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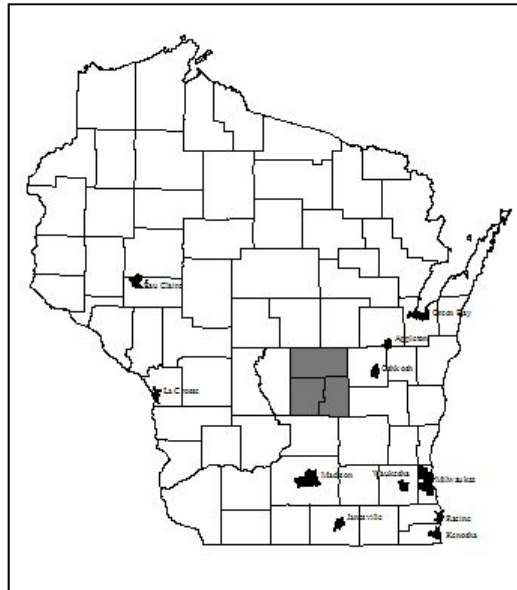
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times annually  
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Division.*

## **Working Together to Improve the Economy: A Strategy for Rural Areas**

**By Patrick Nehring, Community, Natural Resource, & Economic  
Development Agent, UW-Extension**



The Tri-County Area of Green Lake, Marquette and Waushara is located in Central Wisconsin.

The Tri-County Regional Economic Development Corporation (TREDC) is an example of how communities can come together to improve the area economy and be noticed as a location for business development. TREDC is a quasi-private nonprofit organization that seeks to revitalize, stimulate, attract, and encourage business development in the Wisconsin counties of Green Lake, Marquette, and Waushara.

TREDC incorporated in December 2004, applied for nonprofit status in May 2005, and hired an executive director in September 2005. Since September 2005, TREDC has provided assistance to over 175 business projects in Green Lake, Marquette, and Waushara Counties. Over 2 million dollars in grant funds were obtained to assist Tri-County Businesses. As a result of the assistance that TREDC provided, over 15 million dollars in private investments have been made in local businesses, over 450 new jobs have been created, and over 150 jobs have been retained in the tri-county area,

*Continued on Page 4*

## From the Chair: Dave Gattis

Odds and Ends...

### Another Farm Falls to Sprawl:

This morning's *Dallas Morning News* (9/28/2011) had a front-page article about the loss of another 120-acre farm for development of another 460 homes, plus restaurants and retail. (See photo and caption on Page 3.) Plano, Texas is no longer a small town (pop. 260,000), but it illustrates another loss of agricultural land to sprawl. The newspaper lamented the loss in nostalgic terms, but we know it is another step in a larger problem.

### Federal Policy:

APA held its Federal Policy Briefing in Washington, DC a few weeks ago, and the news is not good. Congress and the Administration have taken political brinksmanship to new levels, with last minute reprieves and short term extensions of several major programs, including transportation, FEMA and the FAA. A House budget bill effectively prohibits HUD, DOT and EPA from using funds to cooperate with each other.

The Community Development Block Grant and the Partnership for Sustainable Communities were the focus of Planners Day on the Hill. The Farm Bill reauthorization is on the horizon as well as other programs of interest to small town and rural planners. We'll keep you posted.

### APA Policy:

APA is working on a public relations package to assist planners in responding to the Tea Party/UN Agenda 21 attacks on planning. They hope to roll it out by the end of the year.

There are also plans for a Delegate Assembly in Los Angeles to adopt updates and revisions to the Energy, Sustainability, and Smart Growth policy guides. I appreciate those who volunteered on behalf of STAR to review the draft of the Smart Growth policy.



Dave Gattis, FAICP,  
Deputy City Manager  
City of Benbrook, Texas

## *STaR Division*

*2010 - 2012 Executive Committee*

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**“From the Chair” (continued from Page 2)**

**CM Opportunities:**

STAR will host a webinar on “Design Guidelines for Small Town and Rural Places” on November 4th. The webinar will be a follow-up to Bob Barber’s popular session at the National Conference in New Orleans.

Register for free:

<https://www2.gotomeeting.com/register/473486394>. STAR is also sponsoring a small town track at the Texas Chapter conference the first week of October, and we hope to work with other Chapter conferences in the future.



Losing our farms: A view from the Haggard Farm in Plano, Texas

**Final Thought—Division Elections are Coming:**

By the time you read this, I will have finished appointing a nomination committee for the election of STAR officers, including Chair (I cannot run again because of term limits), Vice Chair-Programs, Vice Chair-Communications and Secretary-Treasurer. If you are interested in running, watch for the announcement in your email in the next month or so.

**Find STaR Online!**

You can now follow APA-STAR Division on **LinkedIn** ([www.linkedin.com](http://www.linkedin.com)) and **Facebook** ([www.facebook.com](http://www.facebook.com)). Both services are free and allow members to exchange ideas.

