, De Kalb, Fentress, Franklin, Grainger, Greene, Grundy, Hamblen, Hamilton, Hancock, Hawkins, Jackson, Jefferson, Johnson, Knox, Loudon, McMinn, Macon, Marion, Meigs, Monroe, Morgan, Overton, Pickett, Polk, Putman, Rhea, Roane, Scott, Sequatchie, Sevier, Smith, Sullivan, Unicoi, Union, Van Buren, Warren, Washington, and White; in Virginia, the counties of Alleghany, Bath, Bland, Botetourt, Buchanan, Carroll, Craig, Dickenson, Floyd, Giles, Garyson, Highland, Lee, Pulaski, Russell, Scott, Smyth, Tazewell, Washington, Wise, and Wythe; all the counties of West Virginia.

23.001 POST ASSISTANCE REQUIREMENTS:

Reports: Reporting and performance monitoring as required by the basic Federal agency and the Commission for those programs directly administered by the Commission. The Commission requires semi-annual reports of local development districts and annual reports on housing and technical assistance grants. (See individual Appalachian program descriptions).

Audits: Audits as required by the basic Federal agency and the Commission. In accordance with the provisions of OMB Circular No. A-128, "Audits of State and Local Governments," State and local governments that receive financial assistance of \$100,000 or more within the State's fiscal year shall have an audit made for that year. State and local governments that receive between \$25,000 and \$100,000 within the State's fiscal year shall have an audit made in accordance with Circular No. A-128, or in accordance with Federal laws and regulations governing the programs in which they participate.

Records: Records generally as required by the basic Federal agency, but see local development districts (23.009), and research, technical assistance and demonstration (23.011).

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Appendix C

Sustainable Development Challenge Grant

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Factsheet

Key Terms: Sustainable Development Challenge Grants

SUSTAINABLE DEVELOPMENT CHALLENGE GRANTS

The Sustainable Development Challenge Grant (SDCG) program is a new competitive grant program, one of 25 major environmental reforms announced by President Clinton in March 1995, as part of the National Performance Review's Reinventing Environmental Regulation initiative. Through this program, EPA intends to further the vision and goals of the President's Council on Sustainable Development.

PURPOSE

EPA intends these competitive grants to be a catalyst that challenges communities to invest in a sustainable future recognizing that sustainable environmental quality and economic prosperity are inextricably linked. The SDCG program is an important opportunity for EPA to award competitive grants for seed funding to leverage private and other public sector investment in sustainable communities.

These grants will:

Catalyze community-based projects to promote environmentally and economically sustainable development.

Leverage public and private sector investments to enhance environmental quality by enabling sustainable community efforts to continue beyond the period of EPA funding.

Build partnerships that increase a community's capacity to take steps that will ensure the long-term health of ecosystems and humans, economic vitality, and community well-being.

Targeted Audience:

Sustainable Development Challenge Grants will be targeted to the local level. Eligible applicants include community groups and other non-profit organizations, local governments, universities, tribes, and states.

Proposals that place an emphasis on city/metropolitan-related projects are encouraged.

BUDGET

FY 1996 - Ten projects totaling \$524 K were awarded during the pilot phase of this new program in FY 1996.

FY 1997 - A total of \$5 million and 5 FTE are available for this program in FY 1997. Of this amount, approximately 80% will support city/metropolitan-related projects. Other rural, tribal and non-metropolitan projects are encouraged and will be funded at approximately 20% of the total amount.

FY 1998 - \$10 million and 5.0 FTE have been requested in the FY 1998 President's Budget

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Funding Sources For Communities

United States Environmental Protection Agency, Region IX
75 Hawthorne Street, San Francisco, CA 94105

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Grant Program 	■ Sustainable Development Challenge Grants (SDCG) ■
■ Purpose:	To encourage community groups, businesses, & government agencies to work together on sustainable development efforts that protect the local environment & conserve natural resources while supporting a healthy economy and an improved quality of life.
■ Eligible Applications:	- Incorporated nonprofits - Local governments (cities and counties) - Tribes - Educational Institutional - States, Territories, and Possessions
■ Award Amount:	EPA will fund proposals in 2 funding categories: 1) \$50,000 or less 2) \$ 50,001 to \$250,000
■ Total Awarded in Fiscal Year:	\$5 million available nationally in FY97. 80% will support projects in cities/metro areas. 20% will support rural, tribal and other non-metropolitan areas.
■ Matching Share:	20% matching share required in FY97
■ Key Dates	Application Due: August 15, 1997 Selection:
■ Priorities:	EPA is looking for projects that: - demonstrate sustainability - use proactive, innovative approaches to protect the environment while providing economic benefits. - are supported by and involve diverse interests in the community. - have measurable environmental and economic results. - foster long-term investments in local sustainability efforts. To receive an application kit, call (202) 260-6812 or fax to (202) 260-2555. You can also access application kits via the internet at: http://www.epa.gov/ecocommunity
■ Contact Person:	Name: Debbie Schechter EPA Office/Division: Cross Media Division Telephone Number: 415 744-1624  Email Address: schechter.debbie@epamail.epa.gov schechter.debbie@epamail.epa.gov

Information
for Other Funding Sources... 

For other funding information, see also the following WWW site: "<http://www.epa.gov/ogd>".

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Grant Checklist

Key Terms: Sustainable Development Challenge Grants

PROPOSAL CHECKLIST

You must include all items on this checklist for your proposal to be reviewed

One page cover sheet which states the following*

- project title
- name, address and phone number of applicant (fax and e-mail if appropriate)
- amount of assistance requested
- partners to the projects
- abstract of project results
- identify if the project is city/metropolitan or rural in scope

Project proposal

- 5 double sided pages for a total 10 pages
- number pages
- use the criteria section as the narrative format
- a detailed budget*
- letters of commitment*
- copy of non-profit status or articles of incorporation*
- plan for overall project evaluation

*Does not count 10 page narrative format limit

Published: 05/16/97

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1997 SDCG Federal Register Notice

Key Terms: Sustainable Development Challenge Grants

ENVIRONMENTAL PROTECTION AGENCY

[FRL-5825-6]

Sustainable Development Challenge Grant Program

AGENCY: Environmental Protection Agency (EPA).

ACTION: Solicitation of Proposals for FY 1997.

SUMMARY: The Environmental Protection Agency (EPA) is soliciting proposals for the FY 1997 Sustainable Development Challenge Grant (SDCG) program, one of President Clinton's "high priority" actions described in the March 16, 1995 report, "Reinventing Environmental Regulation." The EPA has a total of \$5 million dollars available for this program in FY 1997. Of the total resources available through this program in FY 1997, approximately 80% will support city/metropolitan-related projects. Other rural, tribal and non-metropolitan projects are encouraged and will be funded at approximately 20% of the total amount.

We are encouraging proposals that place an emphasis on city/metropolitan-related projects because approximately 80% of the U.S. population lives in metropolitan areas where the goals of a healthy environment compete with economic development, affordable housing, public safety, and mobility for attention from both government and the private sector. EPA's program to protect the health of Americans by protecting their community's air, water and land must acknowledge this reality. The SDCG program provides an opportunity to develop place-based approaches to problem solving related to current patterns of urban growth and public investment/disinvestment, patterns that accelerate loss of open space and wetlands, and increase consumption of fossil fuels for energy and transportation. Projects will be selected on a competitive basis using the criteria outlined below. Applicants may compete for funding in two ranges for FY 1997: (1) \$50,000 or less, and (2) between \$50,001 and \$250,000. Proposals will compete with other proposals in the same range (i.e., a proposal for \$50,000 will not compete with a proposal for \$250,000). Applicants in each category are required to demonstrate how they will meet the minimum 20% match.

The Sustainable Development Challenge Grant program strongly encourages partnering among community, business and government entities to work cooperatively to develop flexible, locally-oriented approaches that link place-based environmental management, and quality of life activities with sustainable development and revitalization. This program challenges communities to invest in a sustainable future that links environmental protection, economic prosperity and community well-being. These grants are intended to: catalyze community-based projects to promote environmentally and economically sustainable development; build partnerships which increase a community's capacity to take steps that will ensure the long-term health of ecosystems and humans, economic vitality, and community well-being; and leverage public and private investments to enhance environmental quality by enabling sustainable community efforts to continue beyond the period of EPA funding. While EPA expects to award approximately 80% of the funds available for this program in FY 1997 to support projects that comprehensively address environmental and economic issues in cities and metropolitan areas which stimulate broad participation by engaging all sectors of the community, all applications which demonstrate the requisite criteria will be considered.

This document includes: background information on the Sustainable Development Challenge Grant program; a description of the FY 1997 program which incorporates comments received through the FY 1996 pilot program (both public and Agency comments/suggestions) on the design of the program; the criteria successful projects must meet; the process for selection of projects; and the program's relationship to other related EPA activities. Also included is a summary of projects funded under the pilot program. (More detailed information is available via Internet at: <http://www.epa.gov/ecocommunity>)

DATES: The period for submission of proposals for FY 1997 will begin upon publication of this Federal Register notice pursuant to the Information Collection Request (ICR No. 1755.01) approved by the Office of Management and Budget (OMB Approval No. 2010-0026) under the Paperwork Reduction Act. Project proposals must be postmarked by August 15, 1997 to be considered for funding.

ADDRESSES: Please provide three copies of your proposal to Pamela Hurt, U.S.EPA, Office of Air & Radiation (MC- 6101), 401 M Street, SW, Washington, DC, 20460.

