

# COUNTY PLANNING



American Planning Association  
County Planning Division

Making Great Communities Happen

A Publication of the County Planning Division  
of the American Planning Association

Volume 4, Issue 1

March 2011

The 2011 American Planning Conference will be April 9-12, 2011 in Boston, Massachusetts.

The County Planning Division has the following events scheduled in Boston.

County Planning Division Business Meeting (X008): April 10, 2011, Sunday 11:45 a.m. – 1:00 p.m.

SPONSORED SESSION: April 11, 2011, Monday 9:00 a.m. – 10:15 a.m. Planning for Pipeline Placement and Safety (S498)

**OUR MISSION:** The County Planning Division of the APA seeks to strengthen relationships among county planners, county elected officials, and other county personnel by facilitating the sharing of technical information, encouraging continuing professional development of its members, researching county planning issues, and building strong ties with other organizations and disciplines with related interests.

## From the Chair:

During the APA national planning conference, the County Planning Division (CPD) and the National Association of County Planners (NACP) will be holding their annual meeting. The meeting is scheduled for Sunday, April 10, at 11:45 AM at the Sheraton Boston Hotel, Gardner A room. All members are invited to attend. For planning purposes, please let me know if you plan to attend.

Please also consider attending the County Planning Division's Bi-Right Session "Planning For Pipeline Safety," which is scheduled for Monday, April 11 at 9:00 AM. Check the final conference program for the location.

The Division is seeking two volunteers to staff the Divisions Booth on Sunday, April 10 from 3:00 to 5:00 PM. This year, the Divisions booth will be located within the APA Pavilion. While staffing the booth, you will meet a lot of conference attendees, talk about your experience as a member of the County Planning Division, and encourage others to join any of APA's 20 specialty divisions. APA Staff provides literature and support. It is a great opportunity to get more involved with the Division and APA. Please email me with your name, email, and cell phone information if you are interested.

Finally, if you are involved with other conference workshops or sessions that are particularly relevant to county planners, email the information to me and I will promote participation by other division members.

I look forward to seeing you in Boston.

Dennis A. Sandquist, Chairman  
County Planning Division

## NEWSLETTER Schedule

### SPRING

Submittal deadline: March 15

### SUMMER

Submittal deadline: June 15

### FALL

Submittal deadline: September 15

### WINTER

Submittal deadline: December 15

**NEWSLETTER INFORMATION:** This newsletter is published by the County Planning Division of the American Planning Association. Circulation is to the APA members of the County Planning Division (CPD). The CPD Executive Committee welcomes submission of original articles, editorial letters, and any other information of interest to County planners. Submissions should be made to the newsletter editor:

CPD Newsletter Editor  
P.O. Box 722  
Brookings, SD 57006-0722  
p: 605-696-8350  
f: 605-696-8355  
e: rhill@brookingscountysd.gov

## **County Planner Profile**

### **Short profiles of County Planners**

**County/Employer:** Douglas County, Oregon.

**Name:** Keith L. Cubic

**Job Title:** Planning Director

**Years in position:** Thirty-Four as director, Forty (40) as a planner in Douglas County

**Education:** Graduate of Portland State University and has continued his education and professional development through postgraduate studies at the University of Oregon and numerous workshops and seminars.

**Is your county considered urban or rural?** 107,667 (2010 Census) 5,134 square miles.

**Douglas County** is a county located in the state of Oregon. It is named after Stephen A. Douglas, an American politician who supported Oregon statehood. The seat of the county is Roseburg.

**Accomplishments during your current position:**

He is an **active participant in statewide planning issues** related to Oregon's land use planning program. Keith has been an **advocate for rural lands management and planning** throughout his career.

Keith has been **President of the Association of Oregon County Planning Directors (AOCPD) three times**, 1982, 1997 and 2006. Keith was **twice the President of the National Association of County Planners** (NACP) 1994 and 2002 and currently serves on their Board of Directors. He is a **charter member of the American Planning Association** (APA) and the County Planning Division. **In 2005, Keith received the Oregon Chapter APA Distinguished Leadership by a Professional Planner award.** His local program has received special recognition for its customer service focus and he has spoken at National APA conferences on how to achieve effective planning programs.