**LinkedIn Group Name: Small Town and Rural (STaR) Planning Division—American Planning Association**

**Facebook Group Name: APA-Small Town and Rural Planning Division**

The APA also has Division-specific websites, including one for STaR:

[www.planning.org/divisions/smalltown/](http://www.planning.org/divisions/smalltown/)

**We encourage all members to login today!**

**The 2010 STAR Survey Report**

A full report of the 2010 STaR Member Survey is available to members through the Division website. You’ll also find copies of the meeting notes from the annual Business meeting, old copies of the Star newsletter, and much more...

**Picture This!**

Do you have something really unique in your community that defines “small” or “rural”? Unique art, buildings, people, neighborhoods, etc. We’re inviting all STAR members to submit photos and captions of these unique features of small and rural communities throughout 2011. (See Page 14)

Email: [kfletcher@auduboninternational.org](mailto:kfletcher@auduboninternational.org)

**Want to Help Out?—Join a STaR Committee!**

Members of STaR are invited to participate in one or more of the committees. For more information, please contact Dave Gattis, Chair of STaR at: [dgattis@cityofbenbrook.com](mailto:dgattis@cityofbenbrook.com)

The three counties of the tri-county are rural by most definitions. The population of the largest municipality has a little over 5,000 and is divided between Green Lake and Waushara Counties. The remaining municipalities have populations under 2,000. Businesses with less than twenty employees are 83% of the business in the area. About half of the workforce in the three counties leaves every day to work in the more urban neighboring counties.

In 2002, the Green Lake and Waushara Counties had all-volunteer economic development corporations (EDCs). Marquette County had just formed an all-volunteer EDC. All of the neighboring counties in Wisconsin had full-time economic development staff. Economic development professionals tend to interact more with other professionals than with very part-time volunteers. Waushara, Marquette, and Green Lake County were divided up on the edge of territory served by regional organizations. Most economic development strategies or studies either ignored the three counties or referenced them as only a source for employee housing or as a recreational area, despite the range of support and stand-alone industries present in the counties.

Waushara County EDC Board had recently tried to hire a very part-time economic development staff person, but soon realized that it was not possible with their very small declining budget. Waushara County University Wisconsin-Extension faculty suggested working with the EDCs in Green Lake and Marquette Counties and initiated a meeting between the Boards of the three county EDCs to discuss working together. The UW-Extension Community, Natural Resource, & Economic Development Agents from the three counties facilitated a discussion at the meeting. Board members from the county EDCs discussed the current economic development efforts in their county, issues they were facing, their goals, and the concerns and benefits of working with the other counties on economic development. At the end of the meeting, the Boards from the

three county EDCs decided to meet again to look at potential models of regional economic development organizations.

The UW-Extension Agents presented an outline of the how different regional economic development organizations were formed, their mission and goals, their funding, staffing, how they operate, and what they have accomplished. The executive directors or someone involved with the organization was available via conference call to answer questions. The organizations that were reviewed were Momentum Chippewa Valley, Fox Cities Economic Development Partnership, the Northwoods Regional Development Group, and Greenbrier Valley Economic Development Corporation.

The next meeting with the economic development corporations from Green Lake, Marquette, and Waushara Counties involved responding to scenarios that may occur when economic development is addressed from a regional perspective rather than an individual perspective. For example, what if there is a lot of business development activity in one county, do you spend an equal amount of time in each county or do you spend more time where more assistance is needed because there is more activity. Or there is a business interested in expanding in the area, do you try to meet the business's location needs or do you try to promote all areas equally. At the start of the meeting, a majority of those present felt that economic development time and effort should be distributed

### **Wanna Help Run The Place?**

Nominations are underway for STaR Officer positions. To learn more visit:  
[www.planning.org/leadership/divisions/governance/index.htm](http://www.planning.org/leadership/divisions/governance/index.htm).

Let the Division Chair know if you are interested and ask any Officer about what we do in these positions.

### Lessons-Learned in the Process of Creating TREDC

- Participants must believe in the benefits of acting regional verses locally. It cannot be forced.
- It takes time. It takes time for people to change their mindset that what happens in the region is good for you locally. It takes time to build support, organize, and have notable accomplishments.
- Power distribution and participation must be evenly distributed, at least initially.
- More can be accomplished together than separately.
- From an economic development perspective, the combined resources of a rural area can equal that of an urban area and give a rural area more visibility.

Source: Nehring

equally between the individual counties. At the end of the program a majority of participants, decided to think of the area as a region rather than three individual counties.

The demographics of the area were reviewed, including commuting patterns, employee, and job statistics. The counties have similar statistics. The workforce commutes between the counties, even though more commute out of the area to more urban centers.

The individual economic development corporations developed their own strategic plan. The strategic plans were compared side by side with one another and the similarities and differences identified. There were more similarities than differences. The common needs and areas of interest were identified, and the members of the economic development corporations decided to form a sub-committee to propose a plan of how to work together.