APPLICATIONS: Proposal kits for FY 1997 are available via Internet at: <http://www.epa.gov/ecocommunity> or from EPA Headquarters and EPA Regional Offices. These kits will include more detailed guidance and may be requested in writing from your regional or headquarters representative, or by fax at 202-260-2555 or by voice mail at 202-260-6812. Although you may fax your request, these documents are not available by fax. EPA will notify applicants of selected proposals in writing and provide technical assistance in preparation of formal applications. Please do not duplicate requests. Proposals must include the following: a one page cover sheet that summarizes the amount of assistance requested from EPA, the various entities or organizations that will be partners in the project, and the project's anticipated results. The cover sheet must also include the applicant's name, address, and phone number. The project proposal narrative must be limited to five (5) double-sided pages and explain the relationship of the proposal to the criteria for project selection described in this notice. Please follow the format provided in criteria section of this notice to structure your narrative. A detailed budget along with letters of commitment from stakeholders contributing either in-kind services or dollars must be attached to the proposal in order to be considered. Applicants must also include a copy of documentation demonstrating non-profit status or articles of incorporation. A plan for overall project evaluation must also be attached. The budget page, commitment letters, project evaluation plan, and non-profit status documentation will not count toward the 5 double-sided narrative page limit. Proposals lacking complete documentation will not be considered. Any other attachments to the proposal will be discarded.

FURTHER INFORMATION CONTACT: Pamela A. Hurt, U.S. EPA, Office of Air & Radiation (MC 6101), 401 M Street SW, Washington, DC 20460, phurt@epamail.epa.gov or the regional representative for your state.

Regional Offices

Rosemary Monahan

US EPA Region I
JF Kennedy Federal Bldg. (CSP)
Boston, MA 02203
(617) 565-3551
States: ME, NH, VT, MA, CT, RI

Anita Street
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States & Territories: NY, NJ, PR, VI

Theresa Martella
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(214) 665-7273
States: AR, LA, NM, OK, TX

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(913) 551-7661
States: KS, MO, NE, IA

David Schaller
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Denver, CO 80202-2466
(303) 312-6146
States: CO, MT, ND, SD, UT, WY

Debbie Schechter
US EPA Region 9
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San Francisco, CA 94105
(415) 744-1624
States & Territories: CA, NV, AZ, HI, AS, GU

Jim Wernitz
US EPA Region 10
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Seattle, WA 98101
(206) 553-2634
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SUPPLEMENTARY INFORMATION:**Purpose**

EPA intends these competitive grants to be catalysts that challenge communities to invest in a more sustainable future, recognizing that sustainable environmental quality, economic prosperity, and community well-being are inextricably linked. The Sustainable Development Challenge Grant program is an important opportunity for EPA to award competitive grants that leverage private and other public sector investment in communities (ranging in size from neighborhoods to cities to larger geographic areas such as watersheds or metropolitan areas) to build partnerships that increase the capacity of communities to ensure long-term environmental protection through the application of sustainable development strategies.

Overview of the Sustainable Development Challenge Grant Approach

The grant program encourages communities to recognize and build upon the fundamental connection between environmental protection, economic prosperity and community well-being. Accomplishing this linkage requires integrating environmental protection in policy and decision-making at all levels of government and throughout the economy. The SDCG program recognizes the significant role that communities have and should play in environmental protection. The program acknowledges that sustainable development is often best designed and implemented at a community level. This program also requires grantees to implement a stakeholder process to identify measurable milestones to assess progress towards integrating environmental and economic goals and community well-being.

Achieving sustainability is a responsibility shared by environmental, community and economic interests at all levels of government and the private sector. This emphasis on strong community involvement requires a commitment to ensuring that all residents of a community, of varying economic and social groups, have opportunities to participate in decision-making. Only through the combined efforts and collaboration of governments, private organizations, and individuals can our communities, regions, states, and nation achieve the benefits of sustainable development.

The EPA will implement this program consistent with the principles of Executive Order 12898, "Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations" (February 11, 1994). Projects funded must ensure that no one is subjected to unjust or disproportionate environmental impacts.

Linkages to Other Initiatives

The EPA initiated this program as a pilot effort in 1996. With only \$500,000 in funding to distribute, the Agency received more than 600 proposals requesting \$20,000,000 in assistance.

Approximately 75% of the projects received were urban or urban-related. Through a highly competitive process and after careful review, ten projects were chosen for funding: Community Supported Agriculture in the Mid-Atlantic Region, Washington Smart Wood Certification Program, Sustainable Craft Industry in Appalachia, Building Materials Exchange in New Orleans, Sustainable Forestry in New Hampshire, Marketing the Economic Benefits of Sustainable Development in the Rappahannock River Watershed, Preserving Sustainability in Jefferson County Virginia, Eco-Park Development in Omaha, Implementing a Strategic Plan for Sustainable Development in South Carolina, Sustainable Neighborhood Design for the Desert Southwest. Projects descriptions are available via the Internet at <http://www.epa.gov/ecocommunity/>

EPA and its state and local partners continue to refine how environmental protection is accomplished in the United States. The Agency recognizes that environmental progress will not be achieved solely by regulation, but also requires individual, institutional, and corporate responsibility, commitment and stewardship. The Sustainable Development Challenge Grant program is consistent with other community-based efforts EPA has introduced, such as the Brownfields Initiative, Project XL, the President's American Heritage Rivers Initiative, Watershed Protection Approach, Transportation

Partners, the Smart Growth Network, and the Community-Based Environmental Protection Approach. All of these programs require broad community participation to identify and address environmental issues. EPA welcomes proposals for many different types of projects, however, approximately 80% of funds available in FY 1997 will support those proposals that address comprehensive environmental and economic issues in cities and metropolitan areas which stimulate broad community participation and apply innovative problem-solving techniques. The Sustainable Development Challenge Grant program is also a step in implementing Agenda 21, the Global Plan of Action on Sustainable Development, signed by the United States at the Earth Summit in Rio de Janeiro in 1992.

Through the Sustainable Development Challenge Grant Program, EPA also intends to further the vision and goals of the President's Council on Sustainable Development (PCSD), created in 1993 by President Clinton. The President charged the Council, composed of corporate, government, and non-profit representatives, to find ways to "bring people together to meet the needs of the present without jeopardizing the future." The Council has declared this vision:

Our vision is of a life-sustaining Earth. We are committed to the achievement of a dignified, peaceful and equitable existence. We believe a sustainable United States will have a growing economy that equitably provides opportunities for satisfying livelihoods and a safe, healthy, high quality of life for current and future generations. Our nation will protect its environment, its natural resource base, and the functions and viability of natural systems on which all life depends." (February 1996)

The Sustainable Development Challenge Grant program furthers this vision by encouraging community initiatives that achieve environmental quality with economic prosperity through public and private involvement and investment.

Examples of Potential Projects:

EPA welcomes proposals for many types of projects, as demonstrated in the description of projects funded in the pilot year. The following are examples of the types of projects EPA could consider for funding. These examples are only illustrative and are not intended to limit proposals in any way.

- Demonstrate the range of environmental, economic and community benefits associated with alternative development patterns. This project would examine drinking water quality, air quality, and wildlife habitat. For instance, open spaces may offer protection of water quality by acting as natural retention areas for the treatment of storm water runoff and increase aesthetic value and recreation opportunities. Elements of the project may include the comparison of the environmental, fiscal and community benefits of the purchase and trade of development rights, and alternative zoning provisions related to various densities and degrees of automobile, bicycle and pedestrian accessibility.
- Demonstrate a cutting edge approach to the cleanup and redevelopment of contaminated property. This project would demonstrate a comprehensive, interagency, inter-governmental approach to the challenges of abandoned, idled, or under used properties that blight the landscape of our urban centers. In addition to strategies being used at Brownfield assessment pilot sites across the country, it would move beyond the narrow limits of the Superfund law and include issues of contamination from oil fields and leaking underground storage tanks -- currently excluded by the Superfund law, yet thought to be the cause of significant contamination. Instead of staying within the confines of land-based contamination, this effort would address issues with other environmental media, including water, non-point source permitting and non-point sources in air quality non-attainment areas relating to the siting of new businesses and industries.
- Practical applications of environmental justice principles, public participation and environmental job training/workforce development strategies will be woven throughout the entire effort. Training will be provided for public officials as well as local citizens to ensure that local land use decision-making processes will be fair, open and inclusive.
- Demonstrate how a stakeholder group can comprehensively identify the multiple sources of pollution contributing to environmental problems within their watershed; collaboratively develop solutions to address these causes to the satisfaction of stakeholders; develop policy and financial support and

commitment for the solution along with the plan to implement the necessary actions. Project elements may include: how you will organize and develop your stakeholders and community-based support; watershed-based problem identification, priority-setting and monitoring; the mix of voluntary and regulatory programs; the most promising approaches to the restoration of urban river corridors and wetlands; to identify and, to the maximum extent possible, eliminate EPA activities and programs that create unintended barriers and disincentives to sustainable revitalization.

- Support a regional bottom-up process for better managing rapid, sprawling development. Local governments along with public and private interests will join together to secure written agreements on actions to be taken to carry out the community's vision of a sustainable future, and to prepare a State of the Region report outlining the area's most significant challenges and opportunities for improving local conditions.