Keith believes one of the greatest gifts you can give someone is a foundation for the future and to implement that belief promotes professional development for planners including leading workshops on leadership, customer service and *The 7 Habits of Highly Effective People*.

Keith served as an elected member of the Roseburg School Board for 18 years and currently serves on the District's Budget Committee. He is a Certified High School and College Soccer Referee, and a licensed youth sports coach. Keith has also been involved with Scouting for over 45 years and in 2000 received one of scouting's highest awards the Silver Beaver Award for distinguished service to youth. Keith and his wife, Barbara, have three grown children and four grandchildren.

**Submissions for this section are always welcome.**

## NEWS

### US Forest Service Press Release

To: marrystewart@fs.fed.us  
Subject: Request for distribution of information regarding the Nationwide Aerial Application of Fire Retardant DEIS  
From: marrystewart@fs.fed.us  
Date: Mon, 14 Mar 2011 10:52:36 -0600

Greetings!

My name is Marry Stewart I'm on the Nationwide Aerial Application of Fire Retardant DEIS ID Team working on the public affairs/involvement piece of the project.

I'm contacting you today to ask if you would be willing to distribute an email to members of your organization that would notify them that our DEIS is available for review and comment this spring (tentatively April 22, 2011)?

We are looking to distribute the availability of the DEIS to the widest audience possible.

Please let me know, especially if you would be willing to send an email out as I would appreciate a copy of the email for the project record.

More information about the project can be found at the project website at <http://www.fs.fed.us/fire/retardant/>

Marry Taylor Stewart  
NSG, NEPA Specialist  
(801) 975-3361  
<http://www.fs.fed.us/emc/nsg/tr.htm>

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NSG, NEPA Specialist  
(801) 975-3361  
<http://www.fs.fed.us/emc/nsg/tr.htm>

**Please copy and paste the above links into your browser.**

### New Partnership with Regional Councils

NACo and other organizations are initiating a new project focused on accessing the implementation of livability approaches in communities across the country. This research is oriented to transportation programs and will be conducted through a project led by the National Association of Regional Councils, with support from U.S. DOT. The two year project is intended to assist localities in building the governance, strategies and tools needed to create and implement regional transportation plans that support sustainable development. NARC and NACo will partner to offer trainings and workshops at upcoming NACo conferences. For more information, please contact James Davenport at [jdavenpo@naco.org](mailto:jdavenpo@naco.org) or 202-661-8807.

**Do you have an event related to County Government?  
Email it to the editor.**

## Food Assessment Article

Janice Hill, AICP, Executive Planner, Kane County, IL.

Planners – get your food policy on! But how do you wrap arms around the issue of food in your community? To begin, you start with a food assessment. Because food is a basic human need, planners must understand how the entire food system operates in their community from production, processing, and distribution all the way to consumption.

The American Planning Association, American Dietetic Association, American Nurses Association and American Public Health Association recently announced the following shared statement:

*A healthy and sustainable food system emphasizes, strengthens, and makes visible interdependent and inseparable relationships between individual sectors (from production to waste disposal) and the characteristics (health promoting, sustainable, resilient, diverse, fair, economically balanced and transparent) of the system.*

A complete food assessment will help planners and the citizens they serve incorporate food policy into their comprehensive and strategic plans for their community's healthy future. Code amendments and programs implement your community's vision for its future.

A community food assessment is a participatory and collaborative process that engages a diverse group of stakeholders to assess the community food issues and develop a set of public policy recommendations. Other accomplishments include documenting resources, setting vision, and building new programming around foods. According to the Community Food Security Coalition there are four key steps when conducting a community food assessment. This includes:

- Organize (stakeholders and participants)
- Research (collect and analyze data)
- Plan (decision making)
- Advocate (Action documents and communication with the public)

**Missoula County's Community Food Assessment investigated two questions:**

- What is needed for viable and sustainable commercial food production in Missoula County? What are the existing assets and barriers to creating a more viable and sustainable production system?
- What concerns do Missoula County residents of various income levels have about food? What do they perceive as the County's food-related assets?