The sub-committee of two economic development corporation members from each county met every other week for three months. The subcommittee with the assistance of UW-Extension created a document that outlined the mission, goals, type of organization, organizational structure, executive director job description, and a budget. The discussion regarding funding was intentionally left for last, because discussing the funding in the beginning would have bogged the process down, and the details necessary to propose the development of a regional economic development organization would not be fully developed. The document created by subcommittee was used to present the concept of the Tri-County Economic Development Corporation to the county boards of Green Lake, Marquette, and Waushara County, Wisconsin and to request funding. The contents of the document were used in some cases verbatim to create the organization's bylaws, the initial budget, the application for non-profit status,

*Continued on Page 8*

## Small Town Park Planning: A Student's Approach to Evaluating Park Plans

By Bethany Windle, Student, UNC-Chapel Hill & NCSU

*(Note: The work for this project was funded through the STaR Internship Program.)*

I had the pleasure of working with the Town of Chapel Hill's Parks and Recreation Department, through an internship with the Small Town and Rural (STaR) Planning Division. The Town recently began the task of writing its 2011 Parks and Recreation Master Plan, establishing a 10-year vision for future parks, greenways and recreational facilities. As a dual masters student of City and Regional Planning and Landscape Architecture, I saw this undertaking as a prime opportunity to learn exactly what makes an effective park plan. I also wanted to learn how various entities of a small town government would work together, across professional disciplines to accomplish this immense task.

I set out on this project with the end goal of developing a park evaluation tool that would act as a kind of planning protocol - an extensive, organized list of guidelines specific to park plans. Through various academic and professional experiences during this internship, I created the tool that will effectively help shape the Town's 2011 Park Master Plan. The draft protocol was produced so that it can be used universally to evaluate current or future park plans for any town.

### A Multi-Disciplinary Approach to Planning

In recent years, a new and broader view of parks has emerged in a growing number of cit-

ies. This new view capitalizes on the tremendous value parks generate by providing open space and recreational opportunities to patrons. It further recognizes parks as vital contributors to the achievement of wider community objectives, including job opportunities, youth development, public health, and community capacity building—all of which help strengthen the towns in which parks are located.

Despite the importance of parks and potential usefulness of park planning, there is not a great deal of guidance on what exactly park plans should entail; and if guidance does exist, which is deemed good practice? As a key component of this internship, I set out to identify and describe the elements of a high quality park master plan. My first step in the process was to complete a comprehensive literature review of city planning, landscape architecture and recreation and leisure studies publications that encompassed topics relating to park planning. I particularly honed in on studies completed by Godschalk and Berke, which analyzed plan evaluation methods, as well as the American Planning Association's advisory report on parks and open space system planning to guide the early stages of development of this document.

From this literature review, I identified seven key variables upon which to evaluate a park master plan. These variables include the following:

1. General Information
2. Plan Components/Presentation
3. Planning Process and Public Participation
4. Plan Goals and Objectives
5. Analysis of Current Conditions and Trends
6. Policies and Proposals
7. Implementation

#### STAR Newsletter Submission Requirements

December 2011 Deadline: November 15, 2011

Up to 1,400 words—also photos and caption or shorter pieces (500 words) accepted.

Must be single space and in Microsoft Word.

JPEG pictures (publication quality) preferred if submitted with the article.

A brief biography (1-2 sentences) of the author.

Email to: [kfletcher@auduboninternational.org](mailto:kfletcher@auduboninternational.org)

Focusing on the detailed elements within each of these variables, I gathered and recorded best planning practices through the various experiential learning activities fostered by this internship. One such activity was attending East Carolina University's Recreation and Park Planning Workshop, where leading recreation and leisure professionals, as well as landscape architects presented the importance of park design for recreation activities. It was during this time that I gained a better understanding of the requisite sports and leisure, programmatic components necessary for good, comprehensive park planning.

Further, my time working with Bill Webster, Assistant Director of the Parks and Recreation Department at the Town of Chapel Hill, allowed for a variety of experiences that helped further develop the park planning protocol. Most notable of these experiences was my time spent interviewing planners and landscape architects as well as reviewing and evaluating the park plan proposals of ten leading planning and landscape architecture firms, bidding for the Town's park planning project. During this time, I became well acquainted with the specific planning and design techniques and strategies each firm intended to utilize during the project. I compiled all of these techniques to further build upon the protocol. Further, my time with the Town allowed me to participate in interviewing key city leaders, soliciting feedback that would help guide the new park plan. I generalized many of these responses to further expand on the key variables of the planning protocol.

Finally, I collaborated with the Emily Cameron, principle landscape architect for the Town, on a park redesign project. During this experience, I used site planning skills as well as digital design techniques to graphically communicate those best planning and design practices I had researched and recorded throughout the semester.

## Lessons Learned

Park planning is a multi-disciplinary undertaking that covers a vast amount of information. Such information cannot be obtained from one source, but by seeking out the research of scholars and the expertise of those with valuable, practical skills through experiential learning. The most valuable part of this internship was the opportunity it provided for direct involvement in the park planning process. This enabled me to discover first-hand, ways to effectively undertake the planning process of parks and to find the variables that determine whether or not a plan is actually effective.