- Demonstrate the benefits of implementing metropolitan-wide transportation programs that promote sustainable development. Specific projects would examine new and innovative ways of integrating air quality, storm water and other urban wet weather flows management, transportation, and land use planning processes to effectively reduce vehicle miles traveled, thereby reducing congestion, lowering energy consumption, improving air quality, and reducing green house gas emissions. Specific pilots could focus on demonstrating effective methods of community collaboration and linkage with other planning efforts traditionally conducted at different jurisdiction levels (e.g. state, city, county). In addition, pilots could integrate a number of important, but to date, separate federal initiatives such as Federal Transit Administration's Livable Communities, Federal Highway Administration's Congestion Mitigation and Air Quality Program, Department of Energy's Clean Cities program, or the Department of Agriculture's Urban Resources Partnership along with various innovative transportation control measures. Both short and long-term strategies could be selected.

- Nature-based tourism: Demonstrate a cooperative effort among environmental groups, business interests, and community leaders to design and implement a community-based strategy for ecological-based tourism. The strategy would identify techniques to manage appropriate travel to, and recreation within, natural areas which are designed to contribute substantially to the area's conservation and improvement of the welfare of local people, through education and the dedication of tourism dollars to protect natural resources. The goal would be to support properly planned and managed nature tourism which will have minimal impacts on the environment, conserve and enhance social and cultural values, and improve the economic well-being of residents.

Selection Criteria:

The proposed project must meet the two statutory threshold determinations described below in the **Statutory Authority** section, then EPA will also consider the following criteria, weighting each as indicated. Please format your proposal using the numbered sections below and addressing each bullet point listed.

(1) Sustainability: 50 points

- o How well does the proposal integrate environmental protection and economic prosperity and community well-being?
- o Does the proposal address what type of sustainable behavior is desired, and what type of non-sustainable behavior needs to be changed?
- o Does the proposal take into account a multi-media perspective and a regionally appropriate geographic solution to specific human or ecosystem environmental problems? Explain how the proposal aims to benefit a substantial or significant population or significant portion of a community or region?
- o How does the proposal assure that economic activities do not exhaust or degrade the environment?
- o Explain how the proposal will result in long-term environmental protection as well as sustainable

economic vitality, (such as more appropriate, efficient use of resources and changes in consumption patterns) so that jobs created will be sustained, or the amount of money retained in the local economy will be maximized?

o How does the proposal represent new solutions for the community, given their previous history and current circumstances?

(2) Community Commitment and Contribution: 25 points

o Explain how the partners fully represent those in the community who have an interest in or will be affected by the project?

o Will the proposal's outcomes and results benefit all affected groups to the maximum extent possible?

o Does the proposal describe effective methods for community involvement to assure that all affected by the project are provided an opportunity to participate?

o Does the proposal describe the depth and breadth of the community's support (financial and in-kind) for the proposal? Does the community have in place the legal and regulatory authority they need to implement the project? Does it provide evidence of long-term commitment to the proposal? Are the EPA grant funds leveraged beyond the 20% match?

3) Measurable Results: 25 points

o Does the proposal describe the specific environmental, economic, and quality of life benefits to be gained by the community? Is there a plan to identify which non-sustainable behaviors will be addressed by the proposal and how will behavior change be measured?

o How does the proposal include significant achievable short-term (within three years) and long-term targets or benchmarks to measure the proposal's contribution to the community's environmental and economic sustainability? (These should be both quantitative and qualitative.)

o Does the proposal set goals for the proactive environmental approaches it employs?

o After seed funds from EPA are exhausted, does the proposal demonstrate how the work will continue, or how it will evolve into or generate other sustainability efforts, either locally or regionally?

o Will the experiences gained during the project be transferable to other communities? If so, how?

Statutory Authority

EPA expects to award Sustainable Development Challenge Grants program under the following eight grant authorities: Clean Air Act section 103(b)(3); Clean Water Act section 104 (b)(3); Resource Conservation and Recovery Act section 8001; Toxics Substances Control Act section 10; Federal Insecticide, Fungicide, and Rodenticide Act section 20; Safe Drinking Water Act sections 1442(a) and (b); National Environmental Education Act, section 6; and Pollution Prevention Act, section 6605.

A proposal must meet the following 2 important criteria to be considered for funding. The first threshold determination for a project to be selected for funding, is that it must consist of activities within the statutory terms of these EPA grant authorities. Most of the statutes authorize grants for the following activities: "research, investigations, experiments, training, demonstrations, surveys and studies." These activities relate generally to the gathering or transferring of information or advancing the state of knowledge. Grant proposals should emphasize this "learning" concept, as opposed to "fixing" an environmental problem via a well-established method. For example, a proposal to plant some trees in an

economically depressed area, in order to prevent erosion, would probably not, in itself, fall within the statutory terms "research, studies" etc., nor would a proposal to start a routine recycling program.

On the other hand, the statutory term "demonstration" can encompass the first instance of the application of a pollution control technique, or an innovative application of a previously used method. Similarly, the application of established practices may qualify when they are part of a broader project which qualifies under the term "research."

The second threshold determination, in order to be funded, is that a project's focus generally must be one that is specified in the statutes listed above. For most of the statutes, a project must address the causes, effects, extent, prevention, reduction, and elimination of air, water, or solid/hazardous waste pollution, or, in the case of grants under the Toxic Substances Control Act or the Federal Insecticide, Fungicide and Rodenticide Act, to "carrying out the purposes of the Act." While the purpose of this program's grants will include the other two aspects of sustainable development and economic prosperity, the overarching concern or principal focus must be on the statutory purpose of the applicable grant authority, in most cases "to control pollution." Note that proposals relating to other topics which are sometimes included within the term "environment" such as recreation, conservation, restoration, protection of wildlife habitats, etc., should describe the relationship of these topics to the statutorily required purpose of pollution control.

Definitions

Sustainable Development: Sustainable development means integrating environmental protection, and community and economic goals. **Sustainable development meets the needs of the present generation without compromising the ability of future generations to meet their own needs.** The sustainable development approach seeks to encourage broad-based community participation and public and private investment in decisions and activities that define a community's environmental and economic future and social equity.

Community: The scale used to define "community" under this challenge grant program will vary with the issues, problems, or opportunities that an applicant intends to address. The SDCG program recognizes the significant role that communities have and should play in environmental protection. **"Community" means a geographic area within which different groups and individuals share common interests related to their homes and businesses, their personal and professional lives, the surrounding natural landscape and environment, and the local or regional economy.** A community can be one or more local governments, a neighborhood within a small or large city, a large metropolitan area, a small or large watershed, an airshed, tribal lands, ecosystems of various scales, or some other specific geographic area with which people identify.

Metropolitan Area: A geographic area consisting of a large population nucleus together with adjacent communities which have a high degree of economic and social integration with that nucleus, generally these are cities of 50,000 or more population, or a total area in city and suburbs with a population of 100,000 or more. (U.S.Census Bureau)

Non-sustainable Behavior: Development, or land and water activities, management or uses, which limit the ability of humans and ecosystems to live sustainably by destroying or degrading ecological values and functions, diminishing the material quality of life, and diverting economic benefits away from long-term community prosperity and decreases the long-term capacity for sustainability.

Collaborative or Partnership Approach: A project which attempts to use various government and private programs, authorities, jurisdictions and sectors, to simultaneously achieve as many sustainability goals as possible, recognizing the interdependencies between environmental quality, community vitality and economic prosperity.

Who Should Apply

Eligible applicants include: 1) Incorporated non-profit (or not-for-profit) private agencies, institutions

and organizations; and 2) public (state, county, regional or local) agencies, institutions and organizations, including those of federally-recognized Indian tribes. While state agencies are eligible they are encouraged to work in partnership with community groups to strengthen their proposals. Federal agencies are not eligible for funding, however, they are also encouraged to work in partnership with state and local agencies on these projects. For instance, the Urban Resources Partnership places government resources into the service of community-led environmental projects.

Applicants are not required to have a formal Internal Revenue Service (IRS) non-profit designation, such as 501(c)(3) or 501(c)(4), however they must present their letter of incorporation or other documentation demonstrating their nonprofit or not-for-profit status. **Failure to enclose the letter of incorporation or other documentation demonstrating their nonprofit or not-for-profit status will result in an incomplete submission and will not be reviewed.** Applicants who do have an IRS 501(c)(4) designation are not eligible for grants if they engage in lobbying, no matter what the source of funding for the lobbying activity. (No recipient may use grant funds for lobbying.) Further, profit-makers are not eligible to receive sub-grants from eligible recipients, although they may receive contracts, subject to EPA's regulations on procurement under assistance agreements, 40 Code of Federal Regulations (CFR) 30.40 (for non-governmental recipients) and 40 CFR 31.36 (for governments).

Funding Ranges and Match

Applicants may compete for funding in two ranges: (1) \$50,000 or less, and (2) between \$50,001 and \$250,000. Applicants may submit multiple proposals, but each specific proposal must be for a separate and distinct project. No organization may receive funding for more than one proposal each year. In addition, projects awarded will be ineligible for future competition for this program.

This program is intended to provide seed money to leverage a broader public and private investment in sustainability activities. As a result, the program requires a minimum non-federal match of at least 20% of the project budget. EPA funds can be used for no more than 80% of the total cost of the project. EPA strongly encourages applicants to leverage as much investment in community sustainability as possible. The match can come from a variety of public and private sources and can include in-kind goods and services. No federal funds, however, can be used as matching funds without specific statutory authority.

Selection Process

EPA Regional Offices will assess how well the proposals meet the selection criteria outlined above. The Regional Offices will then forward their top proposals to Headquarters for review by a National Panel consisting of Headquarters and Regional representatives. The panel's recommendations will be presented to EPA Senior Management for final selection. In making these final selections such factors as geographic diversity, project diversity, costs, and project transferability may be considered.