For more information see: Food

## Food Assessment Article

Janice Hill, AICP, Executive Planner, Kane County, IL.

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Community food assessments yield several topics of interest to the community including the following common ones:

- Food quality
- Food access
- Food purchasing from the home to institutional level
- Citizen interest and knowledge of food and nutrition
- Emergency food access
- Nutritional and health disparities
- Sustainable production and distribution
- Food retail and safe handling
- Land use
- Transportation and food distribution
- Economic Development – Value to the local economy and job creation

For example, the Delaware Valley Regional Planning Commission 2009 assessment for Greater Philadelphia describes their food system as “interconnected and complex” and concludes with a list of conundrums that may be a challenge to all communities:

- A trend toward consolidation of farms – but more people interested in farming.
- An increasing demand for local food – but decreasing production.
- More collaboration between farmers – but an increasing tension between farmers using different methods.
- Farmers making less money with food prices increasing.
- Higher income households more likely to pay more for “local “ brand – but low income households needed better access to fresh and affordable food.

Food assessments can be a challenging and insightful process for a community to undertake and will lead all planners and their citizenry into a more broad based direction for a healthier future.

### Resources

- **Community Food Security Coalition:** Comprehensive list of resources related to Community Food Assessments.

[http://www.foodsecurity.org/cfa\\_home.html](http://www.foodsecurity.org/cfa_home.html)

- **Community Food Security Coalition: What's cooking in your food system?** Comprehensive guide to planning and implementing a CFA, including potential data sources. <http://www.foodsecurity.org/pubs.html#cooking>
- **The USDA Community Food Security Assessment.** Comprehensive guide to planning and implementing a CFA focused on Food Security, including potential data sources. <http://ers.usda.gov/publications/efan02013/>
- **Community Food Security Coalition: Four Key Steps to conducting a CFA.** [http://www.foodsecurity.org/cfa/cfa\\_assessment.pdf](http://www.foodsecurity.org/cfa/cfa_assessment.pdf)



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All members are encouraged attend this meeting and meet old and new friends.

## Future Conferences

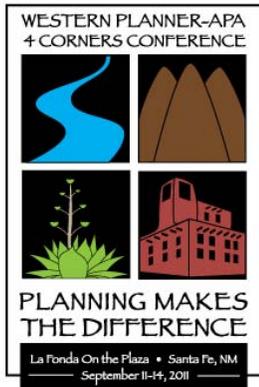


April 14-17, 2012  
Los Angeles, California  
Los Angeles Convention Center



April 13-16, 2013  
Chicago, Illinois  
Hyatt Regency and Sheraton Chicago

## NEWS



***Come to Santa Fe in 2011 for an Enchanting Four Corners Planning High!***

NM APA, Colorado APA and Western Planner invite you to join us up in old Santa Fe, New Mexico from September 11 to the 14<sup>th</sup> in 2011 for the 30<sup>th</sup> annual Western Planners conference. We say “up” in Santa Fe because the capitol city of New Mexico is over 7,000 feet above sea level. Planners attending this elevated conference will certainly enjoy the warm days and cool evenings of late summer in the “Land of Enchantment”. The conference will happen just after Fiesta and before the wine and chili festival, when local restaurants will be welcoming visitors and the smell of pinon fires and roasting chili pervade.

Santa Fe is celebrating its 400<sup>th</sup> anniversary in 2010 and New Mexico its centenary in 2012, so it's a good time to be a Western Planner in 2011. Santa Fe is the oldest capital city in North America and the oldest European community west of the Mississippi. Thirteen years before Plymouth Colony was settled by the Mayflower Pilgrims, Santa Fe was established and soon it would soon become the seat of power for the Spanish Empire north of the Rio Grande.