The product of my STaR Internship—the park planning protocol—provides an evaluative framework based on planning, landscape architecture and recreational and leisure studies best practices. The protocol matrix is a work in progress, but can be utilized by any small town to evaluate its park plan and to better strategize for the future. This planning protocol has been submitted to the Town of Chapel Hill to assist in the preparation of its 2011 Parks and Recreation Master Plan.



Ms. Windle is a dual Master's Candidate at the University of North Carolina at Chapel Hill and North Carolina State University focusing her studies on land use and environmental planning and landscape architecture, respectively.

and the posting to fill the position of executive director.

The economic development corporations for Green Lake, Marquette, and Waushara Counties have accomplished more with the formation of the Tri-County Regional Economic Development Corporation. It took two years for the members of the county EDCs to agree to work together as a region and to understand what benefits one part of the region, benefits all. In addition to the business retention and development that has resulted from the formation of the TREDC, other statewide or regional organizations that include urban areas have included the tri-county area as an area for not only residences and recreation, but also business development. TREDC has a seat at the table with urban economic development organizations. The regional concept has been embraced by others, including a regional tourism development group, boys and girls club, and an aging and disability resource center. State agencies, including the Department of Commerce and Department of Transportation, have recognized the tri-county area and include the region as a whole in their districting rather than dividing the counties to be on the fringe of a district.



Patrick Nehring is an associate professor with the University of Wisconsin-Extension and serves as the Community, Natural Resource, and Economic Development Agent for Waushara County.

## Are You... LinkedIn?

As of this publication, there are 300-plus members of the Small Town & Rural Planning LinkedIn group. Will you be number 400? More and more, STaR members and non-members alike are using this online resource to share information, tools, and resources. STaR will continue to find the best way to cross-populate among this newsletter, the Division website, and tools like LinkedIn. Every once in a while we'll share from both.

### Editor's Pick from LinkedIn:

*Note: The recent flooding from Irene hit New York and Vermont particularly hard. The following is from a conversation on LinkedIn. If you have ideas for Nan, log on or join up, and join the conversation...*

"How can small town and rural planners best help communities devastated by recent flooding? Many of the towns I work with have been destroyed. I'm looking for success stories, processes, tools, and methods to help in the long-term recovery. How does a flood-plain-located community rebuild knowing it is just a matter of time when another flood will come and should they? I'd be interested in the collective wisdom of other small town and rural planners in this matter."

-Nan Stolzenburg, AICP CEP, Owner, Principal Consultant at Community Planning & Environmental Associates, Albany, New York Area

## Chime In!

Do you have your own examples of challenges or successes in partnering for regional economic development?

Log onto the STAR Facebook or LinkedIn page and talk about it.

## Assessing Environmental Awareness in Ottawa, Kansas

By Sam Davis, Graduate, University of Kansas

*(Note: The work for this project was funded through the STaR Internship Program.)*

While environmental awareness has been steadily increasing in communities throughout the nation, many of these issues have not yet taken hold in some areas. That is not to say the residents there do not care about local environmental issues, but these issues might not have been brought to their attention. In addition, many might not be aware their current practices can have long-lasting ramifications. As a municipal government and even as a professional planner, the question arises, do we bring these issues forward to the community or do we wait until they bring them to us? From my education and experience thus far, I believe it is imperative for the planner to identify potential issues in the community and then go out to garner input and feedback from residents ahead of time.

When first hearing about the Small Town and Rural Division grant opportunity, I immediately thought of a small community about 20 miles south of Lawrence, Kansas (home to the University of Kansas). Wynndee Lee, AICP is the Planning and Codes Director for the City of Ottawa, Kansas. I was previously acquainted with her through a class assignment in my first semester of graduate school. Wynndee's second in command is Tom Yahl, AICP (and fellow KU graduate). In discussions with both of them about what they were looking for and what I could offer, we decided that I would write an Environmental Chapter to the City's comprehensive plan and on top of that, try and use social media as an outreach and communication tool to the public.

### Ottawa...Kansas, That Is

The City of Ottawa is located along Interstate 35, about 50 miles southwest of Kansas City. From about the 1940s to the 2000s, Ottawa experienced little to stagnant growth, keeping a relatively steady population between 10,000

and 11,000 residents. However, since 2000, Ottawa has jumped in population and the 2010 census now places their current population at 12,649 residents. Much of this growth can be attributed to commuters to Kansas City. However, Ottawa is not subject to being labeled a "bedroom community;" the town has had its own unique history for over 140 years. With this sudden influx of individuals, the city is dealing with the trials and tribulations of growth management in all areas of development (residential, commercial, manufacturing, and industrial). One of the first actions the city took was to delineate an urban growth boundary and ensure island subdivision could not occur. It is very much anticipated that Ottawa will grow into this boundary in the next 20 to 30 years.