What Costs Can Be Paid

Even though a proposal may involve an eligible applicant, eligible activity, and eligible purpose, grant funds cannot necessarily pay for all of the costs which the recipient might incur in the course of carrying out the project. Allowable costs are determined by reference to the EPA regulations cited below and to OMB Circulars A-122, "Cost Principles for Non-profit Organizations", A-21 "Cost Principles for Education Institutions" and A-87, "Cost Principles for State, Local, and Indian Tribal Governments." Generally, costs which are allowable include salaries, equipment, supplies, training, rental of office space, etc., as long as these are "necessary and reasonable." Entertainment costs are an example of unallowable costs.

Applicable Grant Regulations

40 CFR Part 30 (for other than state/ local governments e.g. non-profit organizations) (recently revised, see 61 FR 6065 (Feb. 15, 1996)), and Part 31 (for state and local governments and Indian tribes).

Paperwork Reduction Act

The information collection provisions in this Notice, for solicitation of proposals, have been approved by the Office of Management and Budget (OMB) under the Paperwork Reduction Act, 44 U.S.C. 3501 et seq. (ICR No. 1755.01 and OMB Approval No. 2010-0026). The approved Information Collection Request (ICR No. 1755.01) is in effect and will cover all burdens associated with Sustainable Development Challenge Grants. Copies of the ICRs (ICR Nos. 1755.01 and 1755.02) may be obtained from the Information Policy Branch, EPA, 401 M Street, S.W. (Mail Code 2136), Washington, DC 20460 or by calling (202) 260-2740.

This action does not impose annual costs of \$100 million or more, will not significantly or uniquely affect small governments, and is not a significant federal intergovernmental mandate. The Agency thus has no obligations under sections 202, 203, 204 and 205 of the Unfunded Mandates Reform Act. Moreover, since this action is not subject to notice-and-comment requirements under the Administrative Procedure Act or any other statute, it is not subject to sections 603 or 604 of the Regulatory Flexibility Act.

Submission to Congress and the General Accounting Office

Under 5 U.S.C. 801(a)(1)(A) as added by the Small Business Regulatory Enforcement Fairness Act of 1996, EPA submitted a report containing this rule and other required information to the U.S. Senate, the U.S. House of Representatives and the Comptroller General of the General Accounting Office prior to publication of the rule in today's Federal Register. This rule is not a "major rule" as defined by 5 U.S.C. 804(2).

Dated: May 8, 1997.

**Fred Hansen,
Deputy Administrator.**

Published: 05/21/97

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Appendix D

Non-profit Information

IV. BY-LAWS

By-Laws for MACED, Inc.

ARTICLE I
OFFICES

1.1 Registered Office. The registered office of Mountain Association for Community Economic Development, Inc. ("Corporation") shall be at 210 Center Street, Berea, Kentucky 40403, but the location of such office may be, from time to time, otherwise designated and changed by the Corporation's Board of Directors.

1.2 Other Offices. The Corporation may have offices at such places within and without the Commonwealth of Kentucky as the Board of Directors may, from time to time, designate or the business of the Corporation may, from time to time, require.

ARTICLE II
CAPITAL STOCK

2.1 No Capital Stock. The Corporation shall have no capital stock or stockholders, and its business and affairs shall not be conducted for pecuniary gain or profit, nor shall any of its gain, profit, or property inure to the incorporators thereof, nor to any officer or director thereof, except as with respect to reasonable compensation for service rendered, but its entire gain, profit, net earnings, and property shall be devoted exclusively to the charitable and other uses and purposes set out in its Articles of Incorporation.

Article III
MEMBERS AND COMMITTEES OF THE BOARD

3.1 General Powers. The property and affairs of the Corporation shall be managed and controlled by the Board of Directors.

3.2 Number, Tenure and Qualifications. The Board of Directors shall consist of the President of the Corporation and, in addition, not less than three other individuals and not more than twelve other individuals in addition to the President of the corporation. The members of the Board of Directors shall be divided into three classes as nearly equal in number as may be practical with the term of office of only one class expiring in any given year. Except as may be necessary to implement the immediately preceding sentence with respect to the initial members of the Board of Directors or to equalize the classes in the event of an increase or decrease in the number of directors, each director shall be elected by the Board of Directors to hold office for a term expiring at the third succeeding annual meeting from the annual meeting of the year in which elected, or until a respective successor shall have been duly elected by the Board of Directors and shall have accepted office. When and if the number of directors is changed, any newly-created directorships or any decrease in directorships shall be apportioned among the classes so as to make all classes as nearly equal in number as possible. Each director shall be eligible for reelection. The directors need not be residents of the Commonwealth of Kentucky.

3.3 Removal and Resignations. Directors may be removed from office with or

without cause by a vote of two-thirds of the Directors. Such action shall be taken by the Board of Directors by adopting a corporate resolution. Any director may resign from the Board of Directors at any time by giving written notice to the Chairman of the Board or the Secretary of the Board, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

3.4 Vacancies. Any vacancy occurring in the Board of Directors shall be filled by the affirmative vote of a majority of the remaining directors though less than a quorum of the Board of Directors. A director elected to fill a vacancy shall be elected for the unexpired term of their predecessor in office. Any directorship to be filled by reason of an increase in the number of directors may be filled by the Board of Directors for a term of office continuing only until the next general election of directors by the Board of Directors.

3.5 Officers and Duties. The officers of the Board of Directors shall be a Chair, a Treasurer and a Secretary elected from among the members of the Board. These officers shall hold office for a term expiring at the first succeeding annual meeting from the annual meeting of the year in which elected, or until a respective successor shall have been duly elected by the Board of Directors and shall have accepted office. The Chair of the Board of Directors shall preside at all meetings of the Board of Directors and shall exercise all rights and responsibilities usually associated with the office of Chair. The Treasurer of the Board of Directors shall review the financial affairs of the Corporation and the annual audit and make appropriate recommendations for Board action. The Secretary of the Board shall insure that accurate records of the acts and proceedings of all meetings of the Board of Directors and, insure that all notices are duly given in accordance with the provisions of these By-Laws or as required by law.

3.6 Executive Committee. It shall be competent for the Board of Directors by resolution to provide for an Executive Committee. The Executive Committee shall have such authority as is usual and necessary for an Executive Committee to have to act for the Board of Directors.

3.7 Other Committees. It shall be competent for the Board of Directors by an appropriate By-Law or resolution to provide for such other committees as may appear necessary for the effective management of the business of the Corporation, and to give such committees such powers and duties as may seem proper, and to provide when and how often any such committee shall meet, how its meetings shall be called and at what times those meetings may be held.

3.8 Compensation of Directors. The Board of Directors may decide upon a reasonable and proper allowance for the attendance of directors at the meetings of the Board and for reasonable compensation for such other services, if any, as the directors may perform for the Corporation.

ARTICLE IV MEETINGS

4.1 Annual Meeting. The Board of Directors shall hold its annual meeting each year at the Corporation's registered office, or at such other place within or without the Commonwealth of Kentucky as shall be designated by the Chair and set forth in the notice of the meeting, within five months after the end of the Corporation's fiscal year at such time as the Chair may direct upon at least ten

(10) days prior notice in writing, given personally, or by mail or telegram, for the purpose of electing directors and the transaction of such other business as may properly come before the meeting.

4.2 Regular Meetings. The Board of Directors may provide by resolution the times and place for the holding of regular meetings. No notice of regular meetings shall be required, but the directors not present when the regular meetings are so provided for, shall be duly notified as to the times and place fixed for such meetings.

4.3 Special Meetings. Special meetings of the Board of Directors shall be held whenever called by direction of the President or the Chairman of the Board, or of the Executive Committee, if one is created, or of three directors or more, upon at least seven days prior notice in writing, given personally, or by mail or telegram, which notice shall state the time, place, and purpose of the meeting. If a special meeting is called at the direction of three or more directors, such meeting shall be held in Madison county, Kentucky.

4.4 Notice. If notice of any annual meeting, regular meeting or special meeting is mailed, such notice shall be deemed to be delivered when deposited in the United States mail or any commercial carrier in a sealed envelope so addressed, with postage prepaid. If notice is given by telegram, such notice shall be delivered when the telegram is delivered to the telegraph office. Except with respect to special meetings, neither the business to be transacted at, nor the purpose of, any meeting of the Board of Directors need be specified in the notice or waiver of notice of such meeting.

4.5 Waiver of Notice. Any director may waive notice of any meeting. The attendance of a director at any meeting shall constitute a waiver of notice of such meeting, unless the director attends the meeting for the sole express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Whenever any notice is required to be given under the provisions of these By-Laws, the Articles of Incorporation, or otherwise by law, a waiver thereof in writing, signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be equivalent to the giving of such notice.

4.6 Quorum. A majority of the directors then holding office shall constitute a quorum for the transaction of any business at any meeting of the Board of Directors, provided that, if less than a quorum of the directors are present at any meeting, a majority of the directors present may adjourn the meeting without further notice.

4.7 Manner of Acting. The act of a majority of the directors present at a meeting at which a quorum is present shall be the act of the Board of Directors, except as otherwise provided by law, by the Articles of Incorporation, or by these By-Laws. A unanimous consent resolution may serve in lieu of meetings. Furthermore, resolutions may be approved through phone meetings or through receipt by the Secretary of the Board of written approvals of resolutions.

ARTICLE V OFFICERS OF THE CORPORATION

5.1 Officers. The officers of the Corporation shall be a President, a Vice President, a Secretary and a Treasurer, each of whom shall serve at the

discretion of the Board of Directors. Such other officers and assistant officers as may be deemed necessary may be appointed by the Board of Directors.