Santa Fe is the site of both the oldest public building in America, the Palace of the Governors and the nation's oldest community celebration, the Santa Fe Fiesta, established in 1712 to commemorate the Spanish reconquest of New Mexico in the summer of 1692. Peralta and his men laid out the plan for Santa Fe - according to the Laws of the Indies signed by Phillip II - at the base of the Sangre de Cristo Mountains on the site of the ancient Pueblo Indian ruin of Kaupoge, or "place of shell beads near the water." The Laws of the Indies were influential in the creation of regulations that later guided the development in the United States, particularly the Land Ordinance of 1785, which introduced townships and sections.

The city has been the capital for the Spanish "Kingdom of New Mexico," the Mexican province of Nuevo Mejico, the American territory of New Mexico (which contained what is today Arizona and New Mexico) and since 1912 the state of New Mexico. Santa Fe, in fact, was the first foreign capital over taken by the United States, when in 1846 General Stephen Watts Kearny captured it during the Mexican-American War.

Join us for a planning conference that considers the old, contemplates the present and looks to the future, in a city where all three times seem to abide. The conference will be held at the historic La Fonda Hotel on the Plaza, and there is a special room rate of \$119 - Call and reference NMAPA/Western Planner to reserve this special rate (limited number of rooms): 800-523-5002 or go to [www.lafondasantafe.com](http://www.lafondasantafe.com) For more information contact: Dan Pava [dpava@lanl.gov](mailto:dpava@lanl.gov) 505-667-7360.

## Can County Governments Tackle Community Sustainability?

By

Suzanne Zakowski, Manager Sustainable Communities Program, Audubon International & Kevin A. Fletcher, Ph.D., Executive Director, Audubon International

Sarasota County, Florida, is located along the Gulf Coast in Florida. With a population of over 300,000 and growing, county officials have decided to plan for growth with sustainability in mind. As Sarasota County Commissioner Joe Barbetta states, "we have long believed that having a 'green' and sustainable reputation as a community could help economic development in Sarasota County." For years, Florida's regions routinely dominated the list of the Census Bureau's fastest-growing U.S. areas, and a sustainability planning seemed like a reasonable way to address a host of issues.

### A Sustainable History

Historically, the move towards developing a plan for smart growth was apparent in the early 1990's, when it became evident that the growth from earlier decades had led to almost all of the historic buildings being torn down in favor of newer home and business. A community campaign yielded an historic preservation organization, the Sarasota Alliance for Historic Preservation. Remarkable preservation success occurred, including the restoration of the Municipal Auditorium. The building became the heart of tourism and economic activities, and county officials took note.

Like many counties, historic preservation and art organizations have regional a focus. Such organizations were instrumental in bringing the Sarasota County Government, and municipalities, to realize that planning for growth and economic development doesn't have to be at odds with becoming sustainable. Similarly, state and federal agencies also tend to focus on watersheds or transportation corridors rather than individual towns. So, county officials decided to act. In 2002, the County passed a Sustainability Resolution, which establishes and implements policies, guidelines, goals, and strategic actions to promote sustainability.

### Asking for Outside Help

Sarasota County Officials began to reach out to national and state organizations, in addition to the active regional groups to formulate a plan. The county joined Audubon International's Sustainable Communities Program, which helped to assess initiatives and formulate a plan for measuring implementation (see Box). In addition, the County looked to the National Association of Counties, ICLEI, US Green Building Council, and the Florida Green Building Coalition for additional assistance.

In October, 2006 the Sarasota County "Roadmap to Sustainability" was presented to the Board of County Commissioners as a means of outlining the county's approach to becoming a sustainable community. By 2007, it was proposed that resources be refocused on those initiatives with the greatest potential to impact outcomes and that a phased approach be implemented for the remaining areas. This return-based model set forth an initial focus on internal enterprise sustainability challenges to ensure the organization is walking the talk and fully implementing its previous commitments. A second phase was proposed that would reinvigorate community-focused initiatives aimed at engaging citizens and businesses in sustainable choices and partnership opportunities.

Often sustainability efforts, whether for an organization or an entire county, are derailed due to a common set of barriers to change. Audubon International's program process and the deliberate actions of the county government looked to address those barriers head-on. (Note: The accompanying sidebar highlights the eight most common barriers for large-scale change.)