### FaceBook Approach

Social media has been a tool steadily growing in popularity with municipalities and planners. Blogs, Facebook, Twitter, etc. have all been utilized as options in communicating with the



Sam Davis, Wynndee Lee AICP (Director), and Tom Yahl AICP discuss the current environmental concerns for the City of Ottawa, KS.

general public. One of the first steps of my project was to gauge the level of environmental awareness in the community. To do this, I decided to use the City of Ottawa's Facebook page to host a survey I created with the free online service "Survey Monkey." In the survey, I utilized a scale for half the questions, and the rest were set aside for demographics and open-ended questions where the residents could voice their own opinions of what they do that is environmentally conscious and what the city could do as well. The link to the survey was posted on the main city webpage and on Facebook. I received 49 responses from a variety of long time and recent residents of varying ages. The survey was not meant to be scientific by any means, but the amount of feedback was impressive.

I found that many of the respondents indicated they greatly cared about their community and almost all indicated that they recycled to some extent. Interestingly, a majority of the responses indicated that they were most concerned with water quality. This is most likely due to the Marais des Cygnes River, which bisects the community, and has a history of flooding.

The other half of my project was writing an environmental chapter to the City's comprehensive plan. After reviewing and studying a multitude of environmental chapters from other communities, I took the best elements out of each and outlined what I thought to be the best way for Ottawa to tackle the subject. Since I was essentially working on this by myself, with the support of Wynndee and Tom, I did extensive research into finding community experts in the field who were working for the city, county, state, or federal organizations. I was able to contact and meet a whole host of experts who were very helpful in pointing out what Ottawa is doing right and what could be done better in regard to the environment. I took these interviews along with my own education in environmental planning and created a document which can now be referenced by the planning staff and eventually adopted as an amendment to the comprehensive plan.

## Lessons Learned

For planners in small towns who are looking to incorporate more environmental aspects into their planning documents, I would highly recommend getting in touch with local experts and building a contact sheet. Moreover, social media can be an effective tool in reaching out and gathering feedback from the community. Most importantly, it is imperative that an environmental chapter be tailored to each community. While many of the same arguments can be used as justification for protection, each local issue will be unique; such as Ottawa's extensive amount of highly productive agricultural soils.

Overall, I am very grateful I was able to have this experience and look forward to applying what I have learned in my future career. I would like to thank Wynndee Lee, Tom Yahl, Prof. Bonnie Johnson, and all of the City of Ottawa staff for their assistance in the completion of this work.



Sam recently received a Master's degree in Urban Planning from the University of Kansas. With specializations in Land Use and Environmental Planning, he intends on finding a career looking at and solving regional problems and learning more about energy planning and conservation.

## Exploring Affordable Housing Financing Options in a Rural County

By Brika Eklund, Graduate, UNC-Chapel Hill

*(Note: The work for this project was funded through the STaR Internship Program.)*

This past spring, I had the opportunity to serve as an intern through the American Planning Association's Small Town and Rural Planning (APA STaR) Division.

With APA STaR's support, I partnered with the Affordable Housing Advisory Board (AHAB) in Chatham County, North Carolina to help county staff and resident volunteer AHAB members better understand the funding streams available to address pre-determined affordable housing goals in the county: (a) the potential for inclusionary zoning; (b) rental housing development; (c) housing for special needs populations; and (d) determining the proper structure for county government-level support of affordable housing programs. This article briefly outlines the impetus for partnering with Chatham County, the varied funding streams available, and the challenges associated with establishing affordable housing finance programs in a rural county.

### A Trip Through Chatham County

One of the values of studying planning at UNC-Chapel Hill is the opportunity for graduate students to work with diverse communities – urban and rural, growing and shrinking, diverse and homogenous. Chatham County represents a nexus of many of these traits. Located southwest of the growing Raleigh-Durham-Chapel Hill region, Chatham County is a largely rural county with a rich history in agriculture and manufacturing. Today, the county is largely split into two worlds – the eastern part of the county consists of large lot, expensive home subdivisions with a fairly homogenous population, while the western part is slightly more populous and far less affluent, with a diverse population including many Hispanic migrant farm workers.

As the county is in a state of flux with growth pressures from both the north (Chapel Hill) and the east (Raleigh and Cary), there are

Continued on Page 12

### Call for Online Resources

Have a few good websites or online tools you use regularly? Please, share them!

Are there e-newsletters you get regularly that help you think about and deal with a specific issue? Share them!

Throughout 2011-2012, STAR is working to build an online resource library collected from each of you—the members. Please email us with any resources you think others would find valuable.

Email: [kfletcher@auduboninternational.org](mailto:kfletcher@auduboninternational.org)

### APA Needs Bibliography Help...

Currently, the resources listed in APA's Planners' Bibliography Web Tool that focus on relevant information for professional and citizen planners involved in small town and rural planning are limited. We are looking to the members of the Small Town and Rural Planning Division to identify relevant books, journals, government documents, websites, reports, and plans that will expand and enhance this resource. Please take a few minutes to browse the site. Submit your recommendations (literature, texts, reports, websites, publications, etc.) for additions to the Planners' Bibliography to:

Noelle Nightingale  
Intern, APA Library  
[nnightingale@planning.org](mailto:nnightingale@planning.org)

many issues that it must investigate to chart its future, including its affordable housing stock both now (in terms of quality) and the future (in terms of quantity). Chatham County has already commissioned several reports to address its existing conditions – the next step is determining how to pay for the system improvements that are required.