5.2 Term of Office. The officers of the Corporation shall be elected by the Board of Directors at the annual meeting and shall hold office until the next annual meeting and until a successor is elected and qualifies. Any officer shall be eligible for re-election.

5.3 Removal and Resignations. Any officer or agent employed by the Board of Directors may be removed by the Board of Directors whenever, in its judgment, the best interests of the Corporation will be served thereby, but such removal shall be without prejudice to the contract rights, if any, of the person so removed. Any officer of the Corporation may resign at any time by giving written notice to the Chair of the Board, and unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

5.4 President. The President shall be the Chief Executive Officer of the Corporation. The President shall serve as a member of the Board of Directors. The President may sign any deeds, mortgages, bonds, contracts or other instruments which the Board of Directors has authorized to be executed, except in cases where the signing and execution thereof shall be expressly delegated by the Board of Directors or by these By-Laws to some other officer or agent of the Corporation, or shall be required by law to be otherwise signed or executed. The President shall, in general, perform all duties incident to the office of President and such other duties as may be prescribed by the Board of Directors from time to time. Unless otherwise ordered by the Board of Directors, the President shall have full power and authority on behalf of the Corporation to attend, act and vote at any meetings of shareholders of any corporation in which the Corporation may hold stock, and at any such meeting shall hold and may exercise all rights incident to the ownership of such stock which the Corporation, as owner, would have had and exercised if present. The Board of Directors may confer like powers on any other person or persons.. The President shall present to the Board of Directors an annual audit of the financial affairs of the Corporation.

5.5 Vice President In the absence of the President, or in the event of the President's inability or refusal to act, the Vice President shall perform the duties of the President and when so acting shall have all the powers of and be subject to all the restrictions upon the President. The Vice President shall perform such other duties as from time to time may be assigned by the President or the Board of Directors.

5.6 Treasurer. The Treasurer shall have charge and custody of and be responsible for all funds and securities of the Corporation; receive and give receipts for monies due and payable to the Corporation from any source whatsoever, and deposit all such monies in the name of the Corporation in such banks, trust companies and other depositories as shall be selected in accordance with the provisions of these By-Laws; and, in general, perform all the duties incident to the office of Treasurer and such other duties as from time to time may be assigned to the Treasurer by the Chairman of the Board of Directors or the President of the Corporation. If required by the Board of Directors, the Treasurer shall give a bond for the faithful discharge of the Treasurer's duties in such sum and with such surety as the Board of Directors shall determine.

5.7 Secretary. The Secretary shall (a) be custodian of the corporate records and of the seal, if any, of the Corporation; (b) keep a register of the mailing address of each director; and (c) in general, perform all duties incident to the office of Secretary and such other duties as from time to time may be assigned to the Secretary by the Chairman of the Board of Directors or the President of the Corporation.

5.8 Assistant Treasurers and Assistant Secretaries. (a) The Assistant Treasurers and Assistant Secretaries, in general, if those offices be created and filled, shall perform such duties as shall be assigned to them by the Treasurer or the Secretary, respectively, or by the Chairman of the Board of Directors, or by the President of the Corporation. (b) The Assistant Treasurer, if that office be created and filled, shall, if required by the Board of Directors, give a bond for the faithful discharge of the Assistant Treasurer's duties in such sum and with such surety as the Board of Directors shall determine.

ARTICLE VI CONTRACT, LOANS, CHECKS AND DEPOSITS

6.1 Contracts. The Board of Directors may authorize any officer or officers, agent or agents, to enter into any contract and execute and deliver any instruments in the name of and on behalf of the Corporation. Such authority may be general or confined to specific circumstances.

6.2 Loans. No loans shall be contracted on behalf of the Corporation, and no evidences of indebtedness shall be issued in its name, unless authorized by a resolution of the Board of Directors. Such authority may be general or confined to specific instances. No loans shall be made by the Corporation to its officers or directors.

6.3 Checks, Drafts, etc. All checks, drafts or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation shall be signed by such officer or officers, or agent or agents, of the Corporation and in such manner as shall, from time to time, be determined by resolution of the Board of Directors.

6.4 Deposits. All funds of the Corporation not otherwise employed shall be deposited, from time to time, to the credit of the Corporation in such banks, trust companies and other depositories as the Board of Directors may select.

ARTICLE VII INDEMNIFICATION OF DIRECTORS, OFFICERS AND EMPLOYEES

7.1 Indemnification. Subject to Section 9.5 hereof, the Corporation shall, to the fullest extent permitted by, and in accordance with the provisions of, the Kentucky Revised Statutes Chapter 273 (or corresponding provisions of any subsequent state laws), indemnify each director, officer and employee of the Corporation against expenses (including attorneys' fees), judgments, taxes, fines and amounts paid in settlement incurred by such person in connection with, and shall advance expenses (including attorneys' fees) incurred by such person in defending, any threatened, pending or completed action, suit or proceeding (whether civil, criminal, administrative or investigative) to which such person is, or is threatened to be made, a party by reason of the fact that such person is or was a director, officer or employee of the Corporation, or is or was serving at the request of the Corporation as a director, officer, member,

partner, employee or agent of another domestic or foreign corporation, partnership, joint venture, trust or other enterprise. Advancement of expenses shall be made upon receipt of an undertaking, with such security, if any, as the Board of Directors may reasonably require, by or on behalf of the person seeking indemnification to repay amounts advanced if it shall ultimately be determined that such person is not entitled to be indemnified by the Corporation as authorized herein.

7.2 Nonexclusivity of Indemnification. Subject to Section 9.5 hereof, the indemnification provided for by this Article VII shall not be deemed exclusive of any other rights to which directors, officers or employees of the Corporation may be entitled under any statute, agreement or action of the Board of Directors of the Corporation, or otherwise, and shall continue as to a person who has ceased to be a director, officer or employee of the Corporation, and shall inure to the benefit of the heirs, executors and administrators of such a person.

7.3 Insurance. Subject to Section 9.5 hereof, the Corporation may purchase and maintain insurance on behalf of any person who is or was a director, officer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, officer, member, partner, employee or agent of another domestic or foreign corporation, partnership, joint venture, trust or other enterprise, against any liability asserted against such person and incurred by such person in such capacity or arising out of such person's status as such, whether or not the Corporation would have the power or be obligated to indemnify such person against such liability under the provisions of this Article VII or Kentucky Revised Statutes Chapter 273 (or corresponding provisions of any subsequent state laws).

ARTICLE VIII CONFLICTS OF INTEREST

8.1 General Policy. It shall be the policy of the corporation that, unless fully disclosed to and authorized or approved by the Board of Directors, no Director or Employee shall engage in any activity or acquire any business investment or financial interest, either directly or indirectly, which conflicts in any manner with the best interests of the Corporation, or which interferes with or impedes the Director's or Employee's ability to perform his or her duties in good faith and in the best interests of the Corporation. The entering into any agreement or transaction which contemplates any such activity or acquisition shall likewise be deemed to constitute a violation of this policy.

8.2 Specific Guidelines. For the purpose of implementing this policy, the Corporation hereby adopts the following specific guidelines to be applied in determining whether or not this policy has been violated in any given instance. The following guidelines shall not be deemed to constitute a comprehensive listing of all such violations, and compliance with all the following shall not be determinative of the absence of any particular violation. Unless fully disclosed to and authorized or approved by the Board of Directors, each of the following shall be deemed to constitute a violation of the policy.

8.2.1 The ownership or acquisition, either directly or indirectly, of any business investment or financial interest in an entity in which the Corporation holds an interest, or which has current or known prospective business dealings with the Corporation (other than interests in publicly traded securities and normal banking transactions).

8.2.2 The ownership or acquisition, either directly or indirectly, of any interest in real property or personal property (except as permitted under Section 8.2.1 hereof) in which the Corporation holds an interest.

8.2.3 The solicitation or acceptance, either directly or indirectly, of any payment, loan, gift, gratuity, discount or other thing of value from any entity in which the Corporation holds an interest, or from any person or entity which has current or known prospective business dealings with the Corporation (except as permitted under Section 8.2.1 hereof). The foregoing notwithstanding, the solicitation or acceptance of any payment, loan, gift, gratuity, discount or other thing of value from any person or entity which is of nominal value and within the limits of common courtesy generally associated with accepted business practices shall not constitute a violation of this guideline. Likewise, the solicitation or acceptance of any loan from any bank or other recognized lending institution which engages in the lending of money as a regular part of its business operations shall not constitute a violation of this guideline.

8.2.4 The engaging in any outside activities or pursuits which, because of the time required to be devoted thereto, materially interfere with or impede the ability of any Employee to perform his or her duties in good faith and in the best interests of the Corporation. The foregoing notwithstanding, the Board of Directors recognizes the advantages of responsible participation in civic and charitable endeavors and encourages Employees to devote reasonable amounts of their time and efforts thereto. Accordingly, subject to the approval of the President, the devotion of a reasonable amount of time during normal business hours to service by an Employee in representing the Corporation on boards of directors, committees, associations, chambers of commerce, civic leagues, and other organizations of which the Corporation is a member, or which directly relate to the properties, business activities or financial interests of the Corporation, or to the conduct of any of the Corporation's operations, shall not constitute a violation of this guideline.

8.2.5 The disclosure or use, for personal benefit, of any confidential or non-public information concerning any properties, business activities or financial interests of the Corporation, or the conduct of any of the Corporation's operations, including but not limited to the investment in any business in reliance upon or based upon such confidential or non-public information.