In 2008, the County was able to summarize achievements of *walking the walk* under the following focus areas:

- Environmentally Preferred Purchasing
- 2030 Challenge (new buildings and energy efficiency goals)
- Energy Management Action Plan
- Green Fleet
- Community Health Improvement Partnerships
- Low Impact Development
- Sarasota County Public Transportation

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The County was also able to report on achievements made through partnerships with both business and the municipalities in Sarasota. County Staff provided advice and consultation to municipalities through the partnerships with the Cities of Sarasota, Venice, and North Port, all of which have made commitments to sustainability and looked to the county for leadership, example policies, and funding resources. With county businesses, a green business award program was established to highlight businesses that contribute to sustainability initiatives, Green Business Partners.

Other initiatives included educational campaigns and incentives to encourage buying local, marketing to support state certified Green Lodges, and preparing for the clean energy economy with green jobs promotion and training. The county even adopted “green” ordinances, including the mandate that certain types of land developments would “need to meet Audubon International’s Signature Program criteria” (a voluntary environmental certification program for development projects) or an equivalent—a part of bringing eco-development and green building goals to the county in a major way.

A drawback of County-wide community sustainability efforts can be the size and diversity of the governmental departments. Having a comprehensive sustainability plan pass through each department can be a daunting task, not to mention the increased number of residents affected by such initiatives, which is much less for individual municipalities. However, counties might find that more resources and funding opportunities are available for larger efforts. This is because there are more people and partners at the table. Putting together the many pieces of the puzzle that is a comprehensive, long-term sustainability plan is more likely to get done when more people help out.

### Common Barriers for Making Community-Wide Change Happen

**Failing to Create a Sense of Urgency** – Moving people or communities in a new direction can be a little like moving an iceberg. Effective sustainable community champions find ways to create a sense of urgency and secure top leadership support.

**Not Creating a Guiding Coalition (Team)** – You can’t go it alone. Build a “sustainability team,” selecting people from all levels and departments—and include the right community members.

**Underestimating the Power of a Vision** – People want to feel as if they are a part of something bigger than themselves. Create a bigger vision for your community—starting with your government operations as the model.

**Under-Communicating the Vision** – Once you’ve developed a “vision message,” make sure that vision is communicated to staff, and to town and city residents. You may think that people have heard or read what you’re saying, but most environmental messages are under-communicated.

**Not Addressing Obstacles** – Most environmental efforts fail in towns, cities, and villages because they are viewed as side issues. By the time citizens gather to create the details of the vision for their community, many of the potential obstacles should already have been addressed.

**Failing to Create Short-Term Wins** – Keep your staff motivated throughout any sustainable communities planning and visioning process, and maintain your own enthusiasm. Have a long-term vision, but set short term goals.

**Declaring Victory Too Soon** – At the same time, don’t settle on limited results. Remember that the longer-term goal is to create a sustainability culture throughout your community, starting with the local government itself. One or two recycling success stories does not lead to changed culture.

**Not Anchoring Changes in the Culture** – Use projects and performance goals to change behavior, but use management systems, reward programs, and training programs to reinforce and embed that behavior in staff.

Note: As adapted by Dr. Fletcher from John Kotter’s *Leading Change*, Harvard Business School Press, 1996.

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### **Audubon International Resources**

For more than 20 years, Audubon International has worked with communities and their members on voluntary environmental efforts, more recently working directly with towns, cities, and counties through the Sustainable Communities Program. Experiences with member communities help to serve as a basis for a set of lessons identified in this article. For information on Audubon International's Sustainable Communities Program and the community models mentioned in this article, visit [www.SustainableCommunitiesProgram.org](http://www.SustainableCommunitiesProgram.org). To learn more about Audubon International's Community Engagement Planning and Action Initiative and to find useful tools, tips, and other resources, visit the Web site at [www.SustainableCommunityInitiative.com](http://www.SustainableCommunityInitiative.com). Audubon International is a nonprofit environmental and sustainability education organization. For more information, visit [www.AudubonInternational.org](http://www.AudubonInternational.org).