### **Show Me the Money**

My research uncovered a number of potential funding streams available to Chatham County, three of which are mentioned here. The common theme is that all are existing state- or federal-based programs that the county has not fully “tapped into.”

The first is the state housing finance agency, which to date has had limited involvement in the county through its low-income housing tax credit (LIHTC) program and other supportive housing programs. Some of this is likely the result of limited developer interest in the county. Nonetheless, few connections seem to exist between the housing finance agency and county housing staff, each of which is dedicated to increasing affordable housing options.

The second is the wide array of U.S. Department of Agriculture (USDA) housing grants available to rural counties. It was very difficult to assess the level of current involvement between USDA and the county, but the number of loan programs available to homeowners warrants further investigation.

Lastly, the county is undergoing discussions to join an existing “consortia” through U.S. Department of Housing and Urban Development. While no new consortia are allowed in North Carolina, partnering with an existing consortia could bring thousands of dollars a year into the county (both in funding and administrative dollars).

### **Funding Challenges**

Although there are funding streams available for affordable housing in rural counties, I also realized that there are perhaps more challenges to implementing the funding programs than there are funding opportunities. Three challenges stand out, in particular:

#### Getting linked into existing federal programs.

The three programs mentioned above are all state- or federal-based housing programs. I was surprised by the lack of clear patterns of communication between the state-based offices and county staff with regards to mutually-beneficial housing programs. Affordable housing is a relatively recent topic of interest at the county level in Chatham, so this could be part of the explanation for limited contact. However, the second point below is also likely a major challenge.

#### Sufficient county staff capacity.

This is not a novel issue, but it remains critical to understanding why affordable housing (and other) programs are perhaps not further engrained at the county level. I was surprised with how many of the “back office” functions are out-sourced by county governments to private consultants. Such functions include applying for state and federal grants and preparing compliance documentation. Not surprisingly, the quality of work on the part of the consultants varies – with such long-term contracts, it may be difficult to hold outside consultants accountable more so than internal staff.

#### Continuity of leadership and citizen support.

This project reiterated the importance of having strong support from county-level political leaders and county residents. In November 2010, there was a major shift in the county commissioners and it is unclear to what degree the new commissioners will support the more unique (and perhaps costly) AHAB efforts. Regardless, the AHAB must consider all of its options and will need to educate the new leadership. This somewhat natural delay

could postpone the county's progression in affordable housing efforts, but education is critical to long-term success. Other communities will face similar issues and must be prepared to educate all leadership on the importance of affordable housing.

### Final Thanks



Thanks to APA STaR, I had the opportunity to learn more about the opportunities and challenges facing a rural county that is trying to improve its affordable housing stock. This is a great prospect for future students, and I encourage all to apply!

Brika Eklund recently graduated from the University of North Carolina-Chapel Hill with a master's in city and regional planning. In her coursework, she focused in real estate development and affordable housing policy. At graduation, Brika received the N.C. Chapter of the American Planning Association's Most Outstanding Student Award for her academic and professional contributions to her department. She will be relocating to Boston, Mass. where she hopes to continue her professional involvement in the affordable housing sector.

### Notes from the Division Vice Chair of Conferences & Programs

Hello all -

I am writing this in between sending out resumes for new positions, and proposals for RFP's. Yes, I have joined the ranks of too many people out there and am unemployed. It's not what I had in mind but there is a non-disparagement clause in my separation agreement. This is a time, and what division is better than ours for this, to give each other support and assistance. The profession of planning is under stress and strain in this any regulation is bad regulation world and any development is good development political landscape.

Enough complaining, on to Los Angeles! As you know the national planning conference is in LA. I do love LA, I am looking forward to getting my city fix on the west coast. I am hoping to add a few days to the conference to connect with some college friends out there. I do hope you all are able to come!

We have been busy on STaR activities out there. Dale Powers has taken the reins wonderfully to coordinate the mobile workshop to Catalina Island. So if you are going, and I hope you will, please go to this workshop as it will be a great learning experience to hear about working on an island adjacent to a major-mega metropolitan area. I also am coordinating a dinner again this year and the planners at Big Bear will be speaking about projects in their area. I will likely do a breakfast again for our business meeting and hopefully it will be not so early!

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## Learning from the Past: Historic Pullman and Smart Growth

By Pete Pointner FAICP, ALA, ITE

Pullman is now a community on the far south side of Chicago. It is a full scale model of the art of community building and a unique record of the economic, political, social and technological forces which forged an epoch which lasted until the late 20th century. George M. Pullman, industrialist, hired architect Solon S. Beman and landscape architect Nathan F. Barrett to design a completely new company town which would include industry, parks, shops, recreational and cultural activities, a church, school, bank, health services and a variety of housing types.