8.3 In all deliberations by the Board of Directors relating to salary and terms of employment of the President of the Corporation, the President of the Corporation shall abstain from participation.

8.4 A copy or written summary of this statement on conflict of interest shall be distributed to each Director, each Officer of the Corporation, and each Employee. Each shall sign and return the copy to the corporate offices where the copies shall be filed as evidence of notification of this policy. To the extent that this policy is from time to time amended or modified to any material extent by the Board of Directors, within thirty (30) days after the adoption of any such amendment or modification by the Board of Directors, a copy of such amendment or modification, or a written summary thereof, shall be distributed to each Director, each Officer of the Corporation, and each Employee for their signature and return.

ARTICLE IX
MISCELLANEOUS

9.1 Fiscal Year. The Board of Directors shall have the power to fix, and from time to time change, the fiscal year of the Corporation by resolution.

9.2 Seal. The Board of Directors may adopt by resolution a corporate seal which shall be circular in form and shall have inscribed thereon the designation "SEAL" and such other information as the Board of Directors may deem advisable.

9.3 Amendments. The Board of Directors shall have the power and authority to alter, amend or repeal these By-Laws by the vote of a majority of the entire Board of Directors. Notice of such proposed changes in the By-Laws shall be given at one regular meeting of the Board of Directors and voted upon at the next regular meeting.

9.4 Construction. Unless the context specifically requires otherwise, any reference in these By-Laws to any gender shall include all other genders; any reference to the singular shall include the plural; and any reference to the plural shall include the singular.

9.5 Limitations. Notwithstanding any other provision hereof, the Corporation shall take no action contrary to the provisions of Article II of the Corporation's Articles of Incorporation, and if at any time the Corporation is a private foundation or a private operating foundation as such terms are defined in the Internal Revenue Code of 1986, as may hereafter be amended ("Code"), the Corporation shall only act as permitted under the Code without subjecting the Corporation to additional taxes imposed under Subchapter A, Chapter 42, Subtitle D of the Code.

The above By-Laws of this
Corporation were adopted by
the Board of Directors as of

May 5, 1988
Jimmy Egger
Secretary of the Board

III. ARTICLES OF INCORPORATION

ARTICLES OF INCORPORATION
of the
MOUNTAIN ASSOCIATION OF COMMUNITY ECONOMIC DEVELOPMENT, INC. 3 1976

The undersigned, all of whom are natural persons of the age of twenty-one or more, desiring to form a non-stock corporation not for profit, under KRS 273.161 et. seq., do hereby certify:

David Davis

SECRETARY OF STATE

ARTICLE I

The name of the corporation shall be Mountain Association for Community Economic Development, Inc. (MACED), and shall be called by such full name or its short-form abbreviation.

ARTICLE II

The corporation is organized and shall be operated exclusively for charitable and educational purposes within the meaning of section 501(c)(3) of the Internal Revenue Code of 1954. Specifically, the purposes of the corporation are:

- A. To plan and promote, and when necessary, to coordinate and execute programs which foster economic and social development among the underprivileged, unemployed, and otherwise low income residents of Central Appalachia.
- B. To expand the opportunities available to said residents to own, manage, and operate business enterprises by furthering the development of locally-owned or -operated business enterprises in economically underprivileged or depressed areas; to assist said residents and groups in developing ownership and management skills necessary for the successful operation of business enterprises, and to assist said residents and groups in obtaining such financial support from other sources.
- C. To aid, support, and assist other corporations, community chests, funds and foundations organized and operated exclusively for charitable, religious, scientific, literary or educational purposes, no part of the net earnings of which insures to the benefit of any private shareholder or individual, and no substantial part of the activities of which is carrying on propaganda, or otherwise attempting to influence legislation.
- D. To do any and all lawful activities which may be necessary, useful or desirable for the furtherance, accomplishment, fostering or attainment of the foregoing purposes, either directly or indirectly, and either alone or in conjunction with others, whether such others be persons or organization of any kind or nature, such as corporations, firms, associations, trusts, institutions, foundations, or governmental bureaus, departments or agencies.

- E. In furtherance, but not in limitation, of the foregoing charitable and educational purposes, the Corporation shall have the following powers:
1. To provide advice, support, funds, capital, gifts, and all other lawful forms of assistance, financial and otherwise, to or for use in business enterprises owned, or destined to be owned, by said residents;
 2. To furnish management, administrative and other business advice, support, training and technical assistance to said residents in order to enable them to develop skills to operate business ventures;
 3. To encourage and voluntarily assist said residents and groups to organize, create, acquire, obtain financing for, own, manage and operate business enterprises;
 4. To obtain information and conduct research, studies and analyses of the problems of said area, and prepare and publish reports as to any and all matters that may be of use in furthering the expansion of business enterprises owned or operated by said residents, including information, research, studies, analyses and reports, as to markets, products, services, skills, sources of financing and any and all other matters;
 5. To conduct educational and other efforts to eliminate prejudice and discrimination in the business and financial communities and to foster the establishment of sound and constructive relationships between the business and financial communities and said residents seeking opportunities in business;
 6. To conduct educational activities designed to provide instruction or training to said residents for the purpose of improving or developing their capabilities, language, and job skills, and the instruction of the public on subjects useful to said residents and beneficial to the community as a whole;
 7. To engage in any and all other activities which will directly or indirectly improve the welfare and economic conditions of said residents; and
 8. To exercise all other rights and powers conferred upon corporations formed under the KRS 273.161 et. seq., of the State of Kentucky, provided, however, that the Corporation shall not engage in any activities or exercise any powers, including those specifically mentioned herein, that are not in furtherance of the specific and primary (charitable and educational) purposes of the Corporation.

ARTICLE III

The Corporation shall have no members.

ARTICLE IV

No part of the net earnings of the Corporation shall inure to the benefit of, or be distributable to, its members, directors, officers, or other private individuals, except that the Corporation shall be authorized and empowered to pay reasonable compensation for services rendered and to make payments and distributions in furtherance of the purposes set forth in Article II hereof. No substantial part of the Corporation's activities shall be carrying on of propaganda, or otherwise attempting to influence legislation, and the Corporation shall not participate in, or intervene in (including the publishing or distributing of statements) any political campaign on behalf of any candidate for public office. Notwithstanding any other provisions of these Articles, the Corporation shall not carry on any other activities not permitted to be carried on by a corporation exempt from Federal income tax under section 501(c)(3) of the Internal Revenue Code of 1974 (or the corresponding provision of any future United States Internal Revenue Law), or by a corporation contribution to which are deductible under section 170(c)(2).

ARTICLE V

The duration of the Corporation shall be perpetual.

ARTICLE VI

The following persons, not less than three (3), shall serve the Corporation as the initial Board of Directors until the first annual meeting:

<u>NAME</u>	<u>ADDRESS</u>
Ike Adams	314 Center Street Berea, Kentucky 40403
William Duncan	106 Lorraine Court Berea, Kentucky 40403
Bennett Poage	Box 68 Berea, Kentucky 40403
Wilbur Hitchcock	Box 764 Jackson, Kentucky 41339
William Kaylor	Route 4, Box 355 Abingdon, Virginia 24210

(continued)

<u>NAME</u>	<u>ADDRESS -</u>
Thomas Miller	Route 5, Box 220 Berea, Kentucky 40403
Edward Morgan	200 East Main Street Abingdon, Virginia 24210
Thomas Morse	401 First Street, N.W. Roanoke, Virginia 24016

ARTICLE VII

The affairs of this Corporation shall be managed by its Board of Directors. The number of Directors shall be fixed in the Bylaws, except that there shall not be less than three (3) Directors.

ARTICLE VIII

The provisions of the Bylaws shall govern the time, place, and manner of electing or appointing Directors. Pursuant to the Bylaws, the Board of Directors shall elect their successors.

ARTICLE IX

These Articles of Incorporation shall be amended at a meeting of the Board of Directors upon said amendment receiving the vote of a majority of the Directors in office.

ARTICLE X

The Directors, officers, employees, and members of the Corporation shall not, as such, be personally liable for its obligations.

ARTICLE XI

Upon winding up and dissolution of the Corporation, the assets of the Corporation remaining after payment of, or provision of payment of, all debts and liabilities of the Corporation, shall be distributed to an organization, which is itself an exempt organization, and used exclusively to accomplish the general purposes for which this Corporation is organized. If the Corporation holds any assets in trust, such assets shall be disposed of in such manner as may be directed by decree of the Superior Court of the county in which the Corporation's principal office is located, upon petition therefor by the Attorney General or by any person concerned in the liquidation.

ARTICLE XII

In the event that this Corporation shall become a "private foundation" within the meaning of section 509 of the Internal Revenue Code of 1954, the Corporation shall distribute its income for each taxable year at such time and in such manner as not to subject it to tax under section 4942 of the Internal Revenue Code; shall not engage in any act of self-dealing as defined in section 4941(d) of the Internal Revenue Code; shall not retain any excess business holdings as defined in section 4943(c) of the Internal Revenue Code; shall not make any investments in such manner as to subject it to tax under section 4944 of the Internal Revenue Code; and shall not make any taxable expenditure as defined in section 4945(d) of the Internal Revenue Code.