## Important Contact Information

**Feel free to contact any of the following individuals with your ideals and suggestions, as well as your willingness to volunteer to assist the Division in any capacity:**

<b><u>CHAIR</u></b>	Dennis A. Sandquist, AICP Director, McHenry County Planning 2200 N. Seminary Ave Woodstock, IL 60098 Telephone: (815) 334-4548 FAX: (815) 337-3720 EMAIL: DASandquist@co.mchenry.il.us
<b><u>CHAIR-ELECT</u></b>	Judy M. Francis, AICP NC DENR-Ashville Regional Office, Office of Conserv. & Comm. Affairs 2090 US 70 Highway Swannanoa, NC 28778 Telephone: (828) 296-4500 FAX: (828) 299-7043 EMAIL: Judy.Francis@ncdenr.gov
<b><u>SECRETARY</u></b>	Joe Scorcio, AICP Public Development Manager Pierce Co. Public Works & Utilities 9850 64th Street, W. University Place, WA 98467-1078 Telephone: (253) 798-4661 FAX: (253) 798-4695 EMAIL: joseph.scorcio@co.pierce.wa.us
<b><u>TREASURER</u></b>	Mike Harper, FAICP Retired 550 W. Plumb Ln., Suite B, #213 Reno, NV 89509 Telephone: (775) 825-1422 FAX: None EMAIL: faicp04@msn.com
<b><u>IMMEDIATE PAST CHAIR</u></b>	Charlie Compton, FAICP Planning Director Lexington County 212 S. Lake Drive, Suite 302 Lexington, SC 29072-3410 Telephone: Direct Line (803) 785-8123 Receptionist (803) 785-1454 FAX: (803) 785-8300 EMAIL: ccompton@lex-co.com
<b><u>GOVERNANCE</u></b>	Keith L. Cubic Director Douglas County Planning Department Room 106, Justice Building Douglas County Courthouse Roseburg, OR 97470 Telephone: (541) 440-4289 FAX: (541) 440-6266 EMAIL: klcubic@co.douglas.or.us
<b><u>ELECTED OFFICAL COLLABORATION</u></b>	James Davenport, AICP Program Manager National Association of Counties Suite 500 25 Massachusetts Ave. NW, Washington DC, 20001 Telephone: 202-661-8807 FAX: 202-661-8871 EMAIL: jdavenport@naco.org
<b><u>COMMUNICATIONS</u></b>	Robert W. Hill Brookings County Planning, Zoning and Drainage Director 601 4th Street, Suite 105 Brookings, SD 57006 Telephone: (605) 696-8350 FAX: (605) 696-8355 EMAIL: rhill@brookingscountysd.gov
<b><u>ADDITIONAL DIVISION VOLUNTEER</u></b>	Timothy (Tim) W. Brown, AICP City of Dothan, Planning & Development Department 126 N. St. Andrews Street, Room 305, Dothan, AL 36302 Telephone: (334) 615-3416 FAX: (334) 615-4419 EMAIL: twbrown@dothan.org
<b><u>ADDITIONAL DIVISION VOLUNTEER</u></b>	Michael J. Kayes, AICP 1506 River Street Olean, NY 14760 Telephone: (518) 842-2669 FAX: (518) 842-5533 EMAIL: MJKayes504@aol.com
<b><u>ADDITIONAL DIVISION VOLUNTEER</u></b>	Royce Maniko Director Monroe County Planning Department 125 East Second Street Monroe, MI 48161 Telephone: (734) 240-7380 FAX: (734) 240-7385 EMAIL: royce_maniko@monroemi.org
<b><u>ADDITIONAL DIVISION VOLUNTEER</u></b>	Frank Miles Administrator Madison Co. Planning & Development County Administration Bldg. 157 North Main, Suite 254 Edwardsville, IL 62025-1964 Telephone: (618) 296-4468 FAX: (618) 692-8982 EMAIL: fomiles@co.madison.il.us