The town began to take shape in 1880 on a 300-acre portion of a 4,000-acre site controlled by the Pullman Palace Car Company. By 1885, 1,400 dwelling units had been constructed, and, following the construction of additional units in the early 1890's the population reached 11,800. The Pullman dwellings were predominately row houses, and all of the Pullman structures were fashioned from brick produced from the clay found on the company site. Power for the town was furnished by the 700 ton Corliss engine which ran the 1876 Philadelphia Centennial Exposition.



Arcade Row

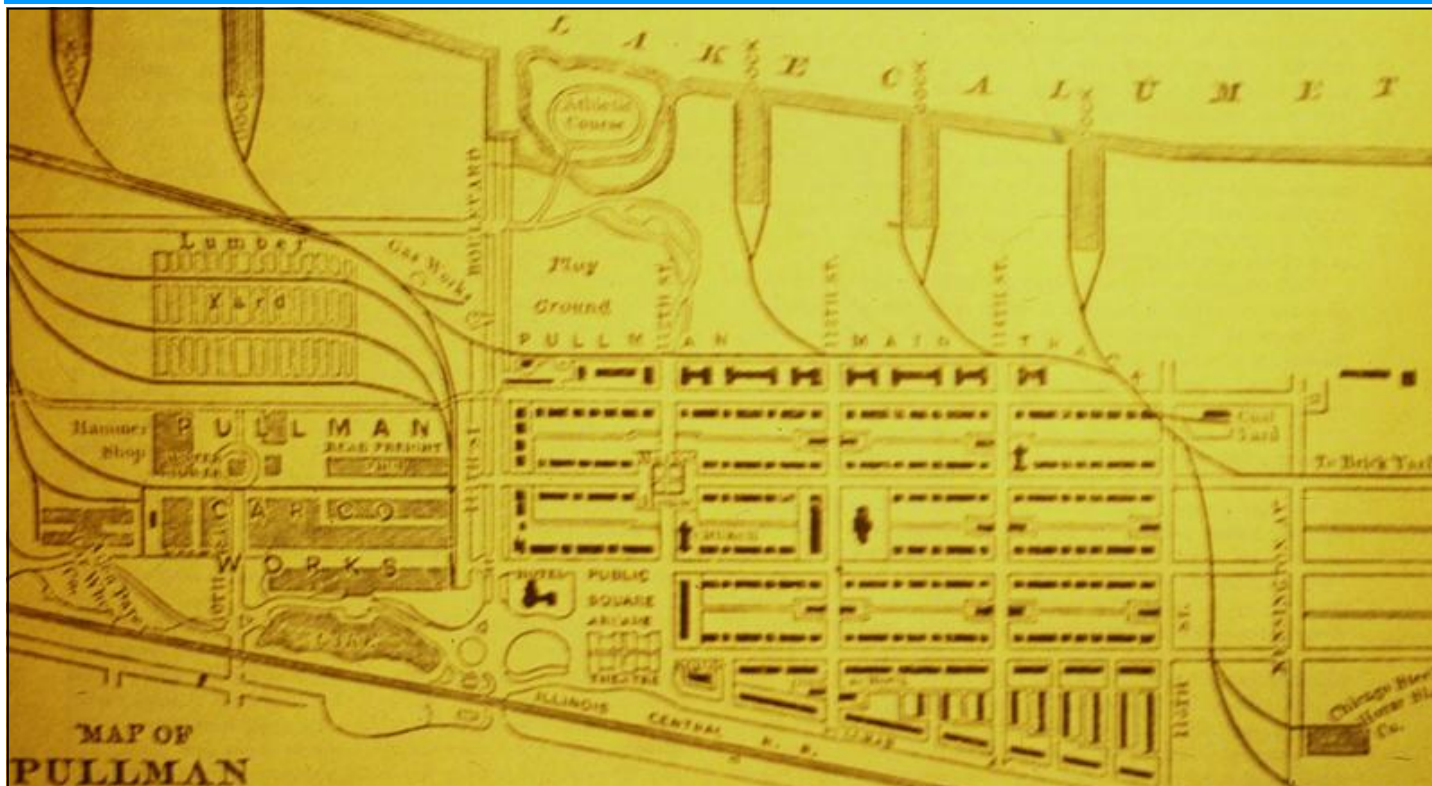
The town was both an economic and social experiment. Pullman believed that by providing a living environment, superior to that available to the working class in any other city, he could avoid strikes, attract the most skilled workers, and attain greater productivity due to the better health and spirit of his employees. The standards of: structural strength, lighting and ventilation, convenience to a wide range of public facilities, handsome architecture and generous landscaping were dramatic departures from the cities of the times and are too seldom approached today. These factors, plus the high quality of public utilities, account for Pullman being voted the most perfect town in the world at the Prague International Hygienic and Pharmaceutical Exposition in 1896.