ARTICLE XIII

The name and address of each incorporator is as follows:

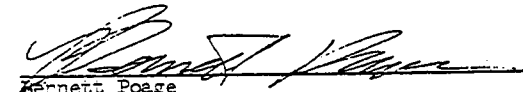
<u>NAME</u>	<u>ADDRESS</u>
Ike Adams	Route 2, Box 225 Berea, Kentucky 40403
Thomas Miller	Route 5, Box 220 Berea, Kentucky 40403
Bennett Poage	Box 68 Berea, Kentucky 40403

The place in Kentucky where the registered office of the Corporation is located is 200 Short Street, Berea, Madison County, Kentucky 40403, and the name and address of its registered agent for service of process is William A. Duncan, ~~166 Lorraine Court~~, Berea, Kentucky 40403.
200 Short St.

IN WITNESS WHEREOF, we have hereunto set our names, this the 10th day of December, 1976.


Ide Adams


Thomas Miller


Bennett Poage

COMMONWEALTH OF KENTUCKY }
COUNTY OF MADISON } Sect.

I, the undersigned Notary Public in and for the Commonwealth aforesaid, do hereby certify that the foregoing Articles in Incorporation were produced, signed, and acknowledged by Ide Adams, Thomas Miller and Bennett Poage to be their act and deed in due form of law and the same with this certificate is hereby certified to the proper office for recording.

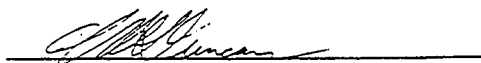
Given under my hand this 10th day of December, 1976

My commission expires: June 21, 1977

(SEAL)


Notary Public, State at Large

This instrument prepared by:



ARTICLES OF AMENDMENT
TO THE ARTICLES OF INCORPORATION OF
MOUNTAIN ASSOCIATION OF COMMUNITY ECONOMIC DEVELOPMENT, INC. *gdst*

TO: Secretary of the State of Kentucky

Pursuant to KRS Sec. 273.263 et seq., Mountain Association of Community Economic Development, Inc. (the "corporation") adopts the following Articles of Amendment to its Articles of Incorporation:

FIRST: The name of the corporation is the Mountain Association of Community Economic Development, Inc.

SECOND: The following amendments to the Articles of Incorporation were adopted unanimously by the Board of Directors (the corporation having no members) by an authorized corporate action in lieu of a meeting on June 15, 1984.

Article II is hereby amended to renumber paragraph D. as paragraph E. A new paragraph D. is inserted to read as follows:

- D. To expand opportunities available to said residents and groups to obtain adequate low-cost housing accommodations by constructing, rehabilitating, financing, renting and otherwise acting to make available decent, safe and sanitary housing in Central Appalachia, for persons and families who are low-income, minorities, socially or economically disadvantaged, who otherwise would not be able to find or afford a suitable place to live. It is the purpose of the corporation thereby to relieve the poor, distressed, underprivileged and indigent by enabling them to secure the basic human needs of decent shelter and to thus relieve poverty and distress, combat community deterioration, lessen the burdens of government and promote the social welfare.

Article II is hereby amended to renumber paragraph E. as paragraph F. and the following subparagraphs 9, 10, and 11 are added:

9. To solicit, collect and receive money and other assets, and to administer funds and contributions received by grant, gift, deed, bequest or devise, and otherwise to acquire money, securities, property, rights and services of every kind and description, and to hold, invest, expend, contribute, use, sell, or otherwise dispose of

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SECRETARY OF STATE OF KENTUCKY
FRANKFORT, KENTUCKY

JUL 17 1984

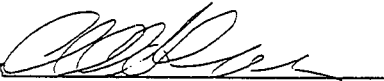
Dupelle R. Davis

any money, securities, property, rights or -
services so acquired for the purposes above-
mentioned.

10. To borrow money, and to make, accept, endorse, execute and issue bonds, debentures, promissory notes, and other corporate obligations for monies borrowed, or in payment for property acquired or for any of the purposes of the corporation, and to secure payment of any such obligation by mortgage, pledge, deed, indenture agreement or other agreement in regard to all or any part of the property, rights or privileges of the corporation.
11. To invest and reinvest its funds in such mortgages, bonds, notes, debentures, shares of preferred and common stock, and any other securities of any kind whatsoever, and property, real, personal or mixed, tangible or intangible, all as the corporation's board of directors shall deem advisable and as may be permitted by law.

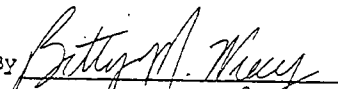
Dated: June 15, 1984

MOUNTAIN ASSOCIATION FOR COMMUNITY
ECONOMIC DEVELOPMENT, INC.

By 
William A. Duncan, President

(Corporate Seal)

ATTEST:

By 
BETTY HAYS Secretary

COMMONWEALTH OF KENTUCKY)
) Sct.
COUNTY OF MADISON)

I, the undersigned Notary Public in and for the Commonwealth aforesaid, do hereby certify that the foregoing Articles of Amendment to the Articles of Incorporation were produced, signed, and acknowledged by William A. Duncan, President and BETTY WRAY, Secretary, to be their act and deed in due form of law and the same with this certificate is hereby certified to the proper office for recording.

Given under my hand this 16th day of JULY, 1984.

My commission expires: MAY 1988.

(SEAL)

Virginia Ann Eager
Notary Public, State at Large

This instrument was prepared by:

Alan Yanowitz, Attorney at Law
P.O. Box 968
Rochester, Minnesota 55903

TENNESSEE

SECRETARY OF STATE INFORMATION

Secretary of State
Corporations Section
18th Fl., James K. Polk Bldg.
Nashville, TN 37219

Phone number for general corporate information: (615) 741-2286

Provides Articles of Incorporation: yes, Charter of Incorporation

Provides statutes: TN Nonprofit Corporation Act, no charge,
from the above address

CORPORATE NAME REQUIREMENTS

Corporate Designator: not required

Corporate name may not imply that corporation does anything that requires state authorization unless it has that authorization; that it is affiliated with a charitable, religious, fraternal, veterans' or professional organization unless such an affiliation authorized in writing; that the corporation is an agency of or is affiliated with any office or agency of state or federal government unless authorized in writing; may not contain language that implies the corporation is organized for purposes other than those stated in its charter; the name must be distinguishable from the names of other domestic or qualified foreign profit or nonprofit corporation and limited partnerships, and reserved names. [See TN Nonprofit Corporation Act, Sec 48-54-101.]

ARTICLES (CHARTER) OF INCORPORATION

Articles Statute: TN Nonprofit Corporation Act, Sec. 48-52-102

Registered Agent Requirements:

Director Qualifications:

Number: 3 or more

Residency: no

Age: no

Incorporator Qualifications:

Residency: no

Age: no

Special Requirements:

The corporation must be identified in the Charter as a public benefit, mutual benefit or religious nonprofit corporation

BYLAWS

Directors' Quorum: majority of the directors in office, or else as specified in the charter or Bylaws, but the percentage may in no case be less than 1/3 of all directors

Members' Quorum: as specified in the charter or Bylaws or else 10% of the voting membership

Executive Committee: majority of the board may designate one or more directors or natural persons who are not directors to exercise the authority of the full board, except to authorize the distribution, transfer or sale of all or substantially all assets; approve or recommend dissolution or merger of the corporation; change directors or fill vacancies on the board or on committees; or alter Bylaws

Directors Term of Office: As specified in the charter or Bylaws, but may not be more than five years; if not specified, then one year. (Special note: if the corporation receives public funds through government grants or contracts in an amount greater than \$50,000 per year for five successive years, no director may serve successive terms that add up to more than nine years.)

Required Officers: president and secretary. One person may hold more than one office simultaneously, except for the offices of president and secretary

Special Officer Requirements: no age or residency requirements

Corporate Report Requirements: must be filed by the first day of the fourth month following the anniversary of incorporation, and contains the following information:

1. Corporation control number (this may be the Federal Employee Identification Number obtained by filing federal Form SS-4 with the IRS)
2. Corporate name and mailing address, address of principal office, jurisdiction of incorporation
3. Officers' and directors' names and addresses
4. Name and address of registered agent
5. Character of business in which the corporation is engaged, which must be consistent with purposes indicated in the corporate charter
6. Whether the corporation is a public benefit, mutual benefit or religious corporation

STATE CORPORATE TAX EXEMPTION

Corporate Income or Franchise Tax: yes

Name and address of state agency to contact:

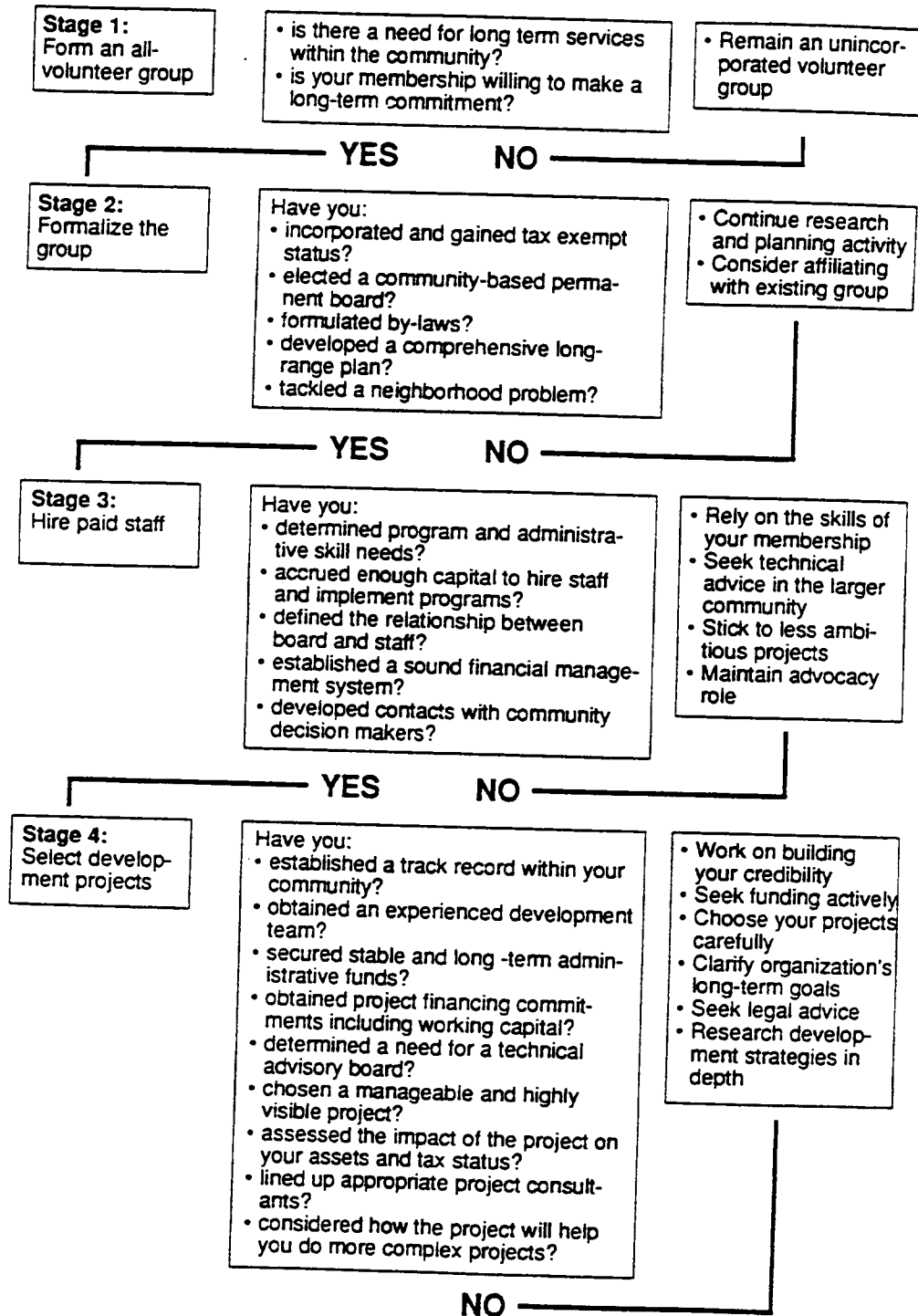
Tennessee Dept. of Revenue
Andrew Jackson Office Bldg.
500 Deaderick St.
Nashville, TN 37242-1099
(615) 741-3133

State Tax Exemption Requirements:

Automatic upon filing Articles.

Note: the secretary of state reports to the commissioner of revenue on the 15th day of each month the particulars of all new corporations licensed or authorized to operate in the state during the preceding month

Evolution of a Nonprofit Organization *



* Taken with permission from *Building on Experience*, a *Conserve Neighborhoods* Special Issue, October 1985.

Note: Consult current IRS Instructions (not included here) before completing this form.

Form **1023**

(Rev. April 1984)

Department of the Treasury
Internal Revenue Service

Application for Recognition of Exemption

Under Section 501(c)(3) of the Internal Revenue Code

For Paperwork Reduction Act Notice, see page 1 of the instructions.

OMB No. 1545-0054

FORM 6.1

To be filed in the key or
tract for the area in which
the organization has its
principal office or place of
business.

This application, when properly completed, constitutes the notice required under section 508(a) of the Internal Revenue Code so that an applicant may be treated as described in section 501(c)(3) of the Code, and the notice required under section 508(c) for an organization claiming not to be a private foundation within the meaning of section 509(a). (Read the instructions for each part carefully before making any entries.) If required information, a conformed copy of the organizing and operational documents, or financial data are not furnished, the application will not be considered on its merits and the organization will be notified accordingly. Do not file this application if the applicant has no organizing instrument (see Part II).

Part I.—Identification

1 Full name of organization

XYZ Development Corporation

2 Employer identification number
(If none, see instructions)
Form SS-4 attached

3(a) Address (number and street)

1234 X Street

Check here if applying under section
☐ 501(e) ☐ 501(f)

3(b) City or town, State, and Zip code

Anytown, State 12345

4 Name and phone number of person to be contacted
(Atty. filing form) (111) 222-3333

5 Month the annual accounting period ends

December

6 Date incorporated or formed

12/12/84

7 Activity codes

400 402 1603

8 Has the organization filed Federal income tax returns or exempt organization information returns? ☐ Yes ☒ No
If "Yes," state the form number(s), years filed, and Internal Revenue office where filed.

Part II.—Type of Entity and Organizational Document (see instructions)

Check the applicable entity box below and attach a conformed copy of the organization's organizing document and bylaws as indicated for each entity.

☒ Corporation—Articles of incorporation and bylaws. ☐ Trust—Trust indenture. ☐ Other—Constitution or articles of association and bylaws.

Part III.—Activities and Operational Information

1 What are or will be the organization's sources of financial support? List in order of size.

Support is currently being received from ABC Organization, a Section 509(a)(1) organization. It is anticipated that future sources of support will be: public charities; private foundations; local government; corporations; and state government.

2 Describe the organization's fund-raising program, both actual and planned, and explain to what extent it has been put into effect. (Include details of fund-raising activities such as selective mailings, formation of fund-raising committees, use of professional fund raisers, etc.) Attach representative copies of solicitations for financial support.

Funding proposals will be submitted to the City of _____ and _____ County, local and national private foundations, public charities, corporations and the State of _____. Proposals will be submitted for both general support and specific projects.

I declare under the penalties of perjury that I am authorized to sign this application on behalf of the above organization and I have examined this application, including the accompanying statements, and to the best of my knowledge it is true, correct, and complete.

President

(Title or authority of signer)

1/10/85

(Date)

(Signature)

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Rev. 1/85

Part III.—Activities and Operational Information (Continued)

3 Give a detailed narrative description of the organization's past, present, and proposed future activities, and the purposes for which it was formed. The narrative should identify the specific benefits, services, or products the organization has provided or will provide. If the organization is not fully operational, explain what stage of development its activities have reached, what further steps remain for it to become fully operational, and when such further steps will take place. (Do not state the purpose and activities of the organization in general terms or repeat the language of the organizational documents.) If the organization is a school, hospital, or medical research organization, include enough information in your description to clearly show that the organization meets the definition of that particular activity that is contained in the instructions for Part VI-A.

See Exhibit C attached.

4 The membership of the organization's governing body is:

(a) Names, addresses, and titles of officers, directors, trustees, etc.	(b) Annual compensation
See Exhibit D attached.	

Part III.—Activities and Operational Information (Continued)

- 4 (c) Do any of the above persons serve as members of the governing body by reason of being public officials or being appointed by public officials? ☐ Yes ☒ No
If "Yes," name those persons and explain the basis of their selection or appointment.

- (d) Are any members of the organization's governing body "disqualified persons" with respect to the organization (other than by reason of being a member of the governing body) or do any of the members have either a business or family relationship with "disqualified persons?" (See specific instruction 4(d).) ☐ Yes ☒ No
If "Yes," explain.

- (e) Have any members of the organization's governing body assigned income or assets to the organization, or is it anticipated that any current or future member of the governing body will assign income or assets to the organization? ☐ Yes ☒ No
If "Yes," attach a complete explanation stating which applies and including copies of any assignments plus a list of items assigned.

- 5 Does the organization control or is it controlled by any other organization? ☐ Yes ☒ No
Is the organization the outgrowth of another organization, or does it have a special relationship to another organization by reason of interlocking directorates or other factors? ☒ Yes ☐ No
If either of these questions is answered "Yes," explain.

See Exhibit E attached.

- 6 Is the organization financially accountable to any other organization? ☒ Yes ☐ No
If "Yes," explain and identify the other organization. Include details concerning accountability or attach copies of reports if any have been submitted.

The Corporation will be required to submit financial reports to various funding sources to account for the use of loans or grants.

- 7 (a) What assets does the organization have that are used in the performance of its exempt function? (Do not include property producing investment income.) If any assets are not fully operational, explain their status, what additional steps must be completed, and when such final steps will be taken.
At present, the Corporation has physical assets in the form of office furniture, equipment and supplies valued at less than \$5,000.
(b) To what extent have you used, or do you plan to use contributions as an endowment fund, i.e., hold contributions to produce income for the support of your exempt activities?
It is not anticipated that any endowment fund will be created.

- 8 Will any of the organization's facilities be managed by another organization or individual under a contractual agreement? ☐ Yes ☒ No
If "Yes," attach a copy of each contract and explain the relationship between the applicant and each of the other parties.

VITA

Micheal Collins was born in Elizabethton, Tennessee on 26 August 1971. He attended public schools in Florida, Tennessee, and North Carolina, and a DODDS school in Zweibruecken, Germany. He graduated from Zweibruecken American High School in Germany, and spent two years with the University of Maryland European Division before heading to the University of Tennessee, Knoxville. He received his Bachelors of Science in Political Science (International Relations) in 1994. He entered the Graduate School of Planning at UTK in 1995 where he worked long, tedious hours on his Masters of Science in Planning. He was rewarded for all his hard work in August of 1997 when he received his coveted MSP degree. He met many interesting people during his stay in Knoxville, many who are now spread all over the face of the earth. He is currently heading west in his trusty, gray Geo to uncharted territory in Western Nebraska where he will be employed with the Panhandle Area Development District (PADD) in Scottsbluff.