### Key Issues:

The Pullman Company was forced to relinquish corporate ownership of all dwellings by the Illinois Supreme Court following a famous labor strike in 1894. The town eventually was incorporated into the City of Chicago and, seventy years later, the Basic Policy Plan of Chicago indicated that Pullman would be cleared for expansion and development of heavy industry.



Hotel Florence



Original Plan for the New Town of Pullman, Illinois 1880

Irate residents organized in opposition and formed the Pullman Civic Organization.

### Linking Historic Preservation to Neighborhood Revitalization

John Ertsman, a long time resident saw an important link between community survival and historic preservation. Other persons soon recognized the importance of this linkage and in 1968, the president of the Civic Organization formed a preservation committee named after the architect of the town, Solon S. Beman.

Between 1968 and 1973, the following was accomplished by the Beman Committee: Pullman achieved official landmark designation from City, State and Federal agencies; parkways were replanted and Pullman Park was reconstructed through the help of the City of Chicago; an extensive archives was established with a grant from the Illinois Arts Council; approximately 20 percent of the historic dwelling units underwent some form of remodeling in keeping with the original architecture; allowable mortgage payment periods were extended by up to

six years; a major remodeling program for the historic Pullman church was completed; a local restaurant adopted interior décor and a name to reflect the historic nature of Pullman; two local industries constructed new facilities exhibiting a confidence in the future of the community; people began moving into Pullman as buyers and renters who were interested in community values as well as property values, many of whom were second and third generation Pullmanites.

The purpose of the preservation program was to preserve the historic and residential character of Pullman so that it would satisfy the needs of the day without destroying the heritage of the past or jeopardizing future opportunities. More specifically, attention focused on two objectives: enlisting the support of property owners and residents to preserve the exterior face of historic dwellings through good maintenance and compatible remodeling; and, marshalling the necessary resources to preserve and enhance the larger structures and spaces beyond the immediate control of the residents.

The approach was to structure a program with clearly stated positive goals, realistic incremental steps and maximum citizen participation. This approach was based on communication – honest, informed and regular. It took the form of slide presentations, publications, tours, exhibits, movies, neighborhood newsletters, community social events and countless meetings and letters. Primary emphasis was placed on communication within Pullman and with nearby civic and community organizations as well as City, State and Federal agencies.

The key vehicle for communication within the neighborhood was the Pullman Civic Organization which represented approximately 80 percent of the owners of historic dwellings in the South Pullman Historic District. Also important were communication links with other individuals and groups beyond the area who shared similar values. Additional coverage was gained through feature articles in Chicago's major dailies and in nationally circulated books and magazines, touring exhibits and television coverage.

### Smart Growth Principles Implemented

- A compact city with a balanced mixture of land uses and a diversity of dwelling units in walking distance proximity to employment, shopping, schools, parks, open space and public transportation to the downtown Chicago
- Excellence and continuity of architectural design for residential, commercial, industrial, residential and public buildings
- Comprehensive landscape design of public rights-of-way and spaces
- A variety of recreational and cultural facilities including athletic fields, parks, a library and a stable where persons could rent a horse and carriage to travel the open space green belt adjacent to the town
- Separated sanitary sewer and potable water systems with water being drawn from cribs away from shoreline pollution
- Land application of sewerage on thousands of acres of open space owned by the company and used for truck farms that raised vegetables for the local market and regional markets
- Historic value of an area can be the catalyst for revitalization and community pride and participation



Pete Pointner is an architect and planner. He has 50 years of professional experience beyond his masters degree in city and regional planning. He has been elected to the College of Fellows of the American Institute of Certified Planners and is a lifetime member of the Institute of Transportation Engineers. This article incorporates portions of a case study contained in a book by the author titled "Planning Connections – Human, Natural and Man Made".

For more information see [www.planningconnections.com](http://www.planningconnections.com).

Note: Congratulations to Historic Pullman for being named one of the American Planning Associations' Great Places in America: Neighborhoods for 2011. Pullman joins nine other neighborhoods across the country that stand as, "a gold standard in terms of having a true sense of place, cultural and historical interest, community involvement, and a vision for tomorrow."

**Continued from Page 13...**

I am looking for sponsors for our events to keep the costs low because I heard you loud and clear from last year that getting our city fix empties our wallets. So, if you are part of a company or can help get sponsors in return for some great PR, please contact me.

Also, did your local chapter give out an award that was dynamite and should get STaR recognition? Did you work on a project that exemplifies excellence in planning for your small town or for a rural community? Now is the time to get moving on preparing for the STaR awards. The paperwork is on the STaR division website.

I hope you are all well and please keep good thoughts as I, along with many others, embark on a new directions.

Anne Krieg, AICP  
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207-664-8129 cell

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Kevin A. Fletcher, Ph.D.  
kfletcher@auduboninternational.org  
Vice Chair of Communications  
APA-STaR Division

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If you have been promoted, got a new job, received an award and/or commendation, deployed to the war or returned from deployment, appointed to a leadership position, or elected to a public office, please send us a paragraph because STaR would like to know.

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